



Redbridge LSCB Annual Report

2012/13

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1 Executive Summary

The Redbridge LSCB Annual Report 2012/13 is a statutory report required by Childrens Services legislation. The report is **“owned”** by the Local Safeguarding Children Board and contains a Foreword by the Independent Chair.

The focus of the report is an analysis of the performance of local services during the year and actions taken both by individual agencies and on a multi-agency basis to improve services and access to services. **This will be reported to the Council’s Chief Executive, the Leader of the Council, the Children’s Services, Leisure and Youth Service Scrutiny Committee, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.**

In the Foreword the Independent Chair emphasises the critical importance for all of our responsibilities in child protection and safeguarding. The Ofsted judgment of Good for the local authority arrangements for child protection in November 2012 is positive but real challenges remain particularly in relation to child sexual exploitation and links to domestic violence and ensuring continuity where services, particularly for our health partners, are subject to significant organisational change.

The work of the LSCB in detail is outlined in an annual Business Plan. This year has seen improvement in the business planning processes and in Section 3 of this report there is a detailed commentary of work undertaken around the three strategic themes: Enabling children and young people to have the best start in life and to tackle problems early; Enabling children and young people to be safe and promote their

well being; Developing the role and effectiveness of the LSCB.

In line with new guidance on LSCB Annual reports section 4 contains input from all partner agencies on safeguarding and child protection activities and performance in 2012/13.

Sections 5 and 6 outline the structural and financial arrangements for the year. In particular a new Executive and sub group arrangement was operational from September 2012.

Finally the report looks forward to the Business plan 2013/14 and reports on the successful Development Day held with partners in November 2012 which informed the plan.

2 Foreword by Independent Chair

The Annual Report on the effectiveness of child safeguarding and the promotion of the welfare of children in the Redbridge area for the period April 2012 to March 2013 is an opportunity to give an important focus to what remains a key concern for our society. Each year the national focus, often highlighted through the courts and the media, is about our national failure to adequately protect children and young people from significant harm. It is often easy to think that these tragedies **happen in “other places”**. So the task of the Local Safeguarding Children Board in Redbridge could not be more significant. It is our responsibility to monitor, scrutinise and challenge the work of all partner agencies in the Borough in their undertaking of child protection and safeguarding work to assure the residents of the Borough that all agencies are working together proactively to minimise the risk of harm to children and young people.

The focus of the report is an analysis of the performance of local services during the year and actions taken both by individual agencies and on a multi-agency basis to improve services and access to services. **This will be reported to the Council’s Chief Executive, the Leader of the Council, the Children’s Services, Leisure and Youth Service Scrutiny Committee, the local police and crime Commissioner and the Chair of the Health and Wellbeing Board.**

2.1 The Redbridge Context

The London Borough of Redbridge has approximately 74,727 children and young people under the age of 19 years. This is 27% of the overall population. The 2011 Census showed that Redbridge had a higher proportion of children and young people under the age of 19 years compared to London (24.5%)

and nationally (23.9%). The proportion entitled to free school meals is significantly above the national average. Children and young people from minority ethnic groups account for 66.3% of the total population under 19 years. The largest minority ethnic groups are Indian, 17.5%, Pakistani 15.1%, Other Asian 7.9%, Black African 7.9%, and Bangladeshi 5.7%. The proportion of pupils with English as an additional language is significantly above the national figure.

It is also helpful in understanding the local challenges and achievements that some basic data is available.

Children with a Child Protection Plan

Date	Number of children with a Child Protection Plan
31 st March 2013	115
31 st March 2012	141
31 st March 2011	165
31 st March 2010	157
31 st March 2009	150
31 st March 2008	135

In March 2013 Redbridge had 16.2 children with a child protection plan per 10,000 population compared with 21.4 at March 2012 and 24.2 in March 2011. There were regular increases in the number of children with a Child Protection Plan

from 2009 to 2011. This trend was reversed 14% from 2011 to 2012 with a larger reduction of 18% to 2013. The table below shows the number of children who started a Child Protection Plan over the year. There were notable increases of Children with a Child Protection Plan between 2010-11 to 2011-12 but this trend was reversed by 19% by the end of the last financial year, 2012-13. The numbers have been increasing from 2009-11 but had decreased by the end of March 2012-13. A significant trend is the reduction of the number of children who started a Child Protection Plan where more than one category was applied; this increased from 53 in 2008/09 to 79 in 2009/10, but decreased to 41 in 2010/11 and was down to 1 in 2012/13.

The Redbridge Local Safeguarding Children Board has considered the use of multiple categories and recommended that only the dominant category of abuse should be recorded. Within these increases there are a number of trends. The number of children for whom a plan was required because of a risk of or actual neglect increased from 69 (2010/11) to 81 (2011/12) then dropped to 65 in (2012/13) while the number at risk of or actual physical abuse increased from 3 (2010/11) to 17 (2011/12) but dropped to 9 in 2012-13. Neglect and Emotional Abuse accounted for around 85% of the reason for starting a Child Protection Plan in each of the last two years, up from 70% in 2010-11 and 43% in 2009/10. There were 12 cases in which Sexual Abuse was the reason for a Child Protection Plan compared to 2 cases in 2010-112.

Number of children who became the subject of a Child Protection Plan during the year by category of risk					
	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13

Neglect	56	48	69	81	65
Physical Abuse	25	8	3	17	9
Sexual Abuse	0	0	11	2	12
Emotional Abuse	32	18	60	85	66
Multiple categories	53	79	41	4	1
Total	166	153	184	189	153

Number of Children who became the subject of a child Protection Plan (registrations) during the year ending 31 March, by age group

	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
Unborn	16	18	10	13	9
Under 1 Year	24	18	25	20	17
1 - 4 Years	37	41	56	56	44
5- 9 Years	38	34	48	54	39
10 - 15 Years	49	39	42	42	41
16 Years and Over	2	3	3	4	3
Total	166	153	184	189	153

Total No. Of Children Looked After As At 31 st March				
2008/09	2009/10	2010/11	2011/12	2012/13
214	225	210	217	207

2.2 Key Challenges and Scrutiny

Given the national context and the local data the LSCB has to undertake an annual programme of work to scrutinise and challenge child protection and safeguarding in the Borough.

In October 2012 the Borough received an Ofsted inspection of the local authority arrangements for the protection of children. This report also addresses the role of the LSCB in undertaking its statutory functions. This inspection focused on the effectiveness of multi-agency arrangements for identifying children who are suffering, or likely to suffer, harm from abuse or neglect; and for the provision of early help where it is needed. It also considered the effectiveness of the local authority and its partners in protecting these children if the risk remains or intensifies. The Ofsted report is publicly available on the Ofsted web site. The following are extracts from the report which specifically focus on the LSCB.

“Strong partnership working is effectively overseen by the Local Safeguarding Children Board (LSCB), which also provides a comprehensive multi-agency training programme. Several examples were seen by inspectors of effective arrangements for protecting children through collaborative working. However, although existing arrangements for the identification and tracking of individual young people at risk of sexual exploitation or trafficking is effective, a system for identifying children at risk of exploitation by networks is as yet underdeveloped. ”

“The Local Safeguarding Children Board meets its statutory requirements well. Meetings are well attended by partners and the council has retained its commitment to funding the Board. Its effective independent Chair has restructured its sub-committees to ensure that the Board is proactive and provides a

challenging environment for partners. The Board has developed an ambitious business plan, to which individual members offer high levels of energy and commitment. This commitment includes the voluntary sector and schools who, when spoken to by inspectors, were very positive about the achievements of the Board and their role in it as full partners. The Board offers a comprehensive, fully accessible and highly valued training programme to the multi-agency workforce. It has suitable arrangements in place for convening serious case reviews (SCRs), although this has not recently been necessary. Arrangements by the Board for performance monitoring and quality assurance have been developed more recently and have **yet to show their full impact.**"

"Political leaders and senior officers within the council communicate regularly with the independent Chair of the LSCB; both on an individual basis and through occasional, formal meetings. This ensures that they have access to an independent view on the performance and effectiveness of services to children. The Chair is also a member of the **Children's Trust** Partnership Board, which provides effective governance to early intervention strategies and initiatives. This ensures that the formal governance arrangements of the boards are joined up at **a strategic level.** "

The overall judgment from Ofsted was Good.

The Ofsted inspection provided useful external scrutiny on the developments in the LSCB. Two areas identified within the inspection and which are referred to in the Action Plan are key challenges which are now being addressed in the Business Plan 2013/14.

The first issue is that of Child Sexual Exploitation. This issue has a national profile and in 2012/13 initial work was undertaken by a task and finish group to develop a local strategy and also to

start to collect local data which could inform agencies in taking pro-active action. Initial work revealed the need to make this a significant priority for 2013/14 and use resources from the LSCB budget to support this work.

The second issue which again had already been identified by the Board was the need for robust performance monitoring of key indicators across agencies on a regular basis in a way that can be interrogated and challenged by Board members. Work was undertaken by the Council, Health partners and the Police to put together a coherent data set and this work is continuing into 2013/14. This links to the challenge of regular robust and **“intelligent” multi agency auditing. Work has taken place in this area but it is still under developed and has been hindered by structural reorganisations particularly amongst health partners.**

One of the challenges facing the LSCB is the need to stay focused on the real business of child protection and safeguarding through the NHS reconfiguration and the establishment of local clinical commissioning arrangements, organisational changes in the Metropolitan Police and local budgetary pressures.

During 2012/13 the LSCB has not had to initiate a Serious Case Review and so has not had the challenge of this intensive process. However in order to ensure that the learning from relevant serious case reviews elsewhere is shared specific training events have been organised

At the end of the reporting year in March 2013 came the publication of the long awaited new Working Together guidance for child protection and additional responsibilities for the LSCB. The impact of these changes will be reflected in the Annual Report 2013/14.

2.3 Key achievements

The detail of achievements and outcomes in relation to the Business Plan 2012/13 is contained within Section 3 of this report.

The contributions, achievements and performance of the individual agencies/partners that serve on the LSCB are outlined in Section 4 of this report. These are:

- Strengthened governance and accountability through the establishment of the LSCB Executive Group which has oversight of policy, strategy and performance in respect of safeguarding children was a key achievement.
- The priority attached to looking in depth at domestic violence and abuse and its links to child protection was significant work. The production of a strategy document, local guidance and the presentations at the Annual Conference, particularly the DVD made by young people in a Redbridge school were particularly noted worthy.
- Consanguinity or first cousin relationships continues to be a significant issue for some communities in Redbridge, the work on awareness raising and training led from the Child Death Overview Panel has been significant in the course of the year.
- A very significant contribution was made this year by our Lay Members, two newly recruited members alongside an experienced member have added to the challenge provided by the Board and have helped our understanding in relation to issues within the communities of Redbridge.

- School representation has been enhanced in the course of the year. Individual headteachers have worked with one another and shared issues from the safeguarding Board much more widely with their colleagues.

During 2012/13 the LSCB took on board new and wider responsibilities and worked very positively in partnership.

As Chair I would like to thank all those who have contributed to safeguarding children and young people in Redbridge in 2012/13.

3 Delivery of the 2012/13 Business Plan

Introduction

This review covers the first year of a new business planning **process resulting from the Independent Chair's initial view in January 2012** that these processes needed to be strengthened in order to provide the necessary focus and engagement from **all partners in the arena of children's safeguarding**.

The Business Plan 2012/13 resulted from ongoing work supported by the Board, a Board development day in November 2011 and the need to align much more explicitly with other plans, specifically the Local Authority Children and Young **People's Plan**, the health led Joint Needs Assessment and the Local Authority Early Intervention strategy. The Business Plan 2012/13 is attached as Appendix 3 to this report.

The purpose of the Business plan is to guide work which is either directly generated by the LSCB or its sub groups or is generated within individual agencies but has a multi-agency safeguarding focus. The Business Plan 2012/13 is structured around three strategic themes. These themes relate directly to **the Borough's Children and Young People's Plan 2012/13**. Good practice in relation to LSCB Business Planning as identified in a **national study by Ofsted suggests that rather than trying to "do everything" the plan and the work of the LSCB should focus on** key themes and local priorities. The plan should be SMART, which is specific, measurable, attainable, relevant and time-bound. The plan is therefore not a long document but one which reflects the Boards agreed priorities for the year, is realistic in relation to capacity to deliver and is about actions which can make a real difference to children and young people in Redbridge.

Strategic theme 1

Enabling children and young people to have the best start in life and to tackle problems early

This theme was prioritised in relation to the renewed focus on early help and early intervention which was highlighted in the various reports emanating from the work of Professor Eileen Munro on future delivery of child protection services. The work of the LSCB concentrated in three areas in 2012/13.

Priority 1.1 was to ensure links are made with Early Intervention and Early Years action plans, in particular that **joint planning between early years services, children's** social care and health services identifies children from birth to age 5 who are at risk of harm. To ensure that appropriate children receive prompt and targeted early intervention and family support services.

The Council and other LSCB partners have prioritised early intervention through the development of an Early Intervention strategy during 2012 and was a key priority in the CYPP Action Plan. Reports on the development and effectiveness of these services were received by the Board. In particular regular updates on the use of the Common Assessment Form (CAF) across all agencies were received and scrutinised at the November 2012 Board meeting. Training on early intervention assessment was included in the LSCB training programme.

Priority 1.2 To raise professional awareness of and assist in **the development of new services for “at risk” groups** relating to domestic violence, drugs/alcohol misuse and adult mental health issues being developed by the early intervention high risk families sub group

The Troubled Families initiative was a key development in this area in the Borough. This was a central government funded programme to provide coordinated support to families **identified as “high risk” in a multi-** agency approach. Issues of child protection were a key indicator. The Board received and scrutinised reports on the development of this work in the Borough at the November Board meeting.

Priority 1.3 To implement the Child Death Overview Panel recommendations

A vital aspect of work on early help and early intervention is the investigative work undertaken by the Child Death Overview Panel in its regular interrogation of the child deaths within the Borough and the identification of patterns or circumstances which could lead to early intervention.

Since the 1st April 2008, it has been mandatory for Local Safeguarding Children Boards (LSCB) to review all deaths of children (birth up to age 18 years). This applies to all children who are normally resident in the LSCB area even if they die abroad or in another LSCB area. Exemptions are stillborn babies and planned terminations carried out within the law.

The key purpose of reviewing child deaths is to;

- Identify any modifiable factors that contributed to the death

- Learn lessons in order to improve the health, safety and wellbeing of children
- Reduce the number of child deaths in the future.
- Ensure families receive necessary support

To enable the thorough review of child deaths, multiagency participation is imperative. The core membership of the CDOP therefore includes senior management representation from **Redbridge Children's Trust, Public Health (London Borough of Redbridge)**, Police, Barking Havering and Redbridge University Hospitals Trust (BHRUT), and North East London Foundation Trust (NELFT) The CDOP receives governance from the Redbridge LSCB and publishes an annual report which presents key findings and recommendations which focus on preventing deaths among children, supporting families and promoting wellbeing among children and young people in Redbridge.

- Reducing deaths associated with Sudden Infant Deaths and Sudden Unexpected Death in Infancy by reinforcing messages on reducing risks through frontline health and social care workers.
- Raising awareness of the risks of parental consanguinity by involving relevant community leaders, investigating good practice, encouraging education, engaging with young people, training professionals.
- Reducing deaths associated with accidents by reinforcing safety messages through frontline staff and providing professionals with relevant training.

- Improving data collection in deaths especially those due to chromosomal, genetic or congenital anomalies by auditing provision of culturally sensitive genetic advice and counselling for parents and siblings, client uptake of services. Also, working to train midwives and health professionals to ask questions. This is regarding parental consanguinity and uptake of genetic counselling, including the recoding responses.

Strategic theme 2 Enabling children and young people to be safe and promote their well being

This theme was prioritised because of the need to be relentlessly focused on child protection and the delivery of quality services across all agencies, again this was highlighted in the Munro work.

Priority 2.1 To improve the safeguarding of children affected by domestic abuse and affected by parental issues including substance misuse, mental health issues or learning disabilities

Domestic violence was identified as a key priority for the Board in 2012/13. This was based on the analysis of child referral data which showed that a significant number of referrals included evidence of domestic abuse. In order to highlight work across the Borough the first LSCB Annual Conference was held on 11 October 2012.

The conference was well attended and attracted 87 people. It was planned and organised to include representatives from a **range of agencies namely the Children's Trust, Children's Services, Social Care, Health, Education, School, Probation**

service, Housing, Youth Service, Community Safety, Private sector and the Voluntary sector (see figure 2 and 3). Guest speakers at the event **were representatives from the Children's Trust, Community Safety, the NHS, the voluntary sector and Victim Support.** However, there was a change of speakers on the day due to an unannounced Ofsted inspection. There were also a DVD drama presentation from Year 13 drama students from Mayfield High School, a DVD of a victim and a perpetrator.

The identification of the "Toxic Trio", that is domestic violence, drugs/alcohol misuse and adult mental health issues and its relationship to child protection led to an important report led by health partners who used data in Redbridge to try and improve our understanding of the issues and responses. This was the subject of a full report and main presentation item to the Board at its meeting in November 2012.

Priority 2.2 To improve safeguarding of children who are privately fostered and to improve safeguarding of children and young people at risk of sexual exploitation

The safeguarding of privately fostered children and young people was identified as a group being invisible and potentially vulnerable in some serious case reviews nationally. Work focused on awareness raising and cross Borough activity with surrounding Boroughs, Havering, Barking and Dagenham and Waltham Forest.

During 2012/13 child sexual exploitation received national **prominence through high profile cases, the Children's Commissioner's report and subsequently the DfE Tackling Child Sexual Exploitation Action Plan.** The Learning and Improvement Group picked up work in this area and a task and finish group was established on Child Sexual Exploitation initially to develop

information and produce a local strategy. Child Sexual Exploitation was the item for in depth discussion at the Board in January 2013.

Priority 2.3 To improve child protection processes and respond to managing Individual cases: a framework for assessment for children in need and their families

One of the most important developments in relation to child protection has been the promotion and phased implementation of **“MASH” (multi agency safeguarding hub)**. The development work was undertaken in 2012/13 and implemented in April **2013, so will be reported more fully in next year’s Annual report.**

The managing individual cases guidance from Working Together gave LSCB’s an enhanced role in monitoring, challenging and improvement in the management of individual cases. The Management of Individual Cases Sub-Group was **created to ensure that the LSCB’s organisational structures were “fit for purpose” in fulfilling those responsibilities.** Working on behalf of the LSCB and reporting to the Executive Group, the subgroup undertakes a quality assurance role to:

- Assist the LSCB to monitor and evaluate the effectiveness of what is done by Board partners individually and collectively to safeguard and promote the welfare of children and young people in Redbridge.
- Assist the LSCB to monitor and evaluate the performance of multi-agency working in relation to the objectives and statutory duties of the LSCB.
- Provide a forum where local safeguarding issues about specific cases can be discussed and resolved.

During 2012/13 the group met to discuss multi agency audits. They reviewed a multi-agency in depth audit led by a consultant and made suggestions for a new approach that could be adapted to each agency. Discussion also took place on the audit tool to be used which requires judgements to be made about different areas of work within each case. The tool enables a quantitative and qualitative assessment to be made. Judgements on each area of work will identify areas of good practice across agencies as well as highlighting areas of concern. Learning from good practice identified through audit and how this can be consistently achieved in order to make a difference for children was considered at least as important as to learn from shortcomings.

Priority 2.4 To monitor implementation of recent work

The Business plan 2012/13 included monitored work that had been initiated in earlier LSCB plans.

Considerable work was undertaken in relation to safeguarding around the 2012 Olympic Games given the proximity of the London Borough of Redbridge to the events of the games. The Board received regular reports before the Games and a post Games report.

In 2011/12 a key priority was the development of an eSafety strategy. This was successfully completed and implemented in 2012/13 with eSafety multi agency training and incident reporting.

Strategic theme 3 Developing the role and effectiveness of the LSCB

The appointment of a new independent chair in January 2012 was an opportunity to review the effectiveness of the LSCB and

its associated structures. This also came at a time when the expectations of the LSCB were increasing particularly in relation to the monitoring, scrutinising and challenging safeguarding work in all agencies.

Priority 3.1 Review and act on recommendations to improve business planning and operational efficiency

The Independent Chair undertook a review of all business processes and made recommendations to the Board in April and July 2012. The recommendations were approved and implemented from September 2012 as reported elsewhere in this report.

Priority 3.2 To develop the leadership, learning and improvement of the LSCB

The new structures were developed to strengthen the leadership and strategic direction of the Board. A key development was also requiring all agencies to report to the Board on external inspections of their agency where safeguarding formed part of that inspection.

The Learning and Improvement Sub group replaced the Training and Development sub group from September 2012. One of its key roles is to develop and deliver a multi-agency Training Programme. The purpose of the LSCB Training Programme is to provide multi-agency training and development to enable staff and volunteers to work together to effectively safeguard and promote the welfare of children. As **part of the Board's duties, it needs to ensure that this aim is** being fulfilled and that resources for training are being spent effectively.

This was year 2 of the three year training programme. During Year 2 of the Training Programme, 48 Training Courses were **provided on 27 topics by a mix of 'in house' and external** training providers. Attendance and non-attendance figures are detailed in the chart below. The non-attendance figures refer to those candidates that booked a place but did not attend. This represents 17% of total bookings. Non-attendances are currently charged at £100 per candidate.

Details of these and the attendance on each are in the table below;

Course title	Attendance	Non attendance
Attachment Theory	15	4
Child Death Overview Panel: Understanding the Process	7	6
Child Development in Relation to Well-Being and Harm	10	9
Communicating with Children and Young People in the Safeguarding Process	16	2
Dealing with Child Protection Issues and Allegations Against Staff	18	7
Development of Sexual Behaviour in Young Children	14	2

Disclosure and Barring Scheme Briefing	37	4
Engaging with Bereaved Parents and Carers: Practical Skills for Communication	10	1
Effective Intervention when Bullying Occurs	16	3
Integrated Working	13	2
Impact of Parental Learning & Physical Disabilities on Safeguarding Children and Young People	10	2
Impact of Parental Mental Health on Safeguarding Children and Young People	27	9
Safeguarding and Early Intervention	34	2
Safeguarding Level 1	75	18
Safeguarding Level 2	95	12
Domestic Violence Level 1	24	9
Domestic Violence Level 2	15	4
Private Fostering, Trafficking and Exploitation of Children	17	2
Safeguarding Children in a Digital World	56	13

Safeguarding Children from Abuse Linked to Spirit Possession	34	4
Safeguarding Children with Disabilities	32	6
Sexual Abuse: Recognition and Process	17	1
Skills in Complex Analysis, Decision Making and Risk Assessments for Safeguarding Practice	14	4
Supervision Skills in Safeguarding	12	2
Understanding of Parental Consanguinity	15	2
Using Early Intervention Assessment Tools	12	2
Working with Parents and Families who are Difficult to Engage	30	6
Working with Parents who Exhibit Difficult, Dangerous or Evasive Behaviour	47	10
Working to Raise Awareness of Prevent (WRAP)	9	1

In addition to the Training Courses provided as part of the Training Programme, the Cross Borough Briefing Group (comprising of Barking and Dagenham, Havering, Waltham Forest and Redbridge LSCBs) presented the following briefings:

Title	Date	Attendance by of candidates via Redbridge
Trafficking: Safeguarding children and young People	24 05 2013	46
Working Together - or Not?	07 11 2012	35

On 11 November 2012, a Serious Case Review Dissemination was held for 60 multi- agency staff which looked at the Serious Case Reviews of North Somerset (a school) and Plymouth (early years setting) .

In April 2012, specific Safeguarding Children and Young People Training Courses were delivered under the auspices of the LSCB to 39 LB Redbridge Councillors under Standing Order 50. Additionally, individual members of the Learning and Improvement Sub Group delivered training to individual agencies e.g. schools and health settings. Average course attendance in Year 2 was 15.25 which remains static from Year 1 and represents $\frac{3}{4}$ of the possible capacity.

There have been some changes in relation to attendance by agency when compared to Year 1 of the Training Programme

(2011 – 2012). Attendance by Health staff has decreased by 9%, whilst attendance by LB Redbridge staff has remained virtually static. School staff attendance has increased by 6%, but voluntary/community staff has decreased by 4%. Private sector staff attendance has increased. No courses were cancelled during the Year 2 of the Programme due to lack of take up.

Wherever possible, all new courses and training providers are observed independently by members of the Learning and Improvement Sub Group. Evaluation Forms and other forms of feedback are also considered at each Sub Group meeting. Attendees are requested to complete an Evaluation Form at the end of each Training Course so that any areas of concern can be addressed immediately with the training provider. Training providers are asked to submit referee information from other LSCBs or Local Authorities as appropriate. Requests for feedback on impact are sent out two to three months after each Training Course both to the nominating Line Manager and to the candidate. The feedback on impact which is received is then collated into tables which are shared with the Learning and Improvement Sub Group and were made available as part of the Annex A for the Ofsted Inspection in October 2012. The volume of returns from both nominating Line Managers and candidates is very low and something that could be improved on.

Below are some quotations from the feedback received in Year 2 from nominating Line Managers:

- **“A code word has now been developed for distress and dangerous situations at work.”** (Voluntary Sector)
- **“Following attendance on this [course], we have evaluated our safeguarding procedures.”** (NELFT)

- **“Now more aware of the vulnerability of pupils attending special schools.” (NELFT)**
- **“[Staff] now have the ability to recognise evasive behaviour and non-engagement and how to manage these situations.” (NELFT)**
- **“Member of staff has used his position to promote his newly gained knowledge to other staff members who are working in the club environment”. (Voluntary Sector)**
- **“Staff member felt more confident and aware of the needs of parents with mental health conditions.” (NELFT)**
- **“Staff member has used the learning from the course to reflect on observations made of children in their home and has incorporated this information into reports and assessments.” (Children’s Trust)**
- **“Staff member has been able to cascade the information from the course to team members.” (Voluntary Sector)**
- **“During monitoring visits to our contracted providers, the staff member has put what she learnt into practice.” (Children’s Trust)**

Below are some quotations from the feedback received in Year 2 from candidates:

- **“Now more aware of what could happen while out and about attending home visits – improved safety of staff.” (Voluntary Sector)**
- **“Will now make more use of the CAF.” (Schools)**

- **“The** course helped me look again at cases I have dealt with and consider whether some of the issues that arose **were more akin to domestic violence.”** (Children’s Services)
- **“I am now thinking more about the impact of domestic violence – being more child focused. I am now analysing cases in a more thorough way to ensure that I can rule out domestic violence as one of the causes for issues within a family.”** (Children’s Trust)
- **“I am now able to offer advice to parents [on internet safety]. I am also going to deliver a session myself to staff.”** (Children’s Centres)
- **“I feel I now have a better understanding when students talk to me about what they get up to on the computers.”** (Schools)
- **“The training has helped me to reflect.”** (Voluntary Sector)
- **“It has impacted on how I address service users as a whole and has hopefully made me more understanding of the issues that they may be facing.”** (Children’s Centres)
- **“We are adapting our Schemes of Work to include the topics discussed during the training.”** (Schools)

There were no serious case reviews in 2012/13 and the new Working Together, which included major changes to SCRs and the review of cases which do not meet the criteria for an SCR but may provide learning, was only published in March 2013. The group has therefore undertaken only limited activity in

2012/13. Meetings took place on 14th May 2012 to discuss arrangements for the July dissemination event and 21st January 2013 to discuss the future shape of SCRs based on the draft version of Working Together 2013. Both meetings were well attended. A successful dissemination event, co-managed by members of the SCR and Learning and Development groups took place on 11th July 2012. This was well attended by staff at all levels from all agencies in the Redbridge LSCB area. The event looked at learning from two SCRs of national significance both involving sexual abuse by individuals in a position of trust, one a nursery in Plymouth and the other a school in North Somerset. Learning from the event has been utilised in safeguarding plans for all agencies, especially education and day care establishments, within the Redbridge LSCB area.

Priority 3.3 To continue to raise awareness of the LSCB and safeguarding issues with focus on front line practitioners, young people and schools

A number of activities took place in the course of 2012/13 to raise the profile of the LSCB. Head teacher representation was increased in order to strength the engagement of schools in safeguarding activities.

The Independent Chair met with the Youth forum representatives to discuss safeguarding concerns.

Priority 3.4 To strengthen whole organisation multi-agency working

One of the challenges of multi agency working is to ensure that quality working between organisations happens at all levels within an organisation. The Board undertook a number of

activities in the year to encourage and support these approaches.

Good understanding of the role other partners and agencies play in safeguarding is important at Board level. Each Board member should understand the role and contribution of other agencies and not just see safeguarding from their own perspective. In order to facilitate this different partner/agency makes a presentation to the LSCB members at the beginning of their meetings. In the year presentations were made by the Police and in particular the Child Abuse Investigation Team (CAIT) and Health partners.

During the year all partners undertook a Section 11 Audit. The Independent Chair led a workshop to assist partners in undertaking their organisational audit and outcomes were reported to the Board.

4 Partner Agency Reports 2012/13

4.1 Redbridge Local Authority

4.1.1 **Children's Services, Children's Trust (Children's Social Care)**

LSCB member: Patrick Power

In Redbridge the **local authority delivers children's social care services through the Children's Trust as part of its Children's Services department. The Director of Children's Services is responsible to the Council's Chief Executive and elected members for the delivery and performance of these services.**

Significant safeguarding activities

The Intensive Support Team (IST) was formed in 2010 to work with children on the edge of care to reduce the number of children coming into care and to work intensely with families to get children home within a period of 6 weeks where it is safe to do so. This year it has reduced the number of young people who have become looked after thereby improving their outcomes. In **November 2012 Ofsted said: 'The well managed IST offers well targeted support from qualified social workers who respond quickly and appropriately to family crises'.**

Early Intervention and Family Support Services (EI&FSS) have increased the number of families and young people diverted away from statutory services by offering the right help at the right time. Where a child and family would benefit from coordinated support from more than one agency the Common Assessment Framework (CAF) has been used to identify what help the child and family require.

One Minutes Guides, launched in September 2012, have provided a simple and effective means of sharing vital information for staff regarding changes in policies and procedures, services for children and young people, new ways of working, information regarding updated legislation and various schemes to support children, young people, carers and their families.

A mentoring scheme for social workers and managers was set up in October 2012 with the Willis Palmer organisation to promote improved confidence in social work practice.

A new Children's Trust's policies and procedures database was launched in January 2013, in partnership with Tri.x.

A partnership agreement with Coram to deliver adoption services for two years initially was agreed in September 2012.

The Multi-Agency Safeguarding Hub (MASH) brings together agencies (and their information) to identify risks to children at the earliest possible point. The MASH allows the multi-agency team to carry out a joint confidential screening of vulnerable children in order to respond with the most effective intervention. Co-located in the MASH are staff from the Police Public Protection desk, Health, Education, Probation, Youth **Offending Service, Housing and Children's Social Care, they will** be soon joined by staff from CAMHS and a police officer from the Missing Person Unit.

A protocol on safeguarding children with a disability and Children with Disabilities Safeguarding Development plan was published.

Troubled Families Initiative was introduced with government funding targeting 258 Redbridge families with a holistic approach.

Family Group Conferences are offered through independent Family Group Conference Coordinators. All children subject to care proceedings will now have an FGC to ascertain if any family or friends where appropriate are able to offer a suitable long term placement for them.

Service Performance

External inspection

In May 2012 Ofsted inspected the Fostering Service and **identified an overall rating as “Adequate” with regards to the quality of service and management.** Redbridge did receive a **“Good” in the area of safeguarding children and young people.** Ofsted recommendations included training of foster carers, broadening communication methods for children and improvements in the timeframes for completing the application process for potential foster carers.

In October 2012 Ofsted undertook an unannounced inspection of child protection. The Borough was rated **“Good”** in all areas including the overall effectiveness of safeguarding and protecting children and young people and the quality of practice and leadership. Areas identified for on-going development included strengthening existing processes in relation to children and young people at risk of sexual exploitation, advocacy support in child protection conferences all these areas are included in the Ofsted action plan.

Internal quality assurance

The **Annual Report on Children's Safeguarding (September 2012)** provides a progress update to the Chief Executive and elected members. The 2012 report included positive movements with regard to staffing, caseloads and initial assessment.

During 2012/13 the Children's Services and Leisure Scrutiny Committee scrutinised work within the remit of the Cabinet **Member for Children's Services. Previous reports included, the Local Children's Safeguarding Board Annual Report (reported in September 2012); Complaints and Representations made under the Children's Representation Procedure – Annual Report 2011/12 (September 2012).**

The Quality Assurance Team facilitates qualitative and quantitative file audits and reviews of services, which supports monitoring of safeguarding practices for children and young people.

Weekly performance clinics for managers meeting are held to review safeguarding practices, which includes visits to children and young people and management of caseloads.

4.1.2 Local Authority Early Years Services

LSCB member: Dianne Borien

The Early Years & Childcare Service covers a range of statutory **services that includes 17 Children's Centres, 4 LA maintained** nurseries linked to Children Centres, The FIND information service; Early Years & Childcare Improvement Team and Provision of Free Early Years Education places for two, three and four year olds.

Significant safeguarding activities

The Childcare Development Team held a wide range of safeguarding related training, including Children and the Internet Safety sessions, in house safeguarding training was delivered to one nursery to ensure consistent messages were shared, a safeguarding coordinator session was held for PVI lead safeguarding officers and, in addition, National Society for the Prevention of Cruelty to Children (NSPCC) EduCare training programme package to ensure early years practitioners have free access to basic online training to supplement and inform formal safeguarding training. In total 183 child-minders and other practitioners accessed this package.

CDT Child minding Development Officers undertook 60 safeguarding audits with child minders, to assess their knowledge, policies, procedures and practices and identified training needs. Likewise, seven audits were carried out with Out of School Club provisions. Childcare Standards Officers (CSO) completed Safeguarding and Welfare Requirements audits at preschools and nurseries. Thirty one settings in the North locality, eight in the West and 35 in the South have completed audits. Following these, 26 settings have received targeted, proportionate support based on their RAG outcomes.

Good and exemplary practice elements are now embedded in many settings following audits, training and RAG visits, for example, the manager of the setting that received in-house training now highlights a safeguarding policy/procedure of the month and has introduced safeguarding as a standard agenda item. An amber RAG rated nursery received specialist follow up advice and support. They were inspected this term and their

Ofsted judgment elevated from Satisfactory to Good. The report **states, 'robust vetting procedures check staff's suitability to work with children'**.

Safer Recruitment training has impacted positively on practices; Safeguarding commitment statements have been added to settings documentation; Job applications, descriptions and person specifications have been reviewed and improved and recruitment systems have been made more robust.

Safeguarding and Welfare Requirement audits resulted in 8 red ratings, 29 amber ratings and 26 green ratings.

Service performance

Four referrals were made by CDT members to Ofsted following safeguarding concerns. Ofsted investigated all these and issued Notices to improve whilst, CDT carried out monitoring visits to ensure the settings continued to meet legal requirements. Additionally, CDT also provided intensive support to eight child-minders and 15 PVI settings that were subject to child protection concerns after Ofsted complaint investigations or concerns raised by others. Twenty eight rapid response visits were carried out, actions agreed and monitored, to ensure regulatory and good practice requirements and recommendations continued to be met.

3 maintained nurseries have been Ofsted inspected. Two **have improved from 'satisfactory' to 'good'**. **All four nurseries are now rated as good.** No Children's Centres have been inspected in the last year; they are inspected under part 3A of the Childcare Act 2006.

All settings in the PVI sector including child minders, Pre-schools, day nurseries and out of school clubs have a combined rate of 74.6% for good or better Ofsted judgements. All settings are RAG rated and receive support and challenge proportionate to need including the 4 maintained nurseries.

4.1.3 The Youth Offending and Targeted Prevention Service

LSCB member: Ruth Holmes

Youth Offending and Targeted Prevention Service is a statutory partnership based within Children Services. Youth Offending works with young people aged 10 – 17, who have committed an offence leading either to a Youth Caution or Conditional Youth Caution from the police or a court appearance at a Youth Court or Crown Court. Targeted Prevention works with vulnerable children and young people aged 8–17 who are at risk of involvement in crime, antisocial behaviour, teenage pregnancy, exclusion etc. to prevent offending.

Significant safeguarding activities

The Youth Offending and Targeted Prevention Service initiated 4 direct referrals to the Child Protection and Assessment Team between 01.04.12 and 31.03.13. However, there was joint working in relation to many other young people, who were already subject to Child Protection Plans or earlier referrals to CPAT by other agencies.

In the same period there were **no “Serious Incidents in the Community”** [from early 2013 known as “Community Safeguarding and Public Protection Incidents,”] that required notification to the Local Safeguarding Children’s Board; Child Death Overview Panel sub group or the Youth Justice Board. A

notification has to be made if a young person under supervision (or within 20 days of the end of supervision)

Service performance

External inspection with the lead agency HMI Probation (currently: Full Joint; Thematic or Short Quality Screening Inspections) No external inspection took place in this period. In addition regular data is reported to the Youth Justice Board and the YJB Regional Office now produces a Quarterly Review report. The latest finding (covering a period to 31.03.13) was, **“Reviewer satisfied that performance improvement activity by YOT is sufficient and there is effective local oversight.”**

This local oversight includes key performance indicators being **reported regularly to the Children’s Trust Partnership Board** and the Business Support Group - a sub-group of the Redbridge Safer Communities Partnership.

4.1.4 Local Authority Housing Service

LSCB Member: Karen Shaw

The Housing Service provides a range of statutory and non-statutory services. It is represented on the Local Safeguarding Children Board and Management of Individual Cases sub group. The service also participates in the Multi Agency Public Protection Arrangements (MAPPA), Multi Agency Risk Assessment Conference (MARAC) and youth PPO panel. Officers in the Housing Advice Centre complete the CAADA and make referrals via that route on all domestic violence cases. Officers attend team around the child and child protection meetings on individual cases. Front-line officers have been trained on

domestic violence and child protection processes, attending **Redbridge's level 1 and 2 training.**

Significant safeguarding activities

During 2012/13 the Housing Needs service participated in the pilot of the MASH. Joint working also took place with the **troubled families' team on housing customers meeting the criteria for their interventions.**

Housing operated joint processes with Children's services on assessments of homeless 16 and 17 year olds to ensure that their needs were met. This included the development of a draft protocol on these cases with Children's Services.

The Housing Needs service co-chaired the foyer access panel and managed the foyer waiting list for homeless young people during the year and supported move on from the foyer to longer term, independent accommodation. Young people **leaving care were offered additional priority on Redbridge's housing register ensuring they have a secure home to go to when they leave care.** 12 households accepted offers of social housing at the point of leaving care during 2012/13.

The Housing Needs service funded and operated the sanctuary scheme for victims of domestic violence during 2012/13. This **enables target hardening measures to be applied at a victim's home to reduce their risk when they chose to remain in their home.** The scheme is operated in conjunction with the local **police and the Housing Service's repairs contractor.**

In 2012/13 the service consulted on revisions to the Housing Allocations policy for the borough which set out the rules and priorities the council follow in allocating council and housing

association homes in the borough. It was agreed that households fostering and adopting children in the borough **who were supported by Children's service would receive** additional priority on the housing register to support fostering and adoption to take place in a suitable housing environment. This policy was agreed by members and will be implemented in 2013/14.

4.2 Health Partners

The Health community has been undergoing significant organisational changes as a result of NHS reconfiguration. All NHS health agencies have a statutory responsibility to safeguard the health and well-being of children.

4.2.1 NHS North East London and the City (NELC)

In April 2012 NHS Outer North East London (ONEL) merged with NHS Inner North East London and the City (INEL) to form NHS **NELC. NHS Redbridge PCT was one of the seven PCT's within** this cluster. NELC became responsible for all the PCT staffs and also responsible for commissioning health services for children within its cluster. It continued in its role as commissioner to support providers in meeting their safeguarding responsibility and worked with NHS London to ensure that they fulfilled their safeguarding statutory role. The merger saw the beginning of **the closing year for the PCT's as they made arrangements to** handover health commissioning and safeguarding responsibilities to the Clinical Commissioning Groups. From April 2012, Redbridge CCG worked in shadow form and went through its authorisation process in December 2012. The CCG went live from 1 April 2013 taking over from Redbridge PCT.

Significant safeguarding activities

NHS NELC had a robust governance arrangement which gave NELC the opportunity to review services provided by its providers. NHS NELC held a monthly Clinical Quality Review Meetings (CQRM) with Barking Havering, Redbridge University Trust (BHRUT) and separately with NELFT to review and seek quality assurance of the services that were commissioned. The safeguarding children dashboard was reviewed as part of the assurance process ensuring the provider organisations were **compliant with Section 11 of the Children's Act 1989**. The Nurse Director for Barking and Dagenham Havering and Redbridge CCG (BHR CCGs) has chaired the forum since January 2013 and reports the CQRM to the Redbridge CCG governing body (Board) thus ensuring the clinical directors are informed of the quality of service provision.

From April 2012 the CCG were in shadow form with the PCT .The CCG Accountable Officer has overall responsibility for safeguarding within the CCG. The Nurse Director Designate has the strategic executive lead for safeguarding, supported by the Deputy Nurse Director. The Chief Operating Officer (COO) within the CCG has operational lead for ensuring safeguarding implementation. The designated nurse function has been retained and transferred to the CCG in line with Working Together to Safeguard Children 2013.

The community health services for health visiting, school nursing and therapists were procured and transferred into North East London Foundation Trust (NELFT) on the 1st June 2012. The Designated Nurse worked with the PCT contracts team to ensure that the safeguarding elements were

included within the service levels agreements and the service specifications. Prior to the transition of community services, NELFT Community Services completed the restructuring of their safeguarding service to strengthen their provision of safeguarding to both children and adults. New appointments included an Associate Director of Safeguarding and a Consultant Nurse for safeguarding.

Safeguarding Children's training was a priority as a result of the February 2012 CQC inspection which found that providers were not meeting the required training standards. CQC recommended that providers ensure that safeguarding training levels for Level 1- 3 are over 80%. An action plan was developed and training levels were raised to the required level. In addition, **NHS NELC arranged safeguarding children's training** programmes at level 3 across the cluster and Redbridge General Practitioners (GPs) and practice staffs had access to the training and a significant number of staff were trained.

A named GP for safeguarding was appointed and following the closure of the PCT on the 31st of March 2013, management of GP function transferred to NHS England. **Redbridge's Named GP** is a member of the Redbridge LSCB and is working with the LSCB to improve engagement and partnership working with the local GPs.

Service Performance

The service is inspected by CQC and the last inspection was in February 2012, and was reported to the LSCB. The safeguarding actions from this inspection which related to training levels have been completed.

4.2.2 Barking, Havering & Redbridge University Hospitals NHS Trust (BHRUT)

Barking, Havering, Redbridge University Hospitals NHS Trust is a statutory member of the LSCB. It is an Acute Trust, which comprises of two main hospital sites - **Queen's & King George's**. **The Line Manager for the Safeguarding Children's Team is the Deputy Director of Nursing. The Trust's Executive Director of Nursing is the Executive Lead for Safeguarding Children and chairs the Trust's quarterly Safeguarding Children's Committee, which meets quarterly and reports to the Trust's Quality & Safety Committee. The Trust's Safeguarding Children's Policy and Procedure is reviewed regularly and is available on the Trust's website.**

Significant safeguarding activities

The **Safeguarding Children's Policy** is available on the Trust's intranet and can be easily accessed by all members of staff. All other Safeguarding information is also accessible on the Child Protection section of the Trust Intranet.

The PICKER Institute has given their consent for the Trust to use their questionnaire in obtaining the views of children and young people. The questionnaire will be implemented in summer 2013.

Safeguarding Children Supervision training for staff has been completed.

The Safeguarding Children's Team holds a weekly Psychosocial Forum with social care colleagues, staff from A&E and the wards with a doctor present at both sites. This provides the opportunity to discuss cases and referrals. A senior worker

from interact (CAMHS), child and young person's drug and alcohol worker from SUBWIZE, attends the Safeguarding Psychosocial Forum. The SUBWIZE worker is based with the safeguarding team

Monthly Maternity Partnership meetings with Barking & Dagenham, Havering and Redbridge continue to be well attended, with good multi agency representation. Through this forum a system has been agreed to ensure there is a consistent approach to informing LAC nurses in the three boroughs about pregnant young mothers and to ensuring that health visitors are invited to pre-discharge meetings in maternity.

The maternity electronic discharge process (E3) project is in progress. In the interim, safeguards in the form of revised transfer and discharge documentation have been put in place to improve information sharing between hospital and community maternity staff and with health visitors and GPs.

There are Domestic Violence Advocates (IDVA) based in the Trust and they provide support to victims and advice to staff. The collaborative work with Domestic Violence Service and the Trust maternity department has been commended and nominated for the British Journal of Midwifery Team of the Year award.

Service performance

The Trust continues to be compliant with CQC Outcome 7, and has a central repository for all evidence relating to this outcome. The Trust produces relevant action plans following external visits **and progress is reported to the Trust's Safeguarding Children's Committee**

The Safeguarding Children's Committee has approved an Audit Framework involving departments that have contact with children and families in the Trust. The audit results and action plans **are considered at the Safeguarding Children's Committee.** A rolling programme of Safeguarding Children Audits is in place. The Trust ensures that DBS checks are carried out on all relevant staff and the Human Resource Department presents quarterly audits **to the Safeguarding Children's Committee for assurance.** **An annual Safeguarding Children's report is produced, and considered by the Trust's Safeguarding Children's, Quality & Safety Committees and Trust Board.** The report is circulated widely internally and externally, and is considered at the **Local Safeguarding Children's Boards.**

4.2.3 North East London NHS Foundation Trust (NELFT)

North East London NHS Foundation Trust (NELFT) provides mental health and community services for people living in the London Boroughs of Redbridge, Redbridge, Redbridge and Havering and also manages community health services in South West Essex. The Trust is committed to ensure that all service users receive care in a safe, secure and caring environment supported by effective safeguarding children arrangements. There is senior management commitment to the importance of safeguarding within the Trust; the Chief Nurse undertakes this Executive Lead role. During 2012 the new safeguarding governance structure became live. The corporate Safeguarding **Adults & Children's Directorate is centrally managed by the Strategic Lead for Safeguarding, Director of Nursing (NEL CS business unit)** who reports directly to the Chief Nurse and Executive Director of Integrated Care Essex. The Associate Director safeguarding and LAC has management responsibility

for the Nurse Consultant Safeguarding Children, the Domestic Abuse Lead Nurse and the six Named Nurses and their teams.

Significant safeguarding activities

A Domestic Violence Strategic Lead has developed a Domestic Violence Policy and Strategy including a bespoke comprehensive training package for all our services to increase awareness of Child Sexual Exploitation and Domestic **Violence. "A Think family Strategy" has been developed** which works along a continuum of need for children and adults services to determine how the needs of other family members impact on the health of the patient/client. This strategic **approach directly links Adult and Children's Safeguarding and Domestic Abuse** processes across all the operational sites within NELFT as a care provider.

On-going collaborative work continues between the LAC Health **Team and Children's Social Care** to improve the quality of care to Children in Care as part of the CQC and Ofsted action plan. There have been significant improvements to ensuring improved outcomes for LAC through effective interdisciplinary and interagency working resulting in a strengthened pathway for LAC with mental health issues.

A safeguarding away day was held in November 2012 involving key safeguarding staff and the safeguarding strategic priorities were agreed. Work has continued in all the key areas outlined in **NELFT's Safeguarding Strategy** namely; mainstreaming safeguarding , effective safeguarding structures, learning through experience and the development of knowledge and skills. Progress has been achieved against the priorities identified for 2012-2013.

NELFT continues to prioritise training requirements for staff and the training matrix and strategy has been updated to include a stretch target to ensure on-going compliance as part of our regulatory requirements.

The Child Protection (CP) supervision policy has been updated and launched and Quarterly supervisors Networks are now in place. There have been some challenges in relation to adherence to our CP supervision policy that requires eligible **staff to access one to one and group's supervision quarterly**. In order to address this performance a recovery action plan was put in place which has seen our compliance improve.

Service performance

Integral to the trust's governance arrangements is the strategic safeguarding group which meets on a quarterly basis. Its function is to ensure that the Trust executes its statutory safeguarding responsibilities and to ensure that national policy and guidance is interpreted and applied at a local level.

A safeguarding report is presented to both the Trust Board of Directors annually and to the Quality & Safety Committee (QSC) on a bi-annual basis; this report covers all areas of safeguarding children including changes in national and local policy, audit results, key developments and staff training.

4.2.4 Barts Health NHS Trust

Barts Health NHS Trust was created on April 1st 2012 following the merger of three Hospital Trusts – Barts and the London NHS Trust, Newham University Hospital NHS Trust and Whipps Cross University Hospital NHS Trust and Tower Hamlets Community

Health Services. The safeguarding children team sits within the **Women's Health and Children's Clinical Academic Group**.

Significant safeguarding activities

Barts Health Safeguarding Children Policy and Safeguarding Children Training Policy were ratified in April 2012 following pre-merger work

Barts Health is working to meet the challenge of ensuring representation at **all LSCB's** in the areas it covers, to ensure that a coordinated approach to safeguarding children issues is maintained.

The safeguarding children training databases for each site were combined following the merger. Uptake for safeguarding children training across Barts Health is currently as follows:

	Level 1	Level 2	Level 3
Barts Health	69%	52%	52%
Whipps Cross	85%	71%	54%

A training action plan is in place to increase uptake and is being monitored at Board level and via quarterly CQRM meetings with commissioners. The safeguarding children team are working with the education academy and the CAGS to deliver the plan by delivering extra classroom sessions in addition to those scheduled.

Service performance

Whipps Cross undertakes a bi-monthly safeguarding children audit to monitor compliance with safeguarding children

procedures and record keeping standards. A consistently high result is achieved in paediatric ward and Neonatal Unit.

Audits are undertaken within prescribed timescales (identified in audit schedule) and are demonstrating changes in practice which enhance safeguarding work with children e.g. recording who accompanies children to hospital, their relationship to child and identifying who has parental responsibility for child. The assessment process in the Early Pregnancy Unit was reviewed following SCR Child B and now incorporates psycho-social with medical elements in the assessment. Audits indicate that this new assessment is embedded in practice – a compliance rate of 95-100% being achieved in recent audit.

Robust reporting arrangements for safeguarding children have been put in place including provision of Trust Board assurance. Scrutiny of safeguarding activity is achieved via the Operational Safeguarding Committee and the Integrated Safeguarding Assurance Committee.

4.3 Police

4.3.1 Metropolitan Police, Child Abuse Investigation Team (CAIT)

The Metropolitan Police have a dedicated Child Abuse Command - the CAIT team for Redbridge & Waltham Forest boroughs consists of one DI, five DSs, fourteen DCs and eleven police staff. Their remit covers: intra-familial abuse, professional abuse, carer abuse. This list is not exhaustive and consideration is given to new forms of abuse such as those who facilitate child trafficking, exploit children sexually or use children in organised criminal activity. It also includes adult victims where the abuse occurred whilst he or she was a child, connected matters

(offences against other children), allegations categorised as section 1 parental abduction, and intelligence led investigations in relation to Internet crimes, investigate sudden and unexpected death in infancy of children under the age of 2 within the family. Children at risk of significant harm are identified by police officers through robust risk assessments and **reported to children's social care. Risks for children living within domestic violence households are reduced and minimised as police have a good awareness of the impact this has on the emotional wellbeing of children.**

Joint investigations **undertaken by the CAIT and children's social care** are underpinned by strong working relationships between both agencies.

The CAIT command is in the process of major restructuring to merge the CAIT and Sapphire (Rape) commands. They will be under one Command lead by Detective Chief Superintendent Niven. The Command has been renamed as: Sexual Offences, Exploitation and Child Abuse Command. At present the Child Abuse Command and Sapphire (Rape Command) are in process of merging into one command. CAIT and Sapphire teams will continue to function separately but there will be a merging of senior managers and support units such as partnership, intelligence and proactivity.

Significant safeguarding activities

Project Violet - Safeguarding children from abuse linked to a belief in spirit possession.

Our partnership team have made excellent progress during the last year in addressing and highlighting FGM nationally. The Command are developing new ways to engage with many

diverse communities affected by this issue and are engaging with CPS to increase our ability to reach the threshold for charging for this offence.

Our partnership team and training unit are also developing a victim feedback questionnaire in order to help frame a better response. This will initially be targeted towards adult victims but a second phase aims to include scoping the views of children, the results of which will continually feed into our internal training. This has never been done due to the sensitive nature of child abuse but we are testing the boundaries and seeking to frame an online tool.

The Metropolitan police provide Child Abuse Investigation teams with specialist officers that have enhanced training and skills. Officers and staff have an extra level of vetting to work with children and are continually monitored by psychologists while working in the command. The Investigation team work in tandem with borough colleagues to assist and engage with Safer Neighbourhood teams with children who are on child protection plans (Operation Pan Pan).

The CAIT regularly engage with the Community Safety Unit and MARAC to ensure there is a full information sharing picture for children exposed to domestic violence.

Work is currently being developed to provide a unified response to Child Sexual Exploitation (CSE). The CSE team aims -

- To identify those children at risk of being sexually exploited.

- To work collaboratively to ensure the safeguarding and welfare of children and young people who are being or are at risk of being sexually exploited.
- To provide timely and effective interventions with children and families to safeguard those vulnerable to sexual exploitation.
- To apply pro-active problem solving to address the risks associated with victims, perpetrators and locations and ensure the safeguarding and welfare of children and young people who are or may be at risk from sexual exploitation.
- To take action against those intent on abusing and exploiting children and young people by prosecuting and disrupting perpetrators.
- To raise awareness and provide preventative education for the welfare of children and young people who are or may be sexually exploited.

Pilot sites have been set up in Lewisham and Camden for a three month trial period, concluding at the end of July. During this time there will be a joint evaluation and following this, the model will be signed off by the MPS & LSCB.

Service performance

A recent joint Ofsted inspection highlighted that the MPS have a good provision for leadership and governance regarding child protection through the Child Abuse Command. It commented that services delivered through CAIT ensure the MPS response to safeguarding is consistently good and that learning leads to **continuous development. It continues 'senior leadership within**

the Child Abuse Command provides strong leadership, governance and quality assurance for all child abuse investigation staff. Daily management meetings ensure oversight is provided for critical child protection issues and on-going performance monitoring addresses gaps in service and delivers **proportionate resourcing for child protection enquiries.**

All CAIT staff are required to complete the Specialist Child Abuse Investigators Development Programme (SCAIDP) and Achieving Best Evidence training. All non detectives are required to pass a national detective exam and complete the Nationally Accredited Initial Crime Investigator Development Programme (ICIDP) to develop their skills and confidence.

The CAIT are continually monitored through a Central HQ Daily Grip and Pace meetings which scrutinise performance and challenge decisions where appropriate. The command have regular bi-monthly command meetings where performance is reviewed and good practice identified and disseminated between teams.

The CAIT command's bi-monthly meetings audit, review and inspect all CAIT teams to ensure consistent provision to all partnership agencies and local borough police. An MPS priority is to reduce the number of victims who are affected by violence with Injury (VWI) - this is a target for the Child Abuse Command as is detecting these crimes through judicial disposals.

4.3.2 Metropolitan Police, Redbridge Borough

Redbridge borough police have responsibility for all crime which occurs within the geographical boundaries of the London Borough of Redbridge except those which are within the remit

of the Pan London services such as the CAIT, Homicide Command or Operation Sapphire (investigation of sexual offences). Redbridge borough police will report and investigate a wide range of offences including those in which victims or suspects are aged under 18. The local borough police also undertake an information sharing responsibility with regards to child safeguarding through the Multi-Agency Safeguarding Hub.

Governance Arrangements

Children at risk of significant harm are identified by police officers through robust risk assessments and reported to **children's social care**. Risks for children living within domestic violence households are reduced and minimised as police have a good awareness of the impact this has on the emotional well being of children.

Daily management meetings ensure oversight is provided for all incidents including potential safeguarding children issues and on-going performance monitoring addresses gaps in service. Resources for child safeguarding issues are discussed and **monitored through three daily 'pace setter' meetings chaired by** a member of the Senior Leadership Team.

All police officers were previously trained on the Every Child Matters strategy and those officers within the MASH have received specialist bespoke training for their role in risk assessing and sharing child safeguarding information. Data sharing within the MASH is monitored centrally by a Pan-London team but also discussed quarterly by a MASH steering group attended by senior representatives from each participating agency.

Significant safeguarding activities

Redbridge MASH established in March 2013 - Multi Agency team within a firewalled environment able to discuss safeguarding children matters securely before decisions are made to share information with partners for targeted safeguarding work. The MASH is expanding during the 2013/14 period with the addition of new missing persons and child sexual exploitation group and police missing **person's** officers joining the team.

Engagement programme with foster carers and private **children's homes to improve safeguarding response to** repeat missing children. Series of presentations continuing throughout 2013/14 to allow for shared good practice and greater understanding of risk and police response

Continued close working with CAIT to ensure that children at risk from domestic violence issues are protected and there is a full information sharing picture via the MASH.

Good working links between the MASH, MARAC and MAPPA (joint police chair for all 3 teams) to allow for a full information picture to be obtained in relation to the risk to children.

The Detective Inspector for safeguarding is participating in the Local Authority Child Sexual Exploitation steering group and is currently in the process of setting up a multi-agency panel to review cases of repeat missing children and children at risk of CSE to ensure a joined up response in line with MARAC and MAPPA provisions. This project will include liaison with CAIT who have the strategic lead for CSE issues.

Service performance

The police are continually monitored through local performance meetings (daily meeting reviews previous 24 hours, monthly managers meeting looks at all performance area). There are **fortnightly** 'Crime fighters' **performance meeting** held Pan-London where performance is scrutinised by senior police leaders and good practice shared. This is true of all areas of responsibility held by Redbridge Borough Police.

Redbridge borough police contributed to the OFSTED inspection of looked after children with particular reference to provisions under the MASH and our processes for children missing from care. The inspection was positive and learning points were fed back to police for discussion and consideration in future action plans.

4.4 London Probation Trust

LSCB member: Mary Pilgrim

London Probation Trust has statutory responsibility of managing adult offenders, male and female (from age 18 and above) both in custody and in the community. When working with service users, we adopt the Think Family approach as it fits in with the Children and Families Agenda. Apart from direct contact with service users, Practitioners are able to offer appropriate support to family members who have been affected **by the service users' offending behaviour** and this often involves sign posting to relevant services. Practitioners proactively seek opportunities to explore family circumstances at the first opportunity and ensure that due consideration is given to safeguarding children concerns. Defensible risk assessments

form part of this process with a view to fully incorporating this into responsive risk management plans.

Significant safeguarding activities

LPT engages actively with the LSCB. In relation to the Children and Families Agenda, we work in partnership with a variety of **agencies including the Local Authority Children's Social Care** Departments, Mental Health, Substance Misuse, Housing and Employment, Training and Education Services. In addition, LPT continues to participate actively in the roll out of Multi-Agency Safeguarding Hubs (MASH) London and this involves a whole range of multi-agency working and has been successful in Redbridge.

Probation is locally involved in MARAC and is co-chair for the local MAPPA. Safeguarding is paramount when agreeing and implementing risk management plans together with protecting the public/victims.

In terms of attendance at Redbridge LSCB and the local subgroups this has been a challenge for us locally given the level of responsibilities of both the ACO and deputy whose work spans across two boroughs. Dialogue outside of these forums is welcomed and often occurs in order to progress business.

Service performance

LPT have recently been involved in two joint inspection of multi-agency arrangements (pilots) for the protection of children.

Our Safeguarding leads are working closely with an external training provider/professional learning and development unit, who is in the process of auditing 32 cases across London which

will also enable us to review the results over the next 12 months to improve the work we do around safeguarding. The Focus will include: identification and effective management of safeguarding children issues, initial communication with the Local Authority/Children's Social Care, evidence of "think family" approach, Offender management participation in Child protection conferences, role in strategy group and multi-agency arrangements.

Finally LPT undertakes quarterly auditing of community payback cases whereby we quality assure initial risk assessments to ensure that we have given due consideration to safeguarding children issues.

4.5 Voluntary and Third Sector Organisations

The voluntary and Third Sector is represented on the Board by Victim Support, Pre-school Learning Alliance and local community network.

4.5.1 Victim Support

LSCB members: Kate McCabe

Victim Support is the independent charity for victims and witnesses of crime in England and Wales. We were set up over 38 years ago and have grown to become the oldest and largest victims' organisation in the world. Every year, we contact over 1.5 million people after a crime to offer our help. We depend on thousands of specially-trained volunteers to deliver our services and although we work closely with the police and other parts of the criminal justice system, we are an independent charity.

Victim Support is an independent charity for victims and witnesses. We operate across England and Wales – there are

separate, but related, charities for victims and witnesses in other parts of the UK. North East Division is managed by Jan Scott and included 6 Boroughs one of which is Redbridge.

Significant safeguarding activities

In the last financial year 2012-2013 the Redbridge Victim Service received 11,000 referrals. We have an extensive national framework for needs, risk and safeguarding assessments guided by safeguarding policy and children protection procedures. Victim Support has a national safeguarding lead officer who will alert senior managers to any child protection or vulnerable adult protection concerns, ensure that on-call duties are fulfilled at all times and act as a central point of contact. All children and referrals that encompass children as victims or witnesses are referred to CPAT for assessment. As part of our local Redbridge team we have two dedicated officers that offer support to children and young people affected by serious crime. **The Children and Young Person's worker is based at Victim Support premises at Bourne Court and the Domestic Abuse Children's Officer is based at CPAT.** Both workers work very closely with the Redbridge IDVA team that is hosted at Victim Support premises at Bourne Court.

Service performance

Victim Support is currently working towards achieving Level 2 PQASSO accreditation by October 2014. The Young People and **Children's Officer and the Senior Service Delivery Manager for Redbridge** are involved in the National PQASSO task group. We are regularly inspected by funders and submit quarterly monitoring reports for all our projects. Finally we will appear in

front of any safer community scrutiny committee as and when invited.

4.5.2 Pre-school Learning Alliance

LSCB member: Hilary Goldstein

The Pre-school Learning Alliance is the largest early **year's** membership organisation and voluntary sector provider of quality affordable childcare and education in England. An educational charity, the Alliance represents the interests of over 14,000 member settings who deliver care and learning to over 800,000 families every year. We deliver acclaimed training, quality improvement and family learning programmes, produce specialist publications, offer information and advice to early **year's** professionals and parents, and campaign to positively influence childcare policy and practice. Alliance childcare services include the direct management of **children's centres**, breakfast and after school clubs, nurseries, pre-schools and parent and toddler groups.

Significant safeguarding activities

In the past year, all staff at our Alliance pre-schools in Redbridge have attended our 2 hour safeguarding training around our own policies and procedures. In addition, our managers have attended a two day course covering these matters in greater depth, including their individual responsibilities and the reporting structure within the organisation.

Online Safeguarding Training is now compulsory for all staff across the charity.

The Alliance has a Safeguarding Policy Group Work Plan for 2012/14 which includes 6 key targets with varying timescales.

Service performance

The Pre-school Learning Alliance Safeguarding Management Review Board has been set up to monitor and review serious safeguarding breaches within the charity to improve practice across the organisation. The remit of this board is to investigate and review incidents of concern with regard to safeguarding practice within the Alliance, and to make recommendations to the Senior Management Team to improve practice.

We at Redbridge are based within the Alliance South Division where a Divisional Safeguarding Group has been set up. They meet regularly to monitor contact with LSCBs across the division, consider policies, training requirements and ensure that information is fed back to the National Strategy Group and disseminated down from the group to all staff and volunteers.

The Alliance carries out a programme of unannounced visits to all our Early Years settings. All are required to adhere strictly to Ofsted requirements as well as our internal regulations, and are subject to regular external as well as internal inspections. Practices are scrutinised and challenged where necessary and appropriate action taken.

4.6 Schools and Colleges

The LSCB has representation from a number of schools and Redbridge College.

Each institution is responsible for its own safeguarding responsibilities and inspected in this through the Ofsted inspection regulations.

The Board had representation from primary and secondary schools in the Borough in 2012/13.

5 Governance and Accountability

5.1 Independence and challenge

The Board has an Independent Chair who formally reports to the **Director of Children's Services and from April 2013 to the Council's Chief Executive. The Independent Chair is also a member of the Children's Trust Partnership Board where the annual report outlining the work of the LSCB is discussed.** A protocol has been put in place in relation to the Health and Well Being Board to ensure that safeguarding issues from the LSCB **receive appropriate priority. The Director of Children's Services sit on the Board and the Independent Chair can attend if safeguarding issues are on the agenda.** The lead member for **Children's Services is a participant observer of the LSCB and the Director of Children's Services is a member of both the LSCB Executive and of the LSCB.**

5.2 New developments

Under the leadership of the Independent Chair the Board has continued to evolve its structure and governance arrangements to ensure a sharper focus on scrutiny and challenge. From September 2012 a LSCB Executive group was established to provide leadership on the business planning functions of the LSCB and to shape the strategic direction of the Board. Executive Members are responsible for policy, strategy and performance in respect of safeguarding children. They are also responsible for establishing the LSCB budget and agreeing agency contributions which are reviewed annually.

The LSCB has a large membership to ensure representation from a wide range of partners. During the year the LSCB was strengthened by the appointment of Headteachers from a

special school, academy and independent sector joining their maintained primary and secondary colleagues.

Lay members play a very important role on the LSCB. During the year Maurice Michaels, Lay Member resigned from the Board. He had been an active member of the Board and had significantly contributed to the LSCB on a Safeguarding Policy for Faith Groups. The Board advertised for replacements and after a competitive process appointed Nahim Hanif and Shabana Shaukat as Lay members to join Hilary Kundu. They attended their first meeting in November 2012.

Whilst major organisational change has taken place in many agencies, excellent agency attendance and participation has been maintained throughout the year.

During 2012/13 the Independent chair undertook a review of the LSCB business planning which included the business plan, the annual reporting cycle, synergy with other partner agency plans in respect of safeguarding and processes undertaken to develop and monitor plans.

The LSCB started the year with five sub groups in addition to the Standing Serious Case Review (SCR) Panel and the Child Death Overview Panel (CDOP). These were as follows:

- Business Planning and Finance
- Development, Prevention and Policies
- E safety
- Training and Development
- Performance and Quality Assurance

After the review the Business Planning and Finance group was disbanded with the functions taken by the Executive group.

The Training and Development Group was replaced with a Learning and Improvement Group which picked up the existing functions of the Training and Development Group but added in those functions of learning and briefing from, for example, Serious Case Reviews.

The Development, Prevention and Policies group and the Performance and Quality Assurance groups were disbanded and replaced by a group focussed on improvements in the **“Management of Individual Cases”** in line with the latest Working Together guidance.

The eSafety group was disbanded as the task had been completed.

The Child Death Overview Panel continued its work as reported earlier in the report.

The Serious Case Review Panel Sub-Group continued its standing role. However no Serious Case Reviews were undertaken in the year although contributions were made to reviews initiated by other Boroughs.

The groups below became operational from September 2012.

LSCB Executive

Learning and Improvement sub group

Management of Individual Cases sub group

Child Death Overview Panel (CDOP)

Serious Case Review Panel

6 Financial Arrangements

The LSCB budget is funded through financial contributions from the key partner agencies represented on the Board. In addition a central government grant supported the provision of the Child Death Overview panel (CDOP) during 2012/13.

In 2011/12 the LSCB received £64,082 from the Children’s Workforce Development Council (CWDC) to help implement the recommendations of Professor Munro’s review on Child Protection. A large proportion of this money (£62,962) was carried forward into 2012/13.

The LSCB agreed expenditure including commissioning additional training, organising the first LSCB conference for cross agency front line staff in October 2012 on the theme of Domestic Violence and engaging external support on multi agency auditing.

At the close of the 2012/13 financial year Redbridge LSCB had a surplus of £91,943.08 which was carried forward into 2013/14. This favourable financial position is explained by expenditure being carried forward from central government funding for the implementation of the Munro Review. In addition, the LSCB has not had to undertake a Serious Case Review with expenditure on independent report writers.

Figure 1 shows the full income and expenditure for 2012/13.

Figure 1			
Income 2012/13		Expenditure 2012/13	
BHR Hospitals NHS Trust	£3,231.00	Independent Chair	£15,125

CAFCASS	£550	Practice Development Manager	£55,303
Children's Trust (social care)	£35,799	Senior Admin Officer	£36,870
Community Care	£1,076	Office Expenses	£2,194.55
London Probation	£2,000	LSCB Training Courses	£28,069
Metropolitan Police	£5,000	Catering for Training courses and LSCB meetings	£2,728.07
NELFT	£3,230	Training Venues	£2,248
Youth Offending	£1,076	Independent Chair Serious Case Review Panel	£1,950
Redbridge PCT	£5,600	Agency Admin Cover	£3,001.52
Early Years	£5,253	Chair, Lay member expenses and training	£995.02
Redbridge PCT (Public Health)	£5,253	Munro implementation (Audits)	£6,000

Housing	£1,076	Independent Chair SCRP/Overview Author	£1,950
Revenue Grant	£54,000		
Munro implementation	£62,962		
Training Income for course non attendance	£8,000		
Income from cross borough training	£180		
Interest	£683.24		
Balance Brought Forward	£51,458		
Total income	£246,427.2 4	Total Expenditure	£154,48 4.16
		Carry forward into 2013/14	£91,943. 08

7 Looking Forward to Business Plan 2013/14

The Annual Report 2012/13 describes and comments upon safeguarding and child protection activity in the London Borough of Redbridge in the year from 1st April 2012 to 31st March 2013.

However the proactive business planning process which was introduced from September 2012 has allowed progress to be monitored on the plan at each Board meeting through the RAG rating system. This has ensured that tasks have been completed and that an audit trail has been established where further work has been generated. This has been very helpful in the determination of the Business Plan 2013/14.

An important part of determining the work of the LSCB is the opportunity to engage with all Board members on a development and planning session on a yearly basis. In November 2012 a session was held which was externally facilitated using Open Space principles. The session was very well received and a summary is included below which has assisted in the development of the 2013/14 Business Plan. Using the Appreciative Inquiry process, Board members interviewed a partner and then, in groups, identified the strengths of the Board and their opportunities and aspirations for the future.

Strengths of the Board; those in bold arose more than once.

Commitment of Board members to work together. Voice of the child heard by Board. Technical knowledge. Vast knowledge about Redbridge communities. Experienced skills based. Diverse background and experience. Effective partnership working. Joint development work. Mutually respectful of each other Mutual support for each agency. Multi agency working helping identify families, sharing resources **(not repeating work). Good umbrella between children's**

services and other services. Delivery focused. Excellent training programme. Recognition of links between domestic violence and safeguarding. No tensions. Evidence of good collaborative working. Ability to listen. Ability to make it happen. Stable membership LSCB is the agency that has remained through many changes. Good representation and commitment from Education. Commended by OFSTED. Driven by the same goals. Stay focused on key issues. Clear vision priorities and direction. Sub groups do focused work. Effective leadership. Independent chair – no bias. Practical rather than purely theoretical. Challenges and questions by lay members. Senior members on Board working together cascades down to frontline staff. Learning from other Authorities Influence in partner organisations. Breadth of perspective willingness to engage. Active participants across agencies. Involvement of lay members and youth. Work more preventative than reactive. Different perspectives encouraged. Attendance good given size.

Opportunities and aspirations for the Board

Roles and responsibilities of the Board so we know who to contact. Better knowledge of partners, roles, impact, links. Share good practice with neighboring boroughs Different agencies to come together more often to share lessons learnt and actions needed to follow up. Collaborative work between Boards/Boroughs. Safeguarding and disability – developing working together. Gain a better understanding of the voluntary sector. More engagement from voluntary sector and community Address pertinent public health issues within Redbridge. Positively challenge other agencies. Effective sub groups. Website accessible to community – develop and strengthen website (look at good websites) Leaflets re LSCB handed out in different community centres (translated into different languages). Agree/understand language. Amount of paperwork. Enable quieter members to be able to contribute. Board to focus on performance information and data. Focus on

outcomes for children before organisational structures. In times of austerity how will/can the Board ensure that voluntary sector is included? Multi agency audit. Review failures evaluate success. Measure distance travelled. Measure impact.

Agree/discuss thresholds categories. Address young people subject to forced marriage. More diverse representatives of teenage families and children in care. **Young people's** voice perspective on the Board. Meaningful outcomes from different perspectives. Engaging and influencing GPs and health in well-being Boards.

What are the key issues and opportunities that we'd like to see included in the 2013/2014 Business Plan?

Using the Open Space process and prompted by the question above, an agenda of 12 topics was created. These topics were discussed and the following recommendations emerged:

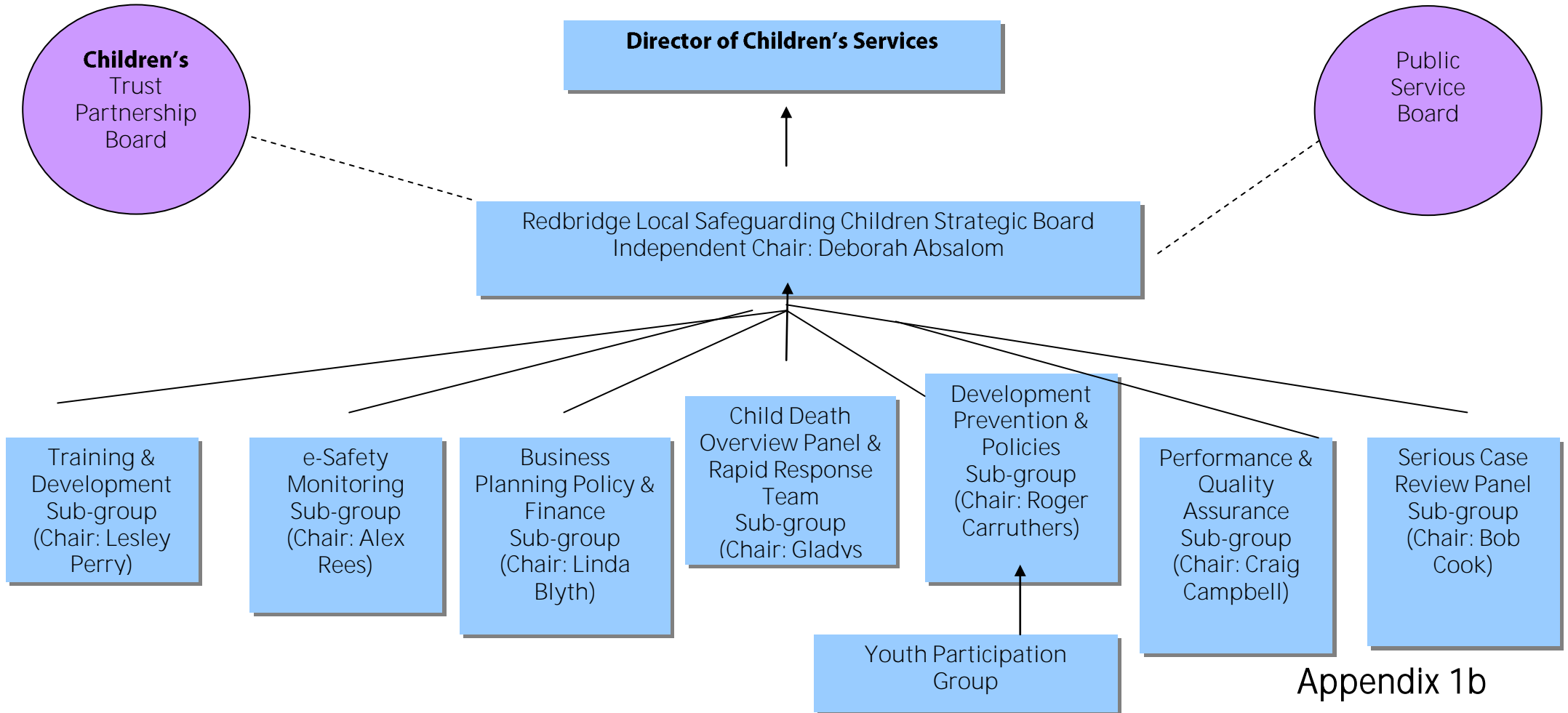
- Increased awareness of voluntary and community sector working with children, young people and families
- Consanguinity
- Silent Victims – Finding them
- Safeguarding Looked After Children
- Active participation of young people
- Child Sexual Exploitation
- Safeguarding children with disabilities and complex SEN
- Welfare Reform and Child Poverty
- Developing the web page and information for the public community

- Safeguarding adults, safeguarding children – can we safeguard them all?
- NHS reforms and involvement of commissioning bodies
- Early intervention

Looking forward to 2013/14 we will be working on a Business Plan which addresses some of the ongoing issues for safeguarding in Redbridge. The significance of Child Sexual Exploitation nationally will be mirrored by intensive work locally and it will be the theme for our second annual Conference to be held in October 2013. However a focus on the quality of practice across agencies in child protection work remains the subject of scrutiny and challenge for the LSCB. A copy of the Business Plan 2013/14 is attached as appendix 4 to this report.

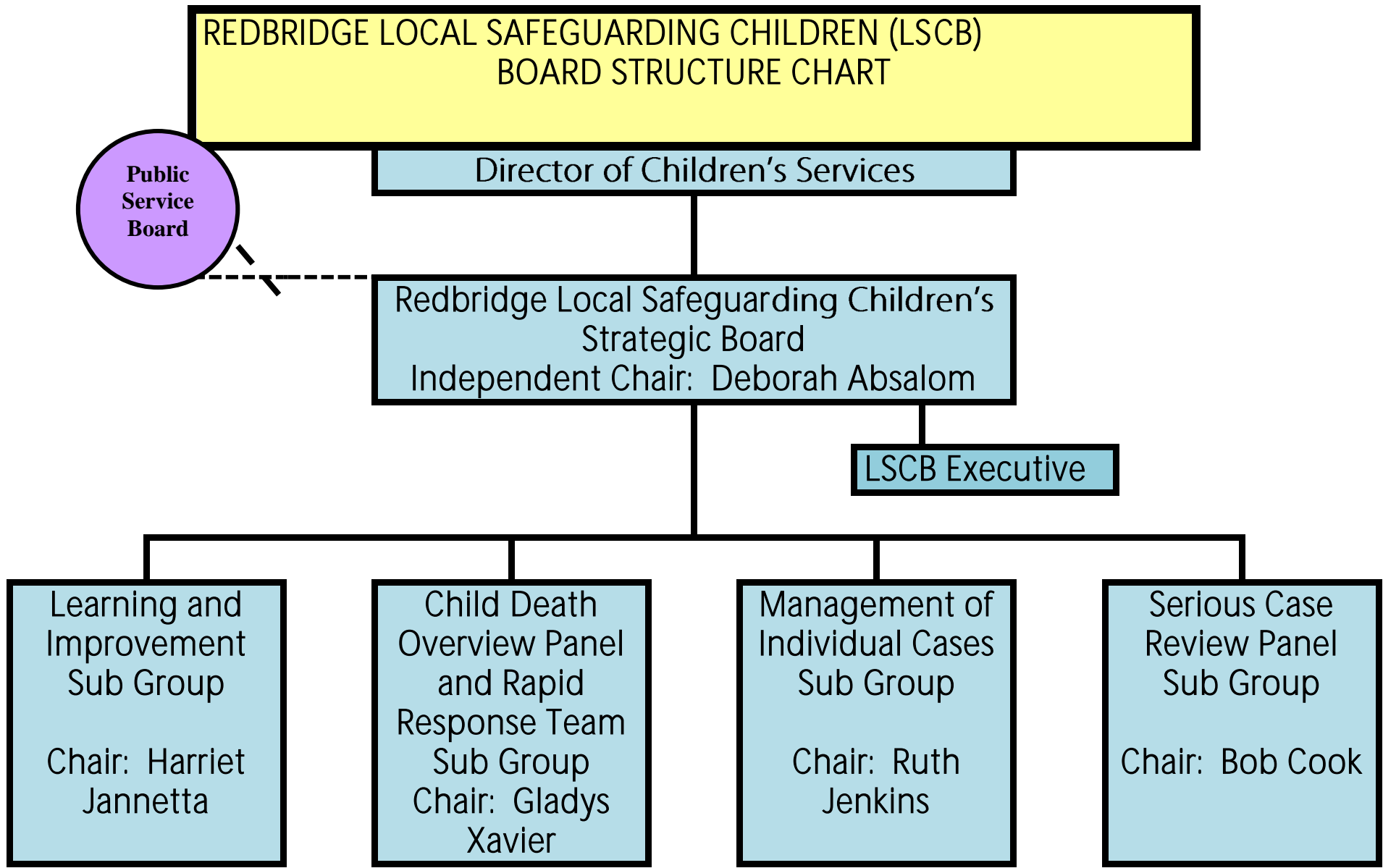
LSCB Structure chart up to 31st August 2012

Redbridge Local Safeguarding Children Board Structure Chart



Appendix 1b

LSCB Structure chart established September 2012



Membership of the LSCB (as at 31 March 2013)

Independent Chair - Deborah Absalom

Local Authority Representatives

Pat Reynolds, Director of Children's Services, London Borough of Redbridge Children's Services

Patrick Power, Managing Director, London Borough of **Redbridge Children's Trust**

Roger Carruthers, Head of Commissioning, Quality & Finance, **London Borough of Redbridge Children's Trust**

Ronke Martins-Taylor, Chief Services to Young People Officer, **London Borough of Redbridge Children's Services**

Ruth Holmes, Head of Youth Offending and Targeted **Prevention, London Borough of Redbridge Children's Services**

Pauline Brown, Principal Officer, Adult Social Services, London Borough of Redbridge

Karen Shaw, Head of Housing Needs, London Borough of Redbridge

Health representatives

Gladys Xavier, Deputy Director of Public Health, Redbridge NHS

Lenny Byrne, Associate Chief Nurse Safeguarding, Barts Health NHS Trust

Stephanie Bridger, Director of Nursing Mental Health Services, NELFT

Helen Davenport, Deputy Director of Safeguarding, NHS ONEL

Cynthia Condliffe, Designated Nurse for Safeguarding Children, NHS ONEL

Gary Etheridge, Deputy Director of Nursing, Barking, Havering and Redbridge University Hospitals NHS Trust

Dr Sarah Luke, Consultant Paediatrician for Safeguarding Children/Designated Doctor, NHS ONEL

Dr Ann O'Brien, Named GP, NHS ONEL

Police

Borough Commander Sue Williams, Redbridge Police

Detective Chief Inspector Sam Price, Metropolitan Police Child Abuse Investigation Team

Probation

Mary Pilgrim, Assistant Chief Officer, London Probation Trust.

CAFCASS

Tina Baker, Senior Service Manager, CAFCASS

Headteacher representatives

Andy Rehling, Head Teacher, Mayfield High School

Amanda Jennings, Headteacher, Ray Lodge School

Alex Burke, Headteacher, The Ursuline Academy School

Jas Leverton, Headteacher, Cranbrook Primary School

Sue Blows, Headteacher, Hatton Special School

Redbridge College

Ashley Garner, Assistant Principal, Redbridge College of Further Education

Voluntary Sector Representatives

Ravi Dagan-Walters, Manager, Norwood

Hilary Goldstein, Co-ordinator, Pre-school Learning Alliance

Kate McCabe, Manager, Redbridge Victim Support

Faith Members

Simon Moules, Diocesan Safeguarding Officer, Diocese of Brentwood

Lay Members

Hilary Kundu

Nahim Hanif

Shabana Shaukat

Participant Observer

Cllr Alan Weinberg, **Lead Member for Children's Services,**

Sub Group Chairs

Ruth Jenkins, Head of Improvement, Chair of Management of Individual Cases Sub group

Harriet Jannetta, Head of CRC, Chair of Learning and Development Sub Group

Bob Cook, Independent Chair of Screening and Serious Case Review Panel

Gladys Xavier, Deputy Director of Public Health, Chair of CDOP Advisers to the Board

Graham Keating - Legal

Linda Blyth - LSCB Practice Development Manager

Membership of the LSCB Executive from September 2012 (as at 31 March 2013)

Independent Chair - Deborah Absalom

Pat Reynolds, Director of Children's Services, London Borough of Redbridge Children's Services

Patrick Power, Managing Director, London Borough of **Redbridge Children's Trust**

Ruth Jenkins, Head of Improvement, Chair of Management of Individual Cases Sub group

Harriet Jannetta, Head of CRC, Chair of Learning and Development Sub Group

Gladys Xavier, Deputy Director of Public Health, Redbridge NHS

Cynthia Condliffe, Designated Nurse for Safeguarding Children,
NHS ONEL

Borough Commander Sue Williams, Redbridge Police

LSCB BUSINESS PLAN 2012-13

Appendix 3

Strategic Theme 1				
Enabling children and young people to have the best start in life and to tackle problems early				
Priority 1.1 To ensure links are made with Early Intervention and Early Years action plans, in particular that joint planning between early years services, children's social care and health services identifies children from birth to age 5 who are at risk of harm. To ensure that appropriate children receive prompt and targeted early intervention and family support services.				
Actions				
REFERENCE	ACTIONS	LEAD	HOW THIS WILL BE ACHIEVED	BY WHEN
1.1.1	To receive regular reports on the development of the early intervention service and to assess the effectiveness of these services	Deputy Managing Director, Children's Trust	Report to the LSCB	Reported to July and November 2012 Board

1.1.2	To ensure that safeguarding children is included in early intervention and early years action plans	Director of Children's Services	Early Intervention forms part of CYPP 11/12 Action Plan and is separately identified within the plan so that it can be monitored as a separate action plan when required. (See EI-CYPP Action Plan 2012.13)	Included in CYPP
1.1.3	To provide regular updates on the use of CAFs across all agencies	Deputy Managing Director, Children's Trust	Report to each Executive meeting and by exception escalated to Board meetings	Information reported

1.1.4	Inclusion of training on “Safeguarding and early intervention, Using early intervention assessment tools and integrated working in the LSCB training plan	Chair of Learning and Improvement Group	Learning and Improvement Sub Group Review of the LSCB training programme	Included in Training Programme
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Priority 1.2 To raise professional awareness of and assist in the development of new services for “at risk” groups relating to domestic violence, drugs/alcohol misuse and adult mental health issues being developed by the Early Intervention High Risk families sub group

Actions

1.2.1	To consider reports and progress of the Troubled Families programme particularly in relation to safeguarding issues	Troubled Families Coordinator	Report to the LSCB meetings	Reported to November 2012 LSCB
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1.2.2	To include domestic violence, the impact of parental mental health and other parental/carer issues in the LSCB training plan	Chair of Learning and Improvement Group	Learning and Improvement Group Review of LSCB training programme	Included in Training Programme
Priority 1.3 To implement Child Death Overview panel recommendations				
Actions				
1.3.1	To reduce deaths associated with Sudden Infant death syndrome by implementing the action plan for the reduction of SIDs/SUDIs through health care services and independent providers, children's social care , education services and the voluntary sector	Chair of CDOP	In the annual action plan for CDOP Group -	Work undertaken

1.3.2	To raise the awareness of the risks to children of parental consanguinity through the London LSCB and CDOP Chairs Forum	Chair of CDOP	Independent Chair to raise at London Safeguarding Chairs' meeting	Work undertaken
1.3.3	To engage with relevant local community leaders and faith groups on the issue of consanguinity	Chair of CDOP	In the annual action plan for CDOP Group	Work undertaken
1.3.4	To identify good practice nationally on the issue of the risks associated with child death, life threatening conditions and disability among children of consanguineous parents	Chair of CDOP	In the annual action plan for CDOP Group	Work undertaken

Strategic Theme 2				
Enabling children and young people to be safe and promote their well being				
Priority 2.1 To improve the safeguarding of children affected by domestic abuse and affected by parental issues such as substance misuse, mental health issues or learning disabilities				
Actions				
2.1.1	To review and consider the implications for safeguarding children of the available data on the prevalence of domestic abuse and the prevalence of substance misuse, mental health, learning disabilities e.g. frequency of concern expressed at: a) referral to social care b) child protection conference	Director of Public Health Managing Director, Children's Trust	There is a multi-agency JSNA deep dive underway. High risk families workstream of the Early Intervention Strategy addressing these issues	Work undertaken Work undertaken

2.1.2	To hold LSCB conference Safeguarding Children from Domestic Violence	LSCB Practice Development Manager and Workforce Development Manager	Learning and Improvement Sub Group (Conference Planning Group)	Conference held October 2012
2.1.3	Presentation to and support to “shadowing” opportunities with London East Probation Trust	Managing Director of the Children’s Trust and Assistant Chief Officer of the London East Probation Trust	Children’s Trust representation at the London East Probation Trust Learning and Development day.	Presentation in May 2012. Continuing shadowing not available from Probation
2.1.4	To provide training on parental issues as part of the LSCB Training programme	Chair of Learning and Improvement Group	Learning and Improvement Group	Included in Training Programme

2.1.5	To develop protocols/practice guidance between Adults and Children's Services.	Interim Principal Social Worker, Children's Trust	Management of Individual Cases sub group	To be carried forward to Business Plan 13/14
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Priority 2.2 To improve safeguarding of children who are privately fostered and to improve safeguarding of children and young people at risk of sexual exploitation

Actions

2.2.1	To raise awareness of trafficked children/ privately fostered children through a cross borough briefing	LSCB Practice Development Manager and Workforce Development Manager	Redbridge to lead on cross borough briefing with Havering, Barking & Dagenham and Waltham Forest.	Cross Borough briefing held May 2012
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2.2.2	To respond to the findings of the Children's Commissioner report on sexual exploitation and the DfE Tackling Child Sexual Exploitation Action Plan and assessment of risk in Redbridge	Chair of the Learning and Improvement Group	Work plan of the Learning and Improvement Group Report on Redbridge risk to LSCB November meeting	Task and Finish group formed. Reported to LSCB April 2013
2.2.3	To provide training and awareness raising on child sexual exploitation	Chair of Learning and Improvement Group	Learning and Improvement Group Work Plan	Reported to LSCB April 2013

Priority 2.3 To improve child protection processes and respond to 'Managing Individual Cases: A Framework for assessment for children in need and their families' (June 2012)

Actions				
2.3.1	To encourage and monitor the development of MASH and implement Strengthening families model for Child Protection conferences	Deputy MD Children's Trust (MASH)	There is a MASH Project Board with steering and operational groups responsibility Strengthening Families forms part of the CYPP Action Plan 2011/12	MASH to become operational Strengthening families model in place
2.3.2	Develop and ensure that there is a robust audit programme in place to monitor the effectiveness of child protection processes of all agencies	Chair of Managing Individual Cases Group	In the annual action plan of the Management of Individual Cases Group	Reported to LSCB January 2013
2.3.3	Undertake quarterly thematic audits	Chair of Managing Individual Cases Group	In the annual action plan of the Management of Individual Cases Group	Reported to LSCB

2.3.4	Implement "Viewpoint" for consulting children and young people about their contribution to the CP plan and its review	Interim Principal Social Worker	In the annual action plan of the Management of Individual Cases Group	Implemented January 2013
2.3.5	Discuss and report on implications of "Managing Individual Cases" guidance to LSCB	Interim Principal Social Worker	Report to the November LSCB Board meeting	Update to LSCB in November 2012
Priority 2.4 To monitor implementation of recent work				
Actions				
2.4.1	To receive a report on safeguarding and the Olympics to ensure that there is an appropriate legacy for future high profile events	Chief Services to Young People Officer	Report to be considered at the LSCB Executive	Considered at the LSCB Executive October 2012

2.4.2	To implement and monitor the eSafety strategy	Chair of Learning and Improvement Group	In the annual action plan of the Learning and Improvement Group	Work included in Sexual Exploitation Strategy
2.4.3	To provide multi agency training on eSafety	Chair of Learning and Improvement Group	In the annual action plan of the Learning and Improvement Group	Included in Training Programme
2.4.4	To receive reports on eSafety incidents	Chair of Learning and Improvement Group	In the annual action plan of the Learning and Improvement Group	No incidents reported in 2012

Strategic Theme 3				
Developing the Role and Effectiveness of the LSCB				
Priority 3.1 Review and act on recommendations to improve business planning and operational efficiency				
Action				
3.1.1	Undertake a review of current business processes and sub group structures	LSCB Chair	LSCB Chair to review	Review completed
3.1.2	Implement recommendations	LSCB Chair	LSCB Executive to oversee implementation	Recommendations implemented
3.1.3	Use Development Half Day to review and implement new planning cycle	LSCB Chair	LSCB Executive to plan	Development Day held November 2012
Priority 3.2 To develop the leadership, learning and improvement of the LSCB				
Actions				

3.2.1	Report to the LSCB on outcomes and actions from all agency "safeguarding" reviews/inspections	All agencies	Each agency to notify LSCB Practice Development Manager when an inspection is taking place.	Reported to LSCB
3.2.2	Act on and implement statutory guidance on Working Together and 3.2.1 Learning and Improvement (June 2012)	Chair of Learning and Improvement	In the annual action plan of the Learning and Improvement Group and Serious Case Review Panel LSCB Executive Group	Working Together published March 2013.
3.2.3	Hold briefings on lessons from relevant Serious Case Reviews, locally, regionally and nationally	Chair of Learning and Improvement Group	In the annual action plan of the Learning and Improvement Group and Serious Case Review Panel	Briefing held in July 2012
3.2.4	To establish an Annual Conference on a key theme (theme for 2012/13 Domestic Violence)	Chair of Learning and Improvement Group	In the annual action plan of the Learning and Improvement Group	Conference held October 2012

Priority 3.3 To continue to raise awareness of the LSCB and safeguarding issues with focus on front line practitioners, young people and schools

Actions

3.3.1	Produce a regular e newsletter after each Board meeting with key information for front line practitioners	Chair and LSCB Practice and Development Manager	Newsletter produced after each LSCB Board meeting with information from national developments, London Safeguarding Board and horizon scanning by the Executive.	Independent Chair's briefing produced
3.3.2	Increase representation of headteachers on the Board and utilise the LSCB newsletter and RedPen	DCS and the LSCB Chair	DCS to liaise with Head Teacher Representatives to ensure representation includes academy and independent schools as well as LA maintained schools LSCB newsletter to be included in RedPen (e-communication with schools) as well as LSCB website.	Increased representation achieved. LSCB Newsletter circulated on Redpen

3.3.3	To engage regularly with the Youth Forum and hold an Annual event with young people on safeguarding issues	Chief Services to Young People Officer	The LSCB Chair will meet the Youth Forum twice per year. CSYF to prepare a proposal for an annual event for consideration by the LSCB Executive	LSCB Chair met Youth Forum in November 2012.
Priority 3.4 To strength whole organisation multi -agency working				
Actions				
3.4.1	To act on the outcomes of the Section11 Audit 2012	All agencies	Each agency is responsible for their own action plan. This overseen by the LSCB Chair	Work completed
3.4.2	To initiate a multi-agency audit task and finish group with external facilitation	Chair of Managing Individual Cases Group	In the annual action plan of the Management of Individual Cases Group	Group held February to September 2012

3.4.3	To develop understanding of safeguarding responsibilities in all agencies through presentations at Board meetings and a programme of visits of Board members with Chair to front line practitioners in other agencies	LSCB Chair and LSCB Executive	LSCB Executive group will agenda plan presentations LSCB Chair will undertake visits	Plan of presentations in place
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Appendix 4

LSCB BUSINESS PLAN 2013/14

Strategic Theme 1				
Enabling children and young people to have the best start in life and to tackle problems early.				
Priority 1.1 To scrutinise the Early Intervention, Early Years and Healthy Child Action Plans in the light of the Early Help offer and to investigate child poverty and welfare reform on local families.				
Actions				
Reference	Actions	Lead	How this will be achieved	By when
1.1.1	The LSCB Board to scrutinise the performance of early intervention services	Local Authority Head of CRC	Twice yearly reports to the LSCB Board	Report to LSCB in July 2013 and January 2014
1.1.2	The LSCB Board to scrutinise early years report cards and safeguarding audits	Chair of Management of Individual cases Group (MIC)	Full reports to MIC	February 2014

1.1.3	Early help training is available to professionals in relation to safeguarding	Chair of Learning and Improvement Group (LIG)	Inclusion of training on CAF and Integrated working in the LSCB training plan	October 2013
1.1.4	To improve the local multi agency understanding of the impact of child poverty/welfare reform in Redbridge	LSCB Executive	Commission local research on the impact of child poverty/welfare reform in Redbridge	March 2014
1.1.5	The LSCB Board to review the Early help offers in line with Working together 2013 Chapter 1	LSCB Executive	Report to LSCB Board	October 2013

Priority 1.2 To monitor new services which have been developed for “at risk” groups particularly relating to the “Toxic trio” and ensure that the safeguarding of children is a focus.

Actions

1.2.1	The LSCB Board to scrutinise the progress of the Troubled Families programme specifically in relation to child protection issues	Local Authority Head of CRC	To consider reports and progress of the Troubled Families programme particularly in relation to safeguarding issues	October 2013
1.2.2	To ensure that the learning from the Toxic trio work, Domestic violence strategy and conference is made available to professionals	Chair of Learning and Improvement Group	To include domestic violence, parental mental health and other parental/carer issues in the LSCB training plan	October 2013

1.2.3	To improve service delivery to families by ensuring joint working protocols between Children/Adults services are in place	Chair of Management of Individual cases /PCFSW and named lead for adults	Report to LSCB Board: 1) reviewing current working arrangements between Children's and Adult services in child protection and children in need 2) development of working protocols and guidance between Children's and Adults , to specifically cover promoting collaborative working with families where there may be mental health; domestic violence and / or substance 3) Children's Services to be represented in Adult Safeguarding Board	January 2014
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Priority 1.3 To implement the recommendations outlined in the CDOP annual report for prevention of child deaths in Redbridge.				
Actions				
1.3.1	To reduce deaths associated with Sudden Infant death syndrome by implementing the action plan for the reduction of SIDs/SUDIs through health care services and independent providers, children's social care, education services and the voluntary sector	Chair of CDOP	To raise awareness of SIDS/SUDIs through the distribution of information materials to all groups. To alert services to new dangers e.g. nappy sacks or national alerts on preventable child deaths	March 2014

1.3.2	Raise awareness of the risks associated with child death and life threatening conditions among children of consanguineous parents by engaging with community leaders, faith groups and front line practitioners on the issue of consanguinity	Chair of CDOP	To obtain the views of relevant professionals and LSCB Lay members on developing and disseminating information on consanguinity in the community	March 2014
1.3.3	Improve data collection in deaths due to chromosomal, genetic or congenital anomalies by relevant audit programmes	Chair of CDOP	To develop the data collection by liaison with relevant health professionals and report to CDOP	March 2014
1.3.4	Commission relevant training programme through the LSCB Training programme on the identified issues above	Chair of CDOP	Funding agreed. Training to be commissioned. Identification of key professionals/target group	March 2014

Strategic Theme 2				
Enabling children and young people to be safe and promote their well being				
Priority 2.1 To scrutinise the quality of child protection and safeguarding work and its outcomes across all agencies				
Actions				
2.1.1	To demonstrate improvement in child protection functions as identified for the LSCB in the most recent Ofsted inspection	Independent Chair and DCS	To undertake actions resulting from the Ofsted inspections of child protection services (November 2012) specifically relating to the role of the LSCB	October 2013
2.1.2	The LSCB Board to scrutinise the new MASH arrangements to ensure improving multi agency working on child protection	Deputy Managing Director of the Children's Trust	To provide bi annual reports on the performance of MASH	July 2013 and January 2014
2.1.3	The LSCB Board to be assured about the quality of safeguarding practice within new health arrangements	CCG lead for LSCB / Independent Chair	To report to the LSCB on the compliance and quality of safeguarding work for health providers	December 2013

2.1.4	To continue to monitor agency attendance at child protection conferences and seek action to develop innovative approaches to achieving all agency buy in	Head of Quality, Commissioning and Finance (Local Authority)	Report to the LSCB in July 2013. LSCB to consider and agree actions necessary to secure improvement	January 2013
2.1.5	The LSCB should publish a threshold document that includes: - process for the early help assessment and the type and level of need, for when the case should be referred to the local authority children's social care for assessment under : section 17 of the Children act 1989 (children in need); section 47 of the Children Act 1989 (reasonable cause to suspect children suffering or likely to suffer significant harm); section 31 (care orders);section 20 (duty to accommodate a child)	LSCB Executive/ DCS	Produce threshold document for October 2013 Board	October 2013

2.1.6	To improve the quality of multi agency practice across all partner agencies	Chair Learning and Improvement Group and MIC Group	Continue programme of multi agency training; workshops and annual conference	March 2014
Priority 2.2 To address the issues of Child Sexual Exploitation (CSE) and silent victims including child trafficking and missing children.				
Actions				
2.2.1	To produce a CSE strategy for the Borough	Chair of CSE task group	The LSCB to fund a lead on CSE in 2013/14 Strategy to be presented to the LSCB. Agencies to be aware of warnings signs of CSE through awareness raising. CSE to be the theme for the LSCB conference in 2013	March 2014
2.2.2	To commission dedicated work to produce data and guidance on CSE for the Borough	LSCB Executive/ DCS	The LSCB to fund a lead on CSE in 2013/14. Interim findings to be presented to the LSCB	October 2013

2.2.3	To respond to the recommendations of the Children's Commissioner's work	Deputy Managing Director of the Children's Trust (Local Authority)	To respond to requests for information from the Children's Commissioner on evidence collection Recommendation on Commissioner's final report to be presented to the LSCB	January 2014
2.2.4	To improve knowledge of extent and reasons children go missing from care and home and take action to reduce number and duration	Head of CRC (Local Authority)	To join missing person data set and respond to recommendations in Spring 2013 audit of cases of children who were missing To be reported to the LSCB	January 2014
Priority 2.3 To scrutinise the child protection and safeguarding practice of looked after children placed both in and outside the Borough.				
Actions				
2.3.1	The LSCB Board to review the outcomes for looked after children	Head of Service Children living away from home (Local authority)	Bi annual reports to the Board to consider a different aspect of looked after children.	July 2013 and January 2014

2.3.2	To quality assure multi-agency practice and undertake an audit programme focusing on looked after children cohorts	MIC Chair	An audit programme agreed with MIC and rolled out	March 2014
2.3.3	To ensure that there is a robust system in place that supports timely initial health assessments and reviews for looked after children and seeks their contribution to their health care plans	NHS Redbridge CCG	A multi-agency action plan	August 2013
2.3.4	To ensure a robust contract specification that meets the needs of looked after children in line with NICE key performance indications (to include establishment of the responsible commissioner)	NHS Redbridge CCG	Contracts specification prepared by Contracts team in Clinical support unit	September 2013

Priority 2.4 To scrutinise safeguarding processes and outcomes for children with disabilities and children with complex SEN.

Actions

2.4.1	The LSCB Board to review safeguarding processes and outcomes for children with disabilities and children with complex SEN	Head of SEN and disability (Local authority)	Report to the Board	January 2014
2.4.2	To quality assure practice through multi agency audit and report outcomes	MIC Chair	Inclusion of this group in the audit programme	March 2014

Strategic Theme 3

Continue to develop the role and effectiveness of the LSCB in delivering outcomes for children

Priority 3.1 To ensure that the Board fulfills its function of scrutiny and challenge outlined in Working Together 2013

Actions

3.1.1	Establish and develop good links and communication between the LSCB, the CCG Health and Well Being	Independent Chair/DCS	The production of written protocols clarifying the formal arrangements	October 2013
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	Board and Local Family Justice Board			
3.1.2	Develop the LSCB Executive as a key forum to drive the LSCB locally with efficient and effective business planning	Independent Chair/ LSCB Executive	Ensuring clear membership, attendance and ownership	May 2013 ongoing
3.1.3	Prioritise the production of a performance management framework including data sets to inform the work of the Board	DCS/ LSCB Executive	Work undertaken by Children's Services and London Chairs	May 2013 ongoing
3.1.4	Ensure work is being undertaken to fulfil responsibilities; role of the Chief executive, enhanced Annual Report and Threshold document	LSCB Executive	LSCB Executive to commission necessary work	May 2013 ongoing
3.1.5	Enhance communication processes amongst agencies including the	LSCB Practice Development Manager	Develop the information circulated to agencies on the role of the LSCB and	October 2013

	website		Working Together guidance. Development of Chair's newsletter. Review of LSCB web site	
Priority 3.2 To produce and share a local learning and improvement framework				
Actions				
3.2.1	Ensure the LSCB Board is aware and can review all safeguarding/child protection inspections in all partner agencies	LSCB Executive	Request all agencies to report inspections and include action plans in Calendar of reports	May 2013 ongoing
3.2.2	Produce the local learning framework in discussion with partners	LSCB Executive/ LIG Chair	Commence partnership discussion and commission work	
3.2.3	Review the local process in respect of Serious Case Reviews and "near miss" process and amend in line	LSCB Executive	Papers to LSCB Executive re approach	

	with Working together 2013			
3.2.4	Clarify and undertake a programme of multi agency audits which are part of the learning and improvement framework	MIC Chair	Commission a programme and ensure compliance	
3.2.5	Commission and share outcomes on a historical case in the Borough, of particular relevance to schools	DCS/Local Authority	Commission work and share at October conference	October 2013
3.2.6	To share lessons on the management of individual cases issues with a school focus	Head teacher group of the LSCB	To participate and advise on schools perspective on the impact of child poverty, welfare reform and Child Sexual Exploitation.	January 2014

Priority 3.3 To facilitate cross agency and community understanding of safeguarding work.

Actions

3.3.1	To continue presentations at each Board meeting from all partners on their safeguarding work	LSCB Practice Development manager	Rolling programme and evaluation	On going
3.3.2	To address an issue for the community identified by Lay Members and use their expertise to develop a response	LSCB Board Lay Members	Provide support to Lay Members	May 2013 on going
3.3.3	To Hold the Second Annual LSCB Conference to share awareness with professionals across all agencies	LSCB Practice manager	Conference on aspects of Child Sexual Exploitation	October 2013