



# **SBNI Business Plan April 2021 – March 2022**

## Welcome

The Safeguarding Board for Northern Ireland (SBNI) is the key statutory mechanism for agreeing how relevant partners 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.

We use the term safeguarding<sup>1</sup> in its widest sense to encompass the full range of both child protection and prevention activities. Safeguarding children and young people is the process of preventing the impairment of children and young people's health and development, ensuring they grow up safely and securely and are provided with effective care, all of which collectively enable them to attain greater success in adulthood. Safeguarding also extends to protecting children and young people from abuse or neglect, when it occurs, including the promotion and protection of children and young people's rights.

The Safeguarding Board for Northern Ireland (SBNI) was established by the Safeguarding Board (Northern Ireland) Act 2011 (the Act). The principal functions stipulated in the Act are:

- 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 and young people;
- To promote an awareness of the need to safeguard and promote the welfare of children and young people;
- To 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 and young people;
- To undertake case management reviews;

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<sup>1</sup> Definition of safeguarding can be found at Cooperating to Safeguard Children and Young People in Northern Ireland, Version 2 August 2017 p.g.12

- To provide advice in relation to safeguarding and promoting the welfare of children and young people;
- To promote communications between the Board and children and young people;
- To make arrangements for consultation and discussion in relation to safeguarding and promoting the welfare of children and young people.

Further detail of the membership, functions and procedures are provided for in the Safeguarding Board for Northern Ireland (Membership, Procedure, Functions and Committee) Regulations (Northern Ireland) 2012 (the SBNI Regulations).

The SBNI is managed and directed by a Chair appointed through the public appointments process, who is independent of the member bodies. The membership of the SBNI is made up of representatives from all the Health and Social Care Trusts, the Public Health Agency, the Probation Board, the Police Service of Northern Ireland, the Education Authority, District Councils, the Youth Justice Agency, the Northern Ireland Guardian ad Litem Service and the NSPCC. There is also representation from the voluntary sector from Action for Children, Barnardo's NI, Children in Northern Ireland, the Children's Law Centre and Include Youth. There are also two lay members and three Panel Chairs on the SBNI Board. Each of the 20 member bodies is represented on the SBNI by a senior member of staff. Their common purpose is to help safeguard and promote the welfare of children and young people in Northern Ireland and help protect them from all forms of risk and harm.

The SBNI Independent Chair and the SBNI members are responsible for providing strategic leadership and direction to the child protection and safeguarding system across Northern Ireland and for ensuring the effective performance and discharge of its statutory objective, duties and functions as set out in the Act. The SBNI Independent Chair and member bodies are supported in their work by a small Central Support Team made up of six full time staff.

## **Introduction**

Our business plan sets out the Safeguarding Board for Northern Ireland's priorities and key deliverables for the year 2021-2022.

Our business plan has three sections:

- The Role of the Safeguarding Board for Northern Ireland (SBNI)
- The SBNI mission, vision and values for safeguarding and promoting the welfare of children and young people in Northern Ireland
- The SBNI outcomes and priorities for 2021-2022

The SBNI will monitor progress against the objectives and the effective running of the partnership body at each of its Governance Committee meetings and then at each of its Board meetings, which are held in public.

## **The Role of the Safeguarding Board for Northern Ireland**

The Safeguarding Board for Northern Ireland (SBNI) was set up under the Safeguarding Board Act (NI) 2011 and is the statutory body responsible for coordinating and ensuring the effectiveness of its 20 member bodies for the purpose of safeguarding and promoting the welfare of children and young people in NI.

The SBNI is a partnership body consisting of the key statutory and voluntary agencies that operate and resource the safeguarding and child protection system in Northern Ireland. Senior representatives from these organisations are members of the Board of the SBNI. The Board is supported in its aims and priorities by a small SBNI Central Support Team. For more details about the SBNI see: [www.safeguardingni.org](http://www.safeguardingni.org)

## **Our Mission**

Our mission is to safeguard and promote the welfare of children and young people by working together in partnership to prevent and protect them from risk and harm.

## **Our Vision**

Our vision is that all children and young people are seen, heard and protected in order that they grow up in safety, thrive and fulfil their potential.

## **Our Values**

We listen to children and young people, their wishes, feelings and experiences and place them at the heart of what we do.

We work in partnership to safeguard and promote the welfare of children and young people.

We develop, empower, respect and value those who work for us as we strive for excellence in what we do.

We are open, honest and transparent in our dealings with children and young people, our members, partners and staff and we respect diversity and promote equality in all that we do.

We all embrace the strategic priorities of the SBNI and strive to protect children and young people.

The SBNI has a key role in contributing to the overarching PfG Outcome –“We give our children and young people the best start in life” and specifically to the relevant Outcomes in the Children and Young People’s Strategy:

- Children and young people are physically and mentally healthy,

- Children and young people live in safety and stability and
- Children and young people live in a society which respects their rights.

## **Our Business Objectives**

The Business Outcomes of the SBNI for 2021 – 2022 are divided into 4 parts in accordance with the strategic priorities and aims set out in the SBNI Strategic Plan for the years 2018 – 2022:

- 1) To provide leadership and set direction in the safeguarding and protection of children and young people
- 2) To provide a voice to children and young people affected by domestic violence and abuse
- 3) To improve outcomes for children and young people affected or potentially affected by neglect through promoting the early recognition and improvement of agency responses
- 4) To provide a voice for children and young people affected by mental health issues.

Additionally, the SBNI has committed to progressing and completing the delivery of the following business objectives from 2020 – 2021, in addition to the on-going work of case management reviews and the five safeguarding panels:

- Child Sexual Exploitation
- Online Safety
- Engagement
- Interfaith

**Strategic Priority 1: To provide leadership and set direction in the safeguarding and protection of children and young people.**

**Outcome 1.1: Greater consistency and standardisation of practice through the Provision and Dissemination of the Regional Core Child Protection Policy and Procedures**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to seek assurance that member agencies have disseminated and embedded the Regional Core Child Protection Policies and Procedures (P&P)	Number of Agencies who provided assurances that they have access to and embedded the Core P&P	% of member agencies that will have access to the Core Policy and Procedures	Policy and Procedures Committee
Continue to identify gaps in the dissemination and embedding by member agencies and ensure these are actioned accordingly	Number of agencies that identified any gaps in dissemination and embedding of the Policy and Procedures		Policy and Procedures Committee
Continue to align the Signs of Safety approach to complement the Core P&P and support embedding the approach into the child protection arrangements	A review has been undertaken of the SOS approach to ensure compliance with Regional Child Protection Policy & Procedures.	SBNI is assured that the SoS approach is complementary to the Policy and Procedures	Policy and Procedures Committee
		% of relevant staff trained via SBNI multi-agency training	

<b>Outcome 1.1 continued</b>			
<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to review, disseminate and implement the following policies and procedures; <ul style="list-style-type: none"> <li>• Case Conference Appeals Process</li> <li>• Information Sharing Guidance</li> </ul>	Number of Member Bodies that provided assurances that they have disseminated and implemented the Case Conference Appeals Process and Information Sharing Guidance	% of Agencies that provide assurance that they have disseminated and implemented the available Case Conference Appeals Process and Information Sharing Guidance	Policy and Procedures Committee
<b>Outcome 1.2: Greater consistency and standardisation of practice through the provision of relevant Practice Guidance on the Regional Core Policy and Procedures</b>			
<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Develop and disseminate the relevant Regional Safeguarding Practice Guidance to support Regional Core Child Protection P&P in collaboration with the DoH and other agencies Currently, these are: <ul style="list-style-type: none"> <li>• Pre-Mobile Babies Protocol</li> <li>• Sexually Active Children Guidance</li> </ul>	Guidance has been developed, approved and disseminated to all member agencies.	% of Agencies that provide assurance that they have disseminated and implemented the Guidance available	Policy and Procedures Committee



**Outcome 1.3: Children, Young People, Families and Communities are more aware of Child Protection and Safeguarding Issues and how to get help if concerned through an Engagement and Communication Strategy**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Develop and agree a two-year SBNI Engagement Strategy 2021-2023	Number of task and finish group meetings.  Number of consultations with stakeholders.  Number of engagement activities with children, YP parents and carers	% of member of agencies who participated.  % of children and young people, parents and carers who were involved.	Director of Operations

**Outcome 1.4: The Child Protection and Safeguarding system will be improved by hearing the views of Children and Young People, Parents, and Carers through engagement with the SBNI Safeguarding Panels.**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
The Safeguarding Panels will: Continue to review with its members the existing fora of: <ul style="list-style-type: none"> <li>• Children and young people</li> <li>• Parents and carers</li> </ul> and identify the additional opportunities for eliciting their views and opinions	Number of Panel Members who have contributed to the review of the fora.	% of Panel Members who contributed to the review and the extent of additional opportunities identified.	Safeguarding Panel Chairs

<b>Outcome 1.4: continued</b>			
<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to engage through such fora, with children and young people, parents and staff to ensure their views are heard and responded to in relation to the child protection/safeguarding system	Number of engagement activities with children, young people, parents and carers	% of events led by a qualified youth participation officer and feedback received from cyp	Safeguarding Panel Chairs
<b>Outcome 1.5: Statutory partners consider the range of child protection information available and use this to agree priorities moving forward which can be actioned through an Outcome Based Accountability framework.</b>			
<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to undertake CMRs as per the SBNI legislation and guidance and disseminate the associated learning across all sectors	Number of Dissemination events held  Number of CMRs undertaken	Analysis of evaluation responses from CMR dissemination 'events'.  % of SBNI member agencies who attended the dissemination events  % of CMRs completed within timescale  % of SBNI member agencies who attended the dissemination events	Professional Officer (CMR)

**Outcome 1.5: continued**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Complete the analysis and review of the themes emanating from CMRs	Completed Evaluation Reports	% of member bodies that actioned CMR learning	CMR Panel Chair
Continue the analysis of child protection data to inform the child protection system and underpinning process	Number of Data review meetings undertaken Key data sets identified	% of required Child Protection Sub Group members who participated	Child Protection Sub-Group

**Outcome 1.5: continued**

Actions: What we are going to do	How much did we do?	How well did we do it?	Action Owner
<p>Continue to address intergenerational abuse by embedding a trauma informed approach to practice and culture by the application of a Sequential Intercept Model/Universal Service Delivery (SIM/USD) process</p>	<p>Enable cross sectoral collaborative working and coordination to generate trauma informed systemic approaches for those impacted by childhood adversity through the application of the Sequential Intercept Model</p>	<p>% of member agencies applying the SIM/USD process</p>	<p>Director of Operations</p>
<p><b>CSE</b> Ensure Services in Respect of Child Sexual Exploitation are effective across SBNI member agencies by implementing the actions arising from the 14 recommendations in Leonard Evaluation Report</p>	<p>Number of Recommendations completed</p>	<p>%of recommendations achieved on time</p>	<p>CSE Sub-Group</p>
<p><b>E-Safety</b> Continue to plan and implement a coordinated approach to Online Safety in Northern Ireland as per the NI Executive’s 5 -Year Online Safety Strategy and 3-Year Action Plan</p>	<p>Recruit Coordinator. Number of times the Forum met to review Action plan progress.</p>	<p>% of Actions achieved on time</p>	<p>E- Safety Forum</p>

**Outcome 1.5: continued**

Actions: What we are going to do	How much did we do?	How well did we do it?	Action Owner
<p><b>Interfaith</b> Continue to promote effective collaboration of stakeholders in ensuring children involved in the Faith sector are protected and safeguarded</p> <p><b>Child Death Overview Panel Review</b> Scope and address the gaps in multi-agency information required for the establishment of a Child Death overview Panel by producing a report to identify the preferred option, based on agreed selection criteria, providing a clear route forward on how child deaths in Northern Ireland are reported to, and reviewed by the CDOP for the purpose of learning and identifying modifiable factors that may prevent future child death</p>	<p>Number of Faith based organisations attending the Online Safety Interfaith Event</p> <p>Number of views of the e Learning platform</p> <p>Undertake a costed options appraisal. and produce an options recommendations in final report</p>	<p>% of member agencies who have assured on line compliance with CP processes</p> <p>% of Agencies who have availed of the e Learning training.</p> <p>The SBNI Board approves the findings of the report and by March 2022 issues the Report to the Department of Health on how child death reporting should go forward.</p>	<p>Interfaith Sub-Group</p> <p>Interfaith Sub-Group</p> <p>SBNI Independent Chair</p>

**Outcome 1.6: The SBNI Board and associated governance framework is fit for purpose**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Attend bi-annual assurance and accountability meetings with the Department of Health	Number of meetings attended	All activity actioned within relevant compliance and protocol	SBNI Independent Chair
Continue to review of membership and terms of reference for Committees and Sub-Groups	Number of reviews undertaken	Membership and ToR reflect priorities for SBNI	Director of Operations
Develop and produce an Annual Report for 2020/21 for provision to the Department of Health (DoH)	Annual Report completed	Annual Report accepted by the DoH	Director of Operations
Develop and produce a Strategic Plan for 2022/26 for provision to the DoH	Strategic Plan completed	Strategic Plan accepted by the DoH	Director of Operations
Oversee the Business Objectives, their progress and manage associated Risk	Number of Business Operations Meetings held	% of Business Plan activity achieved	Director of Operations
Manage SBNI Finances 2021-2022	Number of HSCB / PHA finance meetings	% of budget spend to profile	Director of Operations
Review and submit annual Equality and Disability plans to the Equality Commission Northern Ireland	Number of plans submitted to ECNI	% of actions achieved	Director of Operations
Conduct biennial review of MoUs	Reviews undertaken	% of reviews undertaken to timescale	Director of Operations

<b>Strategic Priority 2: To provide a voice to children and young people affected by domestic violence and abuse.</b>			
<b>Outcome 2.1: Work with government departments and their agencies to prevent domestic violence and abuse (DVA) from occurring.</b>			
<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to participate in the regional Stakeholder Assurance Group (SAG), the Independent Advisory Group (IAG) and the Strategic Delivery Board (SDB) to ensure that the voice of children and young people is represented.	The number of DVA Sub Group meetings convened	% of member agencies attending DVA Sub-Group	Domestic Violence & Abuse Sub-Group
<b>2.2 Outcome: Work with partners engaged in the DVA arena to raise awareness among parents/carers and professionals of the effect of DVA on children and young people.</b>			
<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Take forward the key strategic recommendations within the Equally Safeguarded Report endorsed by SBNI and Regional Domestic and Sexual Violence Stakeholders Assurance Group (SAG) to address gaps and develop service provision for children and young people affected by domestic violence and abuse	Number of recommendations actioned	% of recommendations achieved on time	Domestic Violence & Abuse Sub-Group

**Outcome 2.3: Work with partners engaged in the DVA arena to promote education for children and young people in how to recognise, respond and seek help in relation to DVA.**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Take forward the strategic training recommendations within the Equally Safeguarded Report endorsed by SBNI and Regional Domestic and Sexual Violence	We will disseminate the analysis of the TNA to agencies working with children who have experienced Domestic Abuse	% of partner agencies who participated in the training plan to provide education for children and young people in relation to DA	Domestic Violence & Abuse Sub-Group
Stakeholders Assurance Group (SAG) to develop a standardised training and development framework that recognises different levels of training required at varying points of support intervention to assist agencies working with children and young people affected by domestic violence and abuse	Framework completed	% of member agencies utilising the Framework	Domestic Violence & Abuse Sub-Group
Continue to work with the Strategic Development Board regarding the implementation of Operation Encompass in Northern Ireland	Implementation of a pilot of the Operation Encompass model in County Down	% of relevant member agencies who participate in the pilot	Domestic Violence & Abuse Sub-Group



**Strategic Priority 3: To improve outcomes for children and young people affected or potentially affected by neglect through promoting the early recognition and improvement of agency responses.**

**Outcome 3.1: Promote early intervention with the aim of preventing children and young people experiencing neglect**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Implement the regional assessment tool in respect of the recognition and assessment of neglect	Number of member agencies using the agreed Graded Care Profile	% of staff trained in the use of agreed Graded Care Profile	Neglect Committee

**Outcome 3.2: Raise awareness of neglect with children/young people, parents/carers and staff**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to improve awareness and understanding of neglect for SBNI member agencies and partners who work with children and young people, families / carers	Number of events / activities undertaken	% of member agencies who participated in the events/ activities	Neglect Committee
Continue to circulate awareness raising materials to improve public awareness, understanding and action on neglect for children and young people, families / carers	Number of awareness raising neglect – infographics, presentation for awareness raising events	% of member agencies who have circulated the awareness raising materials	Safeguarding Panel Chairs

**Outcome 3.3** Work with partner agencies to provide training in how to improve the recognition, assessment, and responses to children, young people and families experiencing neglect.

**Outcome 3.4:** The Child Protection and Safeguarding system will be improved by hearing the views of Children and Young People, Parents, Carers and Staff through engagement with the SBNI Safeguarding Panels in relation to neglect.

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
<p>The Safeguarding Panels will continue to:</p> <ul style="list-style-type: none"> <li>• Support the delivery of awareness; and</li> <li>• Training to staff and all relevant stakeholders and</li> <li>• will ensure their views are heard and responded to in relation to neglect</li> </ul>	<p>Number of responses from parents/staff and children and young people</p>	<p>% of Panel Members who engaged with CYP parents and staff</p>	<p>Safeguarding Panel Chairs</p>

**Strategic Priority 4: To provide a voice for children and young people affected by mental health issues**

**Outcome 4.1: Work with partners to raise awareness among parents/carers and professionals of the effect of poor mental health on children and young people.**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Establish an SBNI Mental Health Committee to progress this priority and outcomes	Committee set up.	% of Committee members in attendance	Mental Health Committee
Continue to work with member/partner agencies to identify how the SBNI can support raising awareness of the effect of poor mental health on children and young people	Number of meetings held with member agencies to identify how SBNI can support raising awareness	% of member agencies who have circulated awareness raising materials	Mental Health Committee
Continue to support actions arising out of research in respect of mental health	Number of actions undertaken	% of member agencies engaged in supporting these actions	Mental Health Committee
Continue to disseminate CMR learning regarding the impact of poor mental health.	Number of dissemination events Undertaken	% of member agencies who acknowledged learning from the events	Safeguarding Panel Chairs

**Outcome 4.2: Work with partners to promote awareness for children and young people in how to recognise, respond and seek help in relation to mental health.**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to work with member and partner agencies to identify how the SBNI can support the recognition and response to the effects of poor mental health	Number of events/supports provided to support raising awareness	% of audiences recognise the impact of ACEs on mental health	Mental Health Committee

**Outcome 4.3: Work with partners to promote training in how to improve the recognition, assessment, and responses to children, young people and families experiencing the impact of mental health issues**

<b>Actions: What we are going to do</b>	<b>How much did we do?</b>	<b>How well did we do it?</b>	<b>Action Owner</b>
Continue to work with member and partner agencies to identify how the SBNI can support them in relation to the promotion of training on mental health	Number of member agencies involved in the promotion of training on mental health.	% of member agencies who participated in the promotion of training on mental health	Mental Health Committee

<b><u>SBNI Financial Profile 2021 – 2022</u></b>	
<b>SBNI Running Costs (K9SB01) (excluding salaries)</b>	<b>£90,000</b>
<b>Case Management Review Allocation (HSCB)</b>	<b>£75,636</b>
<b>Case Management Review Budget SBNI</b>	<b>£8,000</b>
<b>Safeguarding Panels Allocation</b>	<b>£15,000</b>
<b>Committee and Sub Group Budget</b>	<b>£47,154</b>
<b>SBNI Business Plan (excluding salaries)</b>	<b>(TOTAL) £235,790</b>
<b>SBNI Business Plan (excluding salaries)</b>	<b>£235,790</b>
<b>Salaries</b>	<b>£499,029</b>
<b>Full Year DoH &amp; HSCB (CMR) budget allocation 2021 – 2022 (tbc)</b>	<b>(TOTAL) £734,819</b>
Activity to be funded external to SBNI Allocation in addition to DoH Budget allocation	
CDOP Review funded by DoH – allocation tbc	£57,000
Trauma Informed Practice provision funded by the Tackling Paramilitarism Programme allocation confirmed	£166,360
Online Safety Coordinator and Administrator provision funded cross departmental subject to funding being secured.	£78,718
Salary Commitment – not funded	£51,780
Total	£353,858
<b>Total Budget Allocation Required to deliver SBNI Business Plan 2021 - 2022</b>	<b>£1,088,677</b>