

A sunset over a beach with a lighthouse in the distance. The sky is filled with colorful clouds in shades of blue, orange, and yellow. The sun is low on the horizon, casting a warm glow over the scene. The beach is visible in the foreground, and the ocean extends to the horizon.

Business Plan
2018 - 2020

Safeguarding Children in Northumberland

<http://www.northumberland.gov.uk/Children/Safeguarding.aspx>

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Version Control

Version	Date	Author	Changes
V1	20/08/2018	RHC	Draft for consultation
V2	12/09/2018	RHC	Agreed by NSCB
V3	20/12/2018	RHC	Review and action plan updated following Sub Committees and Business group
V4	10/03/2019	RHC	Review and action plan updated following Sub Committees and Business Meetings
V5	27/05/2019	RHC	Update and review uptaken after Business Group and update with sub group chairs

Introduction

Welcome to Northumberland Safeguarding Children Board (NSCB) Business Plan for 2018-20. The plan builds on the work of the Board undertaken since its inception in 2006 and you can find a detailed account of the progress and learning achieved in the 2016-17 Annual Report.

Originally this plan covered a one-year period due to the NSCB being abolished in the Children and Social Work Act 2017, however it is important there is continuity and a planned transition into the new safeguarding arrangements lead by the three safeguarding partners the Northumberland Clinical Commissioning Group, Northumbria Police and Northumberland County Council. To ensure that this continuity is achieved this Business Plan now covers the transition period up until March 2020

The Safeguarding Board has representatives from a wide range of organisations which are directly involved in providing services to children and young people and their families. Board members seek to provide a leadership and challenge in all matters relating to the safety and protection of children and young people in Northumberland. We want to make sure that the safeguarding of children and young people in Northumberland is and remains a priority, whether as a volunteer in a youth group, a teacher in a school, a social worker, nurse, doctor, police officer or in other positions. It will also provide a framework for those who are responsible for making decisions about the future of services in the county.

The Annual Report for 2017-18 sets out progress and learning over the past year and also serves as a review of the previous priorities.

We anticipate further changes to safeguarding services over the years of this plan in the light of national and local drivers and budget restraints affecting all the key NSCB partners. In setting its priorities, Board members have sought to ensure that the Board will be able to lead, influence, support and respond to how this may impact upon keeping children and young people safe, in a way that is realistic, builds on the solid work of the past, and maintain confidence in the arrangements for how people work together across Northumberland.



Paula Mead
NSCB Independent Chair

Business Plan

The NSCB has a number of statutory functions which are set out in Working Together 2015. LSCBs have been abolished in The Children and Social Work Act 2017 and Working Together 2018, however until the Safeguarding Partners publish their arrangements, the NSCB will continue to be governed using the 2015 statutory guidance.

Whilst not defined within the NSCB Business Plan, there are other key priorities and functions that the NSCB will receive reports, data and information on from statutory partners and local agencies in accordance with their own obligations to assure effectiveness of safeguarding children in specific circumstances (this includes data categories collated for the CIN Census and information from the joint strategic needs assessment (JSNA) for Northumberland).

This NSCB Business Plan, in addition to the core functions, has set out a number of key priorities that have been defined locally. The Plan builds on the priorities and progress made since the Ofsted inspection (January 2016). The NSCB business plan is aligned to the recommendations and desired outcomes defined by the Safer Northumberland Partnership Board, Youth Offender Partnership Board, Health and Well-being Board and the Multi-Agency Looked after Partnership (MALAP). The priorities will also be shaped by the North and South of Tyne Safeguarding Forum at a regional level, which is establishing the future of regional safeguarding arrangements and this Business Plan may adapt during the year to consider regional shared priorities.

At the heart of the plan is ensuring that children and young people of Northumberland are safeguarded and that services designed to support them are coordinated well and are effective in preventing harm and in keeping them safe.

As an overarching Business Objective for 2018-20, the NSCB will continue to update its performance management and quality assurance systems/framework to strengthen data and information gathered and the reporting arrangements to its Quality Improvement and Performance (QIP) and the NSCB with the development of a core regional performance framework. There is an imperative to strengthen the analysis of data across the region to ensure the partnership can demonstrate effectiveness of safeguarding and improving outcomes for children.

NSCB Strategic Priorities for Improvement and Development 2018/20

The NSCB has agreed five priorities to improve outcomes through the partnership arrangement. The NSCB strategic priorities are detailed below; they are not listed in any particular order and should be considered as having equal status within all work to progress the multi-agency safeguarding response to children young people and their families.

- 1. Further promoting preventative and early help approaches**
- 2. Neglect**
- 3. Working with fathers**
- 4. Improving focus on the child's experience of services and better embedding it in practice**
- 5. Impact of DV on children**

It was also agreed that Sexual and Criminal exploitation and safeguarding children with disabilities would also remain part of the core work of the NSCB

How will we know that we are making a difference to Children, Young People and Families?

1. **There is an effective Safeguarding Children Board in Northumberland that meets its statutory obligations and ensures that safeguarding arrangements are robust and protect children**
2. **The NSCB has a work programme in place that provides effective scrutiny and challenge to partners so that safeguarding practice is improving and there is evidence that it impacts on improving the outcomes for children and young people.**
3. **Feedback from children, young people and their families.**
4. **Feedback from Frontline Practitioners** – There is connectivity between Frontline Practitioners and the work of the NSCB.
5. **From our Partners** – Through the JSNA and partner agencies data/assurance/audit activity and the NSCB Performance Management Framework.

	What does making a difference look like?
Children and their families	Children are safer and will be helped earlier. Children will have their voice heard. We will continue to conduct multi-agency audits to check that this is happening. The NSCB will have a clearer understanding on the lived experiences of children and this will inform how we shape safeguarding services. We will monitor engagement of children and young people in their assessments, their participation in the reviews and the timeliness in which then are seen by statutory services and within early help.
The NSCB and Partners	All professionals and voluntary agencies in the County will know how they contribute to services for children and young people, particularly in relation to prevention and early help. We will review how we will organise ourselves to achieve improved outcomes in each of our priority areas, how we will be able to tell if we are making a difference, and how we will learn through working together so that children and young people in Northumberland are kept safe and protected.
Children's Workforce	All professionals working with children will be well trained and supported to achieve the best possible outcomes for children and young people. They will receive regular and effective supervision and we will monitor this through surveys and audit. All workers in the Children's Workforce will be supported to work effectively with children and young people and families.

Reporting Framework

The NSCB's Business Plan will be progressed through the sub-committees of the NSCB and report to the NSCB Business Group. This review will be presented to the NSCB on a six monthly basis highlighting exceptions. Each sub-group will have a specific remit and delivery plan which is aligned to the overarching NSCB Business Plan.

The NSCB will receive regular updates on outcomes for children and progress as indicated by performance information and reports on audit findings and case reviews. The Board will also receive a NSCB performance report from partners for the Quality Improvement and Performance sub-committee along with a programme to track progress, and this will add to the wider picture of multi-agency performance information and analysis.

1. Further promoting preventative and early help approaches

The NSCB is committed to providing help and support to as many families as possible at the level of need. Currently too many families are having to be referred through children’s social care in order to access early help services, The Council and partners are working to improve preventative approaches and access to early help through increasing the number of early help assessments, team around the family and early help plans. The NSCB has an Early Help and Early Intervention sub-committee which is providing a steer to this work and promoting the links between early help and safeguarding services.

Outcome for children: Emerging problems and potential unmet needs are identified so that families and children receive the right support at the right time. Thus improving outcomes for children and young people and making it more likely that families thrive and become self- sustaining.

Action Plan from the Early Help and Early Intervention Sub Committee

Objective (what)	Action required to achieve objective (how)	Lead (s) (who)	Timescale (when)	Anticipated impact on Safeguarding children (why)	Success measures (how we know it’s worked)	Quarterly Update/comment and RAG rated
1. Ensure there is a clear communications strategy to disseminate key changes, updates, user feedback to ensure client voices are heard	1a. To ensure multi-agency audits and individual service evaluations include the role of fathers and the voice of the child and family.	Kay Vincent, & Catharine Joyce (A4C)	All partner agencies to give written assurance to the board that respective workforces actively adopt this objective by 31st March 2019	By developing a culture where both parents are engaged in the early help process and ensuring fathers are present within the assessment and the voices of children and families are captured, services respond early to feedback in service development and delivery.	We will receive positive feedback from professionals and families.	4-Complete 30.1.19: KH requested agencies provide written assurance that they were undertaking regular audit and evaluation that included feedback from families (including fathers where possible) 7.5.19: Verbal assurances provided that role of fathers and voice of the child are included considerations across

						all agencies
	1b. Build partnerships and relationships in communities, and share learning and expertise, moving forward low level needs can be met by motivated and resilient communities.	Emma Richardson	Report by 31st Jan 2019	Ensure feedback acted on and change is transparent.	Stronger tier 1 intervention - thereby seeing a reduction in the number of EHAs overall, and less inappropriate EH referrals/NFAs.	<p>3 - On target</p> <p>30.1.19: Extensive partnership building, particularly in our most deprived wards, building relationships which deepens understanding of the space between universal and EH. Large focus on holiday and crisis provision partnerships; Including logistic support, such as asset transfer and transport, and awareness raising and connections to build a more quality assured and resilient community sector, including a local and sustainable offer to families.</p> <p>Summer 2019 in planning with CSC, education, VCS, Northumberland Estates, and others focusing on 8-12yrs with pilots in North, West and Seaton Delaval, as well as Blyth and Ashington continuation provision.</p>

						<p>VCS commission reflective of these ambitions and currently assessing applications. Training, thematic network and awareness raising (mixed sector) *under construction*</p> <p>7.5.19: Emma Walker in discussions with the communications team re. EH continuum.</p>
	1c. To deliver more early help services in partnership with communities at a locality level	Voices & Catharine Joyce (A4C)	Report by 31st March 2019	Professionals working with children are clear about thresholds and can see benefit of early help in safeguarding children and use more regularly	Increased number of early help assessments and referrals to the Hubs	<p>3 - On target</p> <p>7.11.18: CJ to discuss with JD</p> <p>30.1.19: JD has resigned from subgroups due to capacity concerns. CJ to link with Emma Richardson</p> <p>7.5.19: Ongoing</p>
	1d. To further develop the early help newsletter to contain impact case studies and performance information	Jackie McCormick	31st October 2018			<p>3 - On target</p> <p>7.11.18: There has not been a newsletter produced since capacity in the ERA team reduced (they produced this). New EH Triage manager Emma Walker</p>

						recruited and will progress
						7.5.19: A newsletter is planned for the summer.
	1e. All agencies use their own end of service process to gather feedback about the views of service users, children and young people	Senior managers in all partnership agencies	All partner agencies to report on feedback by 31st Dec 2018	To enable service users, children and young people's views to have an impact of service development and front line practice	Satisfaction data will be visible in service development plans and training events	<p>3 - On target</p> <p>7.11.18: AF has received positive feedback.</p> <p>30.1.19: KH requested partners to confirm in writing that partners complete regular systematic feedback and act on user views Information provided by Barnardo's on forms used to gather service user feedback and ensuring that the voice of the child and the whole family is heard</p> <p>7.5.19: Qualitative data gathered from families as part of the EFW internal audit. Comments also collected from parents at the end of EHAs. RHC met families during practice week and had good</p>

						feedback on the EH survey
2. Reinvigorate the training offer for Early Help Lead Professionals and local outcome plan	2a. Refresh programmes based on feedback, SCR findings and audit recommendations	Anne Lambert	Report by 30th Nov 2018	There is a trained workforce who understand the importance and role of EHA processes in supporting and safeguarding children	Numbers of staff undertaking the training on offer. Number of staff feeding back that they are confident in undertaking early help processes	4-Complete 30.1.19: RHC meeting with Paul Brooks to review costs for training package
	2b. Ensure lead professional and EHA training reflect SCR findings and audit recommendations	Jackie McCormick	Report by 30th Nov 2018			3 - On target 7.11.18: Training constantly updated with key messages. New EH manager will be informed? 30.1.19: Action to be refreshed
	2c. Fully launch the early help workforce offer which includes Early Help Module	Training sub group	Report back update October 2018 and then six monthly			4- Complete
	2d. Report twice per year that reflects assessment/evaluation post training sessions are acted upon	EH Co-ordination staff	As above (two things tied into one report?)			4 -Complete
3. Monitor and improve engagement between professionals in adopting Early Help as a key component of day to day working	3a. Produce and disseminate meaningful regular performance updates as shared by all agencies.	Local Authority performance team.	Report produced prior to each meeting	Raised awareness of the early help hubs and SPA across all services to increase and maintain referrals across the county and promote the welfare of	Positive impact demonstrated and agencies feel work is worthwhile	4 -Complete 7.11.18: Regular report presented, which is outcome focussed

				vulnerable children.		
	3b. Continue to streamline pathways for EHAs, step downs, hub referrals as systems continue to develop and publish in a timely way.	EH coordination staff and First Contact managers	December 2018	Recognition of needs met through early help, barriers or unmet needs which require further multi-agency input or discussion	Quarterly review and supported by recommendations	3- On going 7.11.18: Form being reviewed. Most cases from the New Year will come into the EH module 3.1.19: New process should go live in Feb 2019 for referrals into First Contact. 7.5.19: Written referral form is being reviewed - to have one standard form once the process has been embedded. Emma Walker is doing a piece of work around step ups and step downs and will provide feedback.
	3c. Ensure thematic audit and ACE factors are relevant to multi-agency workforce	MC	3 monthly cycle		Quarterly review and evaluation of outcomes	4- Complete
	3d. Monitor use and development of Northumberland school ready app for parents	KW	Report by 30th Nov 2018	Parents app will be available to parents to support early participation and home learning in being school ready.		3- On going
	3e. To review how Early Help Workers are considering Neglect and	EWa	Report by August 2019	Neglect will be effectively identified and supported by LA	Review of the cases and action plan to address any issues created and followed through.	3- On going

	addressing this in Early Help work.			and partners at an Early Help level		
4. Ensure all tools are promoted and accessed across partnership agencies	4a. Develop Early Help Module Cascade to external partners	Mary Connor	Ongoing	To ensure that practitioners and families are clear about the outcomes they are seeking to achieve for children and how they will measure success	Numbers of families being claimed for under Supporting Families continue to rise	<p>4- Complete 7.11.18: Only Action for Children and Barnardo's are using this model; other agencies to let MC know if they are interested</p> <p>30.1.19: Push towards schools</p> <p>7.5.19: Schools are using a different system and haven't expressed an interest in using this model</p>
	4b. Ensure a habitual review and monitoring of current EH interventions takes place, collecting further evidence and ensuring what we are delivering is evidence based	All agencies	<p>Provide a review of impact and uptake of Incredible years programme by 30th June 2019</p> <p>Annual Review of HENRY Programme due:</p>	To give assurance to LSCB that practice is endorsed through evidence based programme delivery		<p>4- complete Healthy Child Programme revised nationally with last refreshed Nov 2018</p> <p>30.1.19: All agencies requested to submit programmes and links to when last reviewed to Sandra to draft a log</p> <p>7.5.19: Responsibility of those commissioning services. Evidence based; assurances</p>

						given
	4c. Embed use of outcomes plan in EHA action planning with all practitioners/partners	Helen Lancaster/EH Coordinator	Ongoing	To give assurance to LSCB that practice is endorsed through evidence based programme delivery	Ensure training for supporting parents' health is disseminated wider than 'health workforce'	4-Complete 7.11.18: Embedded in EH module
	4d. Lead the development and implementation of Signs of Safety in Early Help	Mary Connor along with partners	Review December 2018	All partners become familiar with the use of SOS in early help	Multi agency training embedded and adopted as current elements in under 16 screening in Sexual Health and used to enhance development of other agency screening tools to inform Early Help referrals	4-Complete
5. Identify and address organisational barriers to undertaking and participating in EHAs/Hubs across all agencies in Northumberland	5a. To ensure that the strategic sign up to early help is being replicated at an operational level across agencies	Mary Connor/Emma Ramsay	Ongoing	Children requiring support receive it at the earliest opportunity possible from the full range of services they may be involved with	Numbers of EHAs and Hub referrals being undertaken / registered	3 - On target 7.11.18: For Q reporting MC part of schools engagement group to discuss potential barriers. 7.5.19: Improvements have been seen over the past few years. Currently linking Signs of Safety to the EH referral form. The neglect strategy is being reviewed; neglect to be incorporated under section 2 above.
	5b. Quarterly strategic meetings continue to identify, challenge and support providers					3 - On target

2. Neglect

The impact of neglect on children and young people is enormous. Neglect causes great distress to children, leading to poor health, educational and social outcomes and is potentially fatal. Lives can be ruined, children’s abilities to make secure attachments are affected and their ability to attend and attain at school is reduced. Their emotional health and well-being is often compromised and this impacts on their success in adulthood and their ability to parent in the future.

Outcome for children: Improved outcomes for children and young people, ensuring the offer for early help is identified at the earliest stage and the child is able to achieve their potential and families become self-sustaining, at statutory level children and families are given the help support and guidance they require post social care involvement, to enable parents to sustain the change in the care given to children.

Action Plan from the Neglect Strategy 2018-2020

Strategic Aim 1: To secure collective commitment to addressing neglect across all partner agencies and to demonstrate effective leadership in driving the appropriate system, culture and process changes required forward.

No	Objective/ Outcome	Milestone (by Dec 2017)	Milestone (by Dec 2019)	Lead/NSCB Sub- Committee	Final Timescale	Risks	Mitigations	RAG Progress rating 1 (poor) - 4 (strong)
2.1	NSCB partners engage fully with the Neglect Strategy to deliver strategic objectives.	The baseline data for neglect is Apr 17 - Mar-18 referrals with Neglect 1222/3597 referrals equates to 34%	Milestone (10% reduction based on 2018 baseline of 34%, <i>Apr-18 to Mar-19 - 17% referrals identified with Neglect. 49% reduction.</i>	Business Group	March 2020	Early identification of children with Neglect leads to increase in referrals to CS	Strong and effective Early Help offer. Effective application and monitoring of MA Thresholds document	3 - On target Reduction of referrals set out in Milestone column

		The numbers of hub referrals are Apr 18 - Mar 19 - 5777		Early Help and Early Intervention Sub Committee	Dec 2019	Early identification of children with Neglect leads to increase in referrals to CS	Strong and effective Early Help offer. Effective application and monitoring of MA Thresholds document	2 Hub referrals showing a reduction during this time period will continue to be monitored and MA engagement promoted
		2017 Sec 11 Deep Dive Review completed which will provide assurance from all partners about the strategic objectives of the strategy	None	Business Group	Nov 2018	Response rate to deep dive review maybe less than 100%	Assurance will be collected via email regarding neglect review via email	4 Complete, Audit complete
	Narrative evidence	<p>The 2017 Sec 11 deep Dive review will provide evidence of how the strategic objectives are being delivered in partner organisations.</p> <p>The data from CSC data team will track numbers of referrals to First Contact and Early Help Hubs.</p>						

Strategic Aim 2: To improve awareness and understanding of neglect across the whole partnership. This includes a common understanding of neglect and the thresholds for intervention.

No	Objective/ Outcome	Milestone (by Dec 2017)	Milestone (by Dec 2018)	Lead/NSCB Sub- Committee	Final Timescale	Risks	Mitigations	RAG Progress rating 1 (poor) - 4 (strong)
2.2	Practitioners and their managers across all services and partner agencies provides awareness raising training in neglect to improve recognition of neglect	NSCB Thresholds Document agreed by all partner agencies by July 2017 Communications undertaken with all partner organisations.	Audit undertaken into the use of the Threshold document by May 2018 as part of the MASH audit	Policies, Procedures and training Sub Committee and NSCB Business Manager	March 2019	Introduction of revised thresholds document and increased awareness of professionals through training may increase referrals to CSC and early help hubs.	Effective application and monitoring of MA Thresholds document	4 Complete Thresholds well embedded within all services, review undertaken and awareness raising training undertaken following audit.
2.3	Training provided for front-line practitioners and managers (including adult focused services) enables access to contemporary research and	Training reviewed by NSCB Training Sub-Committee to include disguised compliance and working with resistant	Training reviewed and kept up to date with the incorporation of findings from audit and SCR	Policies, Procedures and training Sub Committee and NSCB	Sept 2019	Due to service contraction training numbers may reduce.	Bi-annual training reports and data will report on the number of frontline practitioners undertaking neglect training	4 Complete Training and development officer and PPT sub committee, has embedded disguised compliance and resistant families into all NSCB training programmes

	best practice in working with neglect.	families By July 2017. Incorporate messages from new thresholds document into multi agency training by July 2017					from specialist services	
	Narrative evidence	<p>Training offer adjusted by the Policies, Procedures and Training Sub Committee, with basic child protection training and specialist focusing on non-compliance and disguised compliance.</p> <p>All NSCB training offered includes the use of the threshold document.</p> <p>Training provided for front-line practitioners and managers (including adult focused services) enables access to contemporary research and best practice in working with neglect.</p> <p>A communication strategy and the development of seven minutes guides into neglect have been undertaken across all services and partner organisations, GPs via their monthly update and Schools via termly newsletters.</p>						

Strategic aim 3: To improve the recognition, assessment and response to children and young people living in neglectful situations before statutory intervention is required, including the appropriate use of assessment tools.

No	Objective/ Outcome	Milestone (by Dec 2017)	Milestone (by Dec 2018)	Lead/NSCB Sub- Committee	Final Timescale	Risks	Mitigations	RAG Progress rating 1 (poor) - 4 (strong)
2.4	NSCB understands the numbers of children for whom neglect is a feature, the prevalence of parental factors and the effectiveness of the safeguarding system in reducing the impact of neglect.	Introduction of Action for Children Neglect Toolkit in practice following training in March 2017, a programme of training for trainers introduced in March 2018 for Early help and health Visitors	Toolkit used in practice across early help and within Health Visiting	Adele Wright/Mary Connor	Dec 2019	CSC may not be able to identify families where the use of the toolkit is helpful.	Audit undertaken to understand the impact of the toolkit	3 - On track Toolkit being embedded within HV and with School Health Advisors Early help Training pathway offers Neglect Toolkit training for all partners
		Milestone: key agencies (CSC, education, PH, NTW, NHFT & Police) share their	Periodic audits of early help to establish if recognition, assessment and response prior to statutory intervention	Alan Hartwell and QIP Sub -Committee	Dec 2019	As audits are inevitably based on a sample, there is a risk of skewed results	We will not solely use the audit results but will ask senior practice experts such as the	3 - on Track

		<p>data on neglect proxy indicators September 2017</p>	<p>are improving. March 2018 then six monthly</p> <p>CSC audit of assessments that led to NFA in May found that two thirds should not have led to a C&F assessment. The action plans is to review eligibility criteria, the processes used around triage at the Front Door, and the application of thresholds.</p>				<p>PSW and Designated nurse to triangulate the findings with their experience of practice.</p>	
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		Update JSNA section on prevalence of parental factors in Social work cases by August 2017	CSC single agency Audit and LSCB neglect audit will identify further milestones	Alan Hartwell and QIP Sub -Committee	March 2019	Under recording on information systems and / or lack of a place to record such information per se	Run exception reports to ensure relevant fields are completed when appropriate	4 complete Data now in place regarding prevalence factors in social work case s by ward
		Periodic audits of early help to establish if recognition, assessment and response prior to statutory intervention are improving. October 2017.	The focused visit will identify further milestones	Alan Hartwell and QIP Sub -Committee	Dec 2019	As audits are inevitably based on a sample, there is a risk of skewed results	We will not solely use the audit results but will ask senior practice experts such as the PSW and Designated nurse to triangulate the findings with their experience of practice.	3 - Focussed Visit undertaken by Ofsted gave some insight into the Early help Offer and highlighted satisfaction that assessment and response was in place, audit framework now in place

		<p>Audit of neglect April 17 to set baseline: % cases answering positively re use of a) research; b) Analysis; c) tools</p> <p>a) 3% b) n/a c) 10%</p>	<p>Re-Audit of neglect April 18 to set baseline: % cases answering positively re use of a) research; b) Analysis; c) tools</p>	<p>Alan Hartwell and QIP Sub -Committee</p>	<p>Dec 2019</p>	<p>As audits are inevitably based on a sample, there is a risk of skewed results</p>	<p>We will not solely use the audit results but will ask senior practice experts such as the PSW and Designated nurse to triangulate the findings with their experience of practice.</p>	<p>3-on track Re-audit complete, to be reported to NSCB in July</p>
		<p>MASH fully operational by Dec 17.</p>	<p>A reduction in referrals resulting in no further action</p> <p>There was a 2.3% reduction in referrals when comparing years March 18 and March 19.</p>	<p>Alan Hartwell and QIP Sub-Committee</p>	<p>Dec 2019</p>	<p>The awareness raising and training offer could increase referrals about neglect rather than cause a reduction</p>		<p>3- on Track, MASH now fully operational data now fed into CSC CHAT and improvement plan</p>
	<p>Narrative evidence</p>	<p>Specialist services undertaking Action for Children Neglect Toolkit training, to establish if the model could be widely used across Northumberland.</p>						

Strategic aim 4: To ensure the effectiveness of service provision.

No	Objective/ Outcome	Milestone (by Dec 2017)	Milestone (by Dec 2018)	Lead/NSCB Sub- Committee	Final Timescale	Risks	Mitigations	RAG Progress rating 1 (poor) - 4 (strong)
2.5	NSCB scrutinises the level of understanding of the effectiveness of interventions in reducing the impact of neglect on individual children; and to identify and support further areas for development	Multi-agency case audit to be undertaken to identify if multi-agency support, at all levels of the continuum of need, lead to a reduction in risk/ need associated with neglect. Sept 2017	Multi agency audit repeated and findings reported to the Health and Wellbeing Board / Family and Children's Trust Board on the effectiveness of services and interventions on reducing the impact of neglect on children's lives.	NSCB / Business Group / Early Help and Early Intervention Sub Committee	Dec 2019	Availability of multi-agency audit group may be difficult to sustain	investigation other methods to duplicate the audit	3- On track, re audit undertaken and to be reported to NSCB in July 2019
		Report analysis of s11 audit and multi-agency neglect audits to NSCB November	Reported action plan followed up and actions for all organisations complete	Alan Hartwell Quality Improvement and Performance	Nov 2018	Actions not completed in line with targets	Report 6 monthly to NSCB to ensure completion	4-Complete

		2017.						
		Each agency member of QIP to produce a report on the development of proxy neglect indicators every 6 months starting November 2017	Number of EHAs increase in line with CSC service statement target by March 2018 (Target was average of 110 EHAs per month over the past 12 months) a) 91 EHAs completed as at March 19, figures below 90 for Q3 2018, so target not met to date.	Alan Hartwell Quality Improvement and Performance	Dec 2019	Under recording of EHAs	Include data on EHA by agency in performance reports to EH sub group	<p>2. the proxy indicators include</p> <p>How many previous cases that were CIN with neglect that were Step down to early help vs how many have NFAAd - shouldn't sit with SW, needs to go to the Family Worker</p> <p>How many CIN cases have been neglect and open for 6 months or more - monthly trend</p> <p>If a previous CIN case is closed and it had been tagged as neglect, how many of those were referred back in for a SW input for neglect within a 3</p>

								<p>month period.</p> <p>MASH audit - add a question about how many answered 'Yes' and the cases held by the Early Help team? HOLD</p> <p>Do a themed audit around neglect around early help to get a baseline from 36 approx. cases in January</p> <p>How could we identify the cases on the EH module - Do a keyword search on cases, e.g. parenting out of the total number</p>
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		Partnership working across Adult / Children safeguarding boards supports more effective outcomes for families.	Numbers of referrals to the Hubs that are tagged as 'neglect' to increase compared to Nov 15 (baseline)	Alan Hartwell Quality Improvement and Performance	March 2019	Lack of facility to record referrals to the hubs as 'neglect'	Ensure that such a facility is in place to record referrals as 'neglect'	3-On track
		NSCB contributes to the development and scrutiny of services that support families to reduce the impact of neglect on children's lives.	NSCB reports to CTB and HWBB by January 2018 on effectiveness of service provision and the hubs in particular	NSCB provides ongoing reports to CTB and HWWB on an annual basis	March 2019	Conflicting LA priorities for the NCC Data team may impact on time scales for providing data to the CTB and HWWB	QIP group to provide these reports.	2 - Report to be submitted once milestones are researched
		NSCB to continue to monitor and scrutinise the	CTB and HWBB receive monitoring reports to evidence reduction of	Alan Hartwell Quality Improvement and Performance/NSCB	March 2019	MASH development delayed	Multi Agency MASH team to report progress to LSCB six	4 - Met, MASH has reported to the NSCB on a six monthly cycle since the onset of the planning

		development of the MASH and progress of early help hubs	<p>impact of neglect every 6 months starting January 2018</p> <p>Report on the development of the MASH to NSCB and HWBB and their assurance that they assess it as operating effectively</p>				monthly	stage. Senior manager for Early Help also reports to the NSCB on the same basis.
	Narrative evidence							

3. Working with Fathers

In Northumberland since 2009 there have been a number of cases where the role of father or significant males has not been clearly understood. There have been a number of cases reviewed by the Serious Case Review Committee where parents had different GPs with mother and children at one GP practice and the father or significant male at another, sometimes in another Local Authority area. In one case, Child Concern Notifications regarding domestic violence in a previous relationship had been historically supplied to another Local Authority by the Police and was not known to Northumberland. During Serious Case Review investigations evidence of engagement with fathers and significant males are often missing from records.

Andrew 2009 Management Review identified:

'Fathers and other significant family members should always be considered as part of the assessment process.'

John 2013 Management Review:

'During the pregnancy, mother began a relationship with a new partner. At the time that John's injuries were sustained, John and his mother were living at the home of maternal grandmother. It is unclear whether mother's partner was also resident there, as he had an alternative address in a neighbouring authority.'

Molly 2017 Serious Case Review:

'The lack of an accurate record of the status of mother's partner by both GP practices is an important oversight; he was variously referred to as "father", "husband", "boyfriend" and "partner". The first practice also assumed that he was Molly's birth father. If accurate baseline information is not collected at the point when patients register, then inaccuracies can assume the status of facts.'

Outcome for children: Learning from NSCB reviews is known, understood and influences the training, development and practice of staff across the partnership and learning and improvement is informed by feedback from those who access and deliver safeguarding and child protection services in Northumberland.

No.	Objective and Action	Responsible Lead/s	Completion by	Progress update	Impact RAG
Training, Learning and Development					
3.1	Safeguarding training to include Engaging with Fathers, Male Partners or Carers. Review of training including safeguarding awareness through to bespoke training to include learning from local SCRs and audit.	Anne Lambert Policies, Procedures and training (PPT) Sub-Committee	Sept 2018	Training adapted to include role of fathers, now available to all partner agencies and influence being seen in single agency training The role of fathers and assessment clearly being presented in training	4 - Complete
3.2	Early Help training programme to include Engaging with Fathers, Male Partners or Carers Training to be reviewed highlighting the role of fathers in assessment and ongoing work.	Anne Lambert PPT Sub-Committee	Sept 2018	Training adapted to include role of fathers, now available to all partner agencies and influence being seen in single agency training The role of fathers and assessment clearly being presented in training	4 - Complete
3.3	Roadshows to be developed highlighting learning from SCRs in particular the role of fathers in these cases and learning identified through the process. Roadshows to be developed and facilitated by PPT sub Committee	Roadshow development team, lead Anne Lambert	Sept 2018	Learning from SCR and audit communicated to front line staff and learning embedded in their work. The role of fathers and assessment clearly being observed in single agency audits	4 - Complete
3.4	Ensure that training is available for staff at every level of the organisation/s in father-inclusive practice. Training to be developed or training to be reviewed highlighting the role of fathers	Tracey Horseman PPT Sub-Committee	Sept 2018	Training adapted to include role of fathers, now available to all partner agencies and influence being seen in single agency training The role of fathers and assessment clearly being presented in training	4 - Complete

Policies and procedures					
3.5	<p>NSCB should formulate guidance on the importance of engaging with fathers. This should include:</p> <ul style="list-style-type: none"> • The importance of gathering background information • Assessment of needs • Ensuring unmet needs are supported with appropriate offer of services and/or referrals <p>Development of guidance undertaken through task and finish group</p>	Robin Harper-Coulson	April 2018	<p>It is widely recognised as problematic that there are generally low levels of engagement by professionals with fathers and males. Evidence suggests that there is relatively little known about what works. Within Northumberland's audits and SCRs this has been a consistent theme of a failure to engage with fathers. If engagement improves the level of understanding of the fathers role within the family will be better understood and any risk or protective factors identified</p> <p>Single agency and multi-agency audit demonstrate improved recording regarding the role of fathers.</p>	4 - Complete
Intervention					
3.6	Ensure that all organisations refine their existing assessment process and accompanying paperwork to ensure that fathers' data is collected explicitly, systematically and accurately.	Adele Wright, Su Kaur	Sept 2019	There have been a series of both single agency and multi-agency audits and the position of information regarding both parents information being present in assessments is an improving picture, the role of fathers is a priority within CSC This is further enhanced by the embedding of Signs of Safety as a family focussed practice model	3 - On track
3.7	All assessments of families where children are at risk should consider historical information about the background of both parents and carers. Wherever possible, this information should be corroborated and self-reported information should be treated with a degree of caution.	Adele Wright, Su Kaur	Sept 2019	There have been a series of both single agency and multi-agency audits and the position of information regarding both parents information being present in assessments is an improving picture, the role of fathers is a priority within CSC.	3 - On track
3.8	Assessments must contain a multi-agency chronology and parenting assessment of all main carers or partners	Adele Wright, Su Kaur	Sept 2019	The use of chronologies with CSC assessment is also an improving picture, training has been provided alongside genogram training and audit identifies that although not perfect	3 - On track

				the use of chronologies is improving	
3.9	Ensuring if fathers views, expressed needs and assessment of parenting capacity are not present within reports present for conference there is a challenge from the Independent chair to all agencies.	Jan Tilson, IRO Service Paula Mead Independent Chair	Nov 2019	The Safeguarding Unit work hard to ensure that fathers are included in Child Protection Conferences and their views recorded. Further work is required to ensure consistency when a split conference is required due to either relationship difficulties or domestic violence. The IC challenged all agencies to ensure that father, male carers or partners views were heard in assessments and should be within report provided to conference.	3- On track
3.10	Ensure appropriate focused and gender specific information is available to give fathers antenatally and subsequently. This information, publicity and communication should state "mother, fathers and other carers.	Paula Shandran	March 2019	The Sharing Information regarding Safeguarding Pilot in Northumberland managed and lead by the CCG. The fathers receive information and invitations to the booking in appointment and are fully encouraged with the pregnancy and the care of the baby.	3 - On track
Links to other Priorities and Board responsibilities					
3.11	Ensure that the role of fathers and the need to engage with them and better understand their role in their families, either as a person present in the family or as an absent father is understood and recorded on file, including if the person has parental responsibility	NSCB Business Group	Sept 2019	The NSCB has developed operational guidance on Engaging with Fathers, Male Partners or Carers and provided training and seven minute guides into working with Engaging with Fathers, Male Partners or Carers	4 - Complete
Data and Performance					
3.12	Use data collection system/s to regularly assess patterns of use in services, and identify areas where fathers are not being included to focus communication and services.	Alan Hartwell QIP sub committee	March 2019	The ChAT system is now used every month in CSC to benchmark activity levels internally and inform the Front Door reports that come to the Board. Performance data for the QIP and subsequent reports to the Board have informed single and multi agency audit	4 - Complete

	<p>Identify a set of basic expectations and targets in social work practice that will become a set of Key Performance Indicators (KPIs). example:</p> <ul style="list-style-type: none"> ● Altering the case file audit document to include questions of father engagement. ● Father engagement to become a strategic aim for all services. 		<p>programmes and led to the deep dive on the increase in CP Plans, reported twice to the Board. Audits on involvement of fathers and other male carers across safeguarding and early help have been evaluated with the results reported in the performance report to the Board, telling us we need to retain this area as a priority. (Jan 19 Board?)</p> <p>The set of KPIs in CSC has been reviewed and revised to ensure they underpin our 8 Improvement Plan priorities for 2019.</p> <p>Father engagement is raised in supervision , team meetings, briefings, feedback from audit findings and in good practice guides.</p>	
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4. Improving focus on the child's experience of services and better embedding it in practice

In ensuring that children and young people are protected and kept safe, we need to be able to understand how they see and experience the things that happen to them and to consider the world from their perspective.

Outcome for children: The 'voice of the child' is the golden thread running through the work of the board and all sub-committees and is therefore not owned by any one subgroup or individual, but it is explicit that the challenge on this area is led by the lay members.

No.	Objective and Action	Responsible Lead/s	Completion by	Progress update	Impact RAG
Governance					
4.1	The NSCB should create the opportunities to use existing groups, partnerships and research to listen to and engage with children, young people and their families in order that we might better be able to see things from their point of view.	NSCB Members	Dec 2019	All NSCB and single agency audits now have areas of audit that relate to the voice of the child to scrutinise that the voice of the child is heard within assessments, The Police now speak to children in relation to DV incidents as part of their victim focussed work	3 - On target
4.2	The NSCB should recognise and address issues that impact on children's lives such as poverty and acting as young carers.	NSCB Members, supported by Emma Richardson	Dec 2019	The poverty lead for NCC has presented to the NSCB on three occasions over the last year, and provided training information to be included in the NSCB training offer and Carousel events regarding the interface between poverty and neglect. The report into young carers by Voices also provided this information to the NSCB The poverty lead continues to contribute to resources, training and events, including presenting to the NSCB on three occasions in the last year. Further, is working with NSCB and community partners to develop effective communication and awareness raising across universal and targeted community partners, agencies and champions.	3 - On target
4.3	The NSCB should develop a culture of participation, to embed the participation of children and young people in organisations, processes and services. They should evaluate	NSCB Members supported by NAS?	Dec 2020	The NSCB has made progress in this area, however it is an ongoing piece of work and will constantly be refreshed, partner agencies report engagement with young people through social media and direct work	3 - On target

	the effectiveness of different aspects of the child's journey into help and services.			through the PH HWB Questionnaires and the CHAT group within Health, the NSCB is exploring a relationship with the Youth council.	
4.4	Promote working together arrangements to ensure that when children need help, the help they receive is joined up, has a clear purpose and direction and that children, young people and their families are partners in this journey.	NSCB Business Group and Members	Dec 2019	The introduction of an all age MASH and the locality hubs has taken forward this work, the threshold are current and promote work across the spectrum of need and the transition to ASC is improving due to the co-location with ASC.	3 - On target
4.5	Making sure that care planning for the child is robust, timely and sensitive to their needs and that they understand what decisions are being made about them and the reasons why.	Jan Tilson, IRO Service	Nov 2019	IRO's work hard to ensure the children are fully aware of their plans - various tools are used to promote communication either through apps such as 'mind of my own' or 'My Care Plan' - plans are in place to implement a procedure where young people receive a child friendly letter following their review so they have a clear understanding of their plan. All child protection reviews are in timescale. More work is required to support young people to attend their CP Conference.	3- On target
4.6	The NSCB should request data from Children's Services and partner agencies about if the child was seen and spoken to frequently enough by the professionals involved, and was asked about their views and feelings.	Alan Hartwell QIP Sub Committee	Nov 2019	The multi-agency audit forward plan has voice of the child scheduled in as an audit theme for spring 2019 and work on that is well underway, the framework requiring that representatives from agencies across the Board are involved. This audit will produce quantitative and qualitative information to inform service planning. The QIP and the Board continues to receive data on children being seen, and that dataset has been expanded in CSC to focus on the referral stage (as well as CPPs, LAC and CYPs), and differentiating between age groups, reflecting their different needs. Next steps are to call in partners' data on this issue to September's QIP to tie in with the aforementioned audit findings. This will give us a rounded understanding of children's involvement. Additionally, the review of VOTC in CSC has resulted in a fixed term post to support this work in the social	3- On target

				work service and a post to provide performance data on VotC. Additionally, through the development of the new CYPP, a large scale survey has been undertaken to seek children's views about what is important to them.	
4.7	The NSCB should embed that agencies should listen to adults who tried to speak on behalf of the child and who had important information to contribute.	NSCB Members	Dec 2019	This action point has not made as much progress as hoped, it will be raised at the business group in July so the criteria can be refreshed and each partner agency can take forward the actions.	1 - Work required
4.8	The NSCB should consider how children who are home educated can receive the same safeguards as their peers.	Jane Walker Education Reference Group	July 2019	Revised DfE guidance published April 2019 has been implemented. Members will be updated at FACS in July 2019. Tracking process introduced and being implemented through the front door/MASH using Education Liaison Officer to develop multi-agency approach and improving the sharing of information where possible. Multi-agency strategy group convened to join up pockets of good practice to support the welfare of EHE children.	4 - Complete
4.9	The NSCB should consider how they can better engage the general public in safeguarding children.	NSCB Members	Sept 2019	The NSCB is undertaking work with a new community partner the CVS it has training the assembly and in July is training 100 DSL from the CVS. It also shares posters, training and briefings through the CVS	3 - On target
4.10	Create opportunities for children, young people and their families to engage with and contribute to what the Board seeks to achieve.	NSCB Members supported by NAS?	Dec 2019	The NSCB has made progress in this area, however it is an ongoing piece of work and will constantly be refreshed, partner agencies report engagement with young people through social media and direct work through the PH HWB Questionnaires and the CHAT group within Health, the NSCB is exploring a relationship with the Youth council.	3 - On target
Practice implications					
4.11	NSCB should seek assurance that all practitioners are: <ul style="list-style-type: none"> using direct observation of babies and young children by a range of people and make sense of these observations in relation to risk factors 	NSCB Member organisations	March 2019	The NSCB has undertaken a variety of tasks relating to the action point, training, briefings, audit The CSC audit provides rich data about Home Visits and seeing children alone; also alongside this are new methods of working from the Police speaking to child alone when assessing home addresses.	3 - On target

	<ul style="list-style-type: none"> ● seeing children and young people in places that meet their needs – for example, in places that are familiar to them ● seeing children and young people away from their carers ● ensuring that the assessment of the needs of disabled children identifies and includes needs relating to protection. 			<p>The recent safeguarding disabled audit highlights the need to assess disabled children safety as part of any assessment the CWD sub committee are leading on this work.</p>	
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5. Children living with domestic violence

to develop recognition, knowledge and assessment of the impact of domestic abuse, and interventions for children, young people and families at all levels of need (early help to statutory), living with, or recovering from, domestic abuse. This includes where young people may be displaying abusive behaviours and where young people are experiencing abuse in their own relationships.

Outcome for children: The NSCB will work with all partners to promote safe outcomes for children living with domestic violence.

No.	Objective and Action	Responsible Lead/s	Completion by	Progress update	Impact RAG
5.1	All staff will be able to recognise domestic abuse to ensure victims and their children receive the right level of support at the earliest opportunity.	Learning and Development DA & SV Business Group	Nov 2019	<p>Professionals have raised awareness of domestic abuse and support available. Circulation of DA service leaflets, referral forms and guidance. Numbers attending training sessions (single agency and multi-agency) and positive evaluations, including e-learning Referrals to DA services, including referrals to the perpetrator programmes. (increased/decreased/quality of referrals improved) Sample feedback 6 months following attendance at training to capture impact on practice</p> <p>DASSN – have taken part in awareness raising to professionals</p> <ul style="list-style-type: none"> - Have participated in review of MARAC training - Met with Gypsy Roma Traveller Liaison Officer to share information and contact details 	3-Ongoing

				<p>Professionals have raised awareness of sexual violence and support available.</p> <p>Circulation of SV service leaflets, referral forms and guidance.</p> <p>Numbers attending training sessions (single agency and multi-agency) and positive evaluations.</p> <p>Referrals to Rape Crisis/ Grace.(increased/decreased/quality of referrals improved)</p> <p>Sample feedback 6 months following attendance at training to capture impact on practice</p>	
5.2	Ensure there are DA & SV Champions in all areas.	DA & SV Coordinator DA & SV Business Group	Nov 2019	<p>Members review list of champions and recruit new champions for any identified gaps</p> <p>Staff report feeling confident to support colleagues</p> <p>The dissemination of up to date information</p> <p>Staff report DA and SV information is easy to access</p> <p>Staff report feeling confident to make appropriate referrals</p>	3-Ongoing
5.3	All schools and APs in Northumberland deliver high quality RSE in line with national guidance and are prepared to deliver the statutory curriculum from September 2020	Public Health & Education and Skills Service	July 2020	<p>All schools and Alternative Providers indicate in their safeguarding audit that they</p> <ol style="list-style-type: none"> 1. are delivering Personal, Social and Health Education (PSHE) in line with national guidance 2. feel confident to implement the statutory changes for implementation in September 2020 <p>All secondary schools deliver the Healthy Relationships package developed in Northumberland</p>	3-Ongoing
5.4	Awareness raising work and support for young people.	NDAS Grace Cygnus DA & SV Business Group	Nov 2019	<p>Young people receive the right help - data sources Police and DA service providers.</p> <p>Implementation of the Key Stage 4 programme</p> <p>Number of sessions and numbers attending, positive evaluations</p> <p>Gaps in provision identified and funding opportunities explored.</p>	3-Ongoing

5.5	All professionals working with young people are able to recognise the signs of domestic abuse in teenage relationships and know where to refer.	Public Health & Education and Skills Service NDAS, Cygnus, Grace	Nov 2019	Resources reviewed and easily accessible, and promoted widely. Professionals have raised awareness of Teen DA and the young person's version of the RIC and where to sign post and refer. An increase in appropriate referrals for young people at risk of, or experiencing DA	3-Ongoing
5.6	All professionals working with young people and families are able to recognise the signs of APVA and know where to refer.	APVA task and finish group MASH	Nov 2019	6 staff identified and trained by RESPECT to deliver the RYPP Referral pathway agreed Briefing sessions and 7 minute APVA guide for managers and staff Referrals and outcomes reviewed Case audits and reviews of resources and pathways DASSN – Manager attended RYPP briefing and information from that and 7 minute guides distributed to all staff	3-Ongoing
5.7	Operation Encompass embedded as a process in Northumberland.	LA (children's Services and Education and Skills)	Nov 2019	School staff aware of the impact of DA on children and young people. Through the school's safeguarding audit ascertain that <ul style="list-style-type: none"> • all school staff aware of the impact of DA on children and young people having received an Operation Encompass briefing, including this being included in their induction packages • designated safeguarding leads in schools understand the referral processes when they are made aware of domestic violence (either following on from an Encompass referral or when in receipt of local intelligence) • staff in schools are aware of the support services which can be accessed for adult victims and children 	3-Ongoing

5.8	Counselling, psychotherapy and education services delivered to people who have experienced domestic abuse and / or sexual violence.	Cygnus Support Service	Nov 2019	<p>Number of referrals and number of sessions delivered across the county:</p> <ul style="list-style-type: none"> ● from the Cygnus base in Ashington ● from venues including; Hexham, Alnwick, Blyth and Berwick. <p>Number of Recovery Toolkit groups and numbers attending (one will be targeted at young people and two will be targeted at adults) and positive evaluations</p>	3-Ongoing
5.9	Review of the MARAC process as part of the development of the MASH.	NCC MASH Strategic & Design groups Northumbria Police MARAC Steering group	Nov 2019	<p>MARAC pilot</p> <p>Referral, including repeat referrals, numbers</p> <p>Timely research and actions</p> <p>Improved and coordinated approach to risk assessment evidenced in case audits</p>	3-Ongoing
5.10	Early intervention with families	Early Help teams PSCOs	Nov 2019	<p>A timetable of groups available and clear referral processes</p> <p>Number of Freedom Programme and Recovery Toolkit groups, numbers attending and completing, positive evaluations.</p> <p>CiN and CP plans</p> <p>Case audits</p>	3-Ongoing

5.11	Challenging perpetrators and provide support	Barnardo's MATAAC	Nov 2019	Increase in referrals to the non-mandatory perpetrator programme Numbers assessed as appropriate to attend the group programme Number of successful completions Monthly MATAAC meeting minutes - multi agency attendance and actions and outcomes Police data, including MATAAC scores Long term reduction in offending/ domestic abuse incidents	3-Ongoing
5.12	Northumberland business group to undertake a DA & SV needs assessment to inform a strategy and action plan.	DA & SV Coordinator	Nov 2019	DA and SV needs assessment	3-Ongoing
5.13	Northumbria police to undertake a problem profile of DA across the force.	Northumbria Police	Nov 2019	Police DA problem profile	3-Ongoing
5.14	The three North of Tyne Local Authorities to arrange a North of Tyne Awareness week to raise awareness of domestic abuse and the support available.	DA & SV Coordinator DA week task & finish	Nov 2019	DA and SV information up to date on websites Articles in the local press Leaflets, posters, white ribbons and resources distributed Events Increased awareness among employers, staff and the community of DA and SV and its impact and what support is available. Number of referrals and source of referral	3-Ongoing
5.15	Effective use of CP processes, risk assessments and safety planning to ensure children are safeguarded.	CSC	Nov 2019	CSC data Case audits	3-Ongoing
5.16	All staff accessing MARAC awareness sessions to ensure they are aware of the process and how to refer.	Learning and Development	Nov 2019	Numbers attending MARAC awareness session and positive evaluations Multi-agency referrals to MARAC MARAC self-assessment Case audits	3-Ongoing

5.17	All staff accessing appropriate training to ensure robust risk assessments are being undertaken.	Learning and Development	Nov 2019	Staff supervision - evidence that quality risk assessments are being routinely being completed, and appropriate referrals and actions being taken. Case audits - evidence of robust knowledge of risk Appropriate referrals	3-Ongoing
5.18	Local and national learning and recommendations from DHR's and SCR's implemented.	Safer Northumberland and DA & SV Coordinator NCC Commissioning	Nov 2019	DHR action plans Training updated following any lessons learnt Staff briefing sessions and feedback Protocol reviews and updates DA and SV service delivery reviews Case audits Findings from the Rape Scrutiny Panel	3-Ongoing

Managing Risk

It is essential to identify, analyse and prioritise risks as part of the Business Plan to ensure that these risks are managed effectively. A risk register will be maintained by the Independent Chair and reported to the NSCB and, where appropriate, risks will be escalated to the relevant agency's corporate risk registers.