



**Business Plan**  
**September 2013 – March 2015**

## Introduction

Welcome to the Safeguarding Board for Northern Ireland (SBNI) Business Plan for 2013-15. The SBNI is the key statutory mechanism for agreeing how relevant organisations will co-operate and work together to safeguard and promote the welfare of children and young people in Northern Ireland, and for ensuring the effectiveness of what they do. The key functions of the SBNI are to:

- To co-ordinate and ensure the effectiveness of what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children;
- To develop policies and procedures for safeguarding and promoting the welfare of children;
- Promote an awareness of the need to safeguard and promote the welfare of children;
- Keep under review the effectiveness of what is done by each person or body represented on the Board to safeguard and promote the welfare of children;
- To undertake Case Management Reviews, in order to learn lessons in cases where children have died or have been significantly harmed;
- To review information in relation to the sudden and unexpected deaths of children
- To promote communication between the SBNI and children and young people;
- Advise the Regional Health and Social Care Board and local commissioning groups in relation to safeguarding and promoting the welfare of children.

## Our Key Priorities

SBNI's key priorities are contained in the Strategic Plan 2013 – 2017 which sets out the functions, purpose, vision, values, objectives and priorities of the SBNI for the next three years, taking into account the duties placed on the SBNI as stipulated in the Safeguarding Board (Northern Ireland) Act 2011 (the Act). The priorities are closely aligned with the core functions of the SBNI, as defined by legislation. The annual business plan will provide a process by which the strategic plan can be delivered over three years. The objectives set within the business plan derive from the Board's strategy.

The Business Plan is divided into 5 parts in accordance with the corporate objectives outlined in the SBNI Strategic Plan for the years 2013 – 2017.

1. Working in partnership to ensure children and young people are living in safety and with stability;
2. Protect and safeguard children by responding to new and emerging concerns;
3. Providing leadership and setting direction;
4. Driving improvements in the current child protection system and;
5. Building the capacity of the Safeguarding Board in the medium term.

This Plan should be read alongside the SBNI's Strategic Plan for 2013 – 2017. For more information please email [sharon.beattie@hscni.net](mailto:sharon.beattie@hscni.net)

**Strategic Priority 1: Work in partnership to ensure children and young people are living in safety and with stability**

1.1 Work with organisations/partnerships e.g. Children and Young People’s Strategic Partnership (CYPSP) and Domestic Violence Partnerships to ensure effective safeguarding arrangements are in place for children and young people who are living in circumstances where there is:

- Domestic Violence
- Parental mental health problems
- Parental alcohol and drugs problems

by reviewing each of these themes on a rolling annual basis

Actions	Outcomes Sought	Lead:	Timescales:	Links:
<p>a. Work with the Think Family Regional Sub-group of the CYPSP to audit outcomes and influence safeguarding arrangements in cases where parents have mental health problems.</p> <p>b. Work with the Regional Steering Groups on Domestic and Sexual Violence and Hidden Harm regarding the scoping criteria for an audit and influence safeguarding arrangements where children are impacted by these factors.</p>	<ul style="list-style-type: none"> <li>• Parental mental health policies and procedures are meeting the safeguarding needs of children.</li> <li>• Improved communication between practitioners and family members.</li> <li>• Improved professional practice and associated outcomes for children and young people who are living in circumstances where there are parental mental health problems and later in respect of domestic and sexual violence and hidden harm.</li> </ul>	<p>a. Professional Officers and Think Family Chair supported by Director of Operations</p> <p>b. Professional Officer and the Chairs of the Regional Steering Groups supported by Director of Operations</p>	<p>By March 2015: action a &amp; b</p>	<p>Education &amp; Training Committee</p> <p>Policy and Procedures Committee</p> <p>Think Family Regional Sub-Group</p> <p>Regional Steering Group for Domestic &amp; Sexual Violence</p> <p>Domestic Violence Partnerships</p>

**Strategic Priority 1: Working in partnership to ensure children and young people are living in safety and with stability**

1.2 Work with member agencies to ensure that effective safeguarding arrangements are in place for children and young people with a disability

Actions	Outcomes Sought	Lead:	Timescales:	Links:
<p>a. Organise a workshop in partnership with QUB to:</p> <ul style="list-style-type: none"> <li>• explore issues relating to safeguarding children and young people with disability;</li> <li>• examine current policy and practice to identify any gaps;</li> <li>• identify ideas for future research, policy and practice initiatives.</li> </ul> <p>b. Advise the relevant SBNI Committees and Safeguarding Panels to progress.</p>	<ul style="list-style-type: none"> <li>• Safeguarding needs of children with a disability are robustly examined and future-proofed.</li> </ul>	<p>Director of Operations in conjunction with QUB and partner agencies</p>	<p>By December 2013: Action a to be commenced</p> <p>By March 2015: Action b</p>	<p>Engagement and Communication Committee</p> <p>Education and Training Committee</p> <p>Policy &amp; Procedure Committee</p> <p>Safeguarding Panels</p> <p>Queens University</p> <p>Relevant Voluntary Organisations</p> <p>HSCB / CYPSP</p>

**Strategic Priority 1: Working in partnership to ensure children and young people are living in safety and with stability**

1.3 Work with member agencies to ensure that effective safeguarding arrangements are in place for those young people whose behaviour poses a risk to others (focus on young people who are at risk of sexual and violent offending)

Actions	Outcomes Sought	Lead:	Timescales:	Links:
<p>a. Work with the Health and Social Care Board (HSCB) to develop a strategic framework to ensure the safeguarding needs of young people whose behaviour poses a risk to others are identified and met.</p> <p>b. Ensure HSCB sub-group on ‘ children whose behaviour poses a risk to others’ take forward the following actions:</p> <ul style="list-style-type: none"> <li>• Audit of sexually harmful behaviour referrals;</li> <li>• Development of staff awareness of services, referral processes and assessments;</li> <li>• Develop definitions of risky behaviour and consider how best to address both sexually harmful and violent behaviours;</li> <li>• Review of pathway to services;</li> <li>• Development of guidance on normative/risky behaviours.</li> </ul> <p>c. Work with Children &amp; Young People Offending (CYPO) &amp; lead agencies to scope and co-ordinate the development of advocacy service for young people in the criminal justice system.</p>	<ul style="list-style-type: none"> <li>• Safeguarding needs of children who display sexually harmful and violent behaviours are robustly examined.</li> <li>• Consistent multi-agency approach for the systemic management of sexually harmful and violent behaviours displayed by children and young people.</li> </ul>	<p>Health and Social Care Board sub-group on ‘children whose behaviour poses a risk to others’</p>	<p>By March 2015: Actions a &amp; b</p> <p>By December 2014: Commence Action c</p>	<p>Education &amp; Training Committee</p> <p>Policy &amp; Procedure Committee</p> <p>Engagement &amp; Communication Committee</p> <p>Safeguarding Panels</p> <p>Relevant Voluntary Organisations</p>

**Strategic Priority 1: Work in partnership to ensure children and young people are living in safety and with stability**

1.4 To uphold the principles of the UNCRC and support Member Agencies in their work to remove the defence of reasonable chastisement and the total prohibition of physical punishment.

Actions	Outcomes Sought	Lead:	Timescales:	Links:
<p>a. Support member organisations to develop and implement positive parenting strategies to negate the need for physical punishment.</p> <p>b. Work with member agencies to organise a seminar on the child’s right to be protected from all forms of physical assault or violence.</p> <p>c. Support the voluntary members of the SBNI in engaging with decision makers on the UNCRC obligation that the statutory defence of reasonable chastisement be removed in order to afford children equal protection from physical assault and violence.</p>	<ul style="list-style-type: none"> <li>Increased awareness and recognition that all children should be afforded the same legal protection from assault as adults achieved via a range of relevant seminars stakeholder engagement and appropriate support to voluntary members.</li> </ul>	<p>Director of Operations/SBNI Member Agencies particularly Children’s Law Centre and Children in Northern Ireland</p> <p>HSCB/PHA in relation to their work on Parenting Programmes</p>	<p>By December 2014: Action a and b</p> <p>By March 2015 commence: Action c</p>	<p>Engagement &amp; Communication Committee</p> <p>Education &amp; Training Committee</p> <p>Policy &amp; Procedure Committee</p> <p>Safeguarding Panels</p>

**Strategic Priority 2: Protect and safeguard children by responding to new and emerging concerns**

2.1 Work with member agencies to develop a coordinated strategy and working model to protect and safeguard children who go missing from their home or care and/or are at risk of sexual exploitation.

Actions	Outcomes Sought	Lead:	Timescales:	Links:
<p>a. Undertake a Thematic Review into CSE in accordance with the Direction issued by the Health Minister for Northern Ireland.</p> <p>b. Establish a child sexual exploitation Strategic Partnership Group.</p> <p>c. Work with member agencies to undertake multi-agency self-assessment in order to identify scale and nature of the problem and assess progress in protecting children from CSE.</p> <p>d. Advise the Engagement &amp; Communication Committee (E&amp;CC) to take forward an awareness raising campaign for children, families and professionals.</p> <p>e. Work with the Knowledge Transfer Scheme to inform professional practice in relation to children who go missing and /or are at risk of CSE.</p> <p>f. Develop an information sharing agreement for CSE.</p> <p>g. Co-ordinate the key messages to educate children, train staff and raise awareness regarding CSE.</p> <p>h. Advise the SBNI Committees and Panels to progress.</p>	<ul style="list-style-type: none"> <li>• Improved prevention of child sexual exploitation through greater professional and public awareness.</li> <li>• Improved support and intervention for young people at risk of CSE.</li> <li>• Consistent multi-agency approach to the management of CSE</li> <li>• Improved knowledge of CSE amongst key practitioners.</li> <li>• Increased sharing of information by partner agencies.</li> <li>• The safeguarding needs of children who go missing are identified and addressed.</li> <li>• The ‘push’ factors which lead to incidents of missing are identified and managed at an early stage.</li> <li>• The voice of the child contributes to partner agencies services.</li> </ul>	<p>Professional Officer / Director of Operations (action a)</p> <p>Strategic Partnership Group &amp; Professional Officer with oversight by Director of Operations (action a – k)</p>	<p>By Jan 2014: Commence action a</p> <p>By Sept 2013: Action b</p> <p>By March 2014 actions c, d &amp; e</p> <p>All other actions to commence by March 2015.</p>	<p>Thematic Review Team</p> <p>Safeguarding Panels</p> <p>Engagement &amp; Communication Committee</p> <p>Education &amp; Training Committee</p> <p>Policy &amp; Procedures Committee</p> <p>University of Bedfordshire / QUB</p> <p>CMR Panel</p>

i. Review models and develop proposals for a regional safeguarding service for children who go missing and/ or at risk of sexual exploitation.				
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<b>Strategic Priority 2: Protect and safeguard children by responding to new and emerging concerns</b>				
2.2 Work with member agencies to develop a coordinated strategy and working model to help children at risk of: <ul style="list-style-type: none"> <li>• Becoming criminalised through on-line activity;</li> <li>• Bullying through cyber activity;</li> <li>• Sexual abuse (through 'sexting' and on-line exploitation).</li> </ul>				
Actions:	Outcomes Sought	Lead:	Timescales:	Links:
a. Commission research to evaluate the effectiveness of current internet safety messages for children, parents and carers, and to understand how agencies are responding to concerns in this area. b. Establish an E-Safety Forum to: <ul style="list-style-type: none"> <li>• Plan and implement a coordinated approach to all aspects of E Safety; including informing and influencing policy and practice development on e-safety in Northern Ireland;</li> <li>• Pull together key educational messages for children, parents and practitioners from existing resources into one location / knowledge hub and provide a quality assurance function.</li> </ul> c. Advise the SBNI Committees and Panels to progress.	<ul style="list-style-type: none"> <li>• SBNI has awareness of the extent of the issue of internet safety.</li> <li>• Greater professional and public awareness of risks associated with online activity.</li> <li>• Will promote the voice of children and young people as valued participants in e-safety policy and practice.</li> <li>• Provision of a quality standard for e- safety resources.</li> <li>• An e-safety forum will ensure and will ensure the visibility of Northern Ireland in the key UK and international e- safety organisations.</li> </ul>	E-Safety Forum & Professional Officer with oversight by Director of Operations	By November 2013: Action a  By February 2014: Establish e-safety forum  By March 2015 Actions b & c	Safeguarding Panels  Engagement & Communication Committee  Education & Training Committee  Policy & Procedures Committee

**Strategic Priority 3: Providing leadership and setting direction**

3.1 Seek to develop consistent practice across the region by reviewing the existing multi-agency policies and procedures to protect and safeguard children to ensure greater consistency and standardisation of practice

Actions	Outcomes Sought	Lead:	Timescales:	Links:
<p>a. Establish a Policy &amp; Procedures Committee (P&amp;P).</p> <p>b. To review current Child Protection and Safeguarding Policy and Procedures in Northern Ireland to identify if any gaps / improvements are required. This would include children with disabilities, children experiencing multiple adversities, and children whose behaviour poses a risk to others, as well as new and emerging issues such as CSE.</p> <p>c. Develop a multi-agency information sharing protocol (see 5.1)</p> <p>d. Regional Policies and Procedures to be transferred to an e-based platform.</p> <p>e. Review and update all multi-agency policies and procedures following the release by the DHSSPSNI of its revision of Cooperating to Safeguard Children.</p>	<ul style="list-style-type: none"> <li>• Procedures are updated regularly in line with Departmental guidance.</li> <li>• Improved quality of child protection guidance across key partners.</li> </ul>	<p>Policy &amp; Procedures Committee &amp; Professional Officer</p>	<p>By September 2013: Action a</p> <p>By March 2014: Commence Action b &amp; c</p> <p>By March 2015: Action d</p> <p>TBC Action e</p>	<p>Safeguarding Panels</p> <p>Outcomes Groups</p> <p>Regional CYPSP Sub-Groups</p> <p>Regional Joint Protocol Core Group</p> <p>HSCB / PSNI</p> <p>Relevant Voluntary Organisations</p> <p>CSE Strategic Partnership Group</p> <p>E-Safety Forum</p>

**Strategic Priority 3: Providing leadership and setting direction**

3.2 Improve multi-agency working by developing a multi-agency education and training strategy to ensure that child protection/safeguarding training is delivered effectively and consistently within member agencies

Actions:	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Establish an Education Training &amp; Committee (E&amp;T).</p> <p>b. Develop a multi-agency education and training work plan to ensure and coordinate training content and quality across member agencies.</p> <p>c. Develop effective education and training material for concerns arising from the Board’s prioritisation of child sexual exploitation, e-safety, disability, multiple adversities and children whose behaviour poses a risk to others. This will involve working in partnership with the groups set up to lead on these issues.</p>	<ul style="list-style-type: none"> <li>• Training provision accurately meets needs of workforce, volunteers and others.</li> <li>• Needs of prioritised vulnerable groups are highlighted and considered.</li> </ul>	<p>Education &amp; Training Committee &amp; Professional Officer</p>	<p>By September 2013: Action a</p> <p>By January 2014: Action b</p> <p>By March 2015: Action c</p>	<p>Safeguarding Panels</p> <p>Policies &amp; Procedures Committee</p> <p>CSE Strategic Partnership Group</p> <p>E-Safety Forum</p> <p>Engagement &amp; Communication Committee</p>

**Strategic Priority 3: Providing Leadership and setting direction**

3.3 Raise awareness of child protection/safeguarding issues by developing an engagement and communication strategy to ensure that children, young people, families and communities are more aware of child safeguarding issues and how to get help if concerned.

Actions	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Develop the SBNI Communication and Engagement Strategy.</p> <p>b. Establish an Engagement &amp; Communication Committee (E&amp;C)</p> <p>c. Develop and roll out effective communication and engagement processes for the SBNI’s prioritisation of CMRs, child sexual exploitation, e-safety, disability, children experiencing multiple adversities and, children whose behaviour poses a risk to others.</p>	<ul style="list-style-type: none"> <li>• Communication and Engagement Strategy for SBNI</li> <li>• Effective communications with key external stakeholders such as the media and elected representatives regarding SBNI business issues.</li> <li>• Engagement with, and acknowledgement/inclusion, of the opinions and views of children and young people and parents/carers</li> </ul>	<p>Senior Communications Manager, Engagement and Communication Committee &amp; Professional Officer</p>	<p>By January 2014: Action a</p> <p>By Sept 2013 Action b</p> <p>By March 2015 Action c</p>	<p>SBNI Board</p> <p>Safeguarding Panels</p> <p>Education &amp; Training Committee</p> <p>Policy &amp; Procedures Committee</p> <p>CSE Strategic Partnership Group</p> <p>E-Safety Forum</p>

**Strategic Priority 3: Providing Leadership and setting direction**

3.4 Develop a process within each Safeguarding Panel area to engage with frontline practitioners to hear their views on the current strengths and weaknesses of the child protection / safeguarding system in order to improve practice.

Actions:	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Undertake a scoping exercise within each Safeguarding Panel area to identify existing forums within the statutory, voluntary and community sectors that have frontline practitioners who have safeguarding responsibilities.</p> <p>b. Promote, publicise and coordinate the work of the Board in relation to e-safety, child sexual exploitation, disability, children who experience multiple advertises and children whose behaviour poses a risk to others amongst frontline practitioners.</p> <p>c. Hold a multi-agency event within each Safeguarding Panel area for frontline practitioners to promote engagement and communication.</p>	<ul style="list-style-type: none"> <li>• Frontline practitioners' views contribute to partner agencies services.</li> <li>• Frontline practitioners' views contribute to SBNI business.</li> <li>• Effective practice is highlighted and shared.</li> </ul>	<p>Independent Safeguarding Panels &amp; Independent Chairs</p> <p>Senior Communications Officer &amp; Professional Officers</p>	<p>By March 2014: Action a</p> <p>By June 2014: Action b</p> <p>By March 2015: Action c</p>	<p>Education &amp; Training Committee</p> <p>Policy &amp; Procedures Committee</p>

**Strategic Priority 4 Driving improvements in the current child protection system**

4.1 Influence practice positively and enhance the learning from Case Management Reviews, by improving the CMR process.

Actions:	Outcomes Sought:	Lead:	Timescales:	Links:
<ul style="list-style-type: none"> <li>a. Develop detailed CMR guidance.</li> <li>b. Review CMR notification process.</li> <li>c. Commission and complete CMRs as appropriate.</li> <li>d. Develop and evaluate a system to ensure standardisation of existing CMR process.</li> <li>e. Develop training programme for CMR Chair Leads and others including IAR Authors.</li> <li>f. Develop a template for the publication of the CMR Executive Summary Report.</li> <li>g. Work with CMR Chair and Queens University to develop a process for Safeguarding Panels to capture learning from cases where professionals and agencies have worked well together.</li> <li>h. Work in partnership to develop a model to optimise learning from CMRs to ensure better outcomes for children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews are conducted and changes to the system implemented in a speedy manner.</li> <li>• Improved quality of child protection practice across key partners.</li> <li>• SBNI is assured that agencies share findings from their audits and widen learning.</li> <li>• Effective practice is highlighted and shared.</li> </ul>	<p>CMR Panel (CMRP), CMRP Chair assisted by Professional Officer</p>	<p>By June 2014: Action a, b, d, e, f, &amp; g.</p> <p>Action c on-going</p> <p>By March 2015: commence action h</p>	<p>Safeguarding Panels</p> <p>Historical Abuse Inquiry</p> <p>Serious Adverse Incident Process</p> <p>Child Death Overview Panel</p>

**Strategic Priority 4: Driving improvements in the current child protection system**

4.2 Initiate a child death overview panel in order to understand trends in child deaths and where possible take preventative action to reduce occurrences in the future.

Actions:	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Develop the infrastructure necessary in conjunction with the Public health Agency to create the Child Death Overview Panel (CDOP).</p> <p>b. To assist the DHSSPS in their deliberations in relation to the legislative and policy issues needed to bring this committee in to existence.</p> <p>c. Appoint a Chair for the Panel.</p> <p>d. Facilitate training for Chair and CDOP Members.</p> <p>e. As a result of a number of identified deaths of children being 'laid over' by parents, create a multi-professional group to explore such cases and make recommendation's as to how current practice and/or advice can be improved.</p>	<ul style="list-style-type: none"> <li>• To implement an effective process to ensure learning from all child deaths are embedded.</li> <li>• Improvements to the system are put in place.</li> </ul>	<p>Director of Operations SBNI &amp; Public Health Consultant PHA</p> <p>Safeguarding Children's Nurse PHA</p>	<p>By June 2014: Action: a, b, c &amp; d</p> <p>By November 2014: Action e</p>	<p>CMRP</p> <p>PHA NIMACH process</p>

**Strategic Priority 4: Driving improvements in the current child protection system**

4.3 Develop and implement within each Independent Safeguarding Panel Area a multi-agency analytical process to review a sample of current cases in order to quality assure practice.

Based on lessons identified from CMRs themes would include:

Long standing children in need / protection cases where neglect and multiple adversities have been a causal factor.

Actions:	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. To research and develop an agreed methodology to be used on a multi-agency basis in cases of children experiencing multiple adversities / neglect in order to audit current practice.</p> <p>b. To undertake reviews of this work within each Safeguarding Panel area and to disseminate learning from this exercise.</p>	<ul style="list-style-type: none"> <li>• Improve practice in assessing and managing the impact of neglect.</li> <li>• SBNI have assurance that learning from reviews is embedded into practice.</li> </ul>	<p>Professional Officer supported by CMRP Chair</p> <p>Director of Operations supported by Queens University (action a)</p> <p>Safeguarding Panels/ Safeguarding Panel Chairs (action b)</p>	<p>By March 2014: Action a</p> <p>By September 2014 Action b</p>	<p>Effectiveness &amp; Governance Committee</p> <p>Policy &amp; Procedures Committee</p> <p>Education &amp; Training Committee</p> <p>Engagement &amp; Communication Committee</p> <p>CMRP</p>

**Strategic Priority 5 Building the capacity of the Safeguarding Board in the medium term**

5.1 Work to keep children safer by improving our understanding of the information currently held by member agencies and promoting effective sharing of this information on a multi-agency level between professionals/agencies by:

- Identifying the information organisations currently hold;
- Evaluating the strengths, weaknesses and gaps;
- The development of an Information Sharing Agreement Protocol;
- Evaluating alternative models of sharing information to better protect children.

Action:	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Understand the current child protection data collected by member agencies in order to evaluate the gaps (link to priority 2.1).</p> <p>b. Develop an information sharing agreement protocol amongst the member agencies taking account of best practice &amp;/or legislative requirements (to be addressed through priority 3.1).</p> <p>c. Review alternative UK multi-agency/discipline models for sharing information within the UK and elsewhere e.g. MASH and explore opportunities for pilot in one of the Safeguarding Panel areas (to be addressed through priority 2.1)</p>	<ul style="list-style-type: none"> <li>• Professionals are confident: to be the lead professional, to challenge, to share information.</li> <li>• Professionals use escalation processes effectively to achieve desired outcomes.</li> <li>• Partnership working is delivering concrete positive outcomes for children and their families.</li> </ul>	<p>Professional Officers supported by Director of Operations</p> <p>Education &amp; Training Committee (action d)</p>	<p>By March 2014: Actions a &amp; b</p> <p>By March 2015: Action c &amp; d</p>	<p>Safeguarding Panels</p> <p>Policy &amp; Procedures Committee</p> <p>CSE Strategic Partnership Group</p>

**Strategic Priority 5 Building the capacity of the Safeguarding Board in the medium term**

5.2 To review the effectiveness of the Board in terms of meeting its in terms of meeting a number of the Board’s core functions. Functions include:

- Creation of standards and performance indicators against which the Board can be measured;
- Judgement of how safely and effectively the child protection system is operating across the region;
- Improve the safety and wellbeing of children by disseminating and ensuring the implementation of recommendations of Case Management Reviews.

Actions:	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Commission / commence research to determine effective safeguarding outcomes that provide an indication of ‘how safe children &amp; young people in NI are’.</p> <p>b. Develop and pilot a performance management framework which is evidence based, outcome focussed and draws upon the experiences of children, families and professional staff.</p>	<ul style="list-style-type: none"> <li>• SBNI have assurance that learning from reviews is embedded into practice.</li> <li>• Best practice in relation to embedding learning is implemented.</li> <li>• Improvements to the system are put in place.</li> <li>• SBNI can ascertain how effective member agencies are in ‘keeping children safe’.</li> </ul>	<p>Professional Officer (action a) supported by CMR Panel Chair</p> <p>Director of Operations (b &amp; c) supported by Professional Officer</p>	<p>Commence by March 2014: Action a</p> <p>By March 2015: Action b</p>	<p>CMRP</p> <p>Safeguarding Panels</p> <p>Education &amp; Training Committee</p> <p>Engagement &amp; Communication Committee</p> <p>Policy &amp; Procedures Committee</p> <p>CSE Strategic Partnership Group</p> <p>E-safety Forum</p>

**Strategic Priority 5 Building the capacity of the Safeguarding Board in the medium term**

5.3 Develop, pilot and implement a child protection governance model to improve the capacity of member agencies individually and collectively to better protect children by:

- The use of the section 12 legal duty to understand the current child protection / safeguarding governance arrangements each organisation has in place;
- The review of governance / escalation models which are informed by the views of children and young people, families, frontline staff and reports of inspectorial/regulatory bodies;
- Working with HSCB and HSCTs to better understand their thresholds.

Actions	Outcomes Sought:	Lead:	Timescales:	Links:
<p>a. Complete Section 12 audit with Member Agencies to better understand the current safeguarding arrangements in place in each agency.</p> <p>b. Commence refinement / e-platform development of Section 12 audit tool.</p> <p>c. Member agencies to provide evidence to SBNI that child protection escalation models are in place.</p> <p>d. Work with HSCB and HSCTs to publish their work in relation to child protection register thresholds and ensure that this matter is regularly discussed in each Safeguarding Panel and periodically reviewed by the full Board.</p>	<ul style="list-style-type: none"> <li>• SBNI has assurance that single agencies have systems in place to ensure safeguarding standards are met.</li> <li>• Improvements to the systems are put in place.</li> <li>• Safeguarding work has a high status in the organisation.</li> <li>• Improved quality of child protection practice across key partners.</li> <li>• SBNI is assured that agencies share findings from their audits and widen learning.</li> </ul>	<p>Chair assisted by the Director of Operations</p> <p>Health &amp; Social Care Board (in relation to thresholds)</p>	<p>By March 2014 Action a</p> <p>By March 2015 Action b, c and d</p>	<p>Safeguarding Panels</p> <p>Member Agencies Including councils, education, HSCTs, HSCB, PSNI</p>