



NCSC 3 Year STRATEGIC BUSINESS PLAN

2018/2021

DATED: 06/03/2018

STRATEGIC OBJECTIVES

These were mandated by the Catholic Bishops' Conference of England and Wales (CBCEW) and the Conference of Religious (COR) when both conferences accepted the 'Safeguarding with Confidence' recommendations of the Cumberlege Commission Review (CCR).

- a) To model and promote good governance with respect to safeguarding within the Church
- b) To set the standards for safeguarding arrangements for the Catholic Church in England and Wales.
- c) To oversee the development and updating of national policies and monitor compliance with those national policies and making recommendations for action.
- d) To annually collate and disseminate safeguarding data gathered from dioceses and religious congregations in England and Wales.,
- e) To develop a culture of sensitivity throughout the Church based on listening and responding to both child and adult victims and survivors.
- f) To ensure that what is done in the name of safeguarding children, young people and adults at risk is open and transparent.
- g) To set the strategic work programme of the CSAS in consultation with CBCEW and COR. This will specifically seek to:
 - i) Develop a "culture of safeguarding"
 - ii) Promote the "One Church Approach"
 - iii) Commission the CSAS to undertake thematic investigations to assist the NCSC to oversee compliance with nationally agreed policies.
- h) To report annually to the CBCEW and COR on the progress of the NCSC and CSAS.

OPERATIONAL OBJECTIVES

These are largely defined within Recommendations 6 to 15 of “Safeguarding with Confidence”-

1. To meet quarterly, with the CSAS Director in attendance.
2. Minutes on Part 1 accessible to the public via NCSC website to demonstrate openness and transparency.
3. To produce a public Annual Report setting out the key actions and data in safeguarding in the Church in England and Wales
4. To report annually to CBCEW and COR through the Chair jointly with the CSAS Director
5. To promote the development of the Survivors Advisory Panel to provide the NCSC with advice/knowledge/insight and recommendations.
6. To commission a Pastoral Support Service helpline with the Church of England in supporting victims and survivors to make contact with the Christian Church in England and Wales. This will be up and running by 2019.
7. To recommend to CBCEW and COR policy updates.
8. Members will have a link role to liaise with Dioceses and Religious Commissions to promote best practice.
9. A communication strategy will set the direction of the NCSC to ensure safeguarding policies and monitoring compliance are improved by improved sharing information; demonstrate the success of the NCSC work; promote examples of good practice.: Identify, disseminate, celebrate good practice within the NCSC
10. Use a training ‘away day’ for NCSC to explore ways of continuous improvement and demonstrate safeguarding best practice by keeping abreast of the significant developments in current research and benefit from training opportunities to development more robust risk assessment plans.
11. Oversee the budget profile of the NCSC, SAP and CSAS.

PROJECTS & PIECES OF WORK	OBJECTIVES LINK	ACTIONS	LEAD PERSON	SUPPORT (ASSIST)	SUPPORT (ADMIN)	TARGET DATE
Developing a Survivors Pastoral Support Service	a), e), f), gi), h) 3,6,9	1) Agreed with CoE Safeguarding Manager appointment of Project Manager (P.Mgr)	CP & GT	V.Chairs & CL	BS & CoE Admin	Feb 2018
		2) Project Plan in place with key Milestones identified	CP & GT	P.Mgr	BS & CoE Admin	May – July 2018 Oct 2018 – April 2019
		3) Set up Management Board of key decision makers and arrange bi-monthly meetings & then quarterly	P.Mgr	CP & GT	BS & CoE Admin	May – July 2018 Oct 2018 – April 2019
		4) Agree membership of newly formed Operational Group & set up Bi-Monthly Meetings	P.Mgr			May 2018 June 2018 – June 2019
		5) Progress of Project Plan reported at each quarterly meeting.	CP/V Chair		BS	
		6) NCSC sign off Project	NCSC	All	BS	June 2019
		Presentation of Paper to CBCEW and CoR Exec agree commissioning of new service provider.	CP	CL	BS	2019

Committee Administration	a), b), c), d), e), f), gi), gii), giii) 1, 10,	1) Minutes produced with Actions at each quarter and reviewed each meeting 2) Minutes are located on the website and accessible to the public	CP		BS	Quarterly from March 2018 to March 2020 On going and archived minutes accessible on website
Communication Strategy Sub Group (Standing)	a), b), c),d), e), f) gi), gii), giii), h 2, 3, 4, 9	1) To commission with UDB the Annual Report within deliverable timescales each year 2) To review and recommend improvements to NCSC & CSAS websites and set timescales and costs 3) Develop relevant poster/leaflets and other information leaflets 4) Communication with Safeguarding Commissions (See Communication)	CP	Comms Sub Gp MW LS CL	BS BS	March 2018 – March 2021 4 meetings per yr of sub group –on going
Acquiring and utilising learning - NCSC	a),e),f) 9,10	1) Learning Day each year for all NCSC Members & agreed themes 2) Sharing practice issues from internal and external reviews/inquiries 5) Research evidence based practice	NCSC	Chair & V/Chairs	BS	2018 - 2021
Quality Assurance	a), b), c),d), e), f) gi), gii), giii), h) 3,4,7,9	1) NCSC will review at least annually priorities for action under QAF with	CL CL & CP	NCSC	BS	2018- 2021 On going

Working with the Survivors Advisory Panel	a), b), c), d), e), f), gi, ii, iii), f), h) 3,4,5,6,7,9,10	1) SAP Chair attends and reports quarterly to NCSC on SAP Action Plan 2) Link Person attached to SAP to recognise importance of their work 3) SAP meetings occur before each quarterly meeting of NCSC	DM	LV	BS	Feb 2018 - Feb2021
Promoting and sharing best practice	a), b), c), d), e), f), gi,ii,iii, h) 2,3,4,5,6,7,8, 9, 10	1) One Member on rota from NCSC attends each S.C. meeting. 2) Chair of NCSC attends one meeting of S.C, per annum. 3) Chair of NCSC attends one meeting of Comm. Chairs per annum. 4) 2yr term of Co-opt a SC onto the Commission as per policy agreed in 2017 5) Guidance to Safeguarding Commissions on best practice in governance.	NCSC CL/CP CL/CP CP CL	All	CSAS BS	2018-2021 2018 – 2021 2018 – 2021 2017 – 2021
Communication with Safeguarding Commissions	a), c), e), f), g) i,ii,iii), 5,,8,9	1) Review of Link Member Policy 2) Agreed appointment of link members of NCSC onto rota for each individual commission 3) NCSC Link member will have specific role in two-way communication with SAP 4) NCSC member makes minimum of one visit per annum 5) NCSC link member presents written reports to NCSC on outcomes from visit 6) NCSC to review Link Visit Strategy Document & present to NCSC for sign off	NCSC NCSC LV L.M L.M L.M NCSC Task Group	Task Group	BS BS BS BS BS	2018 Dec 2017 – 2021 Quarterly meetings 2018-2021 TBC

Review of National Policies, Procedures and guidance:	a),b),c),d),e), f), gi,ii,iii)	1) CSAS identify key documents prior to each NCSC meeting; Management Structures; Commissioning risk assessments; organisational structure; 2) NCSC sign off relevant policy and procedures. 3) Relevant documents signed by Chair NCSC are sent to CBCEW and COR Exec for final agreement and sign off	CL	CP		March 2017 March 2017 Sept 2017 for Nov 2017
Resources	h) 10	1) 1) NCSC Budget reviewed quarterly 2) 2) NCSC review CSAS budget annually. 3) NCSC will review its own work plan and CSAS work plan to identify pressures/demands impacting on resources	CP & CL NCSC NCSC & CSAS		BS	2018 - 2021
Annual Reporting	a), d), e), f), gi, ii, iii), 3,4,9	Annual Report: 1.CSAS collate data collection from Safeguarding Commissions. 2) information to be published in A/Report shared with Chair/V Chairs and consultation with NCSC members 3) Communication Strategy Group will identify timescales and milestones for completion of Annual Report 4) Press Conference launch of Annual Report set each year Reporting to CBEW & CoR: 1) NCSC Chair & CSAS Director report at least annually to CBCEW and CoR Other strands of communication will be contained within Communication Strategy Document	CL	CSAS Comm St.GP Comm St.GP Chair & V/Chairs CP & CL Comm St.GP		Annually every January 2018-2021) March 2018, 2019, 20120

IICSA	a), b), d), e), f), gi,ii,iii), h 3,4,9,10	Given the importance of the Inquiry on safeguarding in the Catholic Church this will be a standing item for all NCSC meetings Any lessons that emerge from the Inquiry which impact upon practice will be consulted upon upon by NCSC and shared with relevant others The NCSC is not a core participant but will fully co-operate with any requests for information from NCSC	CL/Council CP CP			2018 – 2021 Ongoing
Annual Anglophone Conference	a), c), e), f) gi, ii)	NCSC & SAP Representatives will attend by invitation of the hosting country and report back to NCSC on emerging best practice issues	CP/CL	CL/MS	BS	June 2018-2021
Strategic Planning	a),b),c),d),e), f),gi,ii,iii),h 1-11	Chair and V-Chairs will review and present overview for March 218 meeting Chair will present Strategic Business Plan for 2018/2020 to NCSC Chair will present Strategic Business Plan to CBCEW and CoR	CP CP CP	MS/ROD/LS	BS BS	Feb 2018 March 2018 April 2018
Non-aligned orders	a), b), gi), gii), giii), h) 2, 3, 4, 7,9,	CSAS to identify Congregations not aligned to a safeguarding commission & risks associated if not aligned NCSC action mitigation response to the safeguarding 'gap' from non-alignment of religious congregations.	CL NCSC			March 2018 June 2018

Prevention	a), b), c), d), e), f), gi), gii), giii), h) 1 to 11	NCSC and CSAS agree key Themes for review within specified timescales to be undertaken by CSAS which demonstrate ways in which a culture of safeguarding is embedded into practice and promote the One Church Approach in all that happens in safeguarding arrangements	CL (CSAS) NCSC			June 2018, on-going to March 2021
Complaints:	a), b), c, e), f), gi), gii), h). 1, 4, 5, 6, 7, 9, 10.	CSAS and NCSC agree draft document setting out process for the management of complaints and escalation and mediation Draft document agreed and consultation with relevant parties Document presented to CBCEW and CoR	CL/CP CL/CP/KP		BS BS	Brought forward from December 2017 March to September 2018 November 2018

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