

Redbridge LSCB Annual Report

2013/14

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Section 1

EXECUTIVE SUMMARY

The Redbridge LSCB Annual Report 2013/14 is a statutory report required by Children's 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 agencies working individually and on a multi-agency basis to improve outcomes, services and access to services. This will be reported to Redbridge Council's Cabinet, Chief Executive, the Leader of the Council, 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 of child protection and safeguarding for all agencies working with children.

The work of the LSCB in detail is outlined in the LSCB Business Plan 2013/14.

In Section 3 of this report there is a detailed commentary on work undertaken in respect of 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 wellbeing; developing the role and effectiveness of the LSCB.

In line with guidance on LSCB Annual reports, section 4 contains input from partner agencies and Board members on safeguarding and child protection activities and performance in 2013/14.

Section 5 outlines the structural and financial arrangements for the year and Section 6 contains the LSCB Business Plan for 14/15.

Section 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 2013 to March 2014 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, evaluate, 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 Redbridge 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 Cabinet, Chief Executive, the Leader of the Council, 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

Years	Number of children with a Child Protection Plan
31st March 2014	187
31 st March 2013	115
31 st March 2012	141

31 st March 2011	165
31 st March 2010	157

In March 2014 Redbridge had 26.0 children with a child protection plan per 10,000 population compared with 16.2 at March 2013 and 21.4 in March 2012. 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. However, from March 2013 to the end of March 2014, there was a 62% increase in the number of children with a Child Protection Plan. There are increased child protection plans under the categories of neglect and emotional abuse.

The table below shows the number of children who started a Child Protection Plan over the year. The number of children starting a Child Protection Plan in 2010/11 and 2011/12 was similar, but this number reduced by 19% in 2012/13. However, there was a 48% increase in the number of children starting a Child Protection Plan in 2013/14 from the numbers (155) that started 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 (108) by 66% in 2013/14 from the 65 recorded in 2012/13. Similar increases were noted in physical abuse 77% (16) from the 9 children reported in 2012/13. Emotional abuse increased by 33%, from 66 children in 2012/13 to 88 children in 2013/14.

Number of children who became the subject of a Child Protection Plan (registrations) during the year by category of risk					
	2009/10	2010/11	2011/12	2012/13	2013/14
Neglect	48	69	81	65	108
Physical Abuse	8	3	17	9	16
Sexual Abuse	0	11	2	12	15
Emotional Abuse	18	60	85	66	88
Multiple categories	79	41	4	1	0
Total	153	184	189	153	227

The table below reports the number of children who started a Child Protection Plan by their age at starting. It is evident that the number of unborn children increased from 6 in 2012/13 to 25 in 2013/14, after a reduction in 2012/13. However the largest age groups are 5-9 year olds, 84.6% and 1-5 year olds a 34.0% increase respectively.

Number of Children who became the subject of a Child Protection Plan (registrations) during the year ending 31 March, by age group					
	2009/10	2010/11	2011/12	2012/13	2013/14
Unborn	18	10	13	9	25
Under 1 Year	18	25	20	17	15
1 - 4 Years	41	56	56	44	59
5- 9 Years	34	48	54	39	72
10 - 15 Years	39	42	42	41	51
16 Years and Over	3	3	4	3	5
Total	153	184	189	153	227

The Council's **Annual Children Looked After** statistical return to government showed an increase of 10 children (4.5%) from 206 children at the end of 2012/13. At the end of March 2013/14 there were 30.03 looked after children per 10,000 population, which is similar to 30 in 2012/13. **Our number of 'Children Looked After' decreased early in the year but increased later in the year.** At the end of the year we were reporting 216 children as being looked after. Redbridge has consistently had a lower number of looked after children than our Statistical Neighbours. In 2012/13 the Statistical Neighbours average was 308 looked after children. However, the average is deceptive because there is such a wide range in the number of children looked after within our SN neighbours, varying from the highs of 735 (Croydon, the numbers of LAC are vastly inflated by Asylum seekers), 400 (Ealing), 365 (Hillingdon) to the lower end of 140 (Merton), 170 (Slough) and 170 (Harrow).

Total No. Of Children Looked After as at 31st March				
2009/10	2010/11	2011/12	2012/13	2013/14
225	210	217	206	216

2.2 Key Challenges and Scrutiny

Child Sexual Exploitation (CSE) continues to have a high national profile and in 2013/14 we built on initial work 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 nature of CSE varies according to the local context. In Redbridge we continue to focus on local issues; historical child sexual abuse cases, cases of young people, some of whom are placed by other local authorities in the Borough and trafficking. A considerable number of young people at risk of CSE have a history of going missing from home or care. Work in this area has also led to a new focus on Female Genital Mutilation (FGM) which is a new area for scrutiny in the 2014/15 Business Plan.

The local demographics of the Borough also represent a key challenge to all agencies. An increasing number of referrals to Children's Social Care has put significant pressure on the social

care system and in particular the ability to recruit social workers of the necessary quantity and quality to provide full assurance for these services.

One of the challenges facing the LSCB has been 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 new arrangements for the delivery of Probation services. The changes in the Health economy have embedded in the course of the year and Board representation has been clarified. As Independent Chair I have spoken individually to all new representatives and established lines of communication, however in a number of cases our LSCB representatives are covering multiple Boroughs and not always able to participate in our sub group structures and detailed work of the Board. As yet we have no representation from NHS England. Police changes have led to changing representation but continuing proactive work with the Board. The changes in probation are yet to bed down.

During 2013/14 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 and reports have been commissioned and reported to the Board on an historical case and recent cases of child sexual exploitation.

One of the most important aspects of **challenge and scrutiny is to ensure that the “Voice” of all** Board members is heard. For the second year we have used the Board Development Day to seek Board member views outside of the normal structure of a Board meeting. This material is used in the construction of the new Business Plan but also directly allows challenge and scrutiny by individual members. For this reason I have included participants and comments in my foreword this year.

Event facilitated by Annette Zera www.gettingonbrilliantly.co.uk

Participants

Deborah Absalom, Independent Chair
Sue Blows, Head teacher, Hatton Special School
Linda Blyth, LSCB Practice Development Manager
Dianne Borien, Early Years Manager
Pauline Brown, Principal Officer, Adult Social Services
Roger Carruthers, Head of Commissioning, Quality & Finance
Cynthia Condliffe, Designated Nurse for Safeguarding Children
Caroline Cutts, Deputy Managing Director LBR Children’s Trust
Ravi Dagan-Walters, Manager Norwood
Bob Edwards, NELFT
Raina Gee, Youth Service
Bernie Gibbings, Barking, Havering and Redbridge University Hospitals NHS Trust
Nahim Hanif, Lay Member
Gursimran Hans, Youth Forum
Ruth Holmes, Head of Youth Offending and Targeted Prevention
Caroline Jackson, Metropolitan Police Child Abuse Investigation Team
Hilary Kundu, Lay Member
Jas Leverton, Head teacher, Cranbrook Primary
T Mcleary, Barts Health
Ronke Martins-Taylor, Chief Services to Young People Officer

Simon Moules, Diocesan Safeguarding Officer Diocese of Brentwood
 Jenny Norwood, Youth Service
 Ellie O'Connor, Police Service
 Kieran O'Connor, Youth Forum
 Mary Pilgrim, Assistant Chief Officer, Probation Service
 Patrick Power, Managing Director, London Borough of Redbridge Children's Trust
 Pat Reynolds, Director of Children's Services
 Victoria Roberts, Redbridge Victim Support
 Shabana Shaukat, Lay Member
 Karen Shaw, Head of Housing Needs
 Cllr Alan Weinberg, Lead Member for Children and Young People

What have been the most pressing safeguarding issues for each of us at work over the past year?

- Listening more to the voice of the child – very positive!
- Police referrals – crime up 70%. Challenge to meet the demands and the unintended consequences of poor recruitment to safeguarding
- Health – capacity is an issue
- Transitory population impacts on service provision
- Domestic violence increasing in profile
- Mental health issues increasing
- Housing issues create harder involvement
- Looked after children – coordinating a complete response and support from all agencies particularly from other L.A.s
- Historical abuse reporting increasing
- How best to use Action Plans and resources
- Expectations constantly increasing on service provision
- Challenge for designated nurses and ownership/ wilful neglect pending legislation
- Reorganisation: NHS, Police, Social Care. Changes positive and negative.
- E-Safety: ill-informed parents and vulnerable children. Social media lost **distinction between 'private' and 'public'**
- Children who experience long-term emotional harm and abuse
- Growth in the number of children living with one parent
- Reduced midwife and health visitor contact with families
- Child trafficking and exploitation
- No recourse to public funds
- The emotional health of parents
- Ofsted and other inspections
- Significant increases in the volume of work
- Housing – increased homelessness – migration. Demands!
- Sharing of information within other departments in LA
- Early Years – **Children's Centres** –DV links. Hidden abuse/cultural issues
- NELFT – Managing safeguarding referrals across 4 Boroughs
- Youth - confidentiality – lack of confidence – safe environment and support
- **Children's Services** – non-Redbridge care leavers – duty to inform drift to East London due to housing benefit
- Education – Standards of accommodation – inappropriate standards affects attendance,

- Police - Non-LBR care homes and CSE
- Child poverty/CLA criminalised damage (common assault criminal)
- Victim Support - Volume increasing/fear of children being taken away
- Probation - Information sharing (roles and expectations), cross Borough complexity
- Youth Council - Safety on the streets. Broader issues raised rather than specifics. Raising awareness in relation to friends and removing stigma (mental health issues)
- Victims/perpetrators (young offenders often both) challenge to current structures of the most complex families
- Multi agency auditing and training/SW domestic violence. Increase in Social care referrals. Issues poverty, homelessness, voice of the child, worry about care leavers - more targeting before 18
- Bullying/Home education (children very vulnerable). Trafficking (not just young people but at maternity age)

2.3 Key achievements

The detail of achievements and outcomes in relation to the LSCB Business Plan 2013/14 is contained within Section 3 of this report and the completed Plan attached in the appendices.

The performance of the individual agencies/partners that serve on the LSCB are outlined in Section 4 of this report.

There is 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. This is a key achievement.

Child Sexual Exploitation was our key priority in 2013/14. The production of a strategy document, local guidance and the presentations at the Annual Conference in October 2013 were particularly noteworthy.

Our three Lay Members continue to make a significant contribution to the LSCB. This year they had a lead role in a seminar at the London Safeguarding Conference held in December 2013. The seminar was extremely well attended and the practice in Redbridge was praised by colleagues from other London Boroughs. They have also contributed a community perspective to the work on consanguinity which is a significant issue in Redbridge .

School representation has been enhanced in the course of the year; individual head teachers have worked with one another and shared learning and information from the safeguarding Board much more widely with their colleagues. The addition of an Academy head teacher to the Board is welcomed as all schools, regardless of status, have the same child protection responsibilities.

The work of the Youth Forum has developed and the Board will need to consider ways in which young people will be supported and enabled to continue to be proactively involved in safeguarding work.

This is my final Annual report as Independent Chair and I would like to thank all those who have contributed to safeguarding children and young people in Redbridge.

Section 3

DELIVERY OF THE 2013/14 BUSINESS PLAN

The Business Plan 2013/14 is the result of ongoing work supported by the Board. A Board development day was held in November 2012 with an external facilitator who introduced Open Space principles and which was very positively viewed by Board members. The Plan was also aligned with the Local Authority Children and Young Peoples Plan, the health led Joint Needs Assessment and the Local Authority Early Intervention Strategy. The completed LSCB Business Plan 2013/2014 is attached as an appendix 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 2013/14 is structured around three strategic themes. These themes relate directly to the Borough's **Children and Young Peoples Plan 2013/14**. 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; that is to say specific, measurable, attainable, relevant and time-bound. The plan is therefore not a long document but one which reflects the Board's 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

Engaging 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 2013/14.

Priority 1.1 To scrutinise the Early Intervention, Early years and Healthy Child Action Plans in light of the Early Help offer and to investigate child poverty and effects of welfare reform on local families

This work focused on reports to the Board during the year on the performance, impact and outcomes of early intervention and early help services. The focus was enhanced during the year as leads for Early Years and Childcare services in the Local Authority joined the Board. The training programme included Common Assessment Framework (CAF) and integrated working.

Particularly interesting work which was reported to the Board was undertaken by a Board member looking at the impact of Welfare Reform on the Redbridge population and children and families.

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.

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” using 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 which proved to be highly positive with Redbridge coming fourth amongst London boroughs in the number of families showing improved functioning.

Training programmes were enhanced to include a focus on domestic violence, parental/carer substance misuse and parental/carer mental health issues.

Work was undertaken to review and renew protocols with Adult Services.

Priority 1.3 To implement the recommendations outlined in the Child Death Overview Panel (CDOP) annual report for the prevention of child deaths in Redbridge

Since the 1st April 2008, it became mandatory for Local Safeguarding Children Boards (LSCB) via CDOP to review all expected and unexpected deaths of children who normally reside in their area, from birth up to their 18th birthday. The process excludes stillborn babies and lawful planned terminations.

The two Child Death Overview Panel (CDOP) review processes employed are the:

- i. Multiagency Rapid Response discussions and meetings for an unexpected death
- ii. Scheduled meetings to review all child deaths with core members of a multiagency panel

The key purpose of reviewing these deaths is to determine whether there were any modifiable factors that contributed to the death, to learn lessons and thereby reduce the incidence of preventable child deaths in the future.

The core membership of the CDOP includes senior management representation from Redbridge **Children’s Trust** - Redbridge LSCB, **Children’s Social Services**, Police, Clinical Commissioning Group (CCG), Public Health (London Borough of Redbridge), Barking Havering and Redbridge University Hospitals Trust (BHRUT), and North East London Foundation Trust (NELFT). This multiagency participation is imperative to achieve thorough reviews of child deaths. Gladys Xavier, Deputy Director of Public Health remains the Chair of the CDOP. The Vice Chair position is yet to be agreed

There were three CDOP meetings in 2013/14 to review child deaths, all of which were quorate. There were eight rapid response meetings in 2013/14 in response to unexpected child deaths.

For the year 1st April 2013/31st March 2014, there were twenty-seven reported deaths of children who were residents of Redbridge. Eighteen were expected deaths and nine were unexpected. A number of these could not be closed by the CDOP review as further reports and investigation reports are awaited.

The CDOP completed thirteen child death reviews during 2013/14, which included four children who died during 2012/13. Their cause of death were Sudden Unexpected Unexplained Deaths (SUDI, three cases with associated viral infection, passive smoking and co sleeping factors); Chromosomal, genetic and congenital abnormalities (five cases); Perinatal neonatal events (three associated with prematurity of twenty-five weeks and under) and Acute medical or surgical condition (two, associated with infection). Eight had modifiable factors related to the death and included two with consanguinity factors, six with risk factors for e.g. prone sleeping position, co sleeping, thermal stress factors, passive smoking, older age of parents, drug induced pregnancy and maternal cervical incompetence (also considered to increase the risk of premature births/abortion).

Outcomes for the year

- To address child deaths related to parental consanguinity

A consanguinity subgroup was formed in 2013 which has two LSCB Lay members and has engaged with the Professor of Community Genetics. Further multi-professional training is planned for 2014/15 to raise awareness and to enable professionals to confidently broach the subject with parents, provide basic information and know of the services to refer to.

- To reduce Sudden Infant Deaths (SIDs)

The CDOP continued to reinforce these messages to agencies working with families. The CDOP with Foundation for the Study of Infant Deaths (FSID) have also provided training and supporting literature to Social Care, Children Centres staff, child-minders, foster carers and Child and Family Health Teams. Actions have been implemented in their practice.

- To help reduce accidental deaths

Provision through local professional and community links (multi agency, MARCO, FIND, Redbridge i) of further safety information to prevent accidental child deaths e.g. drowning.

- To support the Bereaved

CDOP with the Lullaby Trust (formerly Foundation for the Study of Infant deaths (FSID) provided Multiagency Bereavement skills training in October - November 2013. Plans are progressing to set up a pilot bereavement support group for bereaved parents and carers in Redbridge. Further LSCB multiagency training is also planned for 2014.

- To raise awareness of the CDOP

The LSCB has the CDOP annual report for 2012/13 on Redbridge i. The annual LSCB training on Understanding the CDOP Review Process encourages agency engagement in the CDOP's work to reduce child deaths.

1. Priorities/Plans for 2014/15

- To continue plans to address child deaths related to parental consanguinity
 - i. To raise awareness amongst GPs so they are better engaged with providing advice to patients and referrals.
 - ii. To work with LSCB Lay members to engage with Community groups, also Community opinion leaders and Councillors; Redbridge Council for Voluntary Service (RCVS) to target the adults and children in certain communities to help inform of issues regarding parental consanguinity, improve their access to genetic advice services and to support the bereaved.
 - iii. To engage Education and Youth services to provide preconception information on the risks encouraging informed choice.
 - iv. To work with Waltham Forest CDOP and Emeritus Professor of Community Genetics, Centre for Health Informatics (CHIME), University College London /Leeds to provide supportive leaflet and guidance resources to professionals and clients.
 - v. To engage with regional genetics team at Great Ormond Street Hospital (GOSH).
- To continue reinforcing messages to reduce Sudden Infant Deaths (SIDs).

surgical condition (two, associated with infection).

- To encourage reinforcing messages to reduce Sudden Infant Deaths (SIDs)
- To prevent and reduce child deaths – by participating locally with:

National strategies by raising awareness of causes of child deaths and encouraging professionals to continue reinforcing safety messages and engage with the annual Child Accident Prevention Trust (CAPT) Child Safety Week initiative.

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 remain focussed on child protection and the delivery of quality services across all agencies.

Priority 2.1 To scrutinise the quality of child protection and safeguarding work and its outcomes across all agencies

The Board undertook its responsibilities in these areas through regular reporting of performance, particularly of service enhancements such as Multi Agency Safeguarding Hub (MASH).

Changes in health arrangements and quality assurance through transition were addressed through regular reporting to the Board. In addition the Independent Chair spoke individually to all new LSCB health representatives to ensure that quality assurance and reporting to the Board was embedded in their systems.

Reporting on attendance at child protection conferences continues to be monitored by the Board.

A revised LSCB Threshold document was published and shared with partners during the year.

Priority 2.2 To address the issues of Child Sexual Exploitation (CSE) and silent victims including child trafficking and missing children

During 2012/13 child sexual exploitation received national prominence through high profile cases, the **Children's** Commissioners report and subsequently the DfE's Tackling Child Sexual Exploitation action plan. The Learning and Improvement Sub 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 theme for our Annual Conference in October 2013. The Conference was very well attended across all agencies and a separate evaluation of the Conference is available.

The LSCB funded dedicated work in this area during this year and reports were commissioned into a local case which was reported to the Board to enhance multi agency learning in this area.

Priority 2.3 To scrutinise the child protection and safeguarding practice of looked after children placed both in and outside the Borough

The Board undertook scrutiny in these areas through reporting and in detail through the multi-agency audit programme which was the responsibility of the Management of Individual Cases Sub Group.

Priority 2.4 To scrutinise safeguarding processes and outcomes for children with disabilities and children with complex special educational needs (SEN)

The Board received reports and challenged in relation to children with these needs.

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 fulfils its function of scrutiny and challenge outlined in Working Together 2013

The function of scrutiny and challenge has been enhanced by ensuring that clear protocols are in place between the LSCB, the Health and Well Being Board and the Adult Safeguarding Board.

The LSCB Executive has developed its role in the course of the year and has been particularly instrumental in providing a greater degree of challenge to all partner agencies.

Improving challenge and scrutiny through reporting on performance and outcomes on a multi-agency basis has been an ongoing issue for the LSCB Executive. During the year the decision was taken to establish a new sub group led by Sally Edwards from the Local Authority with a clear brief to improve the provision of performance data for Board scrutiny.

During the year the Independent Chair met with the Chief Executive. A revised written statement of the respective roles of the Chief Executive, the Independent Chair and the DCS will be produced by August 2014.

Priority 3.2 To produce and share a local learning and improvement framework

During the year the Local Learning and Improvement Framework was completed and approved by the Board. Different learning opportunities were clearly identified as the London Borough of Redbridge is promoting a learning culture across all partner agencies. All partners had an opportunity to contribute towards the learning and improvement framework.

The Independent Chair was commissioned to report on an historical case which had implications for schools and the educational community in Redbridge. This was completed and considered by the Board.

This also provides for a summary and review of Year 3, the final year of the LSCB Training Programme 2011 to 2014 i.e. April 2013 to March 2014 inclusive. Areas covered are the course programme, attendance, evaluations and impact. Responsibility for the developing, commissioning and delivery of the Training Programme rests with the LSCB Learning and Improvement Sub Group chaired by Tendai Dooley, Interim Head of Commissioning, Quality and Finance **in the LBR Children's Trust**. The purpose of the LSCB Training Programme is to provide multi-agency training and development to enable staff and volunteers across Redbridge to work together to effectively safeguard and promote the **welfare of children**. **As part of the Board's** responsibilities, it needs to ensure that this purpose is being fulfilled and that resources allocated within the LSCB budget for training are being spent effectively, achieving best value. In January 2011, via a Task and Finish Group made up of members of the LSCB Training and Development Sub Group, the LSCB commissioned a three year Training Programme based on a Training Needs Analysis exercise across partners which took into account learning from Serious Case Reviews (SCRs), local and national developments, identified training needs from partners,

lessons from research etc. Since then, the Programme has been progressed further taking into account developments and needs as they arose.

During Year 3 of the Training Programme, fifty training courses were provided on twenty-seven 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. For Year 3, this represents 15% of total bookings, a slight improvement on 17% from Year 2. Non-attendances were charged at £100 per candidate until 31st December 2013. This was increased to £125 from 1st January 2014 as part of a strategy to improve attendance.

Course Title	Date (s)	Provider	Attendance	Non-Attendance
Safeguarding Level 1	15/04/13	Joycelyn Thompson, LBR	15	5
	14/06/13		19	2
	11/09/13		15	3
	14/01/14		20	-
	06/03/14		20	-
Safeguarding Level 2	17/05/13	As above.	17	5
	11/07/13		15	5
	16/10/13		10	8
	10/12/13		21	-
	06/02/14		17	5
Safeguarding Level 2/3	06/11/13	Cynthia Condiffe/Joycelyn Thompson, LBR	13	3
Domestic Violence Risk Matrix	11/03/14	Trisha Kelly, Barnardo's	19	2
CAF Assessment & Planning for Practitioners Workshop	22/04/13	Kay Frankcom, LBR	16	1
	24/05/13		7	2
	24/06/13		16	4
	17/07/13		12	4
	08/10/13		18	2
	12/11/13		19	2
	05/12/13		12	-
	07/01/14		17	1
	05/02/14		18	3
	20/03/14		13	3
CDOP: Understanding the Process	22/01/14	Monica Clarke, LBR	10	1

Child Sexual Exploitation Briefing	16/01/14	Harriet Jannetta, LBR	18	3
Course Title	Date (s)	Provider	Attendance	Non-Attendance
Dealing with Child Protection Issues and Allegations Against Staff	27/11/13	Les Newton, LBR	17	3
Domestic Violence Level 1	24/09/13	Reconstruct	22	-
Domestic Violence Level 2	23/10/13	Reconstruct	19	3
Fabricated or Induced Illness	19/09/13 11/02/14	Tendai Dooley, LBR	16 16	1 3
Forced Marriage	04/11/13 03/02/14	JAN Trust	8 9	3 3
Impact of Parental Learning & Physical Disabilities on Safeguarding Children and Young People	02/07/13	Gretchen Precey	18	-
MASH Awareness	04/07/13 26/11/13	Eileen Murphy, LBR	19 17	3 3
Safeguarding Children in a Digital World	23/04/13	Alex Rees, LBR	21	4
Private Fostering Briefing	31/01/14	Pamela Smith, LBR	16	3
Private Fostering, Trafficking & Exploitation of Children	13/05/13	Melanie Phillips, Independent Trainer	16	-
Child Development in Relation to Well-Being and Harm	28/05/13	Melanie Phillips, Independent Trainer	17	1
Safeguarding Children from Abuse linked to a Belief in Spirit Possession	03/06/13	Tendai Dooley, LBR	19	2

Course Title	Date (s)	Provider	Attendance	Non-Attendance
Safeguarding Children from Sexual Exploitation	25 & 26/05/2013 13 & 14/02/2014	Willis Palmer	19 15	1 7
Safeguarding Children with Disabilities	03/12/13	Reconstruct	16	1
Safeguarding Young People's Sexual Health	05/06/13	Amanda Jones, LBR	10	2
Sexual Abuse – Recognition and Process	09/07/13	Melanie Phillips, Independent	15	3
Skills in Complex Analysis, Decision Making and Risk Assessments for Safeguarding Practice	27/06/13	Melanie Phillips, Independent	16	1
Neglect- Its identification & Long Term Impact	10/06/13	Melanie Phillips, Independent Trainer	17	2
Train the Trainer	12/11/13 & 02/12/13	Trish Mossey, RCVS	10 9	1 1
Working with Parents & Families who are Difficult to Engage	03/03/14	Melanie Phillips, Independent	18	4
Young People & Children in the Safeguarding Process	17/06/13	Osiris	18	2
		TOTAL	790	121

The average course attendance in Year 3 was 15.8, indicating a slight rise from 15.25 in Year 2 and 15.25 in Year 1. This represents over three-quarters of the possible capacity as most courses can accept up to 20 candidates. The Learning and Improvement Sub Group continues to consult with partners and review training courses to ensure that courses offered reflect service needs.

Attendance by agencies across Year 3 is represented in the chart below.

There have been some fairly minor changes in relation to attendance by agencies when compared to Year 1 and 2 of the Training Programme, as can be seen from the table below.

Agency	Year 1 (2011 – 2012)	Year 2 (2012 – 2013)	Year 3 (2013 – 2014)
Health	26	17	21
LB Redbridge	39	38	40
Schools	6	12	11
Voluntary/ Community Sector	25	21	17
Private Sector	3	7	6
Other	1	5	5
TOTAL	100%	100%	100%

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

Title	Date	Attendance by candidates via Redbridge
The 'Voice of the Child'	16/05/2013	43
Professionals Working with Young People and Mental Health	21/01/2014	46
Total:		89

The LSCB held its second Annual Conference on the topic of Child Sexual Exploitation on 23rd October 2013. The Conference was organised by a Task and Finish Group consisting of representatives from the Children's Trust, Health, Schools, the Youth Services and the Voluntary Sector. The conference was well attended, attracting ninety-nine multi-agency professionals. A full evaluation of the Conference has been published.

To support accessibility to training for volunteers working in voluntary and community agencies, the LSCB funded a number of training courses specifically for the Redbridge Children and Young People's Network (RCYPN), including Safeguarding Children with Disabilities and Domestic Violence Level 1 and Level 2. 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 and are addressed to the nominating Line Manager to complete during one-to-one or supervision with the course attendee. The requests ask for the following feedback:

- How has attendance on this LSCB Training Course been followed up? e.g. discussed during Supervision/One-to-One Meeting or during a Performance Review etc.
- How has the learning been implemented into practice/work?
- Have there been any opportunities for your staff member to cascade the learning to other colleagues e.g. Team members?
- Are there any other comments that either you or your Team member would like to make about the Training Course that would be helpful in our future planning?

The feedback on impact which is received is then collated into a table which is shared with the Learning and Improvement Sub Group. The volume of returns is low and how this feedback is being sourced is in the process of being reviewed.

Below are some quotations from the feedback received in Year 3 from nominating Line Managers and/or candidates:

“Knowledge obtained has helped participation more fully in safeguarding issues within one of our families. **We were able to challenge incorrect practice with confidence.**” (Voluntary Sector Playgroup Manger)

“I now understand the law and how it can be used to protect children and the responsibility of the local authority to keep children safe.” (Redbridge Foster Carer)

“[Since the training] the E-Safety Policy has been reviewed and updated.” (Special School Business Manager)

“The training has given me the knowledge and skills to complete a CAF.” (Family Worker, Children’s Trust)

“There is now more awareness of the [safeguarding] process in the organisation.” (Manager, Voluntary Sector)

“Learning has improved communication with after school club staff and CP Officer in the school.” (Deputy Head Teacher, School)

“The staff member is now more aware of safeguarding and this is practiced every day and is part of daily risk assessments.” (Manager, Children’s Centre)

The feedback on impact received can be summarised into general themes as follows:

- Changes are being made to practice and procedures following attendance on Training Courses.

- Awareness of safeguarding issues and child welfare is being raised by training across partner agencies.
- Training is being cascaded via Team Meetings and briefings.
- Staff are discussing learning with their Line Managers and how this can be translated into practice during supervision

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

An important part of the work of the Board is to ensure all members understand the contribution that other agencies and partners make to **wards** safeguarding work. We have continued the practice of inviting one agency/partner to make a key presentation at the start of each meeting in order to enhance cross agency understanding.

The Lay Members and Faith group representatives have continued to make significant and valued contributions to the work of the Board.

The Second Annual Conference on the theme of Child Sexual Exploitation was a key point to share practice and raise awareness of individuals beyond Board membership, and the Annual Conference has now been established as a very important element in the LSCB calendar.

Section 4

PARTNER AGENCY AND BOARD MEMBER REPORTS

4.1 REDBRIDGE LOCAL AUTHORITY

4.1.1 Children's Services **Children's** Social Care

LSCB Board Members: DCS Pat Reynolds
 Patrick Power
 Caroline Cutts
 Ronke Martins Taylor
 Tendai Dooley

The London Borough of **Redbridge Children's Trust** is part of the Local Authority's Children's Services and provides a range of interventions and support for children and young people in the areas of early intervention, child protection and assessment services, children in need, children looked after, fostering and adoption services, leaving care and SEN and disabilities services. **Children's Services is responsible for providing social care services to its residents. The Director of Children's Services and the Council are required to comply with and act upon a wide range of statutory regulations and guidance. The Director of Children's Services and the Managing Director of the Children's Trust are both accountable to the lead member of the Cabinet.** In 2013/2014 a number of key safeguarding achievements and activities have been initiated and developed as part of ongoing service development and in response to recommendations made **following inspections in the Children's Trust.**

The Multi-Agency Safeguarding Hub (MASH)

The Multi-Agency Safeguarding Hub, which was launched on the 16th April 2013, is now embedded in Redbridge. 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. The agencies contributing to the MASH are staff members from the Police Public Protection Desk, Health, Education, Probation, Youth Offending Service, Housing and Children's Social Care, and the Police from the Missing Persons Unit. The MASH service has been successful in reducing the number of children and young people requiring statutory services. In 2013/2014 MASH received (1641) contacts. Although 1034 progressed to a referral to the Child Protection and Assessment Service it was only after a thorough multi-agency risk assessment, based on the expertise of the various contributing agencies in the MASH, which has helped to ensure only those who require statutory services are referred. The 607 remaining children and young people were linked to other referrals, diverted to other agencies, offered information and advice, did not require further involvement or were referred to the Early Intervention Service.

The MASH review presented to the LSCB in July 2014 evidenced the impact of co-locating **services, effective information sharing and efficiency in responding to children's needs**. This was a positive review, supported by random case sampling that showcased the overall effectiveness and efficiency of the MASH.

Emergency Duty Service (EDT)

Following a review of the Redbridge Emergency Duty Team (EDT), Redbridge has entered into a partnership with the London Boroughs of Waltham Forest, Havering and Barking & Dagenham for the provision of EDT services. The partnership came into place on May 1, 2014 and provides separate children and adults out of hours emergency duty services as follows:

- **Children's EDT for the four Boroughs is now managed by Redbridge Children's Trust** - the 4 Boroughs children's EDT
- Adults' EDT is now managed by NELFT who provide a service across the four Boroughs.

In terms of the arrangements for children's safeguarding, the aim of the 4 Boroughs children's EDT is to keep children safe by responding to situations arising outside normal working hours which require the intervention of a social worker and cannot wait for a resolution the next working day. (This may include referrals which are not assessed as emergencies but where delay before intervention by day staff could cause deterioration in the welfare or safety of the child.) The new service works to an agreed service specification, which includes approved processes for the referral of children out of hours and the handover of EDT cases to daytime services in each Borough. The work of the new 4 Boroughs children's EDT will be overseen by a governance board with representatives from each Borough. The governance board is responsible for setting the strategic goals and objectives of the service and reviewing performance against these.

Early Intervention and Family Support Services (EI & FSS)

The aim of Early Intervention and Family Support Services is to increase the number of families and young people that could be diverted away from statutory services by offering the right help at the right time. The EI & FSS are focused on prevention and early help / intervention, managing and supporting families in difficulties before situations escalate, managing risk in line with the **local authority's thresholds, direct work with children and families and improving multi-agency work through CAF's and Team Around the Family (TAF)**. Where a child and family would benefit from coordinated support from more than one agency the Common Assessment Framework (CAF) is used to identify what help the child and family require. This approach has **proved** the potential to prevent needs escalating to a point where statutory intervention is required. The

impact of the EI&FSS on outcomes for children and young people will be the subject of an evaluation in 2015.

The Intensive Support Team (IST)

The Intensive Support Team was formed in September 2010 with a remit to work with children on the edge of care to reduce the number of children coming into care and to work intensively with families to return children home from care within a period of 6 weeks where it is safe to do so. The IST is fully embedded and has been successful in keeping young people within their family network and thereby improving their outcomes. The Team currently consists of 5 Social Workers, 1 Family Support Worker and 1 Senior Practitioner. The number of looked after children at March 2014 was 216 compared to 206 in 2013 and 217 in 2012. It is acknowledged that some young people do need to be looked after to ensure that they are safeguarded and although we have had an **increase in the number of referrals received by the Children's Trust (from 3648 in 2012/2013 to 4721 in 2013/2014 = difference of +1073)** the number of young people looked after remains consistent. In 2013/2014 the IST Service supported 164 children and young people and their families. The majority of these children and young people (91%) remained at home. Most of the remainder were supported in other ways such as with extended families. Only 12 children and young people remained looked after with 41% of those returning home within a few days of being looked after. The Intensive Support Team continues to implement the recommendations from the Ofsted inspection in October 2012 to build on the expertise within the Team to maximise the best outcomes for the young people in Redbridge. In October 2013 the IST Service underwent a training programme with Barnardo's to become proficient in engaging young people and their families in direct work related to child sexual exploitation. The service will continue to engage in ongoing training and development in this area.

IMPROVING OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

Local Authority Designated Officer (LADO)

The Local Authority Designated Officer role is to ensure that all allegations or concerns about professionals or adults working or volunteering with children are recorded appropriately, monitored and progressed in a timely and confidential manner. It provides all agencies whether from statutory private or voluntary sector with a central point of contact for them to discuss and refer concerns falling within the above criteria. The role of the LADO is advertised to all staff and partner agencies to ensure this aspect of safeguarding children and young people is understood and accessed where appropriate.

Staff Mentoring Scheme

In October 2012, Redbridge, in conjunction with the Willis Palmer organisation, set up a 6 month mentoring scheme for social workers and managers in order to promote improved confidence in social work practice, refining analytical skills and decision making, and develop and improve reviewing of cases to support progress for children and young people. The scheme has been reinitiated in May 2014 for another 6 month programme to ensure staff can access a range of support and learning tools.

Family Group Conferences (FGC)

Since August 2012 Family Group Conferences have been offered through independent Family Group Conference Coordinators. Children and young people subject to care proceedings will be offered a FGC to ascertain if any family or friends where appropriate are able to offer a suitable

long term placement for them. We are using FGC for families that are at crisis point and looking for support to assist with childcare within their friends, family and local community. To date 58 Family Group Conferences have been facilitated. We have a number of **Children's Services staff** trained as FGC Coordinators and we are seeking to expand the training programme. A recent evaluation of the programme indicates that the FGC process has reduced the number of family and friends coming forward at the last minute during proceedings which has prevented delays in achieving stability for children and young people.

PARTNERSHIP WORKING

Coram

Coram is a world renowned organisation in the field of adoption and on the 3rd September 2012 signed a partnership arrangement with Redbridge to deliver adoption services in the Borough with the initial phase, operating over a period of 2 years. This arrangement came into effect in January 2013. The Partnership is based on a shared commitment to place children, where their care plan is adoption, at the earliest opportunity, support the recruitment of adopters for children waiting for placement and provide the Borough with access to Coram recruited adopters to meet **children's needs and to place them with adopters without** delay. Coram has a Team Manager who is the operational lead in the Borough for the adoption team. The Team Manager is jointly managed by Redbridge and Coram supervising the work of the manager on professional and development issues. The Partnership has proved to be highly successful with significant increases in the numbers of children adopted and prospective adoptive families recruited in 2013/14. We are currently in the second year of the initial phase of the service and it is envisaged that the service will be developed and expanded in 2015.

Troubled Families

The Troubled Families programme is a government initiative which launched in 2011 with the aim of getting children back to school, reducing youth crime and anti-social behaviour and helping parents get back into work with the aim of reducing the number of families requiring public sector services. Funding for the project is until 2015 but maybe extended. The London Borough of Redbridge is currently working with 500 families who meet the Troubled Families criteria. We are working hard to reach families that fall under any 2 of the categories including joblessness, youth crime / antisocial behaviour and poor school attendance. We have 8 Family Support Workers (2 of which are Education Welfare Officers) 1 seconded member of staff from Job Centre Plus and 1 Domestic Violence Coordinator to offer a holistic approach with **families whom are deemed as 'troubled'** under the government initiative. The service provided also includes:

- Triple P (Parenting Course), which teaches parents techniques to manage their child's behaviour.
- Facilitation of the Caring Dad's Programme to help fathers to better their relationships with their children where domestic violence is occurring
- Provision of 1-to-1 support for male perpetrators of domestic violence. This is a 7 week programme with a current waiting list due to high demand. 2 staff members are trained to provide 1-to-1 support. This is a new programme which began in March 2014.
- One of the Education Welfare officers in the service is training to carry out Family Group Conferences in line with the Signs of Safety Model.

The Troubled Families Service is reliant on 'payment by results'. To date 184 families have been supported, which has resulted in positive outcomes including a reduction in youth crime, improvement of school attendance for some children and parents beginning to engage in employment training of volunteer programmes. The Redbridge Troubled families service was the fourth most successful London borough in 2013/14 in improving the lives of its target group of families and has been invited to take part in Phase two.

Care Leavers /Barnardo's Partnerships

The Leaving Care Team has been seconded to Barnardo's since the beginning of 2014 as part of a National Social Work Practice pilot. This has provided new opportunities for Care Leavers regarding accessing a more user friendly building. As Barnardo's is a well-established charity, care leavers have been able to access other aspects of their service provision, e.g. befriending volunteers; free bedding and other essentials from organisations like John Lewis etc. Care leavers will be able to access free additional resources. The Leaving Care Team has more flexibility as an outsourced provider e.g. weekend surgeries, training courses. This has increased care leavers access to Personal Advisors. **Additionally Barnardo's have provided additional resources to the service including a volunteer organiser and extra administrative support.**

The Single Assessment

This is an assessment that is based on the Strengthening Families Approach. From 1st April 2014, The Single Assessment was introduced replacing Initial Assessments and Core Assessments. The Single Assessment has been well received by practitioners and service users alike. This Assessment is a more effective way of collating information and ensuring that service users are not repeating the same information to different practitioners. There are 3 criteria for receiving the assessments which have been agreed and set at:-

- 10 days – This is the high level, meaning urgent information required.
- 25 days – This is the medium level, meaning action is required to collate relevant information or explore complex issues.
- 35 days – This is high level, but indicates that a core assessment is required to fully understand the issues presented.

The Single Assessment requires practitioners to evidence their rationale for the conclusions that they make. This is not a tick box exercise but requires evidence of reflective and analytical practice. The Single Assessment feeds into Child Protection Conferences; Looked after Children and Children in Need **children with disabilities' reviews**. Initial audits of Single Assessments undertaken in CPAT, (June/July 2014) evidenced more analytical social work practice that provided a rationale for the assessment outcomes.

INTERNAL AND EXTERNAL SCRUTINY 2013/2014

In 2013/2014 Redbridge underwent a number of internal and external arrangements for scrutiny, challenge and inspection. The **Heads of Service in the Children's Trust along with the Managing Director meet with the Director of Children's Services to provide information regarding monitoring progress of services and detailed analysis of performance with 'Deep Dive' exercises.** Weekly performance clinics for managers are held to review safeguarding practices, which includes visits to children and young people and management of caseloads. Through implementing the Annual Quality Assurance Programme and ad hoc audits, 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 and inspection preparation. We now have a team of 4 Quality Assurance Officers, which includes an LSCB QA Officer focusing on multi-agency audits. There is also a monthly casework panel chaired **alternately by the managing director and deputy managing director of the Children's Trust** which focuses on child protection and cases of concern.

4.1.2 LOCAL AUTHORITY EARLY YEARS AND CHILDCARE SERVICE

LSCB Member: Dianne Borien

Early years & Childcare Service – part of LA statutory duty under Children Acts 1989 and 2004 and the Childcare Act 2006.

- The Early Years & Childcare Service covers a range of statutory services that include: 17 **Children’s Centres; the core purpose of Sure Start Children’s Centres is to improve outcomes** for young children and their families, with a particular focus on the most disadvantaged, so children are equipped for life and ready for school, no matter what their background or family circumstances.
- 4 LA maintained nurseries linked to Children Centres,
- The FIND Information Service; provides information, advice and assistance to parents, carers and **professionals on the range of children, family and young people’s services available** in their area.
- Early Years & Childcare Improvement Team; provides training, advice, support and challenge to the Early Years Childcare sector birth to 5.
- Provision of Free Early Years Education places for two, three and four year olds.

The governance of the service is in two parts; the service is managed by the Chief Officer for Learning and School Improvement and through him the Council’s **own governance arrangements. Children’s Centres are required to have in place an Advisory Board which is a statutory requirement.** These boards do not have any decision making powers delegated to **them but act as a scrutiny function for the 15 Children’s Centres** directly managed by the local authority.

Key agency safeguarding activities and achievements in 2013/14

Childcare Standards Officers (CSOs) within The Early Years and Childcare Improvement Team (EYCIT) deliver a range of safeguarding training to the breadth of the childcare sector including basic awareness, safer recruitment workshops and sessions targeted for Lead Safeguarding Officers (LSO) and /or their deputies. This includes bespoke in house training.

As part of the Team around the Setting approach, every setting, including Out of School Clubs, have a RAG (Red, Amber, and Green) audit carried out. As part of this process, CSOs carry out an in depth safeguarding and welfare requirements element which determines the level of ongoing support and advice Private, Voluntary and Independent settings receive, proportionate to need and on request. CSOs also provide rapid response support and on-going safeguarding monitoring, support and advice to all providers and Children’s Centres. From spring 2014, Child-minders have also been RAG rated by the three locality based Child-minding Development Officers. The outcome of the RAG determines recommended safeguarding training and ongoing support.

In 2013/2014, thirty five rapid response visits were carried out, actions agreed and monitored, to ensure regulatory and good practice requirements and recommendations continued to be met. Three Child Protection Strategy meetings were attended to enable professional information sharing. Follow up support, advice and training was provided to the settings to address identified actions. Eleven safeguarding awareness training sessions were delivered. In total 54 child-minders and 134 staff members from PVI settings and Out of School Clubs attended differentiated training to address the varying needs of their roles.

Following specific concerns, bespoke safeguarding training was delivered to 19 settings, to a total of 263 practitioners, ensuring consistent messages were shared. Six safeguarding coordinator sessions were held for PVI lead safeguarding officers and/or their deputies; there were 112 attendees. A session to provide updates on the revised EYFS Safeguarding and Welfare Requirements was presented to 25 leaders and managers. There were 19 attendees at a safer recruitment workshop for PVI, leaders and managers, and child-minders intending to employ assistants.

Fifty one prospective child-minders completed a seven week training programme prior to registration which includes a focused safeguarding session. In addition, EYCIT organised a 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 197 child-minders and other practitioners accessed this package.

Prior to RAG rating, Child minding Development Officers undertook 52 safeguarding audits with child minders, in their localities, to assess their knowledge, policies, procedures and practices and identified training needs. Eighty eight child-minders were RAG rated in the spring term. The safeguarding and welfare requirements element of the RAG audit has been carried out with 33 PVI settings in the North locality, 29 in the West and 37 in the South. An additional 100 Visits were made to settings in the summer and autumn terms. In 2014, all privately run Out of School clubs were RAG rated, seven each in the North and West localities and 3 in the South. According to the outcomes of RAGs, visits are now being planned to provide targeted, proportionate support.

Level 1 & 2 safeguarding training was commissioned to enable LSO and their deputies to meet the requirements of the EYFS –120 participants accessed this in 2014

CSOs support the four Redbridge Children's Centre Nurseries, focusing on Safeguarding and Welfare Requirements. Children's Centre Nurseries received 28 support visits as well as in house safeguarding training, meetings, email and phone support. All 4 nurseries have achieved a 'good' Ofsted outcome from their most recent inspection. Two Children's Centre Nurseries were inspected in the last year. One report states, 'Staff are well trained in first aid and safeguarding. The manager is well supported by early years professionals'.

Following support and RAGs, 14 child-minders received a good, and one achieved an outstanding judgment, at their Ofsted inspection; all were fully meeting safeguarding and welfare requirements. An Out of School Club was inspected and improved their Ofsted judgement to Outstanding. The report states, '...staff are fully aware of their responsibility to meet the safeguarding and welfare requirements...(and) the systems for reporting any concerns about a child..' A setting retained their outstanding judgement. The report states, '(staff) have an excellent understanding of their responsibility to meet the safeguarding and welfare requirements and these are consistently met throughout the nursery... Management have excellent recruitment and induction procedures in place, so staff are extremely confident in their roles.'

Other reports state '... an excellent knowledge of child protection issues ... all staff have completed online training to enhance their knowledge of child protection issues.'

'... a good understanding of safeguarding procedures, describing with confidence the action they would take ... They have completed relevant safeguarding training and have clear policies and guidelines to support them in the event that they need to make a child protection referral'

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 suitability to work with children'.

Partnership with the LADO has strengthened 'The Redbridge LADO and CSOs have developed an effective and positive working relationship. Referrals and information sharing in respect of safeguarding issues are promptly addressed and this link enables early interventions when necessary. Safeguarding children and professional allegations in respect of child-minders and other Early Years providers are addressed and managed far more effectively through this partnership working' Les Newton Redbridge LADO

Following training Learners stated that, 'I feel more confident to raise and record concerns' 'I now realise that it is important to sometimes think the unthinkable'

RAG rated nursery managers stated that, 'my audit was such a positive and supportive experience. It helped me make changes' and 'completely useful, brilliant for us, we have waited 7 years for someone to look at the requirements so we know how to do the right thing'.

A new nursery received an introductory visit. They acted on the recommendations made and improved their nappy changing procedures to strengthen their key person approach. As a result, they received a green RAG rating for this aspect.

Following Safer Recruitment training, recruitment systems have been made more robust and managers now clearly demonstrate an understanding of the disqualification guidance and implement recommendations accordingly. Safeguarding commitment statements have been added to documentation and job applications, descriptions and person specifications have been reviewed and improved.

Safeguarding and Welfare Requirement audits for settings (2013 outcomes in brackets)

North:

RAG rated red - 2 (4)

RAG rated, amber – 14 (6)

RAG rated green - 17 (19)

South:

RAG rated red - 0 (4)

RAG rated, amber – 12 (23)

RAG rated green – 25 (7)

West:

RAG rated- 0 red (4)

RAG rated - 6 amber (6)

RAG rated - 23 green (21)

4 Local Authority Children's Centres have been inspected in the last year and achieved a 'Good' outcome; 1 school led Children Centre was inspected and achieved a 'requires improvement' they are inspected under part 3A of the Childcare Act 2006. Safeguarding was judged 'Good' at all 5 recent Ofsted inspections. An annual conversation is undertaken on a yearly basis to all 17 Children's Centres by Dr Dianne Borien, Early Years Manager.

4.1.3 YOUTH OFFENDING AND TARGETED PREVENTION SERVICE (YOTPS)

LSCB Member: Ruth Holmes

Youth Offending and Targeted Prevention Service is a statutory partnership based within Children Services. The Youth Offending element of the service 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.

The aim of interventions is to prevent re-offending. The Service is responsible for the supervision of young offenders who are subject to statutory orders and ensuring that the public is protected from the potentially harmful actions of young offenders. Workers provide pre-sentence reports to assist magistrates and judges in making sentencing decisions; they supervise bail packages; they supervise community based penalties; and ensure the rehabilitation of young people sentenced to custody.

The Targeted Prevention element of the service 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 . It provides the Triage+ service (partnership work with the police schools and **children’s social care, giving first time ‘offenders’ of low gravity** offences a last opportunity to avoid a conviction or school exclusion); the Family Intervention Programme (interventions for families, where there is a danger of young people becoming involved in crime or anti-social behaviour); other parenting work and a Muslim Youth (MY) project, which has been well received by the community and by young people involved.

All Youth Offending Services are required to have a management board (Crime and Disorder Act, 1998) that provides strategic guidance. In Redbridge the YOTPS management board is the **Children’s Trust Partnership Board and the Business Support Group** - a sub-group of the Redbridge Safer Communities Partnership.

Key agency safeguarding activities and achievements in 2013/14

Safeguarding awareness included in all Job descriptions and personal specifications;
Safeguarding training to Level one is mandatory for all staff;
Safeguarding training to Level Two is mandatory for all staff with case responsibility; &
YOTPS provides a consistent input to the operation of the MASH.

4.1.2 YOUTH FORUM BUSINESS PLAN 2014/2015 (November 2013)

LSCB Member: Ronke Martins-Taylor

Redbridge has mechanisms in place to gather feedback from children and young people including:

- **Local Safeguarding Children’s Board Youth Forum**
- Children in Care Council (CiCC) **“Don’t Whisper”**
- Junior Children in Care Council (JiCC)
- Voice of the Child Steering Group
- **Feedback from the Children’s Rights Advocate**
- Feedback from questionnaires following completion of assessments
- Feedback from Compliments and Complaints
- Young people attended the LSCB Youth Forum to help set priorities for the LSCB business plan 2014/2015 (November 2013)
- The views of young people in the LSCB Youth Forum have been included in reports and expressed during events with the LSCB, the police and other agencies to help draw attention to the needs of children and young people.

The Children in Care Council is facilitated by a specialist participation worker in the Children Living Away from Home Service, which meets fortnightly. The group provided feedback to Cabinet members, the Director of **Children’s Services and the Corporate Parenting Panel with an emphasis on addressing activities for young people, education, housing, money and communication.**

The Junior Children in Care Council established in January 2013 is facilitated for younger children in care aged 11-14 and meets fortnightly. The group talks about any issues affecting them as children in care.

The Voice of the Child Steering Group is a multi-agency group of professionals and young people from our Children in Care Council. The group meets monthly to devise methods of

promoting and encouraging feedback from children and young people through various formats such as through the assessment process, child friendly surveys, feedback forms, gathering views during visits to children and young people, etc. which can be utilised to influence improvements in service provision and future strategic development.

The Children's Rights Advocates provide a service to all looked after children and care leavers to help them address things that worry them or where there has been a breach of their rights or when they wish to make a complaint. The Team has recently expanded following the completion of a pilot in 2012/2013 to provide advocacy services for children in child protection conferences and now consists of 2 Children's Rights Advocates.

Children and young people are given the opportunity to voice their views during and after assessments and reviews; following receipt of service; surveys and through the Complaints Team. Children and young people are encouraged to provide feedback and engage with social workers and other staff members on a regular basis.

On 12th March 2013 members of the LSCB youth forum attended the Schools' Councils Conference and discussed safety and safeguarding priorities with the representatives from the schools Council. At this event 33 young people compiled a list of safety concerns in preparation for a forthcoming meeting with the Borough Commander. On 22nd April 2013, 25 young people met with the Borough Commander and discussed their views and experience of safety.

Outcomes:

(1) The Borough Commander agreed to have a special "tweeter" event with young people which took place in July 2013.

(2) The Borough Commander encouraged young people to send her pictures of safety concerns e.g. footpath with poor lighting, this has developed as the Youth MPs Campaign project.

On the 22nd October 2013, 68 young people (including representatives from the LSCB Youth Forum) took part in the Youth Debate with Councillors from the 4 political groups; young people voted safety is the most pertinent issue affecting them. Concerns included mugging, harassment on streets.

On 23rd October 2013, representatives from the Youth Council members took part in the preparation of the LSCB Conference on Child Sexual Exploitation. One member supported part of the delivery at the Conference.

At the Youth Council meeting held on 25th November 2013, 8 new young people expressed interest in becoming members of the LSCB Youth Forum. They subsequently agreed to conduct a base line survey of opinion on safety and safeguarding issues at the Schools' Councils Conference scheduled FOR January 2014.

On 27th November 2013, two members of the LSCB Youth Forum attended the LSCB Development Day with other professionals to help setting the priorities for the LSCB Business Plan for 2014/15.

7th January 2014, the LSCB Youth Forum held the first of 3 event planning meetings. The LSCB Youth Forum have identified that safeguarding issues affecting young people are not static. Young people have different experiences and different issues will affect individual young people differently. In order to capture a wider range of young people's views, the LSCB Youth Forum will organise three Event Meetings per year with other young people (non-LSCB Youth Forum members) to discuss safeguarding issues.

21st January 2014, LSCB Youth Forum's report on their plans for 2014 to the LSCB

21st January 2014, LSCB Youth Forum undertakes a **baseline survey on "safeguarding issues affecting young people" at the Schools' Council Conference** (please see the attached presentation to young people and baseline survey).

28th January 2014, LSCB Youth Forum planning meeting held where the Terms of Reference were discussed and preparation was undertaken for a meeting with the LSCB Chair, Deborah Absalom.

26th February 2014, LSCB Youth Forum has the second of 3 event planning meetings where they plan for a meeting with Police Cadets at Loxford Youth Centre.

4.1.5 LOCAL AUTHORITY HOUSING SERVICE

LSCB Member: Karen Shaw

The Housing Service provides a range of statutory and non-statutory services for customers of the Council Capital. These include:-

- **management of Redbridge's social housing stock**
- an asset management, repairs and maintenance service for Redbridge social housing stock
- a housing needs service including provision of housing advice, options and prevention work, homelessness assessment, provision and procurement of temporary accommodation, management of the housing register and allocation of homes through choice based lettings
- a private sector housing service which deals with private sector housing standards, grants and empty homes
- a housing strategy and development service which develops affordable housing initiatives, manages the relationship with Housing Associations and develops housing policy and strategy

The Housing Service is represented on the Local Safeguarding Children Board and Management of Individual Cases and Auditing Sub Group. The service also participates in the Multi Agency Public Protection Arrangements (MAPPA), Multi Agency Risk Assessment Conference (MARAC), Domestic Abuse Steering Group and Youth PPO panel. Officers in the Housing Advice Centre complete the Cardiff Action Against Domestic Abuse (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.**

During 2013/14 the Housing Service led a strategic group with Payments & Benefits aimed at mitigating the impacts of welfare reform on households affected by the removal of the spare room subsidy and benefit cap. This ensured that key partners were informed and engaged. A number of customer and stakeholder events took place to support and identify solutions for households affected by changes and particularly to address the risk of losing a home as a result. A sub group of the LSCB also looked at this issue and developed an action plan to address some of the impacts on children.

Operationally significant effort was targeted at preventing homelessness for families affected by the benefit cap and reducing the risk of eviction for Council tenants affected by the spare room

subsidy. A team of officers in the Housing Advice Centre provided specific support for families and helped them to claim discretionary housing payments, find cheaper accommodation, find work and identified households who should be exempt. 30 under occupiers in Council accommodation affected by the spare room subsidy were moved to smaller social homes with the support of the Overcrowding and Occupation officers.

A worker was established within the MASH and the joint work made possible as a result of this was expanded during 2013/14. The Sanctuary Service continued to be provided to victims of domestic violence and the new DV1 report form began to be piloted in the Housing Advice Centre

Changes 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 were implemented in February 2014. This led to the award of preference to Redbridge families who were fostering and adopting for the Borough.

A homelessness review – looking at the level of homelessness, resources available to deal with it and any gaps in provision was completed in July 2014. This led to the development of a new Homelessness Strategy 2013/18 with 5 key priorities

- Increase the delivery of new homes to meet demand across all housing tenures
- Intervene in the private rented sector to meet a range of housing needs
- Homelessness prevention and effective housing options
- Reducing the use of bed & breakfast accommodation
- Work with partners to promote independence by helping people to help themselves

A new overarching Housing Strategy was also produced after local consultation. Both documents present part of the Strategic direction for the Housing Service for the next five years and support safeguarding issues.

The Housing Service reports a range of information to Central Government through national returns about how it manages its housing stock, deals with homelessness and housing need and lets its homes. Performance on key areas such as temporary accommodation is scrutinised centrally through Redbridge Council's **performance management and monitoring systems** as well as local performance monitoring and audits. Changes to key policies such as the allocations scheme are reported to and approved by elected members.

4.2 HEALTH PARTNERS

The Health economy has undergone 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 REDBRIDGE Clinical Commissioning Group (CCG)

LSCB Members: Jacqui Himbury
Stephanie Sollosi

Redbridge Clinical Commissioning Group (CCG) is a statutory NHS agency which came in to effect from April 2013. All NHS health agencies have a statutory responsibility to safeguard the health and well-being of children. Redbridge CCG fulfils this statutory obligation under Section 11 of the Children Act 2004 and works with partner agencies within its cluster to make effective arrangements to safeguard children. Commissioners have responsibilities for commissioning high quality health care for all patients in their area. Safeguarding Children and Young People is one of the CCG priorities which underpin a corporate objective: To improve the quality of care from all the services we commission. This can be evidenced through monitoring of the Designated Nurse objectives.

Redbridge CCG has a commissioning responsibility to ensure these principles are applied in how we operate as an Organisation and working with partners. An example of this is the use of safeguarding quality metric as part of contractual arrangements with provider organisations.

Barking & Dagenham, Havering and Redbridge (BHR) CCGs have robust governance arrangements. The Nurse Director holds the executive responsibility for safeguarding. There is a monthly Safeguarding Assurance Meeting chaired by the Nurse Director. This reports into the bi-monthly Quality and Safety Committee which is chaired by CCG Governing Body Members.

Monthly Clinical Quality Review Meetings (CORM) are held with providers including Barking, Havering, and Redbridge University Hospital NHS Trust (BHRUT), North East London Foundation NHS Trust (NELFT) and the Partnership of East London Cooperatives (PELC). The purpose of these meetings is to review and provide quality assurance for the commissioned services.

A safeguarding children dashboard has been developed to ensure robust monitoring and data collection regarding commissioned services. This is monitored at the CORM on a monthly basis.

Key agency safeguarding activities and achievements in 2013/14

- Appointment of the Named GP - As mandated in Working Together 2013, and in line with best practice, a named GP for Safeguarding has been appointed. From 31 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.**
- Multi Agency Safeguarding Hub (MASH) - The MASH project went live in April 2013. NHS Redbridge CCG has been successful in commissioning health practitioners within the hub. Redbridge MASH was highlighted as an area of innovative practice and **commended in the recent Ofsted inspection of Safeguarding and Looked After Children's Services in Redbridge.**
- Appointment of Designated Nurse for Children Looked After with responsibility for the three BHR CCGs.

Arrangements for scrutiny, challenge and inspection including key findings in 2013/14

- Additional to the governance arrangements, regular meetings are held with Providers and ad hoc meetings are arranged as necessary
- The CCG is a member of the Barking Havering Redbridge University Hospitals NHS Trust (BHRUT) Safeguarding Committee

- An unannounced review of the Safeguarding and Looked After Children Service was undertaken by the CQC in March 2014. At time of writing, an action plan is in the process of being completed by the providers.
- This will be monitored by the CCG and NHS England

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

LSCB Member: Stephen Hynes

Barking, Havering & Redbridge University Hospitals NHS Trust (BHRUT) is a large Acute General NHS Hospital Trust serving the local population from the Boroughs of Barking & Dagenham, Havering and Redbridge. The Trust provides a full range of inpatient and outpatient services and A&E services, across two hospital sites. The Trust delivers care to approximately 53,000 children and young people via A&E, and maternity care for over 8000 mothers and babies. The Safeguarding Team acts on behalf of the Director of Nursing who is the Executive Lead for Safeguarding Children, along with the Deputy Director of Nursing, to provide assurance to the Trust Board that the necessary measures and arrangements are in place to safeguard children and young people. Clear reporting pathways are in place within a revised Safeguarding Governance Structure.

In 2013/2014 the Core Skills Training Framework and a new training reporting system (WIRED) was implemented in the Trust, followed by a revision of the Trust's Safeguarding Training Needs Analysis and Strategy.

Key performance indicators of 80% for Level 1 and Level 3 training were not met at the start of 2014 and a robust action plan for recovery has been put in place.

Compliance at the end of March 2014 is charted below and is being closely monitored.

Levels	Staff in Post Requiring Training	% of Staff Trained at end of March 2014
L1	1074	73.5%
L2	2626	83.5%
L3	1073	71.7%
Total Staff	4773	

Level 1 on line training has been introduced and the Level 2 training presentation was updated in 2013. A new Safeguarding Module was introduced in the Trust in February 2014.

Following the Redbridge CQC LAC inspection in March 2014, the Trust is putting in place systems that will demonstrate 85% compliance for Safeguarding Children Supervision for staff required it by the end of 2014.

A survey of staff's views of supervision was completed in March 2014. The survey results indicated that staff value supervision and are able to access it and that regular multiagency psychosocial and maternity partnership meetings provide a good opportunity for peer review, learning and reflection on current ongoing cases. The need for improvement in the delivery of supervision to the Sexual Health Team was identified in January 2014 and this is being progressed.

A draft Infant/Child Abduction Policy has been prepared for ratification and a Transition Policy for transfer of services from Children to Adults was implemented in March 2014.

Following the decommissioning of the Maternity Independent Domestic Violence Advisory Service and the publication of NICE Guidance 50 in February 2014, details of tri-Borough referral routes to DV services were circulated to all staff and a benchmarking exercise is in progress.

In January 2014, the updated Pan London Child Sexual Exploitation (CSE) Operating Protocol was published outlining changes to the way in which agencies conduct CSE work. These changes have been incorporated into safeguarding training.

Actions from SCR / Learning Reviews are monitored via the Trust's Serious Case Amalgamated Action Plan. The Trust has delivered all actions within the agreed timeframes.

Monitoring of the completion and follow up of multiagency referrals (MARFs) and Pre CAFs is undertaken daily and discussed at relevant meetings. There has been an increase of 179 MARFs completed in the last annual report period. An increase in the number of unborn children on Child Protection Plans (CPPs) has also been noted with 51 on CPPs for the first quarter of 2014, compared with 54 for the year 2012. The Trust is represented at CDOP meetings in the local Boroughs and in this reporting period there were 67 child deaths, compared to 58 the previous year. There was a marked increase in Redbridge and a decrease in Havering.

The Trust is committed to partnership working and this is demonstrated through attendance at LSCB Board and sub group meetings. Weekly and monthly partnership meetings in the Trust have good multiagency representation.

The Trust is represented at the FGM Task & Finish Group, (set up in February 2014). The group is particularly focussing on developing and agreeing local FGM pathways. In May 2013 Maternity Services introduced routine FGM enquiry and there have been 104 FGM disclosures in the period up to February 2014 - 50 from B&D, 13 from Havering and 41 from Redbridge. A database is maintained in the Safeguarding Office of all FGM disclosures and regularly monitored to follow up after birth if a baby girl is born. The Maternity FGM guidelines are being revised and a gap analysis is being undertaken.

A comprehensive safeguarding audit program was implemented in 2014/15. Audit results are **considered at the Trust's Safeguarding Children's Operational Group. Any concerns/exceptions are raised at the Trust's Safeguarding Strategic & Assurance Group.** The Trust contributes to the Section 11 audits bi-annually.

Allegations against staff are investigated as per Trust processes and in this report period there were 11 LADO referrals.

In 2013 in preparation for future OFSTED/CQC inspections and to monitor safeguarding processes in place, the Trust took part in monthly inspection meetings organised by the Borough Designated Nurses, where BHRUT presented progress with evidence of CQC outcomes achieved. An evidence library is maintained where staff have access to all relevant guidance via the Intranet.

The Trust was inspected by the CQC in the first wave of inspections in October 2013. In relation to safeguarding, the CQC report stated that staff were receiving training, understood policies and processes and knew what to do if they needed to raise an alert.

The Care Quality Commission's (CQC) review of services for looked after children and safeguarding in Redbridge took place during 17th March to 21st March 2014. The recommendations arising from the review have been incorporated into an action plan.

4.2.3 North East London Foundation Trust (NELFT)

LSCB Member: Bob Edwards

North East London Foundation Trust (NELFT) is a statutory organisation

NELFT provides an extensive range of mental health and community health services for people living in the London Boroughs of Waltham Forest, Redbridge, Barking and Dagenham and Havering, and community health services for people living in Thurrock and Basildon & Brentwood. There is senior management commitment to the importance of safeguarding children and young people within the Trust; the Chief Nurse undertakes this Executive lead role. NELFT has a Redbridge Named and Looked After Children (LAC) Nurse who provide advice, guidance and support to staff who work within Redbridge on safeguarding children and LAC issues. Roles and responsibilities for these posts are clearly outlined in the job descriptions. The Strategic lead for Safeguarding, the Associate Director for Safeguarding and Looked After Children (LAC) are required to provide strategic leadership, training, support and guidance, raising the profile of Safeguarding and Looked After Children across the organisation.

NELFT is registered as a provider with the Care Quality Commission (CQC) in order to be able to operate and deliver services. As a condition of registration NELFT is required to demonstrate that the essential standards of safety and quality set out under the Health and Social Care Act 2008 are being met. The Trust is subject to unannounced inspections by the CQC against any of the essential standards for quality and safety; safeguarding is included as one of the standards. As part of the CQC requirements, an NHS provider compliance assessment in relation to Outcome 7 must be undertaken, and states that healthcare organisations protect children by following national child protection guidelines within their own activities and in their dealings with other organisations. **(Regulation 11) has been completed and evidence collated. Redbridge's safeguarding group meets monthly (with representation from all service areas) and is a subgroup of and accountable to, the Quality and Safety Group.**

Review of Safeguarding Activity 2013-2014

Safeguarding training

During 2013 significant progress has been made in relation to the delivery of Safeguarding Children Level 1, 2 and 3 training. The Level 1 Training eLearning package has been updated and re-launched. The Level 2 in house training, delivered by the Safeguarding Children Teams has been refreshed and updated to take account of new guidance including Working Together 2013. Additional Level 3 training has been commissioned and delivered in response to a training needs analysis.

Safeguarding Supervision

NELFT has a clear policy in respect of the requirement for staff to receive either 1:1 or group supervision in respect of their role with children within the organisation. Redbridge's performance has shown steady improvement attaining a level of over 90% of eligible staff accessing supervision.

Multi Agency Referral Forms (MARFs)

A process for the collection of information regarding the referrals made by our services to **children's social care was implemented on 01 April 2013**. The purpose of this is to ensure that our organisation has oversight of the numbers, source of referral, quality and outcome. This enables us to identify learning requirements and improve our referral rates and outcomes.

Domestic Abuse, Sexual Violence, Honour Based Violence, Female Genital Mutilation (FGM) and Child Sexual Exploitation (CSE)

The Lead Nurse for Domestic Abuse has led on the development of our Domestic & Sexual Violence Strategy and Policy including reference to Honour Based Violence, Female Genital Mutilation and Child Sexual Exploitation which were consulted on and ratified and published on the Intranet in August 2013. NELFT has led the Redbridge FGM Task & Finish Group to develop the FGM management pathway. Awareness raising information has been disseminated to key staff groups in relation to the indicators of CSE.

A NELFT organised Violence against Women and Children Conference with notable speakers took place in December 2013 to coincide with Violence Against Women & Children Awareness Week.

Trust Board Intensive Review Workshop

A very productive Trust Board Intensive Review of Safeguarding Adults & Children Workshop took place in January 2014. There was representation from the Named Nurses Safeguarding Adults and Children Teams, Integrated Care Directors, Directors of Nursing and Executive & Non Executive Board members. The issues considered were domestic abuse and the MARAC process, court preparation and attendance for staff, increasing staff awareness of the Mental Capacity Act & Deprivation of Liberty (DOL's) and streamlining the **Organisation's response to external** requests for information in relation to serious case and other reviews and inspections. An action plan was developed arising from the recommendations and is currently being progressed.

Serious Case and other Reviews

Serious case reviews have taken place within the NELFT health economy and the organisation is committed to sharing the learning across all areas and improving practices to minimise the risk of recurrence. Within **SCR's a frequent theme of poor communication** within and external to agencies featured in the majority of the reviews, which was compounded by lack of access to old paper records.

We are reviewing our training requirements and have identified a need to provide training to promote the identification of domestic abuse and awareness raising of the predisposing and risk factors for young people in relation to child sexual exploitation.

We undertake bi-annual learning events, linking local and national review finding themes, to further highlight the need to embed and sustain good practice.

The annual safeguarding audit programme and additional ad hoc audits act as a barometer of how well learning from serious case reviews are embedded in practice and action plans are implemented in response to any poor practice issues identified

The Voice of the Child

The Voice of the Child Action Plan has been reviewed and updated and views of children are sought in relation to LAC and targeted service users. A new user friendly leaflet for Children & Young Persons who wish to complain about NELFT services has been developed and launched.

Policies & Guidelines

NELFT has a comprehensive library of updated policies and guidelines covering Safeguarding, Domestic Violence, Allegations against Staff and Safer Recruitment. These are accessible on the Trust Intranet, which has been recently updated.

Arrangements for scrutiny, challenge and inspection including key findings in 2013/14

NELFT works closely with the Local Authority and other partner agencies to ensure that we are meeting the needs of our children and young people and are adhering to national and local policies and guidelines. Active participation in LSCB subgroups and representation at Board meetings provides the opportunity to influence and challenge each other in respect of our performance in relation to improving outcomes for C&YP.

An unannounced CQC inspection of Safeguarding and Looked After Children took place in Redbridge in March 2014. The final report is yet to be received, however, the inspectors were positive in their feedback and areas that were highlighted as requiring improvement are being progressed.

The caseload size of health visiting and school nursing services remains significantly high, and is having an impact on the organisations ability to recruit and retain staff. In addition caseload size **also influences staff's ability to undertake proactive work with vulnerable children and families.** To mitigate against the risk, the organisation continues to make use of agency staff, as required. NELFT, as an organisation, remains committed to training and recruiting new staff. Currently 13 students in total are being trained. This figure is a compilation of 4 different courses with an end date of March 2015 (this breaks down as two students are expected to qualify in September 2014, a further seven in January 2015, and a further three in March 2015).

The projected trajectory for staff requiring an update of Level 2 Safeguarding training demonstrates that the current training provision is insufficient. This is mitigated by additional training sessions which will be provided. In addition, in line with the new Intercollegiate Document (March 2014), the Organisation will give consideration to developing an e-Learning Level 2 training package to support staff requiring updates at this level of training .

Achievement of completion of Initial & Review Health Assessments within the statutory timescale for LAC continues to be a risk and on-going work in partnership with social care colleagues is in place to improve performance.

A self-assessment of NELFT in the light of the serious case reviews into the deaths of Daniel Pelka and Hamza Khan is currently being undertaken , in order to reduce the risk of such cases occurring in NELFT; the assessment and development of an action plan is due to be completed by the end of May 2014.

The increasing problem of CSE has indicated that NELFT require a stand-alone policy and guidelines to ensure that staff are equipped to manage this issue and this will be developed in summer 2014.

4.2.4 Barts Health NHS Trust

LSCB Member: Sally Shearer

As a NHS Trust, Barts Health has a statutory responsibility to make arrangements to safeguard and promote the welfare of children. The organisation is situated across 5 hospital sites. There are acute paediatric facilities at Newham University Hospital, The Royal London Hospital (which is additionally a trauma centre and tertiary referral centre) and Whipps Cross Hospital. Universal and specialist community health services are provided in Tower Hamlets.

Governance arrangements

A strategic and operational safeguarding children governance structure is in place at Barts Health. The Barts Health Integrated Safeguarding Assurance Committee is chaired by the Deputy Chief Nurse and monitors assurance and compliance by exception reporting from the Operational Safeguarding Children Committee. Following a review of the Terms of Reference it will also monitor compliance with key safeguarding children indicators by CAG. There is wide representation at senior level from across the organisation and from external stakeholders, **including CCG's. The Safeguarding Children Operational Committee is chaired by the Lead Named Nurse for Safeguarding Children**, and there is senior operational representation from across the Trust.

Barts Health has an Integrated Safeguarding Children Team. There is a Named Nurse and Doctor for Safeguarding Children on each site, supported by Safeguarding Children Advisors. In order to address leadership and accountability, a Lead Named Nurse for Safeguarding Children is in post. **The Team is placed in the Women's and Children's Health CAG with the Lead Named Nurse** reporting to the Director of Nursing and Governance and professionally accountable to the Deputy Chief Nurse.

Key agency safeguarding activities and achievements in 2013/14

The Barts Health Safeguarding Children Team worked with the Education Academy to develop robust written briefings at levels 1 and 2 to include in the standard training booklet. This is complemented by the required completion of a quiz at level 2 before compliance can be achieved. Additional training is required for specific staff working under the direction of others. Classroom based level 2 and 3 sessions, for those working directly with children in any capacity have been combined.

The Barts Health Safeguarding Children Supervision Policy was ratified in June 2013. Implementation is continuing in high priority areas, i.e. emergency departments, midwifery and paediatric wards across all sites. This is challenging due to the number of staff who require supervision across Barts Health, the capacity of staff to both deliver and attend supervision sessions and the size of the organisation. Where appropriate group supervision is used, however, there are key staff who do require 1:1 sessions. A cascade model is being used to support the Safeguarding Children Team in delivering this ambitious, but important requirement. Staff with appropriate skills and knowledge are receiving additional training to equip them to undertake supervision and is initially supported by experienced members of the Safeguarding Children Team.

NHS England are leading on CP-IS, a national system whereby details of children who are subject to child protection plans, or who are looked after, are uploaded to the national spine by local authorities, for access by health staff working in urgent care settings. A number of local authorities, including Tower Hamlets, and Newham **have agreed to act as 'first wave' sites for CP-IS** and are currently scheduled to go live in summer 2014. As a result, Barts Health sites,

specifically Newham Hospital and the Royal London Hospital have been identified to be part of the first wave of this project. Information pertaining to the attendance will be shared with the relevant local authority.

The previous Board report indicated that a new joint Care Quality Commission (CQC) and Ofsted inspection framework would commence from May. This plan was abandoned by the regulators, and in September 2013 the CQC announced it would be undertaking unannounced Safeguarding and Looked after Children inspections of health organisations within a local authority area. The first authority to undergo this process was Waltham Forest. Due to the location of Whipps Cross Hospital, Barts Health was involved in this process. Midwifery and the Emergency Department were visited by the inspectors. These unannounced inspections focus on outcomes for children and young people, a move from the previous process driven methodology. The outcome of the inspection was positive. An action plan is in place and is monitored by the safeguarding children operational committee. The organisation will be subject to two further inspections under this framework, with inspections due for Newham, and Tower Hamlets. An inspection committee has been established to prepare for this.

Arrangements for scrutiny, challenge and inspection including key findings in 2013/14

The CQC are undertaking inspections of safeguarding children and LAC services provided by health organisations, within local authority areas. Barts Health was inspected by the CQC in September 2013. The outcome of the inspection was positive. An action plan is in place and is monitored by the Safeguarding Children Operational Committee.

Barts Health is a member of Newham, Redbridge, Tower Hamlets and Waltham Forest LSCB. The **Director of Nursing and Governance in the Women and Children's Health CAG** represents the organisation at each Board.

4.3 Police

4.3.1 Metropolitan Police, Redbridge Borough

LSCB Member: Commander Sue Williams

Redbridge Borough Police has 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 Child Abuse Investigation Team (CAIT), Homicide Command or Operation Sapphire (investigation of sexual offences) or those which occur on railway or Transport For London (TFL) stations. Redbridge Borough Police will report and investigate a wide range of offences including those in which victims or suspects are aged below 18. The local Borough Police also undertake an information sharing responsibility with regards to child safeguarding through the Multi-Agency Safeguarding Hub & missing persons investigations.

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 wellbeing of children. The risks are initially assessed by the primary investigator using a DASH risk assessment tool. This will be reviewed and refined by the secondary investigator who may utilise a variety of support services and tactics.

Daily management meetings ensure oversight is provided for all incidents including potential safeguarding children issues and on-going performance monitoring addressing 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. Additional training is provided to all Community Safety Unit (CSU) officers who investigate Domestic Abuse offences. Recent training has been provided in relation to child sexual exploitation.

Significant safeguarding activities

The Redbridge MASH Multi Agency team has now been established for over a year. They operate within a firewalled environment and are able to discuss safeguarding children matters securely before decisions are made to share information with partners for targeted safeguarding work. They work closely with the missing persons unit which has a Detective Officer dedicated to identifying and managing risk of CSE. Responsibility for high risk CSE cases has now been assumed by the CAIT. A Multi Agency Sexual Exploitation (MASE) panel has been established to discuss and manage referred CSE cases at partnership level. A MASE strategy board is being established in order to oversee CSE across the Borough.

An **engagement programme with foster carers and private children's homes** has been developed to improve safeguarding response to repeat missing children. Series of presentations continuing throughout 2014 to allow for shared good practice and greater understanding of risk and police response. A London wide project to **will manage "unauthorised absences"** in accordance with the ACPO definition will be established in late 2014 and the new teams will develop links with care homes and encourage greater governance and responsibility around Looked after Children.

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, MASE and MAPPA (joint police chair for all 4 teams) to allow for a full information picture to be obtained in relation to the risk to children.

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 meetings** 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.

4.3.2 Metropolitan Police and Child Abuse Investigation Team (CAIT)

LSCB Member: DCI Sam Price

The Metropolitan Police Service (MPS), is a statutory organisation

The MPS is the largest of 43 Home Office police services operating in England and Wales. It has responsibility for discharging territorial policing functions within Greater London, as well as specialist national functions such as counter-terrorism.

The Territorial Policing arm of the Service is divided into 32 Borough Operational Command Units (BOCUs), of which Redbridge is one. Approximately 500 police officers are attached to Redbridge BOCU, led by the BOCU Commander (Chief Superintendent).

The role of police in the Borough is varied and diverse, encompassing response policing, **neighbourhood policing and detective work, but officers' primary** responsibilities are to protect the public and their property, reduce crime and the fear of crime and provide a high-quality service to victims.

The MPS Child Abuse Investigation Command (SC&O2/5 - CAIT) is a specialist division of the organisation dedicated to investigating allegations of intra familial and carer abuse. The investigations range from attempted murder through sexual and physical assaults to neglect. In addition, the command deals with allegations involving adults who have been abused in their childhood. CAIT plays a key role in safeguarding children in Redbridge Borough.

Governance arrangements

Democratic oversight of the MPS is provided by the Mayor of London via the Mayor's Office for Policing and Crime (MOPAC) and, at BOCU level, by elected Councillors and members of the Independent Advisory Group (IAG).

Internally, the MPS has a well-established governance structure based on the rank system. Commissioner Bernard Hogan-Howe retains overall responsibility for the Service, with this being discharged through Assistant Commissioners to area and BOCU Commanders.

The Redbridge BOCU Commander is supported by her Senior Leadership Team consisting of a Deputy BOCU Commander (Superintendent) and four Chief Inspectors. Below this, police constables work in a variety of roles, such as emergency response and neighbourhood policing, under the supervision of sergeants and inspectors.

In CAIT, Detective Constables are line managed in groups of six by a Detective Sergeant. CAIT teams each have an operational manager, who is a Detective Inspector, and the East Area is led by a Detective Chief Inspector, answerable to a single Detective Superintendent for London. The Command has a mandatory supervision model in relation to the investigation of crime and monitoring of those children who are subject to a care plan.

Key agency safeguarding activities and achievements in 2013/14

Overall responsibility for all CSE investigations conducted within the Metropolitan Police District lies with CAIT. The Command investigates all allegations of child sexual exploitation with the **exception of those classified as 'category one', which are managed by BOCUs and local authority children's services with input from CAIT if required.**

The safeguarding activities conducted by CAIT range from initial contact and assessment of children believed to be subject of significant harm and the subsequent decision on whether to enact police protection powers. Once the child is safe, in conjunction with social workers from

the local authority, CAIT investigates any allegations of abuse. Key evidence is gathered using visually recorded interviews conducted by specially trained officers in purpose built suites. The arrest and detention of alleged offenders and use of pre and post charge bail conditions to control their subsequent movements and behaviour is a key strand to the CAIT risk assessment, investigation and safeguarding strategy. CAIT employs specially trained police conference liaison officers, who prepare information reports, and attend initial case conferences to ensure appropriate input into this key safeguarding area.

In order to ensure that category one investigations are conducted effectively in what remains a complex and high-risk business area, Redbridge BOCU established a dedicated Child Sexual Exploitation (CSE) Officer within its public protection portfolio, who reports to a CSE single point of contact at Chief Inspector rank. The CSE Officer monitors all initial allegations of CSE, and where further investigation is required the case is passed to the BOCU Criminal Investigation Department (CID).

The CSE Officer is also responsible for producing and delivering a package of training to front-line police officers and staff, to ensure that CSE warning signs and the appropriate actions to take in the event of those warning signs being discovered are firmly embedded in day-to-day policing activity. This training has been delivered to all front-line officers, including those in neighbourhood policing teams and secondary investigators in CID. It is now being rolled out to external agencies such as foster parents and Victim Support workers.

In June 2013, Redbridge was one of the first BOCUs to establish monthly Multi-Agency Sexual Exploitation (MASE) meetings. Jointly chaired by police and social services, the core membership includes police, social services, and healthcare and education representatives. To date, some 30 individual cases have been presented to the meeting for safeguarding plans of action to be put in place.

In February 2014, the Pan-London Child Sexual Exploitation Operating Protocol was launched at City Hall. This is an MPS-wide response involving local government, NHS and voluntary sector to address concerns over the under-identification of CSE victims.

Arrangements for scrutiny, challenge and inspection including key findings in 2013/14

CAIT has a mandatory supervision model based on rank that involves weekly supervision of individual officers' workloads. **In addition, the Detective Superintendent holds three daily 'grip and pace' meetings with the area Detective Chief Inspectors** reviewing individual allegations, and assigning actions for each team. These then feed into the MPS central grip and pace meetings at New Scotland Yard for further scrutiny and task setting, as well as allocation of resources for those investigations that require more than the Command has at its disposal.

The Redbridge and Waltham Forest CAIT exceeded the command targets for sanction detections. They achieved a 180 per cent rise in rape allegations solved against a target of five per cent and 25.6 per cent of all crimes detected against a target of 22 per cent.

All CSE cases presented to the MASE panel are recorded and statistics can be produced, breaking the cases down by gender, ethnicity, wards and outcomes. CSE concerns are recorded via a crime report and CSE category Merlin report; the Merlin reports are monitored in the MASH to ensure that a crime report has been created where concerns are identified. The CSE Officer tracks all Redbridge BOCU investigations, with outcomes. CAIT monitors all CSE allegations across the

MPS and produces quarterly figures showing the number of crime reports per Borough and identifying emerging trends.

4.4 London Probation Trust

LSCB member: Mary Pilgrim

Outline of nature, purpose and function of the London Probation Trust (LPT)

London Probation Trust has statutory responsibility of managing adult offenders, male and female (from age 18 and above) sentenced to imprisonment of 12 months and over and community orders. 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.

Key safeguarding activities and achievements in 2013/14

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.

A reviewed LPT **Safeguarding Children's policy was launched in 2013/14 followed by briefings to all operational staff across London.** A three day training course was also commissioned from the NSPCC specifically focused on probation work and safeguarding and training was given to operational staff between January and June 2014.

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 locally, given the level of responsibilities of both the ACO and deputy whose work spans across two Boroughs. Dialogue outside of these fora is welcomed and often occurs in order to progress business.

Arrangements for scrutiny, challenge and inspection in 2013/14

LPT was inspected in January 2014 by HMI Probation. This Inspection of Adult Offending Work (IAOW) also had a thematic component focused on safeguarding children.

The report was published in May 2014, and in relation to Safeguarding Children Inspectors, acknowledged that statutory relationships with partners were strong and effective. Additionally, it was found that most staff had appropriate training in relation to child protection in the last 2 years and Multi-Agency Safeguarding Hub (MASH) arrangements worked really well. However, we need to do more in terms of ensuring MAPPA and child protection outcomes are fully reflected in sentence planning, follow through with home visits and repeat where appropriate, carry out periodic checks with CSC and Police during the Order or Licence, record decisions from child protection conferences and follow through on any actions and, effective management oversight in all cases involving safeguarding children issues.

Despite the identified areas for improvement the Inspectors were 'impressed by the commitment of staff and managers to improvement, which augurs well for the future'. These areas for improvement will be taken forward into the two new probation organisations in 2014/15; the National Probation Service and the Community Rehabilitation Company and monitored through continued internal case auditing.

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 Member: Kate McCabe

Victim Support (VS) is an independent charity. We offer emotional support and practical help and information to all victims and witnesses of crime. We also offer direct support at court through our Witness Service. Our services are free and available to everybody, whether or not the crime has been reported and regardless of when it happened. Support is delivered by our specialist trained staff and volunteers.

Victim Support's Board of Trustees is responsible for the overall governance of the charity including setting our strategic direction and ensuring that we meet our objectives. Board members bring high level and cross-sector expertise in many areas including finance, criminal justice, HR and communications combined, in many cases, with personal experience of local volunteering. The Board normally meets four times a year and has in addition two strategy days. The Board has 5 sub-committees - Audit, Equality, Diversity & Inclusion, Finance, Governance & Nominations and Remuneration.

Our experience of supporting children and families impacted by crime has evidenced that they require robust, flexible and individualised support to address the wide ranging impact resulting from being a victim. There is an enhanced level of risk when delivering services to children and young people. Children and young people are more vulnerable to serious injury and death (as shown in crime statistics and serious case reviews) and have less power to change their individual situations, relying on adults to do this for them to maintain their safety.

Therefore, Children and Young People's Services require a specific model for delivery and we have developed this model by; embedding strong safeguarding policy and processes across the organisation, building on the foundations of existing VS Structure and emotional and practical support interventions, through application of a range of intervention models, and developing robust multi agency partnership working. VS has a robust safeguarding policy, procedure and training (developed alongside NSPCC), overseen by local designated safeguarding officers and a

national corporate management lead for safeguarding. In practice these link to each multi-agency safeguarding hub's/ multi agency child protection local processes.

All staff and volunteers are DBS checked when applying for posts with the organisation and all interviews incorporate questions on safeguarding and evaluate safe practice. There is a core training programme in place for volunteers and staff which has a 1 day safeguarding element that is completed within the first 6 weeks of employment for staff and before volunteers are accredited to work for Victim Support. Refresher and more advanced safeguarding training is provided as volunteers and staff progress in their roles and staff are released to undertake multi-agency safeguarding training where this is appropriate and available. On a local level, staff attend LSCB training courses. All volunteers and staff have a minimum of 6 weekly supervisions where safe practice is discussed.

Each Division has a Designated Safeguarding Officer (In Redbridge this is the Divisional Manager) who is responsible for ensuring staff and volunteers are aware and follow safeguarding procedures and use the correct safeguarding recording sheets, refer to statutory safeguarding agencies in the correct way and store this data in line with the Data Protection Act. There is an on call out of hours rota so that a Designated Safeguarding Officer is available at all times across the Organisation. The National Designated safeguarding Officer undertakes an annual review of the safeguarding policy and reports any organisational concerns regarding safeguarding to the Board of Trustees. Designated Safeguarding Officers are instructed to inform the National Safeguarding Officer of any safeguarding issues that are of high concern. Victim Support also takes part in local Section 11 audits in order to better challenge our practice and improve our services.

VS's Children and Young People's Programme needed to build on the current emotional and practical support model to manage risk and evidence outcomes. The model enables us to assess; Children and Young people's individual experience of crime and the impact this has on them personally; Children and young people's on-going level of risk and the measures in place to address and support this; The development level of children and young people and the appropriate interventions that will improve their circumstances; Influencing factors surrounding a child including parents, family, school, peers, other agencies that we will need to co-ordinate and interact with to achieve best outcomes; The scope and length of the support and what factors should be present at the point we end our support and the child can effectively move on from the service.

Victim Support's Children and Young People's Programme has designed a robust child centred assessment and outcomes framework that draws on evidence (e.g. Intervening to Improve Outcomes for Children and Young People, Walker & Donaldson, 2011) to ensure a mix of interventions tackling multiple risks at multiple levels for children and young people 18 years and under. Our successful delivery is built on:

- effectively engaging young people in all aspects of service development through our youth participation strategy
- strong multi-agency involvement
- effective and timely identification of young people requiring more specialist therapeutic support. (Where specialist therapeutic support is required VS has a robust commissioning framework that draws on the expertise of high quality market leaders. The quality of services delivered through these contracts is monitored through our performance management framework including compliance with safeguarding procedures)

- provision of sufficient and appropriate support tailored to need

4.5.2 Pre-school Learning Alliance

LSCB Member: Hilary Goldstein

The Pre-school Learning Alliance (Alliance) is a leading educational charity and the largest **voluntary sector provider of quality childcare in England. With 50 years' experience, the Alliance** makes a positive contribution to the care and education of 800,000 young children and their families each year.

We provide specialist information, advice and support to over 20,000 early year's practitioners, professionals and students every year. An equal opportunities employer with Investors in People status, the Alliance employs over 2,000 people. We have professional information, advice and guidance services and Matrix accredited status, offering an independent professional helpline and factsheets. We provide advice and guidance to students, practitioners, volunteers and **professionals in the Early Year's Sector.** Guidance is provided on all aspects of starting up **and managing an early years setting. For charitable early year's settings, specialist advice is also** offered on following charitable law.

The Pre-school Learning Alliance provides support and guidance through acclaimed training, quality improvement and family learning programmes, specialist information and advice, and campaigns to positively influence childcare policy and practice. We work hard to influence Government policy and affect positive change in the early years.

The Alliance represents the interests of the full range of childcare provision available to parents in England. We communicate and undertake research regularly with members and parents to ensure their interests are reflected in our services.

As a leading publisher, the Alliance produces an extensive list of titles – from business and management to early years play, learning, equality and nutrition. These include a comprehensive set of policies and procedures and several publications about safeguarding.

The Alliance provides high quality, flexible and affordable childcare to families who need it most. As a major contributor to the Sure Start programme, we directly manage over 130 childcare **settings including, children's centres, nurseries, pre-schools,** baby and toddler groups and crèches, in mainly deprived communities throughout England.

Continual evaluation of our services is critical to the Charity in determining the effectiveness of what we deliver and contribution to the development of individuals and achievement of our organisational goals. We use evaluation findings for future business planning and the planning of continued investment in training and development. Additionally, the evaluation findings are regularly shared with the Senior Management Team.

Mission Statement

The central purpose and role of the charity is to:

- Help children to succeed
- Create the childcare that families need
- Build learning communities

The Alliance will achieve its mission over the next four years by being:

- An organisation that represents the childcare and family support sectors and provides high quality well-informed support and advice to its members
- An organisation that clearly demonstrates voluntary community involvement in settings and a core programme of involving parents in the care and education of their children
- The sector leader in supporting the unregulated children and family services sectors
- An operator of financially viable early years and wider family services with exemplary showcase provision
- An organisation at the forefront in supporting the sector with practice and safeguarding

The corporate values governing the Alliance's development will include the following:

- Putting the child and family first to enhance the quality of childcare and family service delivery
- Empowering parents to be involved with the development of their children and to provide a base upon which they too can develop
- Supporting and attracting a professional and effective workforce that is able to deliver high quality services
- Placing volunteers at the heart of policy and practice
- Flexible and responsive to opportunities and local needs

The Alliance is a charitable company, limited by guarantee. It is subject to company law, as well as charity law. Its governing documents are set out below.

- The Governance Structure Chart
- Memorandum and Articles
- Bye Laws

All our Staff, volunteers, tutors and students undergo CRB/ DBS, reference checks. Alliance policies and procedures on safe recruitment and safeguarding are followed. Carefully structured and monitored recruitment and selection procedures are followed to ensure that we employ experienced and qualified staff. In addition to robust recruitment processes there is a requirement that all staff complete safeguarding training as part of their induction. All registered settings have designated persons who are responsible for safeguarding at a setting level and who are also responsible for ensuring the setting complies with the Local Safeguarding Children's Board policies. All staff receive regular supervision and annual appraisals. During supervision meetings, safeguarding issues and training needs are considered for each employee. There is an organisational requirement that all staff working with children receive supervision at 4-6 weekly intervals.

All staff appraisals identify training needs and these include the requirement that safeguarding training is updated at least every three years. The Designated Lead Adviser receives specialist input by attending relevant conferences and training programmes to ensure procedures are up to date. This is cascaded to all staff through training events, webinars and briefing papers

We have a National Safeguarding Strategy Group which includes directors of the charity and members of staff within the organisation at different levels.

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 (Chaired by Karen White) 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.

At a national level, the charity employ a Safeguarding Lead named Lisa Graham. She works closely with Karen White to ensure contact with all LSCBs in South Division is initially made and maintained.

Online Safeguarding Training is now compulsory for all staff across the charity. Certificates of all Safeguarding Training are placed in staff files. The Alliance has introduced an annual audit of staff approaches to safeguarding practices across the organisation. The second year of this exercise is currently being completed and early indications suggest that the year has seen a marked improvement in the openness that the Alliance is seeking to develop to ensure children benefit from a culture of safety across all of its services. We will continue to undertake annual audits in relation to safeguarding and will monitor any progress made as well as formulate action plans in relation to any weaknesses identified.

Policies and procedures are updated annually There is a specific Safeguarding Policy for Training services; which complies with legislation and government guidance. Policies and procedures **apply nationally across the Alliance's services and are designed to reflect any local requirements** or be followed alongside local procedures/documentation. Safeguarding is included in the induction process and staff are made aware of the policy and procedures. All services are required to engage positively with their LSCB.

A whistle blowing procedure has been developed and widely publicised in a variety of mediums across all staff groups. There is a clear poster on display in all services which indicates how to **whistle blow**. The Alliance's Safeguarding Policy Group takes the recommendations from S11 reviews into account when reviewing and updating procedures. If a serious incident occurs the circumstances are reviewed by the Management Review Board, comprising senior members of staff, to consider the wider implications of the situation. Where changes to policies or procedures are recommended these are actioned through the Safeguarding Group and training is offered to staff accordingly.

The Alliance has procedures that guide the referral process, including procedures for appropriate safeguarding record keeping.

At a local level, we remain committed to supporting the work of the Redbridge LSCB and our Sub-committee Co-ordinator will attend meetings and support the work of the Board. We continue to disseminate details of LSCB training opportunities to our own staff and also to Alliance member settings in the Borough. Our Policies and Procedures are regularly reviewed at national level and updates are routinely posted on the Internet and Intranet sites. 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.

All staff are required to know where to access Local Safeguarding Children's Board procedures and to use specific inter agency protocols where required. This is written into organisational procedures and covered during staff induction and supervision.

The Alliance has clear recording procedures and all staff will contribute to Section 47 investigations by information sharing and attending strategy meetings. All staff will also attend child protection conferences and reviews, as required, and attend core groups, providing factual and accurate information in the required format.

The Alliance is developing a new set of national standards which will include a requirement that all settings actively demonstrate that they are engaging with children and families and seeking feedback from them, which will feed into service development. There will also be a requirement that settings can demonstrate how their service is impacting on outcomes for children. The standards will be in place by October 2014 and will be reviewed annually. This will be overseen by The Alliance Safeguarding Lead, Lisa Graham.

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, special, secondary schools and Academies in the Borough in 2013/4.

4.6.1 Head teacher representatives

LSCB Members: Jas Leverton, Cranbrook Primary School
Sue Blows, Hatton Special School

To provide education for children from diverse backgrounds and needs aged 3-11 years in line with the National Curriculum and Statutory Requirements.

Each school has a **Governing Body that oversees and monitors the school's work in all its** statutory aspects, but with a key focus on Achievement, Quality of Teaching, Behaviour and Safety, Safeguarding and Leadership and Management. The Governing Body is made up of staff, parent, and community and LA appointed/elected members. The Governing Body also monitors the school budget and plays a role in recruitment of staff following Safer Recruitment Training. It also challenges school leaders to achieve the best outcomes for pupils. On each governing body there is an individual and suitably trained governor with specific responsibility for Safeguarding. This individual makes termly visits to the school to monitor the Single Central Register and would work with the LADO if an allegation of abuse was made against the Head teacher. The Governing Body receives reports from the school on Safeguarding on at least an annual basis, although most schools do this each term.

Key agency safeguarding activities and achievements in 2013/14.

- Increased awareness of the vulnerability of children with complex learning needs has been achieved through the inclusion of a Special School Head teacher on the board.
- Attendance at focused training by a range of school staff disseminated across the school.

- Increased awareness of issues such as Child Sexual Exploitation, Female Mutilation, Consanguinity and Private Fostering
- Learning from Serious Case Reviews has been shared with whole staff teams.
- Attendance and participation in a Task and Finish Group on Housing, leading to multi-agency awareness of impact on vulnerable children when housing is not stable.
- Raised awareness of issues such as the Toxic Trio and recognising signs and symptoms relating to Safeguarding.
- Raised awareness and confidence in managing Safeguarding has led to better outcomes for children.
- Improved multi-agency working relationships following better understanding of each **other's roles**.

Arrangements for scrutiny, challenge and inspection including key findings in 2013/14

- Peer challenge
- LA and OFSTED monitoring and reviews
- Governor monitoring visits to the school, which is then reported to the full Governing Body.
- Safeguarding is limiting judgement with the OFSTED Framework and has a high profile in all schools.
- All schools gather information through pupil/parent surveys to gather their feedback on safety issues.
- Parent View – OFSTED Survey for Parents.
- School self-evaluation – each school will have its own action points raised through surveys and monitoring.
- The work of school Councils ensures that Pupil Voice has a higher profile and children across all settings are more confident in sharing concerns.

What could we do better?

- There is some excellent and innovative practice that needs to be shared across settings and spread.
- All agencies need to come to a common understanding of issues related to cultural differences, special educational needs and deprivation.
- Greater clarity of communication systems and pathways so that important information is shared more quickly, without losing time for vulnerable children
- All agencies working with children should have a good level of understanding of how to interact with children and to see things **from the child's point of view**.
- Greater consistency in the interpretation/understanding of threshold levels is needed to ensure that vulnerable children in similar circumstances receive the same interventions.

4.6.2 Redbridge College

Board Member: Andy Shepherd

Redbridge College is located on the London-Essex border within the London Borough of Redbridge. The main campus is at Chadwell Heath. The college also operates a campus within **Ilford's Town Centre specifically to meet the nature and extent of adults' needs in the local community**, and to ensure coherent progression routes from community based provision.

The College recruits 60% of its learners from Redbridge. A significant number of learners live in the neighbouring Boroughs of Newham and Barking & Dagenham, which have high levels of deprivation and unemployment with lower achievement at GCSE and higher numbers of Not in Education, Employment or Training (NEET) young people.

Below is the College mission statement. The College mission was created using an all staff meeting, which started with an embryonic idea and developed into the statement we have today. Governors challenged, supported and approved it. It is reviewed every other year and the focus remains on learner development and success.

To inspire, develop and provide the opportunity for all
Redbridge College learners and staff to succeed

The main business of the Corporation is to determine the educational character of the college and to ensure it's overall well-being and financial solvency. Integral to this is the role of Governors, who have prime responsibility for the Strategic Plan/Three Year Development Plan and for its implementation.

The college is a very safe and welcoming environment with exemplary levels of behaviour and safe working practices. Every day begins with a welcome from the college management team who meet and greet learners and staff. Student Mentors supported this activity and followed up with timely sweeps of the social spaces using the **college's in-house developed mobile application that allows staff to check a learner's timetable**, so that they can be guided to where they should currently be.

Highly effective safeguarding arrangements are in place and regularly reviewed by the Safeguarding Advisory Committee, chaired by the Assistant Principal, e-Learning. The Group is responsible for ensuring the safeguarding related policies are fit for purpose and implemented effectively. The committee members also attend the Equality and Diversity Advisory Committee which monitors discrimination issues.

There was only one referral requiring Social Services involvement in 2013/14. Thirteen additional referrals were made to the team but were signposted to other forms of support. There was one allegation made against a member of teaching staff which was referred to the Local Authority Designated Officer (LADO) for safeguarding. Following a professionals meeting chaired by the LADO, which included Redbridge College, Social Services and the Police, no action was taken against the member of staff and the learner was subsequently excluded. An allegation was made by an employee against his employer at one of the Sub-Contractors. This was referred to the LADO and the College undertook a risk assessment that concluded there was no risk to any of our learners. This Sub-Contractor has now closed.

54 members of staff undertook level 2 safeguarding training delivered in-house during their induction. All established staff are updated every three years through on-line Safeguarding and Child Protection training and this was undertaken during all staff training day on Friday 26th October 2012. A total of 173 Staff successfully completed this training by passing the quiz. The Child Exploitation and Online Protection (CEOP) ThinkUKnow training was delivered to 18 sub-contractors on 30 January 2013. Governors received Safeguarding awareness training which took place on 26 February 2013. Three members of **staff attended training on "How Gangs Operate in Colleges" and were able to reassure the College** that all recommended actions were already in place. One of the Child Care staff also attended Safeguarding Children & Young People as part of their professional development and to ensure learners are taught the latest legislation and protocols.

There is an experienced Level 3 trained Safeguarding team in place plus a nominated Governor for safeguarding who has also been trained to Level 3, in addition the Corporation receives a Safeguarding update report at every meeting. All staff at Redbridge College have been trained and authorised to use the CEOP ThinkUKnow materials to deliver e-Safety sessions to their learners. There was also an e-Safety briefing for parents and carers following Safer Internet day. A number of curriculum areas delivered e-safety tutorials throughout the year, as did the Learning Resource Centre. The College Virtual Learning Environment (VLE), E-Bridge, has a **'Report Abuse' button where learners are able to report safeguarding and e-safety related concerns**. There were 14 concerns recorded, but none required support or intervention. E-Bridge also has a wide range of information, training and support materials available for learners. As a result there were no reported instances of cyberbullying.

The College MIS (Management Information Service) system stores the contact details for every parent, carer or person acting in loco parentis for learners aged up to 18 (and up to age 25 for **learners with learning difficulties and/or disabilities**). **They are invited to Parents' Evening events and will be contacted if their young person is "at risk" of not completing or achieving their target grades, for any reason.** The Human Resources Team maintain a complete single, central record of all Criminal Records Bureau (CRB) checks on staff and volunteers. This has now been replaced by the Disclosure and Disbarring Service (DBS). All staff joining the College are subject to DBS checks, with appropriate risk assessments carried out before anyone can work at the College.

All subcontractors provide enhanced DBS check details for all staff in contact with Redbridge College learners. The due diligence procedure ensures all subcontractors have robust health and safety policies and risk assessments in place. Every employment premises is visited and risk assessed by the Controller: Health, Safety & Security before the College places an apprentice. **Safeguarding is a standing agenda item at the subcontractor's monthly monitoring meetings** and there was one potential issue reported during 2012/13 which was addressed in liaison with the Local Authority Designated Officer (LADO).

4.7 Faith Groups

4.7.1 The Diocese of Brentwood Catholic Church

LSCB Member: Simon Moules

The Diocese of Brentwood Catholic Church is a registered charity and covers Essex and East London. This includes the London Borough of Redbridge. Our parish churches within the Borough are places of worship where activities and planned events for children and vulnerable adults take place. These are usually undertaken by volunteers. All volunteers are appointed after appropriate checks and interviews have been completed. This is in line with national church procedures on safe recruitment and creating a safe environment.

The Catholic Church in England and Wales is striving towards a culture of safeguarding where all are safe from harm and abuse and where every person is encouraged and enabled to enjoy the fullness of life in Jesus Christ through the prayerful, caring, nurturing, supportive and protective endeavours of the Catholic community, both individually and collectively.

This commitment calls the whole Church to live the values and principles, which are already implicit in the nature of the Church and its mission, as the authentic witness to the message of the gospels. Whilst all members of the Church have a role to play in promoting a culture of safeguarding, clear leadership is crucial. Bishops and Congregation Leaders need to be vigilant

in exercising their ministry of leadership, ensuring that a culture of safeguarding is both understood and embraced by the whole Church.

The National Catholic Safeguarding Commission (NCSC) is responsible for setting the strategic direction of the Church's safeguarding policy and monitoring compliance. Mandated by the Conference of Bishops and Conference of Religious, it aims to ensure that standards are met and policies are implemented.

The NCSC comprises of an Independent lay chair, a Bishop and a member of the Conference of Religious as vice chairs, representation from the Conference of Bishops, Conference of Religious and Chairs of Commissions, as well as 4 lay members recruited for relevant expertise in the field of safeguarding and the criminal justice system.

The Catholic Safeguarding Advisory Service (CSAS) has been established to drive forward improvement in practice. Its primary role is one of co-ordination, advice and support in respect of safeguarding children, young people and vulnerable adults.

The Catholic Safeguarding Advisory Service is:

- The point of liaison with other national stakeholders, both safeguarding units in other Churches and secular organisations concerned with safeguarding children and vulnerable adults, including government.
- A Registered Body of the Disclosure & Barring Service on behalf of the Catholic Church of England & Wales.
- Located within the Department for Christian Responsibility and Citizenship, one of the **Departments of the Bishops' Conference**.
- **Accountable to, and reports to the Bishops' Conference and Conference of Religious** through the NCSC.
- One of these responsibilities includes a formal Audit of each Diocese.

The Diocese of Brentwood Safeguarding Commission oversees the safeguarding work of the Diocese in respect of children and vulnerable adults and:

- Is required to have an independent lay Chair (independent signifies not employed and not part of the management hierarchy) with extensive, current safeguarding experience in working with children and/or vulnerable adults e.g. social care, police, probation, family law.
- Is required to have sufficient members to ensure appropriate expertise is available. This means that there must be a core membership with current safeguarding knowledge and expertise. In addition the Commission, membership must include individuals with experience of the Church and its structures in relation to safeguarding.
- Has advisory, supportive and monitoring functions and exists to discharge these functions at a strategic level in all matters relating to safeguarding in the Diocese/Religious Congregations.
- Is required to undertake an assessment of needs to ensure that those accountable for budget allocation have sufficient information so that the safeguarding budget is adequate to ensure safe processes and minimisation of risk.
- Is accountable to the Bishop/Religious Provincial and their Trustees.

- Is required to have a level of safeguarding knowledge to undertake its role with confidence.
- Is required to have a basic understanding of the context and culture within which the Safeguarding Commission exists.

Achievements

During 2013/14 the Diocese Safeguarding Commission continues to work with statutory agencies and ensure that any allegations of concern are dealt with in accordance with our legal framework and best practice.

The Diocese continues to develop specific training around awareness and expectations for all Clergy, employees and volunteers within the Church. I believe that all representatives within the Catholic Church in Redbridge are fully aware of the expectations around conduct and reporting concerns. This is identified through numerous training sessions conducted during the last year, the continual development of our website where national policies, past training events and guidance are displayed and meetings with parish Clergy and representatives.

A further commitment to preventative safeguarding work within the church is reflected in over 8,000 CRB/DBS being completed throughout our Diocese on volunteers, employees and Clergy. Of which, 1103 have been completed within the London Borough of Redbridge and 91 completed during 2013/14

We continue to work with known offenders (along with their probation officer and the Public Protection Unit) who wish to attend Mass so that they do so in a managed and safe way.

4.8 LAY MEMBERS

Report from Lay members

LSCB Members: Nahim Hanif
Hilary Kundu
Shabana Shukat

The three lay members are now settled into their roles and are confident to present their reports to the LSCB Executive or Board and to challenge the LSCB at Board meetings

The highlight of the year was being asked to present a workshop to around 50 people at the London Safeguarding Conference held at the Queen Elizabeth Conference Centre Westminster in December 2013 on the effectiveness of Lay Members

The active contributions of Lay Members to the Board were shared and highlighted that the Redbridge LSCB was welcoming to Lay Members and had utilised their skills and knowledge. There were also opportunities for networking. The Conference gave an insight into the way other LSCBs worked across London.

As it was the first time we had attended the conference, it was interesting to hear from other **speakers including the compelling presentation from Sue Berelowitz, Deputy Children's Commissioner** about the alarming fatalism amongst young people in areas of child sexual exploitation. A further presentation was on Female Genital Mutilation (FGM) which was later raised with the Board. Concern was expressed about the lack of data in Redbridge about the

prevalence or risk to children or young women in our community regarding Female Genital Mutilation and that this should be reflected more on the Redbridge Agenda.

We also reported to the Board on the work we were undertaking on consanguinity. Consanguinity contributes to infant mortality rates in Redbridge. There was a need to raise **awareness with community groups, primary care, GP's, Practice Nurses, Midwives, and Health Visitors** and within Education.

Two Lay Members were keen to join a task and finish group working on this sensitive area and brought knowledge of our local communities to the work. We appreciated the opportunity to discuss the area with Professor Bernadette Modell who had a specific interest in community genetics when we were invited to attend a meeting chaired by Gladys Xavier, Chair of the **Child Death Overview Panel**. **Professor Modell had produced literature for GP's, parents and the public** and might be available to speak to local GPs at their dedicated training.

We continue to be active in the LSCB attending the LSCB conference on Child Sexual Exploitation in October, the LSCB Development Day in November where we welcomed the inclusion of members of the Youth Forum and attending LSCB training courses

The LSCB provides a valuable service in safeguarding children and young people and whilst we are proud to be part of the Board we will not shy away from challenging the Board when necessary

4.9 CAFCASS

LSCB Member: Linda Kim-Newby

Cafcass is a non-departmental public body, sponsored as of April 2014 by the Ministry of Justice. Its principal functions are to safeguard and promote the welfare of children who are subject to family proceedings, and to provide advice to the family courts. It employs about 1870 staff, over 90% of who are frontline.

In 2013/14 a total of 9,680 care applications (public law) were received, which is a decrease of 12% compared with the number received in 12/13. Similarly there has also been a decrease in private law cases where a total of 42,888 applications were received in 2013/14 - a 7% decrease compared to 2012/13. Shorter case durations (within s31 cases), together with proportionate working and more efficient working practices have led to the stock of open cases reducing in both private and public law.

The following are examples of activities undertaken by Cafcass in 2013/14 to improve practice, better safeguard children and make a positive contribution to family justice reform:

- Working with partners in family justice e.g. the Family Justice Board, Local Family Justice Boards (11 of which are chaired by Cafcass), judges; the Family Justice Young People's Board; and the ADCS, to promote family justice reform in preparation for the implementation of the Children and Families Act (April 2014).
- Contributing to the development of the Public Law Outline and Child Arrangements Programme (Practice Directions 12A and 12B respectively); and working with partners to reduce the duration of care cases (35 weeks as of quarter 3).
- Setting up demonstration projects designed to accelerate family justice reform e.g. a telephone helpline service in the North-East to divert from court cases where there are no safeguarding issues.

- Strengthening the workforce through a number of measures including: the talent management strategy; MyWork (a mechanism by which staff can understand and regulate their own performance); development of a health and wellbeing strategy.
- Revising the Child Protection Policy, Operating Framework and Complaints and Compliments Policy.
- Drafting service user minimum standards which will be joined with our work stream on child outcomes.
- Undertaking a number of pieces of research into the work of Cafcass and family justice **including research into: expert witnesses in s31 cases; the work of the Children's Guardian;** learning derived from Cafcass submissions to serious case reviews (Cafcass having contributed to 30 such reviews in 13/14).

The National Ofsted inspection took place in February and March 2014. Both private law and public law practice were judged to be good, as was the management of local services. National leadership was judged to be outstanding.

All of the Key Performance indicators, relating to the allocation of work and filing of reports, have been met.

Section 5

GOVERNANCE AND ACCOUNTABILITY

5.1 Independence and challenge

The Board has an Independent Chair who from April 2014 reports 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 sits 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.

The LSCB Executive group continues to provide leadership on the business planning functions of the LSCB and to shape the strategic direction of the Board. Membership was widened in 2013/14 to include Dr Sarah Luke, Consultant Paediatrician / Clinical Lead (Redbridge)/Designated Doctor for Safeguarding Redbridge CCG. 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 a representative from the Faith Forum.

Lay members play a very important role on the LSCB and in December 2013, Nahim Hanif, Hilary Kundu and Shabana Shaukat; Lay Members joined the Independent chair in presenting a workshop on the effectiveness of Lay Members at the London Safeguarding Conference. Whilst major organisational change has taken place in many agencies, excellent agency attendance and participation has been maintained throughout the year.

During 2013/14 the Independent Chair has continued to review the LSCB business planning which included the business plan, the annual reporting cycle, and synergy with other partner agency plans in respect of safeguarding and processes undertaken to develop and monitor plans.

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

- Learning and Improvement
- Management of Individual cases and Audit

A report to the July 2013 Board on The Redbridge LSCB Local Framework for Serious Case Reviews recommended that the Standing Serious Case Review Panel was disbanded. The LSCB thanked Bob Cook, Independent Chair of the SCR Panel for his hard work. Contracts for Reviewers of Serious Case Reviews were advertised with two independent companies now on **the LSCB's approved list** of reviewers.

As the need for a fully comprehensive performance data set for the LSCB grew a Performance Data sub group was established and held its first meeting on 26th March 2014.

Section 6

FINANCIAL ARRANGEMENTS

The LSCB budget is funded through financial contributions from the key partner agencies represented on the Board.

In 2013/14 £92,330.13 was carried forward from the previous year.

The LSCB agreed expenditure including commissioning additional training, organising the second LSCB conference for cross agency front line staff in October 2013 on the theme of Child Sexual Exploitation and engaging external support on multi agency auditing.

At the close of the 2013/14 financial year Redbridge LSCB had a surplus of £ 36,557.61 which was carried forward into 2014/15. This favourable financial position is explained as the LSCB has not had to undertake a Serious Case Review with expenditure on independent report writers. Figure 1(over) shows the full income and expenditure for 2013/14.

Figure 1

Income 2013/14		Expenditure 2013/14	
BHR Hospitals NHS Trust	£3,231	Independent Chair	£18,305
CAFCASS	£550	Practice Development Manager	£50,436.68
Children's Trust (social care)	£35,799	Senior Admin Officer	£36,873
Community Care	£1,076	Office Expenses	£2,144.10
London Probation	£2,000	LSCB Training Courses	£18,425
Metropolitan Police	£5,000	Catering for Training courses and LSCB meetings	£2,617.75
NELFT	£3,230	Training Venues	£68.75
Youth Offending	£1,076	Independent Chair Serious Case Review Panel	£360
Redbridge PCT/CCG Group	£5,253	Agency Admin Cover	£9,206.45
Early Years	£5,253	Lay member expenses	£90.14
Redbridge (Public Health)	£5,600	LSCB Conference	£742.50
Housing	£1,076	Publicity and leaflets	£721.03
Revenue Grant	£54,000	Serious Case Reviews	£0.00
Training attendance fees	£4112.50	Serious Case Reviews Authority costs	£823
Training Income for course non attendance	£4440.00	Work on sexual exploitation	£19,600
Interest	£600	Historical review	£2750.00
Agency payments in advance	£6676	Multi agency audit	£18,229.62
Balance Brought Forward	£92,330.13		
Total income	£217,950.63	Total Expenditure	£181,393.02
		Carry forward into 2013/14	£36,557.61

Section 7 LOOKING FORWARD LSCB BUSINESS PLAN 2014/15



FINAL BUSINESS PLAN 2014-15

This is the **Business Plan for Redbridge Local Safeguarding Children's Board** to cover the period between 2014-2015. The plan summarises our key objectives and how these will be achieved.

Key Safeguarding Risk Areas identified in this Plan have been identified in consultation with partners, service users and informed by research as follows:-

- Child Sexual Exploitation (CSE)
- Missing From Home and Care
- SEN and Disabilities
- Neglect
- Toxic Trio: Mental Health, alcohol/substance misuse, domestic violence
- Female Genital Mutilation

Other key areas are:-

- Views of Children, Young People and their families
- **Role of Early Help/Early Intervention in presenting children's difficulties escalating into more serious safeguarding concerns.**
- Multi-agency working

GLOSSARY

- EIFSS – Early Intervention and Family Support Service
- MAP – Multi Agency Panel
- CDOP – Child Death Overview Panel
- CAF – Common Assessment Framework
- MASH – Multi-Agency Safeguarding Hub
- Toxic Trio – Domestic Violence, Mental Health and Substance Misuse
- CSE – Child Sexual Exploitation
- IHA – Initial Health Assessment
- TF – Troubled Families
- DV - Domestic Violence
- CP- Child Protection
- LADO - Local Authority Designated Officer
- CAIT - Child Abuse and Investigation Team
- SEN - Special Education Needs
- CAMHS - Child & Adolescent Mental Health Services
- MASE - Multi-Agency Sexual Exploitation Panel
- IRO - Independent Reviewing Officer

Deborah Absalom
LSCB Independent Chair

FINAL LSCB BUSINESS PLAN 2014/15

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.

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
1.1.1	The LSCB Strategic Board to scrutinise the performance of early intervention services and establish how effective early help is in preventing children's difficulties escalating to more serious safeguarding concerns.	Head of Child Protection and Early Intervention Service Cathy Worboyes	<ul style="list-style-type: none"> Maintain and further develop the range of EIFSS services and parenting programmes, missing interviews, domestic violence, and family support. Effectiveness of early help training and understanding the child's journey prior to statutory intervention (CAF use). Ensure early help is available to children and their families across the Borough. Annual report to the LSCB Board that incorporates any Quality Assurance and performance reports 	<ul style="list-style-type: none"> Evidence that the re-referral rate to social care is reduced Continued use of CAF and specialist support. Increase in the number and variety of partner agencies implementing CAF resulting in the increase in the number of children and young people benefiting from a CAF. Retain EIFSS, D/V, Missing From Home interviews, parenting programmes. 	Report to LSCB in July 2014

1.1.2	The LSCB Strategic Board to scrutinise early years report cards and safeguarding audits	Chair of Management of Individual cases sub- Group (MIC)	<ul style="list-style-type: none"> • Full reports to MIC • Forward planning to include presentation of cases at MIC sub-group 	<ul style="list-style-type: none"> • Improved outcomes for under 5's in Redbridge 	September 2014
1.1.3	The LSCB to scrutinise safeguarding aspects of Children Centres from Ofsted inspections	Chair of Management of Individual cases sub Group (MIC)	<ul style="list-style-type: none"> • Reports to MIC 		July 2014
		Chair of Learning and Improvement Sub-Group (LIG) Tendai Dooley	<ul style="list-style-type: none"> • Inclusion of training on CAF and in the LSCB training plan 	<ul style="list-style-type: none"> • That all staff are sufficiently trained and skilled to work with diverse communities and presenting needs. • Evidence that safeguarding awareness training is provided to all early help staff across partner agencies. • CAF Training/ workshops to be repeated to all agencies. 	March 2015

1.1.4	The LSCB to understand the range of parenting courses available (Troubled Families; F.I.P; EIFSS, CAMHS) as part of early help provision. The aim is to consider a parenting course strategy and have better co-ordination of the courses and monitoring of outcomes.	LSCB CAMHS (Chris Evans)	<ul style="list-style-type: none"> • Evidence based parenting courses to be carried out by accredited practitioners. • Annual report to LSCB that demonstrates the outcomes of the parenting courses. 	<ul style="list-style-type: none"> • To evidence the impact of parenting intervention on outcomes for children and young people. • To have a co-ordinated approach and a strategic plan to parenting intervention. • Parenting courses to be widely publicised within Redbridge. 	January 2015
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Priority 1.2: To monitor new services which have been developed for “at risk” groups particularly relating to the “Toxic Trio” and young people and gangs to ensure that the safeguarding of children is a focus.

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
1.2.2	To ensure that the learning from the Toxic Trio work, Domestic violence strategy and conference is made available to professionals and that its impact is evaluated	Toxic Trio Chairs who will produce a report to the LSCB Catherine Dockrell	<ul style="list-style-type: none"> • To include domestic violence, parental mental health and other parental/carer issues in the LSCB Training Programme 2014/15. • To use in house staff to facilitate workshops in their area of specialisation and FUSION, CAMHS, Pre Natal, etc. via the Mental Health and Substance Misuse forum • Consultation with the Youth Forum 	<ul style="list-style-type: none"> • Evidence of improved outcomes for children and young people. • Obtaining feedback from children and young people. • Annual report to LSCB 	October 2014

1.2.3	To understand the needs of young people who are motivated to be involved in crime and anti-social behaviour including first time entrants to the criminal justice system, those who offend and those who go to custody. To seek to widen the awareness in the Borough of the needs of this group.	Youth Offending Service & Targeted Prevention Service	<ul style="list-style-type: none"> • To profile young people's involvement in crime and antisocial behaviour in LBR via a report to the LSCB (data analysis) focusing on first time entrants, custody and re-offending. • Appropriate training to be given to early intervention staff and other interested staff members 	<p>A reduction in the rate of</p> <ul style="list-style-type: none"> • First Time Entrants to Youth Justice; • Reoffending; and • Custody <p>– as they have been effectively diverted;</p>	31 st March 2015
1.2.4	Improve understanding of prevalence and patterns of CSE and missing issues and to positively promote the development of strategies to safeguard the wellbeing of young people at risk of CSE	CSE Lead Veronica Leigh/ John Delaney	<ul style="list-style-type: none"> • Training workshops for all agencies • Use of MAP panel • CSE Sub group to report developments • Workshops/training for staff via Barnardo's in house workshops • All Care Homes where children are placed to complete a form that includes a picture of the child to make it easier for Police to track children who are missing (Pilot) 	<ul style="list-style-type: none"> • Reduction of the risk that children and young people are exposed to as a result of missing episodes • Improve partner agency awareness of the risk factors, signs and symptoms 	
1.2.5	To promote Troubled Families Intervention by widening the local understanding of the initiative and promoting interagency co-operation to achieve its objectives	Chief Services to Young Peoples Officer Ronke Martins-Taylor	<ul style="list-style-type: none"> • To use Troubled Families intervention to target families who meet the TF criteria. • To ensure TF criteria is widely shared with partner agencies • Bi-annual report to LSCB outlining TF work and outcomes achieved 	<ul style="list-style-type: none"> • Provide targeted support • Improve outcomes for vulnerable families 	March 2015

Priority 1.3: To implement the recommendations outlined in the CDOP Annual Report for prevention of child deaths in Redbridge.

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
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 Gladys Xavier	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Reduction in preventable child deaths 	March 2015
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 Gladys Xavier	<ul style="list-style-type: none"> To obtain the views of relevant professionals and LSCB Lay members on developing and disseminating information on consanguinity in the community. 	<ul style="list-style-type: none"> Report to the LSCB 	March 2015
			<ul style="list-style-type: none"> To present information to GP's at Practice Learning Event. 	<ul style="list-style-type: none"> Direct access to GP's 	July 2015
1.3.3	Improve data collection in deaths due to chromosomal, genetic or congenital anomalies by relevant audit programmes.	Chair of CDOP Gladys Xavier	<ul style="list-style-type: none"> To develop the data collection by liaison with relevant health professionals/Public Health and report to CDOP. 	<ul style="list-style-type: none"> Improved Identification and referral to appropriate services for support 	March 2015

1.3.4	Commission relevant training programme through the LSCB Training programme on the identified issues above.	Chair of CDOP Gladys Xavier	<ul style="list-style-type: none"> Funding agreed. Training to be commissioned. Identification of key professionals/target group. 	<ul style="list-style-type: none"> Reduction in preventable child deaths 	March 2015
1.3.5	To provide Bereavement support for parents and carers within Children's Centres. Develop links with different communities.	Chair of CDOP CDOP Co-ordinator Gladys Xavier	<ul style="list-style-type: none"> Receive report on impact of Bereavement Support Group. 	<ul style="list-style-type: none"> Information on number of families supported. 	March 2015
1.3.6	To review the interface where appropriate, between Serious Case Reviews	Chair CDOP Gladys Xavier	<ul style="list-style-type: none"> To ensure that at each CDOP meeting consideration is given to IMR review or SCRs. 	<ul style="list-style-type: none"> Enhance learning opportunities across all partner agencies (Report to LSCB). Improve interface with Adult Safeguarding Boards. 	Nov 2015
1.3.7	To seek to reduce the number of accidental deaths for young children living in Redbridge	CDOP Co-ordinator	<ul style="list-style-type: none"> To put in place an accident prevention plan To promote work with families highlighting potential dangers within the home environment 	<ul style="list-style-type: none"> Reduction in the number of accidental deaths for young people. Annual report to the LSCB 	September 2014

Priority 1.4: To scrutinise issues concerning safety of children and young people

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
1.4.1	LSCB to scrutinise the extent and impact of alcohol and substance misuse amongst young people.	Chief Services to Young Peoples Officer Ronke Martins-Taylor	<ul style="list-style-type: none"> • Bi annual report to LSCB that includes data analysis. • Monitor review and challenge alcohol and drug misuse for the Borough. • Challenge partner agencies to report practices in managing the systemic problem of identifying alcohol and substance misuse awareness of children and young people. 	<ul style="list-style-type: none"> • Young people's engagement with services and impacts of criminal activity. • Feedback from the young people and Youth Council 	March 2015
	LSCB to scrutinise the licensing issues affecting children and young people.	Chief Community Safety Officer Kathy Nixon	<ul style="list-style-type: none"> • Report to LSCB on licensing activities and alcohol, cigarettes, glue and adult gaming. 	<ul style="list-style-type: none"> • Knowledge of problematic areas. Notification of schools. 	July 2014
1.4.2	To understand the prevalence of self-harming behaviour in children and young people.	CAMHS Deputy Director of Public Health Youth Council	<ul style="list-style-type: none"> • Consultation with the Youth Council • Bi-annual Report to LSCB on Self-Harm in children and young people. • Use of the Young Priority Fund • Promotion of CAMHS, Hear & Now and Fusion work • Include self-harm in the suicide prevention strategy 	<ul style="list-style-type: none"> • Self-Harm data to be published in the LSCB Performance Data Set • Uptake of Services by Young People. 	January 2015

1.4.3	LSCB to explore the extent that female genital mutilation and other harmful cultural practices that may be practised in the Borough and promote strategies to reduce the likelihood of girls becoming subject to FGM	LSCB Gladys Xavier	<ul style="list-style-type: none"> • In depth discussion at LSCB Board Meeting April 2015 • FGM Strategy (multi-agency) • Monitoring of pregnant women who have undergone this procedure via ante-natal care. • Training and Awareness raising with midwifery and front line hospital staff, Family Planning Clinics, STD Clinics and GP, Practice Nurses, schools and with faith communities. • Training and awareness raising for all social care staff • FGM sub group to explore current issues and data on FGM to be collated • To work with schools and other educational establishments to highlight FGM 	<ul style="list-style-type: none"> • Annual/bi-annual report to LSCB so that development can be monitored. • Improve partner agency understanding of the risks, signs and symptoms. • Improve liaison with Faith and Community Leaders and their communities 	January 2015
1.4.4	Child safety – (e.g. ponds balconies, dangerous dogs) To provide information on matters of child safety of local/national concern.	LSCB Kathy Nixon Chief Community Safety Officer	<ul style="list-style-type: none"> • Information distributed to agencies and schools. • Awareness raising with staff, parents and carers 	<ul style="list-style-type: none"> • Liaison with Community safety. 	January 2015
1.4.5	To understand the impact of equality and diversity on safeguarding.	LSCB Principal Child & Family Social Worker (PCFSW)	<ul style="list-style-type: none"> • Maintain and review Redbridge Equality Impact Assessment. • Monitor and review safeguarding practices for children with SEN and disabilities. • All training to cover equality and diversity issues 	<ul style="list-style-type: none"> • Annual report on equality and diversity matters. • Report detailing ethnicity/culture/ religion and identified need for training 	July 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

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
2.1.1	To evaluate and monitor the quality of practice in children's social care as identified for the LSCB	LSCB Executive	<ul style="list-style-type: none"> • Monitor numbers of social work staff, recruitment and retention • Annual report to LSCB that outlines multi-agency child protection intervention and outcomes for children. • Evidence of the "Voice of the Child's feedback). • Evidence appropriate "Child Protection Chair" Challenge /Monitoring. • Monitor referral rates 	<ul style="list-style-type: none"> • Monitoring children subject to C.P plans. • Monitoring children who come off C.P. plan. • Improve the Child protection Chair's profile. • Monitor the use of dispute resolution process 	January 2015
2.1.2	The LSCB Board to scrutinise the impact of the MASH arrangements to ensure improving multi agency working on child protection.	Head of Child Protection and Early Intervention Services Catherine Worboyes	<ul style="list-style-type: none"> • Bi-monthly reports to LSCB • Audit of MASH completed April 2014. 	<ul style="list-style-type: none"> • Provision of Case Study indicating impact of MASH. 	July 2014

2.1.3	To ensure the Voice of the Child is identified within practice	Principal Child & Family Social Worker (PCFSW) Ruth Jenkins	<ul style="list-style-type: none"> • Workshops to be provided to staff • Quality Assurance Officers to support practitioners to evidence direct work with children and young people. • Promote feedback from children and young people. 	<ul style="list-style-type: none"> • Bi-annual Report to LSCB • Improve the contribution by young people towards service review / implementation (consultation) 	July 2014
2.1.4	The LSCB Board to evaluate the quality of safeguarding practice within new health arrangements.	CCG Lead Jacqui Himbury	<ul style="list-style-type: none"> • Annual report to the LSCB on the compliance and quality of safeguarding work for health providers. 		October 2014
2.1.5	To continue to monitor partner agency attendance at Child Protection Conferences and seek action to develop innovative approaches to achieving all agency buy in.	Head of Commissioning, Quality and Finance (Local Authority) Tendai Dooley (Interim)	<ul style="list-style-type: none"> • Report to the LSCB in July 2014. • LSCB to consider and agree actions necessary to secure improvement.. • To prepare a leaflet that outlines the significance of partner agency contribution and attendance at Child Protection Conferences. 	<ul style="list-style-type: none"> • Number of partner agencies that contribute to C.P Conferences and the decision making process. • Heads of Service to continue to observe C.P. Conferences. 	July 2014

2.1.6	To improve the quality of multi-agency practice across all partner agencies.	Chair Learning and Improvement Group and MIC Group Tendai Dooley and Ruth Jenkins	<ul style="list-style-type: none"> • Continue programme of multi-agency training; workshops, cross Borough briefings and annual conference. • Promote the use of “in-house” trainers to facilitate workshops in their specialist areas, i.e. drug and substance misuse, domestic violence, mental health. (Mental Health and Substance Misuse Forum) • To promote safeguarding awareness within Redbridge schools and colleges. • To raise the profile of the LADO role within schools • Further embed the use of multi-agency audits to inform partnership working. • Instigate a programme of visits of LSCB Strategic Board members to settings outside of their professional area 	<ul style="list-style-type: none"> • Improve the use of in house trainers and facilitate multi-agency workshops, e.g. Toxic Trio, D/V. • Feedback from all training sessions. • To encourage school staff to buy into LSCB training • Findings of multi-agency audits to be used to promote a learning culture across partner agencies • Improve links between Strategic Board and front-line staff and raise awareness of different roles and disciplines in the safeguarding process. 	March 2015
2.1.7	To promote the role of the Police and Safeguarding amongst communities, young people and practitioners.	LSCB Executive Sue Williams (Borough Commander)	<ul style="list-style-type: none"> • LSCB to be assured of safeguarding within Police/CAIT in safeguarding environment. 	Police representative on the LSCB Executive Group.	January 2015

2.1.8	To promote the role of the LSCB to review cases (including historic and those from other areas) to promote a multi-agency learning culture	LSCB Chair	<ul style="list-style-type: none"> • Learning from historic cases and those from other areas to be embedded into the learning framework • To raise young people’s awareness of safeguarding issues • To ensure staff are adequately trained to actively listen to children’s disclosures • To raise awareness of the LADO role • To engage Academies within Redbridge and ensure safeguarding awareness training is available and accessible to all staff. 	<ul style="list-style-type: none"> • To maintain an evolving learning culture that takes into account lessons from a wide range of cases. • To promote multi-agency workshops • To ensure that adequate counselling support is available within schools or available to young people. 	Ongoing
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Priority 2.2 To address the issues of Child Sexual Exploitation (CSE) and silent victims including child trafficking and missing children.

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
2.2.1	To finalise the CSE strategy for the Borough.	Chair of CSE Sub Group Veronica Leigh and John Delaney	<ul style="list-style-type: none"> • The LSCB to allocate funding to CSE in 2014/15. • CSE Strategy to be presented to the LSCB. • To consider mapping of vulnerable children placed in LBR by other Boroughs. • To liaise with residential homes in LBR in order to raise CSE profile. • To review the policy in relation to children who go missing. • To consider how to raise CSE safeguarding issues with Hotels and bed and breakfast accommodation. • To work with hotels and bed and breakfast accommodation where young children may be taken. 	<ul style="list-style-type: none"> • Staff to become familiar with the CSE Strategy. • To maintain accurate data on CSE. • To identify “hot spots” including children’s residential homes that may have children known to be vulnerable to CSE. • To identify children at risk of CSE placed in London Borough of Redbridge by other Boroughs. 	June 2014
	To further develop the LSCB’s resources for CSE.		<ul style="list-style-type: none"> • Integration of work from Children’s Commissioner and London. Safeguarding Protocols with CSE work. 	<ul style="list-style-type: none"> • To ensure foster carers; leaving care services are aware of CSE • CSE Resource Pack to be put together for professional 	September 2014

2.2.2	To scrutinise the work undertaken on CSE.	LSCB Executive/ DCS	<ul style="list-style-type: none"> • Bi-annual Report to the LSCB. 		October 2014
2.2.3	Promoting healthy relationships within children and young people.	Chair of CSE Sub Group	<ul style="list-style-type: none"> • Inclusion of “are you ready young people” sexual health within training. • Feedback on Sexting drama workshops to schools. 		March 2015
2.2.4	Providing training on Domestic Violence and Young People.	Chair of Learning and Improvement Group Tendai Dooley	<ul style="list-style-type: none"> • Training to be included in the LSCB Training Programme. • Putting together a Resource Pack titled “Let’s Talk” to explore relationships, sexuality and sexual health. 		January 2015
2.2.5	To improve knowledge of extent and reasons that children go missing from care and home and take action to reduce number and duration.	Head of Child Protection and Early Intervention Services Cathy Worboyes	<ul style="list-style-type: none"> • Identify an organisation Independent of the Local Authority to undergo missing from care interviews • Review the way that missing children are interviewed. • Review the Missing from Care Policy (to be reported to LSCB). • To maintain MAP and MASE panels. 	<ul style="list-style-type: none"> • Improved data and reporting on children who go missing. • Report to LSCB July 2014 Board • Barnardo’s missing interviews, Protocol to be agreed. 	January 2015

Priority 2.3 To scrutinise the child protection and safeguarding practice of looked after children placed both in and outside the Borough.					
REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
2.3.1	The LSCB Board to review the outcomes for looked after children.	Head of Community Social Work and Looked After Children Harriet Jannetta	<ul style="list-style-type: none"> • Bi annual reports to the Board to consider a different aspect of looked after children. • Bi annual reports to the Board to consider the outcomes of children leaving care (Employment; education, training) 	<ul style="list-style-type: none"> • Number of children who are looked after. • Number of children who are rehabilitated home. • Leaving Care resources. 	July 2014 and January 2015
2.3.2	To quality assure multi-agency practice and undertake an audit programme focusing on looked after children cohorts.	MIC Chair Ruth Jenkins	<ul style="list-style-type: none"> • An audit programme agreed with MIC and rolled out. • Consultations with the Youth Council 	<ul style="list-style-type: none"> • Feedback from children and young people. • Feedback from parents and carers. 	July 2014
2.3.3	To promote “The Voice of the Child” as part of evidence informed practice.	MIC Chair Ruth Jenkins	<ul style="list-style-type: none"> • Map the children and young people participation groups and develop an engagement strategy to ensure the words of children and young people are heard and acted upon 	<ul style="list-style-type: none"> • Evidence of children and young people’s engagement with policy review and transformation plans 	
2.3.4	LSCB to scrutinise arrangements for recruiting Foster Carers	Head of Fostering and Adoption Graham Puckering	<ul style="list-style-type: none"> • Evidence of recruitment drive. • Evidence of working with different communities. • Training staff to work with Foster Carer recruitment. • Bi-annual report to LSCB 	<ul style="list-style-type: none"> • Availability of more in house placements. • Reducing the number of children placed more than 20 miles out of Borough. 	July 2014 to January 2015

2.3.5	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	<ul style="list-style-type: none"> • A multi-agency action plan. • Each Health provider will provide their Annual Safeguarding Children Report to the LSCB. • IHA forms to be available and consent to be sought when child is accommodated. 	<ul style="list-style-type: none"> • Timeliness of health assessments. • Identification of children's health needs. 	
2.3.6	To ensure that children placed out of Borough have their educational facilities assessed by Virtual Schools and that all necessary actions are taken to meet their educational needs.	Head of Virtual Schools – Terry Cook And IRO Service Manager Judy Daniels	<ul style="list-style-type: none"> • To ensure outcomes for LAC out of Borough placements are monitored. • IRO Service Manager to produce a bi-annual report regarding the progress of children placed out of Borough (in conjunction with Service Manager for Looked after Children). • To ensure contact with significant others is promoted. • IRO contact to be maintained with children placed out of Borough. 	<ul style="list-style-type: none"> • All LAC children to have improved outcomes, i.e. educational attainment. • Evidence multi-Agency role in support of LAC children out of Borough. • Ensure CAMHS support is available to LAC children out of Borough. 	July 2014

2.3.7	To better understand the needs of children placed in LBR by other Boroughs	LSCB	<ul style="list-style-type: none"> • Maintain a record of where children are placed and by which local Authority. • Liaising with Local Authorities that are placing children in LBR. 	<ul style="list-style-type: none"> • Understanding the needs of children placed in LBR. • Understanding the services required to support these children. • Clear identification of children placed in <ul style="list-style-type: none"> - Connected Persons Arrangements - Residential Homes - Foster Placements etc. 	
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Priority 2.4 To scrutinise safeguarding processes and outcomes for children with disabilities and children with complex SEN.					
REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
2.4.1	The LSCB Board to agree Protocol for children with disabilities and children with complex SEN.	Head of SEN and Disability (Local authority)	<ul style="list-style-type: none"> • Report to the Board. 	<ul style="list-style-type: none"> • Number of children subject to CP plans. • Understanding of the communication methods used to ascertain the children's wishes and feelings. 	January 2015

2.4.2	To quality assure practice through multi agency audit and report outcomes.	MIC Sub Group Chair Ruth Jenkins Paul McCarthy Head of SEN and Disability	<ul style="list-style-type: none"> • Multi-agency audit of SEN and Disability included in audit plan. • Report to LSCB • Themed multi-agency audits on neglect/ domestic violence etc. • Reports to be provided by Barnardo's and any other agency that support the CWD team in working with children identified as needing additional support. 	<ul style="list-style-type: none"> • To understand any additional needs affecting children with SEN and disability. • To understand the effectiveness of multi-agency intervention • To ensure that children with complex SEN and additional needs continue to have access to a range of service. 	March 2015 March 2015
2.4.3	Referrals to be included in the LSCB Performance Data Set.	Chair of Performance Data Sub Group Sally Edwards	<ul style="list-style-type: none"> • Quarterly reporting to the LSCB. 		March 2015

Priority 2.5 Neglect

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
2.5.1	LSCB to monitor, assess and act on issues that impact on the prevalence of neglect and outcomes for children and young people	LSCB Executive	<ul style="list-style-type: none"> • Annual Safeguarding report to clearly demonstrate how Early Intervention work is improving outcomes for children experiencing neglect. • LSCB Conference will focus on Neglect and the Neglect Strategy will be launched at the LSCB Conference. • Audit Report that explores the prevalence of Neglect issues within cases that are open to statutory services. Report to consider multi-agency working and impact on educational attainment. • Putting together a resource folder for multi-agency practitioners to understand and work with Neglect. 	<ul style="list-style-type: none"> • Supporting families to minimise the risk of statutory intervention. • Utilise universal services to provide effective support and monitoring to children and their families. • To ensure there is LSCB training that covers the complex issues of neglect. • Commission a piece of work around looking at neglect in LBR 	October 2014

2.5.2	To develop a Neglect Strategy and to put in place a Neglect Improvement Programme across policy and practice	LSCB Executive	<ul style="list-style-type: none"> • Commission a piece of work exploring the range of neglect issues that result in intervention (Report to LSCB – October 2014) • Review the impact of neglect on school attendance and academic attainment. • Understand the challenges of effective engagement with parents. • Review of the use of the “Neglect Tool”. • Neglect Strategy will be launched at the LSCB Conference in November 2014 	<ul style="list-style-type: none"> • Improve staff confidence in addressing Neglect. • Review of service provisions that work with Neglect. • Feedback from young people. 	October 2014
2.5.3	To quality assure multi-agency practice focusing on how neglect impacts on children’s outcomes.	LSCB Executive	<p>How this will be achieved</p> <ul style="list-style-type: none"> • LSCB to host a Conference on Neglect. • Multi-agency training on Neglect to take place • Understand impact of Early Intervention on Neglect. • Use of the Neglect Tool (pilot in EIFSS and CPAT) to be reviewed after 6 months from May 2014. 	<ul style="list-style-type: none"> • Bi-annual report to LSCB exploring impact of EI work on Neglect. • Bi-annual report to LSCB regarding Neglect on cases open to the Social Care statutory sector. 	October 2014
2.5.4	To understand the correlation between Neglect and parental Mental Health; Domestic Violence; Substance Misuse/Learning Difficulties	LSCB Executive	<p>Report to LSCB on</p> <ul style="list-style-type: none"> • Clear identification of parental needs at the point of referral. • Multi-agency input in assessment and planning • Training/workshops on Neglect. 	<ul style="list-style-type: none"> • Improved data analysis regarding Neglect and impact on children’s outcomes 	January 2015

Cnt'd	To understand the correlation between Neglect and parental Mental Health; Domestic Violence; Substance Misuse/Learning Difficulties	Adult LSCB Children's LSCB	<ul style="list-style-type: none"> Develop a joint Protocol to share information between Adult and Children's Services to enhance safeguarding intervention where there may be parental mental health, substance misuse, learning difficulties, Domestic violence etc. Joint training/workshops between adult and children's services. 	Report to the Health and Well Being Board; Adult Safeguarding Board and LSCB	September 2014
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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 fulfils its function of scrutiny and challenge outlined in Working Together 2013 Ofsted review

REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
3.1.1	Review of Ofsted Inspection expectations	LSCB Executive	<ul style="list-style-type: none"> Understanding Ofsted inspection framework and outcomes for other Boroughs, identifying LBR's areas for learning/ improvement. 	<ul style="list-style-type: none"> Preparing LSCB partner agencies for Ofsted inspections and maintaining good practice 	Ongoing

3.1.2	To hold a LSCB Development session/ LSCB Conference on the issue of neglect (November 2014)	LSCB Executive	<ul style="list-style-type: none"> Partner agencies will be expected to participate in Development Day. To ensure partner agencies cascade learning from development day to their managers and staff. 	<ul style="list-style-type: none"> Agree future priorities. Clarity of the role and expectation to inform safeguarding Maintaining effective partnership working 	April 2014
3.1.3	Further develop the LSCB Executive as a key forum to drive the LSCB locally with efficient and effective business planning.	Independent Chair/ LSCB Executive	<ul style="list-style-type: none"> Review the workings and membership of the LSCB Executive and sub-groups in line with developments. To include Young People's views in the LSCB vision. 	<ul style="list-style-type: none"> Improved attendance at LSCB Meetings/Conferences etc. 	July 2014
3.1.4	Develop the production of a performance management framework including data sets to inform the work of the Board.	DCS/ LSCB Executive		<ul style="list-style-type: none"> Work undertaken by Children's Services and London Chair. 	July 2014
		Chair of Performance Data Sub-Group Sally Edwards	<ul style="list-style-type: none"> The development of a Performance Data set with relevant commentary. Report that analyses the data produced. Identify training needs with partner agencies 	<ul style="list-style-type: none"> Evidence of Challenge using the data set. Understanding of Safeguarding 	July 2014
3.1.5	Ensure work is being undertaken to fulfil responsibilities; role of the Chief executive.	LSCB Chair/ Chief Executive	<ul style="list-style-type: none"> Feedback to LSCB Executive on all Strategic discussion. Ensure the CE is apprised of significant developments (i.e. areas of staffing concern/areas of good practice) 	Maintain CE's insight of LSCB work	Ongoing

3.1.6	Enhance communication processes amongst agencies including via websites.	LSCB Practice Development Manager.	<ul style="list-style-type: none"> • Annual Report to LSCB Executive. • Mapping exercise of the different websites that partner agencies use. Explaining the best way to share information about partner agency developments 	<ul style="list-style-type: none"> • Develop the information circulated to agencies on the role of the LSCB and Working Together 2013 guidance. 	June 2014
	Review of the communication process for the LSCB.	LSCB Practice Development Manager	<ul style="list-style-type: none"> • Ensuring that all partner agency staff understand LSCB role. • Improving LSCB profile within LBR communities (use of Lay Members). • Liaison with Faith/Community Leaders. • Presentation to Faith/Community Leaders. 	<ul style="list-style-type: none"> • Development of Chair's newsletter. • Review of LSCB web site • Maintain active Lay Membership role within communities 	July 2014
3.1.7	Ensure the promotion of the role of Private and Voluntary Sectors, including Faith Groups.	LSCB	<ul style="list-style-type: none"> • To ensure that voluntary organisations are supporting safeguarding processes for all children and young people. • Report to LSCB that outlines all voluntary agencies operating in LBR. 	<ul style="list-style-type: none"> • Understand the services and expertise available within private, voluntary and Faith organisations 	January 2015
3.1.5	Promote partner agency scrutiny and challenge	LSCB	<ul style="list-style-type: none"> • To agree a framework through which senior managers can visit each other's agencies in order to observe practice in action. • To reduce overreliance on reports but encourage the management teams to fully understand safeguarding process in partner agencies. • To promote transparency of practice matters and issues between partner agencies 	<ul style="list-style-type: none"> • Enhance the LSCB's overall understanding of the area in relation to safeguarding. 	January 2015

Priority 3.2 To produce and share a local learning and improvement framework					
REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
3.2.1	Ensure the LSCB Board is able to review all safeguarding/child protection inspections in all partner agencies.	LSCB Executive	<ul style="list-style-type: none"> Request all agencies to report inspections and include action plans in Calendar of reports. Promote partner agencies to support each other through inspections. 	Maintain awareness of all inspections and outcomes and those to be linked into the LSCB work	Ongoing
3.2.2	Understanding of any Serious Case Reviews and develop the process for reviewing and learning from near misses.	LSCB Executive Chair of MIC Sub Group Ruth Jenkins Chair of Learning and Improvement Sub Group Tendai Dooley	<ul style="list-style-type: none"> Report to LSCB Executive on evaluation of near miss case. Learning from SCR's/near misses whether from LBR or other Boroughs to be formally cascaded to staff (workshops/briefing sessions/training). 	All reports to be presented at LSCB Executive regarding processes and procedures for learning from SCR's/near miss cases etc.	Ongoing
3.2.3	Clarify and undertake a programme of multi-agency audits which are part of the Learning and Improvement Framework.	MIC Chair Ruth Jenkins LSCB Business Manager	<ul style="list-style-type: none"> Promote a learning environment Evidence the support to newly qualified staff. Understand service needs and actions to address those needs. Quality Assurance Officer for LSCB multi-agency audits appointed. 	<ul style="list-style-type: none"> Commission a programme and ensure compliance. Evidence of partner agency compliance 	From April 2014

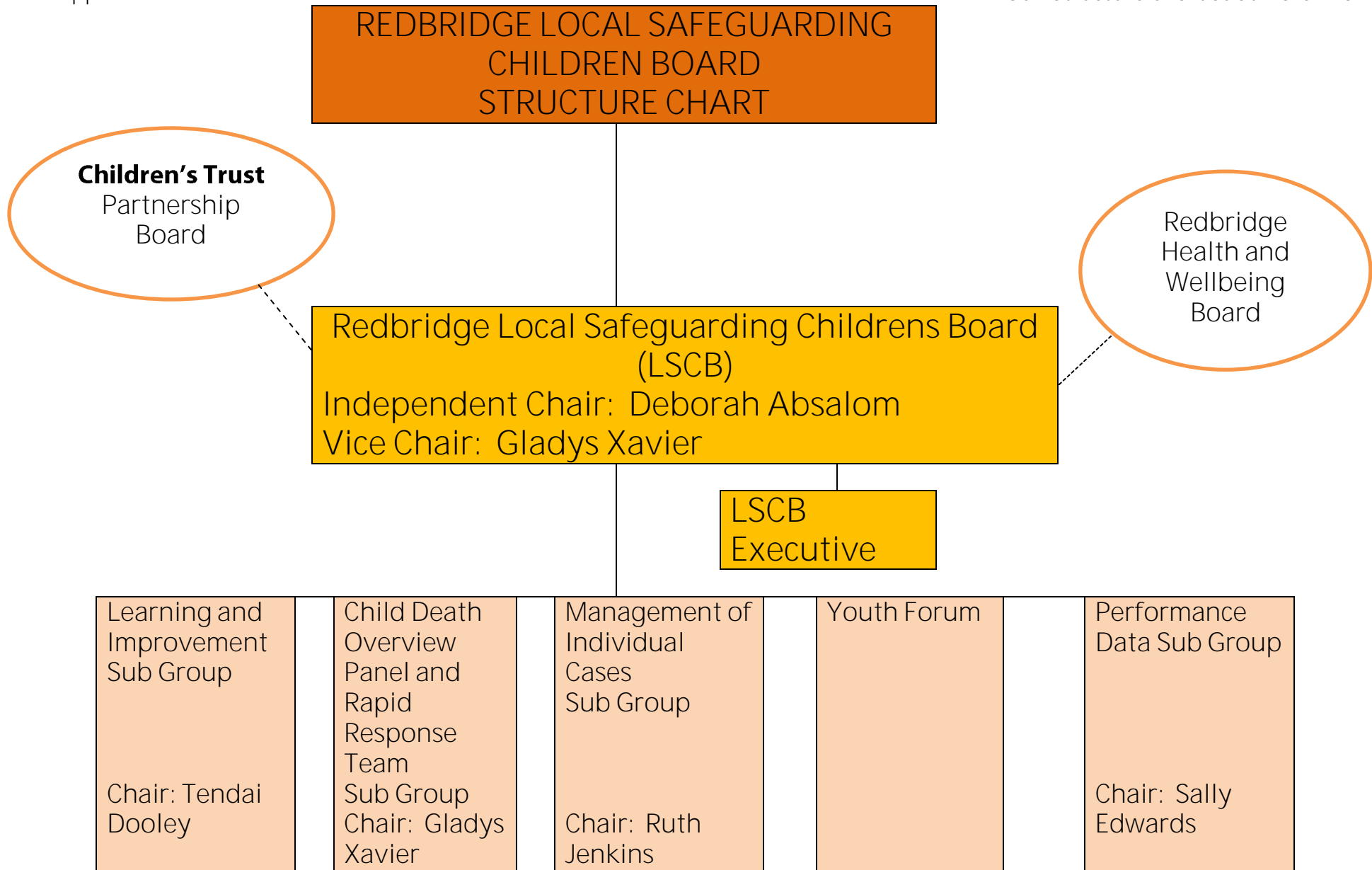
3.2.4	Section 11 To Undertake a Section 11 Audit including peer challenge	LSCB Executive	<ul style="list-style-type: none"> • Section 11 audit to be undertaken and outcome reported to the LSCB. • Partner agencies to respond to Section 11 audits so that their safeguarding processes can be open to scrutiny/challenge. • Partner agencies to participate in Section 11 Audit Programme. • Actions arising from the peer challenge to be followed through. 	<ul style="list-style-type: none"> • All agencies able to demonstrate safeguarding processes. • Outcome of Section 11 audits to be reported to LSCB • Action plan to be put in place if there are areas for improvement 	Process from April 2014 to report to the Board in October 2014
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Priority 3.3 To facilitate cross agency and community understanding of safeguarding work.					
REF	Actions	Lead	How this will be achieved	Measure which details a direct impact on children and young people	By when
3.3.1	To continue presentations at each Board meeting from all partners on their safeguarding work.	LSCB Practice Development Manager	<ul style="list-style-type: none"> • Rolling programme and evaluation. 	<ul style="list-style-type: none"> • Maintain transparency regarding safeguarding practices and identify any challenges between partner agencies 	On going
3.3.2	Reorganisation within partner agencies and management of referrals.	LSCB Executive	<ul style="list-style-type: none"> • The LSCB Executive to be aware of any reorganisation with agencies which has significant impact on safeguarding. • Presentation to the LSCB on any major organisational change. 	<ul style="list-style-type: none"> • LSCB to maintain an awareness of all the changes and highlight any potential vulnerabilities. • Promote safeguarding accountability across agencies 	January 2015

3.3.3	To address an issue for the community identified by Lay Members and use their expertise to develop a response (e.g. FGM; Dowry; Forced Marriages etc.)	LSCB Board Lay Members	<ul style="list-style-type: none"> • Lay Members to engage communities. • Lay Members to participate in some workshops. • Lay Members to highlight community issues that might pose a risk to children. • LSCB training to incorporate culturally harmful practices 	<ul style="list-style-type: none"> • Improve communication with local communities. • Maintain relationships with Faith /Community Leaders 	May 2014 ongoing
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3.3.4	To further develop relationships with local faith communities	LSCB Executive and Chair	<ul style="list-style-type: none"> • Report to LSCB identifying the range of faith communities within Redbridge and further highlighting those faith communities that have had child protection/safeguarding training • Provide safeguarding and other training in consultation with Faith/Community Leaders to undertake workshops for staff across agencies. • LSCB to understand about other forms of culturally harmful practices that may be taking place within the different communities. 	<ul style="list-style-type: none"> • Review faith community representation on LSCB Strategic Board and raise safeguarding issues with faith communities • Improve understanding of how faith/belief systems can play a pivotal role in families. • Provide training that can support staff to explore and improve their knowledge base in respect of the different cultures and belief systems. • Understanding of safeguarding and other issues. • Demystify belief systems. • Improve staff confidence and access to resources when dealing with faith/belief systems. 	January 2015
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3.3.5	To host the third Annual LSCB Conference to share awareness with professionals across all agencies.	LSCB Chair Chair Learning and Improvement Sub Group Tendai Dooley LSCB Practice Development Manager	<ul style="list-style-type: none"> • Conference on Neglect 	<ul style="list-style-type: none"> • Promote greater understanding of the impact of Neglect and outcomes for children, resulting in timely and effective interventions. • Enhance the use of practical tools (i.e. chronologies across all agencies) to understand neglect • To promote awareness of the child's experience of neglect. (child's voice/child's experience) 	12 th November 2014
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Appendix B

LSCB Membership (as at March 2014)

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

Tendai Dooley, Interim 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 Service, 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

Gladys Xavier, Deputy Director of Public Health, London Borough of Redbridge

Dr Dianne Borien, Head of Early Years, London Borough of Redbridge

Health representatives

Sally Shearer, Director of Nursing, Barts Health NHS Trust

Bob Edwards, Integrated Care Director for Redbridge Mental Health Services, NELFT

Jacqui Himbury, Nurse Director, Redbridge CCG

Stephanie Sollosi, Designated Nurse for Safeguarding Children, Redbridge CCG

Stephen Hynes, Safeguarding Lead/Named Nurse, Barking, Havering and Redbridge University Hospitals NHS Trust

Dr Sarah Luke, Consultant Paediatrician for Safeguarding Children/Designated Doctor, Redbridge CCG

Dr Ann O'Brien, Named GP, Redbridge CCG

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

Linda Kim-Newby, Senior Service Manager, CAFCASS

Head teacher representatives

Noel Judge, Deputy Head Teacher, Canon Palmer Academy

Sherlyn Ramsey, Head teacher, Uphall Primary School

Alex Burke, Head teacher, The Ursuline Academy School

Jas Leverton, Head teacher, Cranbrook Primary School

Sue Blows, Head teacher, Hatton Special School

Redbridge College

Andy Shepherd, 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

Vinaya Sharma, Redbridge Faith Forum

Lay Members

Hilary Kundu

Nahim Hanif

Shabana Shaukat

Participant Observer

CIr Alan Weinberg, Lead Member for Children and Young People

Sub Group Chairs

Yolanda Corden, Principal Child and Family Social Worker, Chair of Management of Individual Cases Sub group

Tendai Dooley, Interim Head of Commissioning, Quality & Finance, Chair of Learning and Improvement Sub Group

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 as at 31 March 2014)

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**

Borough Commander Sue Williams, Redbridge Police

Stephanie Sollosi, Designated Nurse for Safeguarding Children, Redbridge CCG

Dr Sarah Luke, Consultant Paediatrician for Safeguarding Children/Designated Doctor, Redbridge CCG

Yolanda Corden, Principal Child and Family Social Worker, Chair of Management of Individual Cases Sub group

Tendai Dooley, Interim Head of Commissioning, Quality & Finance, Chair of Learning and Improvement Sub Group

Gladys Xavier, Deputy Director of Public Health, Chair of CDOP

APPENDIX C

LSCB Attendance for the period 1 April 2013 to 31st March 2014

Agency	Attendance
Independent Chair	100%
Local Authority Reps	85%
Barts Health	75%
NELFT	100%
CCG	100%
BHRUT	100%
Police CAIT Team	100%
Police (Borough)	75%
Probation	50%
CAFCASS	0%
Head teachers	53%
Redbridge College	75%
Voluntary Sector	42% NB long term illness
Faith members	50%
Lay members	75% * Eid fell on a meeting otherwise 92%