

## GSCB Business and Improvement Plan 2017/18

Ofsted Recommendation	GSCB Business Plan Outcome	Actions for Progression	By When	Lead	IP/BP Action
Strengthen the range of performance information provided to the Board to include relevant information from all partners and ensure that evaluative commentary is provided to improve services	Children and Young People are safeguarded through improved analysis of data, intelligence and quality assurance to better understand a range of issues, including DA, CSE and Missing Children. This leads to an improvement in risk identification and provision of appropriate support services to meet local need	All GSCB members will identify the key performance indicators that will provide them with the internal assurance needed that their organisation is informed about the quality of their responses to safeguard children. All GSCB members to ensure that they are accurately collated, evaluated and reported to GSCB with appropriate regularity (i.e. through a rolling programme of performance spotlights)	End of Sept 2017	MAQuA	IP
		MAQuA to review and update the current GSCB performance dataset to enable the GSCB Business Unit to produce and publish a performance report, which includes information provided by all member organisations and locality level data to support multi-agency work between practitioners	End of Sept 2017 and then Quarterly	MAQuA	IP
		GSCB Chair will escalate any examples of member organisations demonstrating an inability to report necessary performance information	Quarterly	Independent Chair	IP
		Strengthen the range of performance information provided to the GSCB to ensure that the Board fully understands the effectiveness of services and can appropriately challenge concerns of poor practice	End of Sept 2017	MAQuA	BP
		Develop a multi-agency data profile to enable identification of 'hot spots' and support a focus on disruption activity through multi-agency working	Throughout 2017/18	CSE/Missing Children	BP
		Develop a proposal for implementing a performance panel in each locality, which is facilitated by the GSCB	End of Sept 2017	Independent Chair and Business Manager	BP
		All GSCB members to examine how the feedback from children and families can most effectively inform their internal QA processes, decide what action they need to take in relation to this and report their decisions to GSCB	End of Sept 2017	MAQuA	IP
		GSCB has updated its QA framework to embed the use of feedback when data and audits are being analysed and recommendations for action being made	Oct 2017	MAQuA	IP
		GSCB to examine how to most effectively collect and analyse	Oct 2017	MAQuA	IP

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		feedback from children in relation to their experiences of multi-agency child protection processes, particularly CP conferences			
		Each organisation to develop an internal quality assurance framework to robustly inform them of the quality of the safeguarding activity of their staff, which are shared with MAQuA. MAQuA to hold organisations to account for the delivery and analysis of the information on behalf of the GSCB	Sept 2017	MAQuA	IP
Embed the multi-agency audit programme in order for the Board to have greater assurance of the quality of frontline safeguarding practice	Children will be kept safe - their needs will be understood and help provided will make a difference	Review and embed the GSCB Quality Assurance Framework focusing on frontline child protection practice	Review by October and Embed by March 2018	MAQuA	IP
		Undertake a review of the S11 self-assessment to focus on outcomes rather than process	October 2017	GSCB Business Manager	IP
		Revise audit activity and methodology in order to focus on the impact of interventions for the child	October 2017	MAQuA	BP
		Undertake a series of checks in the child protection process, including revisiting cases that are found to be not yet good until there is evidence of improvements to the lived experience of the child	March 2018	MAQuA	BP
		Undertake an audit to examine the effectiveness of the graduated early help pathway in improving outcomes for children	March 2018	MAQuA	BP
		Ensure that all audit activity includes the participation of children and families and assesses the extent to which children have opportunities for their view and opinions to be heard in respect of their experience of safeguarding services	Throughout 2017/18	MAQuA	BP
		Hold organisations to account through MAQuA and the S11 self-assessment for the effectiveness of their auditing activity to ensure that professionals have the knowledge and confidence to keep children safe	Throughout 2017/18	GSCB Executive Committee	BP
Strengthen the evaluation of training to ensure that it is robust and can evidence positive impact on outcomes for children and their	Professionals consistently deliver good practice, quality safeguarding responses and are routinely and assertively advocating	Review the training programme to support 'applied learning', for example through methodologies such as learning circles/practice learning sets	October 2017 – move to January - February 2018	WfD Sub-Group	IP
		GSCB members will evidence the impact of safeguarding training - robust analysis of attendance information, both single agency and inter-agency	December 2017	WfD Sub-Group	IP
		GSCB members will make robust arrangements to ensure that	September 2017 – Move	WfD Sub-	IP

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families	on behalf of children	professionals who undergo inter-agency training delivered by GSCB provide feedback to inform training evaluation 3 months after attending	to November 2017. Embedded by March 2018	Group	
		GSCB members will evidence the impact of safeguarding training - GSCB member organisations and GSCB Training Coordinator will make adjustments to course content and delivery based on feedback received	Throughout 2017/18	WfD Sub-Group	IP
		GSCB members will evidence the impact of safeguarding training - All member organisations will evidence how learning from training is applied within the workplace	January 2018	WfD Sub-Group	IP
		Ensure staff across all partner agencies, including the voluntary and community sector, private and independent and hard to reach groups are accessing safeguarding children training appropriate to their job roles and responsibilities	March 2018	WfD Sub-Group	BP
		Continue to develop and improve the training evaluation and impact framework so that we can evidence positive impact on outcomes for children and their families	Launch November 2017 Progress March 2018	WfD Sub-Group	BP
Hold partners to account for evaluating the impact on practice of the learning from serious case reviews	Professionals consistently deliver good practice, quality safeguarding responses and are routinely and assertively advocating on behalf of children	The SCR Sub-Group will test out whether multi-agency actions from SCRs have been undertaken and the difference that has been made or what else needs to happen	Oct 2017	SCR Sub-Group	IP
		All GSCB members will confirm that single agency actions have been completed and provide assurance of the difference that has been made to working practices	Nov 2017	SCR Sub-Group	IP
		SCR, WfD and MAQuA will combine to hold partners to account for evidence and impact	March 2018	SCR, WfD and MAQuA	IP
		MAQuA and WfD to test whether thresholds for services are consistently understood and applied so that all children receive an appropriate and timely response when they need it	November 2017 – move to January 2018	MAQuA and WfD	IP
		Introduction of a GSCB Practitioner Reference Group, linking to the development of locality safeguarding groups	Nov 2017	GSCB Executive Committee	IP
		Ask frontline practitioners what stops them and their colleagues from feeling confident in having those difficult conversations to identify what support is needed to change the culture in Gloucestershire to one where healthy professional challenge is the norm	October 2017- move to March 2018	WfD Sub-Group	IP

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		Develop and implement a range of methodologies to undertake learning reviews	Throughout 2017/18	SCR Sub-Group	BP
		Maximise learning opportunities for professionals from all types of case reviews. Use MAQuA and the SCR Sub-Group to test how recommendations and learning from SCRs have been translated into practice improvements	Throughout 2017/18	MAQuA and SCR	BP
Ensure that the annual report provides a rigorous assessment of the performance and effectiveness of local services		The GSCB Business Manager to network with other Local Safeguarding Children Boards to assess the components of a 'good' annual report and ensure that these are all covered in the GSCB Annual Report for 2017/18	Dec 2017	GSCB Business Manager	BP
Ensure that the neglect strategy and associated toolkit is promoted across the county and its effectiveness measured to improve outcomes for children	Children who are at risk of or suffering neglect are identified and interventions are put in place to stop them from suffering harm	Implement all actions set out in the GSCB Business Plan – Key Success Criteria "Children who are at risk of or suffering neglect are identified and interventions are put in place to stop them from suffering harm. Member organisations to be held to account for evidencing that staff are working to the Neglect Strategy	March 2018	GSCB Executive Committee	IP
		Launch the Gloucestershire Child Neglect Framework to support staff in identifying issues of child neglect	May 2017	WfD Sub-Group	BP
		Ensure that messages from Serious Case Reviews regarding neglect are shared, understood and acted upon in schools and educational settings	Throughout 2017/18	Education and Learning	BP
		Continue to oversee the neglect strategy delivery plan to make sure that professionals understand the key signs and indicators of child neglect, effective interventions are put in place and there is a clear monitoring and evaluation framework in place	Throughout 2017/18	GSCB Executive Committee	BP
		Test to ensure that professionals working in local communities are confident in recognising signs and indicators of neglect and neglect will not be tolerated	Throughout 2017/18	GSCB Executive Committee	BP
	Children not in full-time education will be safe. Children and their carers have been provided with robust safeguarding information in relation	Ensure parents of children not in full-time education e.g. electively home educated children, have the same access to safeguarding support as parents of children who are in full-time education	March 2018	Education and Learning	BP
		Test the effectiveness of the exclusions strategy to ensure that it meets children's safeguarding needs	March 2018	Education and Learning GSCB	BP

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	to key issues such as CSE, e-safety and health and wellbeing			Executive Committee	
	Children are effectively protected because professionals and families will have a good understanding of what they need to do to keep children safe	Ensure that all communications sent out by the GSCB are clear, coherent, targeted and strongly disseminated the reach the correct audience at the right time	March 2018	GSCB Business Unit	BP
		Increase our communications with hard to reach and seldom heard groups/communities	March 2018	CSE/Missing Children	BP
		Use established communications resources to disseminate learning and good practice from child death cases with identified modifiable factors	March 2018	GSCB Business Unit	BP
		Review local policies and procedures and develop new local policies and procedures as a result of learning from reviews, audits and practice developments	March 2018	Policy and Procedure	BP
		Create direct lines of communication between frontline practitioners and the Board to triangulate key messages and ensure that the practitioner voice is shaping the work of the GSCB	Sept 2017	Ind Chair and Business Manager	BP
	Children are fully equipped with knowledge regarding the risks surrounding accessing the internet on their phones and in the virtual world	Ensure that all educational settings are aware of and up to date with issues around e-safety	March 2018	Education and Learning	BP
		Work with parents to ensure that they recognise their responsibilities and know where to go to access support	March 2018	Education and Learning	BP

## Enablers - Review of GSCB Structures

What	Why	Lead	By When
Review membership of the Board	The membership is currently too large which has resulted in it becoming too big to effectively do business. There is a sense that it is predominately an information sharing forum	GSCB Business Manager	September 2017
Review existing GSCB Structures to identify whether there could be more effective lines of accountability	The GSCB Board currently meets 4 times a year, with the Executive meeting 8 times a year. In addition, there are 8 sub-groups which results in the GSCB being a huge 'machine'. We need to structure ourselves in such a way to be efficient and effective with clear lines of accountability and appropriate challenge at every level	GSCB Business Manager	September 2017
<p>Consider how the Executive Committee format could be replicated at a locality level</p> <p>Board needs to:</p> <ul style="list-style-type: none"> <li>• Agree local structure</li> <li>• Agree ToR</li> <li>• Mandate this approach from the Board</li> <li>• Nominate local reps</li> <li>• Monitor attendance</li> <li>• Two-way feedback from Board and local groups to key themes and local performance</li> </ul>	There is a disconnect between the district safeguarding network and the board. Individuals and organisations need to be able to come together at a local level to have discussions and share concerns/good practice. This results in an increased understanding of people's roles, shared decision making and improvements to inter-agency working resulting in a more holistic response to the needs of children and families	Eugene O'Kane	
Review roles and responsibilities of Board members	The GSCB has a clear constitution, which is shared with the GSAB. However, is this well understood by all Board members? Are Board members taking responsibility for taking applying actions and key messages back into their own agency settings and do we need to improve the ways in which the GSCB holds members to account?	GSCB Independent Chair	September 2017
Review the ways in which key strategic organisational safeguarding risks are managed by the GSCB	The GSCB is not always well sighted on the key areas of risk within individual organisations. Verbal assurances are not always accompanied by documented evidence. It is not then able to hold those organisations to account for the activity being undertake to reduce and manage those risks. This potentially impacts on the wider safeguarding system. Increased oversight would improve the combined integrity and transparency of the Board	GSCB Executive Committee	September 2017