Buckinghamshire Safeguarding Children Board

Business Plan 2017/18

INTRODUCTION

This Business Plan sets out the work the Buckinghamshire Safeguarding Children Board (BSCB) will undertake during the 2017/18 financial year. Board members and sub group members have contributed to, and greed this plan.

It is intended for use across the partnership by front line staff, service and strategic managers, voluntary and community sector groups, parents and young people.

The Business Plan will enable people to understand:

1. Our vision and values
2. Our statement of Intent
3. Our priorities
4. Summary work plan for 2017/18. This includes the actions we will take to meet our priorities, the outcomes we want to achieve for children and young people and how we will measure our success.

PART 1: OUR VISION AND VALUES

Our Vision

A strong and shared safeguarding culture across partners ensures every child and young person in Buckinghamshire grows up safe from maltreatment, neglect and harm. Children and their parents receive the right help and support when they need it, leading to better outcomes for children and young people.

Our Values

- We will be honest and clear about the difference we are making for children and young people
- We will respectfully challenge each other to ensure we are making a difference
- We will all take responsibility for helping each other to improve outcomes for children and young people
- We will value difference to help us to improve
- We will look to hold to account rather than to blame
- Everything we do will benefit children and young people in Buckinghamshire
- We will be courageous
- We are all in it together – as a Board we accept collective responsibility for our performance

PART 2: STATEMENT OF INTENT

The Buckinghamshire Safeguarding Children Board will provide strong leadership and coordination to ensure agencies effectively safeguard and promote the welfare of children and young people. We aim to ensure that children and young people in Buckinghamshire are safeguarded at all stages of their journey through universal, targeted and specialist services.
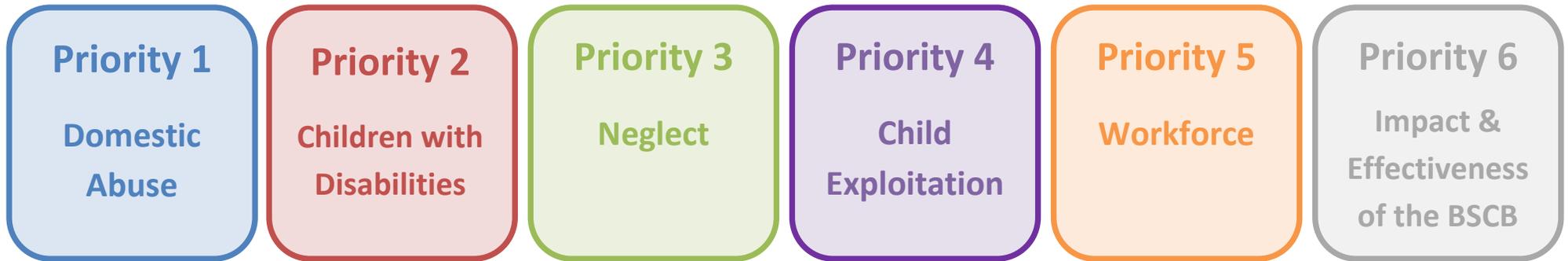
The Board believes that everyone is responsible for safeguarding and promoting the welfare of children.

We will achieve our vision by:

- Working with partner agencies to demonstrate and improve the quality and effectiveness of safeguarding practice
- Monitoring and where necessary challenging the performance of agencies in relation to safeguarding
- Developing and implementing effective policies, guidance and procedures.
- Implementing an effective Quality and Performance Framework that enables us to learn from good practice and also from when things go wrong, and which enables us to influence the delivery and commissioning of services
- Analysing, reviewing and understanding the key factors identified in cases where children have been harmed and the changes that can be made to address these factors.
- Providing high quality multi-agency training to the children's workforce.
- Promoting awareness of safeguarding within agencies and in the wider community.

PART 3: OUR PRIORITIES

The BSCB refreshed its priorities in March 2017 and agreed the following priority areas.

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
Domestic Abuse	Children with Disabilities	Neglect	Child Exploitation	Workforce	Impact & Effectiveness of the BSCB

In addition, Early Help and the Voice of the Child are embedded as a theme across each of the priority areas.

These priorities continue to reflect a number of drivers including:

- Achievement against the 2016/17 priorities
- BSCB multi-agency dataset
- Areas of concern identified through the BSCB risks and concerns log
- Priorities for other Strategic Boards in Buckinghamshire including the Safeguarding Adults Board (BSAB), Health and Wellbeing Board (HWB) and the Safer, Stronger Bucks Partnership Board (SSBPB)
- The views of children and young people in Buckinghamshire
- National Government drivers
- Local knowledge (e.g. Serious Case Reviews, learning lessons reviews)
- Outcome of single and multi-agency audits
- Performance management reports

Key: The following abbreviations are used in the work plan:

- **(JP): Joint Protocol.** This highlights where work supports strong joint working across the strategic boards operating in Buckinghamshire (BSCB; Buckinghamshire Safeguarding Adults Board; Safer, Stronger Bucks Partnership Board; Health & Wellbeing Board). This is in line with the [Joint Protocol](#) that exists between these Boards.
- **(VOC): Voice of the Child.** This highlights work which allows the voice of the child to be heard and to shape the work of the Board.
- **(EH): Early Help:** This shows where work supports the cross-cutting priority around Early Help.
- **(SCR): Serious Case Review:** This highlights where our Child Exploitation work plan has been cross referenced with recommendations in our [Serious Case Review on Child Sexual Exploitation in Buckinghamshire](#).
- **(MSU): MsUnderstood:** This highlights where our Child Exploitation work plan has been cross referenced with recommendations from some work undertaken locally by the MsUnderstood Partnership (University of Bedfordshire) on peer on peer abuse.

1) DOMESTIC ABUSE : Agencies work effectively together to protect children from the impact of domestic abuse				
Desired Outcome	**Action**	**Lead**	**Timeframe**	**Success Measure**
1.1 Children living with the impact of domestic abuse have access to timely and effective local support	1.1.1 Encourage existing domestic abuse services to ensure they are appropriately listed and tagged on the Buckinghamshire Family Information Service website so that other agencies and members of the public can find them. **(JP)**	Domestic & Community Violence Strategy Group	May 2017	• All services providing support or services around domestic abuse in Buckinghamshire are listed appropriately on the BSCB website.
	1.1.2 Undertake service mapping exercise to review current services for children and families living with the impact of domestic abuse, including any gaps or restrictions **(JP)**	Domestic & Community Violence Strategy Group	September 2017	• There is good evidence around any gaps in current service provision. • Mapping takes account of point of view of child. • There is evidence this information is used, alongside the Domestic Abuse needs assessment, to influence conversations around the future provision of services and to ensure that available funding is effectively prioritised
	1.1.3 Consider the benefits and implications of introducing a young person's version of the DASH form **(JP)**	Domestic & Community Violence Strategy Group	June 2017	• The benefits of introducing a young person's DASH form are evaluated • If the form is implemented, there is evidence the young person's DASH is being used by professional to support improved outcomes for children • If the form is not implemented, there is evidence that professionals are able to work effectively with the existing DASH form for cases of adolescent to adult abuse
1.2 Professionals have the confidence, knowledge and skills to effectively support children and families living with	1.2.1 There is a clear training strategy for Domestic Abuse included as part of the update to the Bucks Strategy for tackling Domestic Abuse. **(JP)**	Domestic and Community Violence Strategy Group	September 2017	• The DA Strategy is updated to include clear expectations and pathways around training. • A mapping exercise has been conducted to gather clear evidence around the existing domestic abuse training offer in Bucks • The results of the mapping exercise are used to influence decisions around future training provision • A 'menu' of resources and support options has been created and shared with schools in relation to domestic abuse • There is an increased uptake by schools of support offered by local

domestic abuse				• agencies. • information about training is available through a single point of access (BSCB website) • We have assurance that the domestic abuse training provided in Bucks across a number of agencies is of a high quality and meets the needs of the professionals who attend • We know that the domestic abuse training provided in Bucks improves the confidence and knowledge and skills of professionals who attend • We can evidence that the domestic abuse training provided in Bucks has an impact on practice
	1.2.2 Produce updated domestic abuse procedure and guidance to apply across children, adults, victims and perpetrators, and sign off across strategic Board (BSCB, SAB, HWB, SSBPB) **(JP)**	Multi-agency working group	September 2017	• Guidance updated and signed off across strategic boards. • Document includes clear references to adolescent to parent abuse and how to respond – including that the perpetrator may also need a safeguarding response. • There is clear and up to date information about the strategic governance and operational processes relating to DA • This information is easily available to practitioners working in Buckinghamshire.
	1.2.4 Work in partnership with the Safer Stronger Bucks Partnership Board, Safeguarding Adults Board and Health and Wellbeing Board to more consistently promote the Domestic Abuse Champions programme across partner agencies **(JP)**	Joint Protocol Officers Group	December 2017	• There is an increase in the number of domestic abuse champions across agencies in Buckinghamshire. • Staff know how to find out who their domestic abuse champions are and understand the support they can offer. • Good practice resources have been produced to support effective use of domestic abuse champions within agencies. • Agencies report that their domestic champions are making a positive difference in terms of supporting knowledge and understanding. • DV Champions can provide examples of how the role is helping them to effectively support their organisation.
1.3 Children and families living with domestic abuse are well	1.3.1 Monitor re-implementation of domestic abuse notification system for schools **(JP)**	Local Authority & Thames Valley Police	September 2017	• An appropriate system is in place to share relevant information with schools. • Schools are informed about the new system and how it will work in a timely manner.

supported as a result of strong multi-agency working across both the statutory and non-statutory sector				• Schools tell the BSCB that they receive relevant and appropriate information about DA incidents relating to children in their school. • Schools tell us that receiving this information is helping them to effectively safeguard and promote the welfare of children.
	1.3.2 Multi-agency conference / event to bring together a range of statutory and non-statutory agencies, focusing on the importance of a strong multi-agency response **(JP)**	Joint Protocol Officers Group	Early 2018	• Professionals working across a number of agencies have improved knowledge around the range of domestic abuse services in Buckinghamshire and how these agencies need to work together. • Professionals from non-statutory services feel involved and well informed where interventions are being led through statutory services.
	1.3.3 Undertake auditing activity review the effectiveness of the multi-agency system response to children living with the impact of domestic abuse **(JP)(EH)(VOC)**	Performance and Quality Assurance Sub Group	May 2017 and March 2018	• There is evidence and assurance around the way families are supported, including whether the right services are provided at the right time to meet the needs of the whole family. • There is evidence and assurance about how services and systems work over a long period of time, including whether there are opportunities for earlier identification of risk and intervention. • There is evidence on the effectiveness of partnership working in response to children living with the impact of domestic abuse. • Any further risk or challenges are highlighted and plans put in place to mitigate against these. • There is evidence that the learning from audits is used to influence conversations around the future provision of services.
1.4 There are clear multi-agency strategic and operational governance and oversight arrangements in place in relation to domestic abuse	1.4.1 Clarify strategic assurance mechanisms in relation to our local approach to domestic abuse **(JP)**	SSBPB, BSCB and BSAB	Sept 2017	• There are clear structures and processes in place to support an effective strategic assurance function in relation to domestic abuse. • There is a good level of assurance around our local response to domestic abuse across the strategic board working in Buckinghamshire. • There is evidence that risks and challenges are effectively identified and shared, and that appropriate responses are put in place to manage these in a timely manner.
	1.4.2 Include elements relating to domestic abuse in next round of Section 11 auditing **(JP)**	BSCB	April 2018	• Audit tool revised • There is on-gong assurance around the way statutory agencies in Buckinghamshire are supporting an effective local approach to DA.

2) CHILDREN WITH DISABILITIES : There are effective local arrangements in place to safeguard and protect disabled children

Desired Outcome	Action	Lead	Timeframe	Success Measure
2.1 A robust BSCB quality assurance framework for children with disabilities provides evidence about ow well disabled children are safeguarded	2.1.1 Embed children with disabilities as a theme into forward multi-agency audit programme for 2017/18 **(VOC)**	Performance & Quality Assurance Sub Group	April 2017	• Children with disabilities is embedded as a theme across the multi-agency audit forward plan, with disability a standard consideration within all relevant audits. • The learning from audits provides assurance around the way children with disabilities are safeguarded and is used to influence practice, policy and training development. • Where any areas of risk or concern are identified, measures are put in place to mitigate against these.
	2.2.2 Run multi-agency challenge event to gather assurance around safeguarding for children with disabilities **(EH) (VOC)**	TBC	September 2017	• Assurance is gathered around the single & multi-agency response to safeguarding disabled children, including the provision of effective Early Help and how services listen to the voice of the chid. • There is evidence that learning from the challenge event is shared and used to influence policy, practice and training development.
	2.2.3 Review BSCB dataset to ensure it provides effective management information around how effectively children with disabilities are safeguarded	Performance & Quality Assurance Sub Group	July 2017	• The BSCB is able to understand the current picture for CWD in Bucks • Data on children with disabilities is effectively embedded across the Sub Group dashboards (including allegations data from the LADO) • A mechanism is agreed for providing the Board with top level data around children with disabilities. • There is evidence that the Board is using data on children with disabilities to influence forward work planning, identify and address risk and to influence policy, practice and training development.
2.2 Thresholds for child protection are well understood and rigorously applied at every stage in work with disabled children	2.2.1 Undertake a multi-agency audit to review the application of thresholds for children with disabilities **(EH) (VOC)**	Performance & Quality Assurance Sub Group	October 2017	• The BSCB understands whether the thresholds for child protection are well understood in relation to children with disabilities. • There is evidence that the learning from auditing activity is shared and used to influence practice, policy and training development.
	2.2.2 Review Thresholds guidance to ensure sufficient detail around thresholds for children with disabilities **(EH)**	Policies & Procedures Sub Group	October 2017	• Threshold guidance reviewed and where necessary additional content around children with disabilities has been added.

3) NEGLECT: Children are protected because professionals identify and respond to neglect at the earliest possible opportunity.

Desired Outcome	Action	Lead	Timeframe	Success Measure
3.1 Partners work together, to intervene at the earliest opportunity to prevent the escalation of neglect	3.1.1 Consult on and launch the Neglect Strategy	BSCB Neglect task and finish group	April: consultation May: launch	• BSCB sign off and publish Neglect Strategy • There is an agreed mechanism for launching the neglect strategy and this is completed • There is evidence that partner agencies are committed to embedding the strategy in their agency
	3.1.2.Update BSCB Neglect Guidance	Policies & Procedures Sub Group / Neglect Task and Finish Group	July 2017	• Neglect Guidance is updated in accordance with Neglect Strategy • Promotion leads to increased number of professionals accessing the guidance
	3.1.3 Write and launch new BSCB Toxic Trio Guidance	Policies & Procedures Sub Group / Neglect Task and Finish Group	December 2017	• Toxic Trio guidance written and launched • Promotion leads to increased number of professionals accessing the guidance
	3.1.4 Roll out Graded Care Profile as a good practice assessment tool for use in neglect cases	BSCB Training Manager to lead with link to Neglect task and finish group	January 2018	• Multi-agency training sessions available from May 2017. • 5 or more training sessions to be planned up until March 2018. • Bespoke training has been delivered to Children's Social Care and FAST Team, and awareness training delivered for manager, CP chairs & IROs • Training evaluations shows improved knowledge, understanding and confidence around GCP and responding to cases of neglect.
	3.1.5 Update and re-launch BSCB neglect training	BSCB Training Manager	June 2017	• BSCB course updated to included increased reference to effects of neglect, toxic trio, use of Graded Care Profile, and importance of an early help response. • Course evaluations show increase in skills, knowledge and confidence around working with cases of neglect.
	3.1.6 Run multi-agency neglect challenge	BSCB Board	January	• Assurance is gathered around the single and multi-agency response

	event **(EH)(VOC)**	manager and neglect task and finish group	2018	to neglect. • This includes the provision of effective Early Help Services, how agencies listen and respond to the voice of the child and how effectively the Neglect Strategy is being embedded. • Assurance is gathered around the impact and effectiveness of the current training offer around neglect.
	3.1.7 Conduct an audit of neglect cases **(EH)(VOC)**	BSCB Performance & Quality Assurance Sub Group	May / June 2017	• There is evidence of an effective partnership response to neglect including the appropriate use of the Graded Care Profile. • There is evidence that our multi-agency response to neglect is helping to identify neglect at the earliest possible opportunity and that appropriate early help responses are being put in place. • There is evidence that agencies listen and respond to the voice of the child in cases of neglect. • There is evidence that our multi-agency response to neglect is leading to positive outcomes for children and young people. • Where risks or areas for improvement are identified, appropriate action is taken to mitigate against these.

4) CHILD EXPLOITATION: Children and young people in Buckinghamshire are effectively protected from exploitation				
Desired Outcome	**Action**	**Lead**	**Timeframe**	**Success Measure**
Prevent 1: **Buckinghamshire Communities can easily access information, advice and support and know how to report a concern about child exploitation**	1.1: Develop and deliver a robust community communications plan for child exploitation *(SCR: 6)*	Child Exploitation awareness raising group	Report to requested by BSCB admin 2 weeks before each Sub Group meeting	• Comms plan has been broadened to include wider forms of exploitation • Comms plan covers a range of audiences including parents / carers and wider communities, including BME communities • Comms plan includes a clear strategy for positive engagement with media • Press coverage is balanced and highlights strong partnership working • Activity promotes services that provide information, advice & support. • Engagement with and evaluation of comms activities show that they have improved knowledge and awareness. • Mapping through the E-Safety Sub Group evidences that parents and carers have access to high quality information and advice on e-safety
Prevent 2: **Our school population know the signs of child exploitation and how to get help**	2.1 Roll out Chelsea's Choice for 2017/18 *(SCR:14) (EH)*	BSCB Team	Feb 2018	• 90% of secondary schools access Chelsea's Choice • Production is made available to Independent Schools and Elective Home Educated pupils for the first time. • Activity is used to promote services that offer information, advice & support • Evaluation shows Chelsea's Choice has increased knowledge and confidence about how to seek help • Evaluation includes question about what further information / support children and young people would like to improve their knowledge around child exploitation • The Sub Group has evaluated whether CC remains the best option for raising awareness of exploitation in schools
	2.2 Create menu of resources for schools to support them around child exploitation	Child Exploitation Sub Group	July 2017	• Menu created showing support & resources available, including up to date information around e-safety to different audiences (teachers, pupils, parents) & via different channels (e-learning, face to face, etc) – including those that area suitable for children with learning disabilities. • Schools feedback positively and are accessing available support.
	2.3 Continue development of RUWise2It? campaign *(SCR:14)(VOC)(EH)*	Child Exploitation awareness raising group	Ongoing	• Young people are positively engaged in the continued development of the campaign. • Young people are given the opportunity to talk about further information / support they would like to improve their knowledge on child exploitation. • Evaluation of the campaign shows it is effective in raising awareness of CSE and confidence around how to get help.

				• Awareness raising group to consider whether current R U Wise 2 It material is accessible for young people with learning disabilities, including whether alternative formats may be needed.
	2.4 Children and young people have access to high quality information and advice on e-safety **(VOC)**	E-Safety Sub Group	Report to each sub group	• Mapping through the E-Safety Sub Group evidences that children and young people have access to high quality information and advice on e-safety • Review responses from 2016 Bullying survey and feedback from Youth Voice e-safety event to inform future work • Consider running e-safety survey for young people as a means of understanding the views, needs and levels of confidence or our young people in relation to e-safety • Support the development of an e-safety conference • Conference delivered and has included voice of chid, including direct delivery by children and young people. • Positive feedback from those that attended & evidence of actions delivered .
Prevent 3: Children who are vulnerable to child exploitation receive early and coordinated support	3.1 Support access to relevant training and awareness raising activities on child exploitation for professionals working with children and families. *MSU 2.1 & 5.2*	Community Safety BSCB Training Manager	May 2017 Aug 2017 Aug 2017	• 2 exploitation conferences are delivered in partnership with SSBPB, HWB & SAB. • A more generic exploitation training course is available for all professionals working in Buckinghamshire. This should include learning disability as a vulnerability. • BSCB CSE and protecting disabled children courses to be updated to include increased reference to learning disability as a vulnerability for exploitation. • Work is done with the SSBPB, SAB & HWB to produce a coordinated exploitation training offer which allows professionals access to information on a range of courses. • Review the extent to which training takes account of contextual safeguarding and embeds learning and tools developed as part of MSU programme. • The Sub Group has assurance staff are accessing relevant training & learning and there is evidence training and learning are increasing knowledge, skills & confidence. • Mapping through the E-Safety Sub Group evidences that parents and carers have access to high quality information and advice on e-safety
	3.2 Facilitate discussions with organisations	Child Exploitation	September	• Evaluations from event show increased confidence and knowledge • Case studies and audit through Swan Unit demonstrate effective

	such as Young Carers & Youth Clubs to ascertain how they can better engage with statutory agencies to safeguard young people at risk of child exploitation. *(SCR: 1) (EH)*	Sub Group	2017	information sharing and joint working. • Increased contact with statutory services and information sharing from frontline youth organisations
Protect 1: Data around child exploitation, including local trends and patterns, is used effectively to challenge and inform practice and services	1.1 Broaden CSE dataset to create dataset that will enable a partnership understanding of child exploitation across Buckinghamshire **(JP)**	BSCB Business Manager	June 2017	• Data is used to monitor the effectiveness of the local response to child exploitation and identify areas of risk. This includes exploring link between CME, children missing, CSE & other forms of exploitation. • Key data is fed to main board via BSCB dashboard. • There is evidence that data is used to improve / challenge current practice. • As required in Working Together 2015, the Board is able to make an annual appraisal of the effectiveness of the local response to CSE • Repeat 2014 audit of schools and libraries not on Buckinghamshire County Council network to ensure they have secure internet systems in place and share results with SSBPB to feed into Prevent Duty • Repeat 2016 disability audit of M-SERAC minutes • Build Swan Unit KPIs into dataset, including information around learning disability
Protect 2: There are effective services in place to assess the needs of and provide support to victims and their families	2.1 Ensure that return home interviews are carried out effectively **(VOC)**	R U Safe and Service Commissioner	September 2017	• Return home interviews are being consistency carried out within the required 72 hour timeframe • There is evidence from auditing and contract monitoring that interviews (and recording) are high quality and leading to good outcomes for children.
	2.2 Employ a family worker within the Swan Unit to support the families of child victims *(SCR: 2)*	Swan Unit	September 2017	• Family Worker is in post and the post is sustainable. • Feedback from families that have been supported by the Family Worker. • Level of uptake of support through the Family Worker.
	2.3 Ensure there is an appropriate, effective and coordinated response available to victims of child exploitation as they become adults and for those that disclose as adults. *(SCR: 3)*	Child Exploitation Sub Group	September 2017	• There is an understanding of current services and referral pathways and gaps have been identified. • There are effective services in place to support adult victims of exploitation, including support during and after any court proceedings. • Services working with child victims of exploitation work effectively with the child and their family to plan for transition and ensure appropriate support remains after the child turns 18. • Clear and visible referral pathways are in place and understood regardless of whether the victim of exploitation is an adult or child.
Protect 3: There is an effective and	3.1 Agree approach for articulating a coordinated strategic vision around	Child Exploitation Sub Group	July 2017	• Overarching strategy / statement agreed to show coordinated approach • There is a clear vision around how all partners will work together to tackle

coordinated partnership response to child exploitation	exploitation **(JP)**			• exploitation for both children and adults; victims and perpetrators. • There are clear links to existing strategies around exploitation (eg CSE, Prevent) • Options have been explored for linking BSCB work around E-Safety to the Cyber Crime Strategy led through the Safer, Stronger Bucks Partnership Board (SSBPB) • CSE Strategy is updated in line with new work plan
	3.2 Ensure there are robust and up to date multi-agency procedures / guidance relating to child exploitation.	Child Exploitation Sub Group, Policies & Procedures Sub Group	December 2017	• CSE guidance is updated • The need for guidance on other areas of exploitation is considered & addressed. • Documents include relevant reference to effective working with parents and families and to children with disabilities. • There is evidence that professionals are accessing documents.
	3.3 The governance for GMAP and the links between MASH, Swan Unit, M-SERAC, MARAC and GMAP are formalised *(SCR: 11)* *(MSU 1.3, 3. 2 & 3.4)(JP)*	Child Exploitation Sub Group	May 2017	• Relationships between these groups are formalised to create a partnership response to child exploitation that recognises the links between exploitation and other risk factors and the complex nature of cases. • Consideration has been given to how to take account of contextual safeguarding, including peer group mapping. • A decision is made about the future of GMAP which supports a coordinated partnership response to responding to child exploitation • There is evidence around the effectiveness of local arrangements.
	3.4 Buckinghamshire Safeguarding Children Board to undertake a further challenge event on child sexual exploitation to ascertain whether agencies are working towards the review recommendations and are progressing within their agencies *(SCR: 12)*	Child Exploitation Sub Group	September 2017	• Challenge session provides evidence recommendations are being progressed. • Challenge session also considers progress against challenges identified at previous CSE challenge sessions. • Appropriate action is taken where recommendations are not progressing as planned.
Pursue 1: Good information-sharing, local intelligence, surveillance and proactive joint operations mean that partners put	1.1 Ensure there are effective procedures in place for sharing low level information relating to individual, groups or locations *(SCR: 10 & 5)*	Thames Valley Police Policies & Procedures Sub Group Swan Unit	December 2017	• The framework for sharing this type of information has been clarified and shared through the BSCB, SSBPB and BSAB. • Relevant policies and procedures are updated • Awareness raising around this framework has been undertaken with Swan Unit staff and fully embedded into Swan Unit operating processes. • Swan Unit staff are reinforcing these processes as part of their daily practice. • Consideration has been given to developing an information sharing protocol.

in place appropriate disruption activity in relation to both perpetrators and locations/hotspots	1.2 Undertake assessment of current approach to identifying and supporting those who may be at future risk of perpetrating, including making necessary recommendations for improvement.	Community Safety	May 2017	- Current approach has been mapped - Any gaps in current approach are identified - Any relevant recommendations for improvement are made including drawing on evidence of good practice from other Local Authority areas
Pursue 2: Perpetrator behaviour is disrupted through the full use of legislative powers	2.1 Evaluate the effectiveness of Nightwatch and Hotel Watch and ensure those initiatives are working effectively to reduce the risk of child sexual exploitation and have sufficient funding to progress *(SCR: 7)*	Child Exploitation Sub Group	June 2017	- We have robust evidence around the effectiveness of these schemes to inform future delivery. - A coordinated and sustainable provision is in place to support awareness raising and disruption activity amongst those working in the night-time economy. - Increased reporting of concerns from night-time economy
	2.2 District council licensing services & Bucks County Council client transport team to work together around safeguarding young people from CSE. This work should focus on improved information sharing with TVP by considering a special point of contact within Thames Valley Police for taxi related issues *(SCR: 9)*	Licensing teams	September 2017	There is a robust system for information sharing for taxi related issues.
	2.3 District Council licencing teams & BCC client transport team to develop, implement and evaluate a bespoke CSE training package for taxi drivers, passenger drivers and passenger assistants that are licenced within Buckinghamshire. *(SCR 9)*	Licensing teams	April 2017	- All taxi drivers are trained to understand how to spot and report concerns around exploitation. - Increased reporting of concerns from taxi drivers.
Pursue 3: Local offending profiles are used to inform practice & services.	3.1 Ensure learning is disseminated from completed investigations and SCRs from Bucks and other areas	Child Exploitation Sub Group	Ongoing	- The learning from SCRs involving CSE is widely disseminated across partners. - Learning from SCRs is used to inform the planning and commissioning of local services.

5) WORKFORCE: The children and young people's workforce has the right skills and competencies to keep children safe and ensure they receive the right help and support

Desired Outcome	Action	Lead	Timeframe	Success Measure
5.1 Organisations working in Buckinghamshire have robust Child Protection, safer recruitment & employment policies and practice.	5.1.1 Deliver lunchtime workshops to support knowledge and confidence around allegations and safer recruitment.	Employment Sub Group	February 2018	• A series of lunchtime sessions are delivered around managing allegations, transfer of risk and safer recruitment. • Evaluation forms show increase in skills, knowledge and confidence around managing allegations. • Lower reporting agencies are targeted for attendance.
	5.1.2 Offer challenge and support in response to trends and patterns identified through regular scrutiny of LADO data	Employment Sub Group	Data discussion quarterly	• LADO data is regularly reviewed through the Employment Sub Group • There is evidence that areas of challenge / risk are highlighted to the Board and appropriate action put in place to mitigate against these. • Feedback from the LADO / LADO data demonstrates that any issues have been effectively addressed.
	5.1.3 Update BSCB procedure on Managing Allegations against Staff and Volunteers	Employment Sub Group	October 2017	• Procedure updated and published on BSCB website. • Google analytics data evidences that the procedure is being accessed by professionals. • Feedback is gained from lunchtime sessions that professionals are aware of the guidance and find it helpful.
	5.1.4 Launch Revised Safer Recruitment Toolkit & Child Protection Policy Toolkit	Employment Sub Group	April 2017	• Toolkits launched and web content updated. • Google analytics shows that the tools are is being used by agencies. • Feedback from users provides evidence that the tool is helpful in improving understanding and practice in relation to safer recruitment.
5.2 Local practice is informed by up to date and easily accessible multi-agency policies, procedures and guidance documents.	5.3.1 Maintain and deliver against a clear schedule for updating all BSCB policies, procedures and guidance documents on a three yearly basis or sooner e.g. if required by national or local changes in practice **(EH)(VOC)**	Policies & Procedures Sub Group	See separate schedule	• A clear and up to date schedule for updates is being maintained. • Policies, procedures and guidance documents are updated in line with the schedule. • There is an effective mechanism for identifying when changes in national legislation or local practice will require policies, procedures and guidance documents to be updated. • Policies, procedures and guidance documents are updated in line with learning and areas for improvement identified through SCRs, other reviews, auditing, other BSCB Sub Groups or feedback from other sources. • Policies, procedures and guidance documents make relevant reference to Early Help and thresholds • Policies, procedures and guidance documents give due regard to equality and

				diversity issue and to the voice of the child – this is evidenced through equality impact assessments for new and updated documents.
	5.3.2 Launch new online procedures manual	Policies & Procedures Sub Group	September 2017	• Online procedures manual launched • Feedback from partners provides evidence that this has made it easier for professionals to access policies, procedures and guidance documents. • Feedback from partners is used to make further improvements to the online manual. • Google analytics is used to evidence usage of the manual.
	5.3.3 Implement clear plan for launching and publicising relevant policies, procedures and guidance documents	Policies & Procedures Sub Group	December 2017	• All policies, procedures & guidance documents are published on BSCB website. • Impact Assessment process is used to identify where additional publicity and promotion is required • There is evidence of additional promotion and publicity taking place (eg newsletter articles, website sliders, lunchtime sessions, pop up sessions). • Google analytics is use effectively to understand how frequently partners are accessing policies, procedures and guidance documents and the effectiveness of additional publicity around documents.
5.4 There is an effective culture of continuous learning and improvement across the LSCB and its partners	5.4.1 Update BSCB multi-agency training strategy and programme for 2017/18 in line with refreshed BSCB Business Plan **(EH)**	Learning & Development Sub Group	April 2017	• Training Strategy updated and is reflective of priorities in BSCB Business Plan. • BSCB training programme updated to reflect 2017/18 BSCB priorities • BSCB training programme maintains focus on embedding understanding of Early Help and Thresholds. • There is evidence that the training programme is responsive to emerging needs through the year. • The annual Multi-agency BSCB training Programme for 2017/18 is well attended and there is evidence that it is improving the knowledge and skills of the children and young people's workforce (attendance monitored via dashboard; impact measured through on the day evaluation and 3 month evaluation) • Feedback from evaluations is used to revise course content and format. • Course are updated to reflect emerging board priorities, lessons learned from serious case reviews etc
	5.4.2 A wider range of learning and development opportunities are offered outside of the main BSCB programme including lunchtime forum, conferences, signposting to non BSBC training, joint learning and development with other Strategic Boards **(JP)**	Learning & Development Sub Group	Ongoing	• At least 6 lunchtime or twilight forums / awareness raising sessions have taken place during 2017/18. • Appropriate free e-learning packages are reviewed by the training manager and added to the website if suitable. • An annual conference is run around a BSCB priority area. • Relevant training from other partners agencies is promoted alongside the BSCB training programme eg DASH/MARAC/ PREVENT/FGM • All BSCB learning opportunities are evaluated and there is evidence that they

				• improve knowledge, confidence and practice. • Wider training opportunities attract a range of delegates, including from agencies who report they find it difficult to attend full day training.
	5.4.3 Review and update Learning and Development Framework in line with 2017/18 BSCB priorities.	Learning & Development Sub Group	May 2017	• There is an up to date Learning and Development Framework that reflects BSCB priorities
	5.4.4 Continue to support and develop an effective multiagency training pool to ensure all partner agencies can contribute to the training programme.	Learning & Development Sub Group	Report to each Sub Group meeting	• The multi-agency training pool has a sufficient number of members to sustain the BSCB training programme. • At least one Train the Trainer course is run annually. • Reduction in percentage of training covered by Training Manager • Feedback from trainers influences training pool arrangements.
	5.4.5 Continue to support and develop an effective single agency trainer support group	Learning & Development Sub Group	December 2017	• New methods have been explored to increase attendance at the single agency group. • There is evidence of increasing attendance at the single agency support group – rising to over 50% during the year. (ADD CURRENT POSITION) • There is feedback from those that attended which demonstrates the group provides effective support. • Feedback from delegates is used to inform future sessions
	5.4.6 Implement Quality Assurance framework for single agency training.	Learning & Development Sub Group	December 2017	• There is evidence of high quality single agency training • Single agency quality assurance tool is used effectively to assess the quality of single agency training • 1:1 conversations held with all key partners where necessary to gather assurance around single agency training (to be prioritised based on Section 11 evidence) • There is evidence that L&D Sub Group members provide regular feedback on the quality and effectiveness of their own single agency training – including raising any issues or concerns. • There is evidence that risks or concerns around single agency training are shared with the L&D Sub Group and where necessary escalated.
5.5 The Principles of Early Help and Thresholds are understood and embedded across partners	5.8.1 Continue to embed principles of Thresholds and Early Help **(EH)**	BSCB Team and Learning & Development Sub Group	March 2018	• Promotion of tools to support understanding of thresholds and Early Help continues (laminated thresholds document, referral flow diagram, cards). • Multi-agency Early Help awareness raising sessions continue to be available until online tool is launched. • Online Early Help awareness raising E-Learning developed and launched. • FOS & FOS refresher training continue to be offered for free to all agencies • Evaluations from online and face to face training provides evidence that this increases knowledge, confidence and skills around Early Help and thresholds.

6) IMPACT AND EFFECTIVENESS OF THE BOARD: The Board is collectively owned across partners and makes a positive difference to the outcomes for children and young people

Desired Outcome	Action	Lead	Timeframe	Success Measure
6.1 The Performance & Quality Assurance Sub Group drives the development and implementation of a robust Quality Assurance Framework	6.1.1 Update and deliver Quality Assurance Framework in line with new BSCB priorities (JP)	Performance & Quality Assurance Sub Group	September 2017	• Quality Assurance Framework has been updated in line with new BSCB priorities. • There is robust annual programme of single and multi-agency data scrutiny and key issues from this are reported to the Board. • There is clarity about how all partner agencies are involved in scrutiny and challenge where performance is not improving and is needed to secure better outcomes for children and young people. • In line with the Joint Protocol, work is undertaken with SAB, HWB and SSBPB to identify opportunities for a more joined up approach to scrutiny and quality assurance.
	6.1.2 Continue to develop and refine multi-agency dataset (JP)	Performance & Quality Assurance Sub Group	June, Sept and Jan review	• The Sub Group datasets are re-aligned to the new Board priorities. • There is regular reporting to the Board via the data dashboard system. • There is evidence that Board members use the dashboard to gain assurance, identify risk and to influence future work, practice, policy and training development. • Work completed with BSAB & SSBPB to look at cross over points in datasets. • Options for publishing elements of dataset for wider partners are explored.
	6.1.3 Deliver a robust forward audit programme which facilitates scrutiny across BSCB key priorities. (JP)(VOC)	Performance & Quality Assurance Sub Group	April 2017 for schedule March 2018 for completion	• 2017/18 multi and single agency audit schedule is agreed. • The schedule includes joint audits with the Safeguarding Adults Board. • Audits are completed in line with schedule. • Audit schedule reflects BSCB priorities, draws on issues in SCRs, items from BSCB risk log, other BSCB Sub Groups etc and has sufficient focus on voice of the child. • Audits are presented to the BSC in a timely manner. • A learning log is published on the BSCB website for each audit. • Learning from audits is shared via the BSCB newsletter, training and other events. • BSCB members feel audit reports are accessible & facilitate scrutiny & challenge. • There is evidence that audit recommendations are monitored and are influencing forward work planning, policy, practice and training development.
	6.1.4 Section 11 process is delivered to completion. (VOC)	Performance & Quality Assurance Sub Group	December 2017	• Section 11 returns provide increased evidence of outcome and impact compared to the 2014 returns. • Challenge session allows challenge and assurance to be owned across all partners. • 6 month follow up of S11 returns conducted, and this provides assurance that partner agencies have implemented any recommendations for change

	6.1.5 In conjunction with ESAS to review the compliance of schools with their section 175 requirements.	Performance & Quality Assurance Sub Group / ESAS	December 2017 .	• The BSCB has good information on the number of schools that have returned their annual safeguarding audit. • The BSCB is provided with a clear overview of compliance and of any areas of risk or concern. • The BSCB uses this information to make relevant challenges and recommendations.
	6.3.1 Ensure BSCB Quality Assurance Framework is able to provide robust evidence around the impact of threshold decisions and Early Help services on children, young people and their families. (EH)	Performance & Quality Assurance Sub Group	Throughout year	• Board receives regular data dashboard updates from Early Help Strategy Group. • There is evidence that Board members use the dashboard to gain assurance, identify risk and to influence future work, practice, policy and training development. • The Board engages effectively with the Early Help Strategy Group to gain assurance around the local implementation of Early Help and challenges / takes appropriate action where local arrangements are felt to be insufficient. • The forward multi-agency audit plan enables robust information to be gathered on the appropriate use of thresholds and EH services, and the outcomes of these for children, young people and their families. • Any audit recommendations relating to EH or thresholds are implemented within timescale and there is evidence of positive outcomes as a result. • BSCB is able to evidence the impact of Early Help on outcomes for children, including the most vulnerable.
6.2 Children have a positive journey through the Child Protection process and their voice is central to this	6.2.1 Following implementation of new conferencing model, undertake survey of a sample of children involved with CP conferences. (VOC)	Performance & Quality Assurance Sub Group	December 2017	• The Board has assurance that the child's voice, their experience and needs are clearly recorded and used to inform their individual plans. • There is evidence that feedback from children and young people is used to further improve service provision.
	6.2.2 Seek assurance that service provided for children take account of the voice of the child and that this influences service delivery. (VOC)	Performance & Quality Assurance Sub Group	March 2018	• A themed Board meeting is held around Voice of the child to allow critical reflection on and appraisal of current practice • Findings from BCC scrutiny review on voice of the child are shared with the Board
6.3 Serious Case Reviews and other partnership reviews follow statutory and / or good practice guidance and are	6.3.1 Conduct SCRs and other reviews in line with statutory duties and / or best practice models, including ensuring that learning is disseminated across the partnership.	Serious Case Review Sub Group	Ongoing	• SCR Sub Group minutes evidence robust and timely decision making around SCRs • Appropriate communication is in place with National Panel, DfE and Ofsted • The Sub Group considers the most appropriate model to use for each SCR • Staff and managers across the partnership have a good understanding of the lessons learned from SCRs locally, regionally and nationally. • All actions arising from SCRs are collated and subject to robust monitoring. • There is evidence that the actions have been implemented and that this has led to improvements in outcomes.

used effectively to improve practice				• Thematic and historical reviews are completed where there is evidence that this will provide additional learning.
6.4 Preventable and modifiable factors are identified and publicised in relation to all child deaths.	6.4.1 Ensure all child deaths are reviewed by CDOP in line with statutory guidance.	Child Death Overview Panel	Quarterly dashboard report	• CDOP has an effective chair, fully engaged membership and is meeting regularly. • The caseload is effectively managed with no backlog. • E-CDOP system is implemented and working effectively • Case recording systems allow patterns and themes to be identified. • Appropriate thematic reviews are conducted, including taking account of relevant information from outside of Buckinghamshire.
	6.4.2 Annual report produced by CDOP for Board, outlining any patterns or preventable factors.	Child Death Overview Panel	October 2017	• Annual report submitted to Board and published on BSCB website. • Evidence that Board has offered sufficient challenge.
	6.4.3 Strategy in place for publicising any preventable factors across relevant audience groups.	Child Death Overview Panel	December 2017	• Evidence of successful dissemination of messages around preventable factors.
6.5 The views of young people directly influence the work of the LSCB	6.5.1 Continue engagement with youth voice steering group (VOC)	BSCB	Throughout year	• BSCB continues to support and attend youth voice themed events. • Feedback from young people at these events is used to influence the Board's future work. • BCSCB continues to support regular youth voice steering group meetings. • Feedback from these meetings provides assurance around how our partners are using the views of young people to inform their service deliver.
	6.5.2 Deliver Children and Young People's microsite (VOC)	BSCB team	December 2017	• Draft microsite is tested through Youth Voice Steering Group. • Site is refined as a result of feedback from young people. • Alignment with children and young people pages on the Bucks Family Information Service website is completed. • A plan for launch is completed with young people. • The microsite is launched. • Feedback shows that the site is valued and provides a useful source of information and signposting for young people.
6.6 More privately fostered children are identified and supported	6.6.1 Work with BCC private fostering team to support awareness raising across partners	Performance & Quality Assurance Sub Group	December 2017	• The BSCB has supported increased publicity and awareness around private fostering • Findings from research around private fostering are used to influence publicity techniques
6.7 The BSCB influences the way	6.7.1 Joint mapping with Safer Stronger Bucks Partnership Board,	Joint Protocol Officers Group	December 2017	• The Joint Protocol Officers Group has taken a retrospective look back at potential gaps in services identified in the course of the work overseen by these boards in

services for children and families are commissioned and delivered	Safeguarding Adult Board and Health & Wellbeing Board of potential gaps in services **(JP)**			- the last 18 months - The results are fed into the Health and Wellbeing Board / Integrated Commissioning Executive Team / Children's Delivery Group as appropriate. - There is evidence that the findings have been considered as part of commissioning decisions.
6.8 Communication with partners and the public is good	6.8.1 Review and update BSCB website pages for parents and carers	BSCB Team	December 2017	- Web pages are up to date - Web pages are aligned with information provided to parents on Buckinghamshire Family Information Service website - User survey feedback provides evidence that pages are helpful to the target audience.
	6.8.2 Conduct evaluation of BSCB website	BSCB Business Manager	February 2018	- Website 'pop up' survey completed. - Results provide evidence that website is user friendly and provides people with information that is helpful. - The results of the survey are used to make further improvements to the BSCB website.
6.9 Smooth transition arrangements are put in place in relation to changes in the LSCB function	6.12.1 The recommendations from the wood review are effectively implemented	BSCB with particular input from Child Death Overview Panel and Serious Caw Review Sub Group	March 2018	- The Board agrees new arrangements to the LSCB as a result of the Wood Review - A clear transitions plan is put in place to respond to the Wood Review which includes: - Transfer of CDOP arrangements - Move to revised arrangements for SCRs - Changes to the main Board set up and functions - The transition plan is successfully implemented with minimal disruption to business as usual
	6.12.2 Implement effective transition from the Children's Services Improvement Board back to the LSCB	BBSCB and Improvement Board	TBC	- A clear transition plan is put in place for transferring the responsibilities of the Children's Services Improvement Board to the LSCB. - The transition plan is successfully implemented with minimal disruption to business as usual
6.10 Female children are effectively protected from Female Genital Mutilation	BSCB to support Health and Wellbeing Board to effectively implement FGM Strategy and Action Plan **(JP)**	BSCB Team	Jan 2018	- BSCB has supported delivery against relevant parts of the FGM action plan. - There is a clear framework in place for reporting and assurance across the strategic boards.