

## 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.

<b>REF</b>	<b>Actions</b>	<b>Lead</b>	<b>How this will be achieved</b>	<b>Measure which details a direct impact on children and young people</b>	<b>By when</b>
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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"> <li>• Maintain and further develop the range of EIFSS services and parenting programmes, missing interviews, domestic violence, and family support.</li> <li>• Effectiveness of early help training and understanding the child's journey prior to statutory intervention (CAF use).</li> <li>• Ensure early help is available to children and their families across the Borough.</li> <li>• Annual report to the LSCB Board that incorporates any Quality Assurance and performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence that the re-referral rate to social care is reduced</li> <li>• Continued use of CAF and specialist support.</li> <li>• 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.</li> <li>• Retain EIFSS, D/V, Missing From Home interviews, parenting programmes.</li> </ul>	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"> <li>• Full reports to MIC</li> <li>• Forward planning to include presentation of cases at MIC sub-group</li> </ul>	<ul style="list-style-type: none"> <li>• Improved outcomes for under 5's in Redbridge</li> </ul>	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"> <li>• Reports to MIC</li> </ul>		July 2014

		Chair of Learning and Improvement Sub-Group (LIG) Tendai Dooley	<ul style="list-style-type: none"> <li>Inclusion of training on CAF and in the LSCB training plan</li> </ul>	<ul style="list-style-type: none"> <li>That all staff are sufficiently trained and skilled to work with diverse communities and presenting needs.</li> <li>Evidence that safeguarding awareness training is provided to all early help staff across partner agencies.</li> <li>CAF training/workshops to be repeated to all agencies.</li> </ul>	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"> <li>Evidence based parenting courses to be carried out by accredited practitioners.</li> <li>Annual report to LSCB that demonstrates the outcomes of the parenting courses.</li> </ul>	<ul style="list-style-type: none"> <li>To evidence the impact of parenting intervention on outcomes for children and young people.</li> <li>To have a co-ordinated approach and a strategic plan to parenting intervention.</li> <li>Parenting courses to be widely publicised within Redbridge.</li> </ul>	January 2015

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"> <li>To include domestic violence, parental mental health and other parental/carer issues in the LSCB Training Programme 2014-15.</li> <li>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</li> <li>Consultation with the Youth Forum</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of improved outcomes for children and young people.</li> <li>Obtaining feedback from children and young people.</li> <li>Annual report to LSCB</li> </ul>	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"> <li>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.</li> <li>Appropriate training to be given to early intervention staff and other interested staff members</li> </ul>	<p>A reduction in the rate of</p> <ul style="list-style-type: none"> <li>First Time Entrants to Youth Justice:</li> <li>Reoffending; and</li> <li>Custody</li> </ul> <p>– as they have been effectively diverted;</p>	31 <sup>st</sup> 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"> <li>• Training workshops for all agencies</li> <li>• Use of MAP panel</li> <li>• CSE Sub group to report developments</li> <li>• Workshops/training for staff via Barnardo's in house workshops</li> <li>• 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)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of the risk that children and young people are exposed to as a result of missing episodes</li> <li>• Improve partner agency awareness of the risk factors, signs and symptoms</li> </ul>	
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"> <li>• To use Troubled Families intervention to target families who meet the TF criteria.</li> <li>• To ensure TF criteria is widely shared with partner agencies</li> <li>• Bi-annual report to LSCB outlining TF work and outcomes achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted support</li> <li>• Improve outcomes for vulnerable families</li> </ul>	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"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in preventable child deaths</li> </ul>	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"> <li>To obtain the views of relevant professionals and LSCB Lay members on developing and disseminating information on consanguinity in the community.</li> </ul>	<ul style="list-style-type: none"> <li>Report to the LSCB</li> </ul>	March 2015
			<ul style="list-style-type: none"> <li>To present information to GP's at Practice Learning Event.</li> </ul>	<ul style="list-style-type: none"> <li>Direct access to GP's</li> </ul>	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"> <li>To develop the data collection by liaison with relevant health professionals/Public Health and report to CDOP.</li> </ul>	<ul style="list-style-type: none"> <li>Improved Identification and referral to appropriate services for support</li> </ul>	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"> <li>Funding agreed. Training to be commissioned. Identification of key professionals/target group.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in preventable child deaths</li> </ul>	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"> <li>Receive report on impact of Bereavement Support Group.</li> </ul>	<ul style="list-style-type: none"> <li>Information on number of families supported.</li> </ul>	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"> <li>To ensure that at each CDOP meeting consideration is given to IMR review or SCRs.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance learning opportunities across all partner agencies (Report to LSCB).</li> <li>Improve interface with Adult Safeguarding Boards.</li> </ul>	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"> <li>To put in place an accident prevention plan</li> <li>To promote work with families highlighting potential dangers within the home environment</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in the number of accidental deaths for young people.</li> <li>Annual report to the LSCB</li> </ul>	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"> <li>Bi annual report to LSCB that includes data analysis.</li> <li>Monitor review and challenge alcohol and drug misuse for the Borough.</li> <li>Challenge partner agencies to report practices in managing the systemic problem of identifying alcohol and substance misuse awareness of children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>Young people's engagement with services and impacts of criminal activity.</li> <li>Feedback from the young people and Youth Council</li> </ul>	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"> <li>Report to LSCB on licensing activities and alcohol, cigarettes, glue and adult gaming.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of problematic areas. Notification of schools.</li> </ul>	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"> <li>• Consultation with the Youth Council</li> <li>• Bi-annual Report to LSCB on Self-Harm in children and young people.</li> <li>• Use of the Young Priority Fund</li> <li>• Promotion of CAMHS, Hear &amp; Now and Fusion work</li> <li>• Include self-harm in the suicide prevention strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Self-Harm data to be published in the LSCB Performance Data Set</li> <li>• Uptake of Services by Young People.</li> </ul>	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"> <li>• In depth discussion at LSCB Board Meeting April 2015</li> <li>• FGM Strategy (multi-agency)</li> <li>• Monitoring of pregnant women who have undergone this procedure via ante-natal care.</li> <li>• 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.</li> <li>• Training and awareness raising for all social care staff</li> <li>• FGM sub group to explore current issues and data on FGM to be collated</li> <li>• To work with schools and other educational establishments to highlight FGM</li> </ul>	<ul style="list-style-type: none"> <li>• Annual/bi-annual report to LSCB so that development can be monitored.</li> <li>• Improve partner agency understanding of the risks, signs and symptoms.</li> <li>• Improve liaison with Faith and Community Leaders and their communities</li> </ul>	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"> <li>• Information distributed to agencies and schools.</li> <li>• Awareness raising with staff, parents and carers</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with Community safety.</li> </ul>	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"> <li>• Maintain and review Redbridge Equality Impact Assessment.</li> <li>• Monitor and review safeguarding practices for children with SEN and disabilities.</li> <li>• All training to cover equality and diversity issues</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report on equality and diversity matters.</li> <li>• Report detailing ethnicity/culture/religion and identified need for training</li> </ul>	July 2014
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## **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

<b>REF</b>	<b>Actions</b>	<b>Lead</b>	<b>How this will be achieved</b>	<b>Measure which details a direct impact on children and young people</b>	<b>By when</b>
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"> <li>• Monitor numbers of social work staff, recruitment and retention</li> <li>• Annual report to LSCB that outlines multi-agency child protection intervention and outcomes for children.</li> <li>• Evidence of the "Voice of the Child's feedback).</li> <li>• Evidence appropriate "Child Protection Chair" Challenge /Monitoring.</li> <li>• Monitor referral rates</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring children subject to C.P plans.</li> <li>• Monitoring children who come off C.P. plan.</li> <li>• Improve the Child protection Chair's profile.</li> <li>• Monitor the use of dispute resolution process</li> </ul>	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"> <li>• Bi-monthly reports to LSCB</li> <li>• Audit of MASH completed April 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Case Study indicating impact of MASH.</li> </ul>	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"> <li>• Workshops to be provided to staff</li> <li>• Quality Assurance Officers to support practitioners to evidence direct work with children and young people.</li> <li>• Promote feedback from children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annual Report to LSCB</li> <li>• Improve the contribution by young people towards service review / implementation (consultation)</li> </ul>	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"> <li>• Annual report to the LSCB on the compliance and quality of safeguarding work for health providers.</li> </ul>		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"> <li>• Report to the LSCB in July 2014.</li> <li>• LSCB to consider and agree actions necessary to secure improvement..</li> <li>• To prepare a leaflet that outlines the significance of partner agency contribution and attendance at Child Protection Conferences.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of partner agencies that contribute to C.P Conferences and the decision making process.</li> <li>• Heads of Service to continue to observe C.P. Conferences.</li> </ul>	July 2014

2.1.6	To improve the quality of multi-agency practice across all partner agencies.	<p>Chair Learning and Improvement Group and MIC Group</p> <p>Tendai Dooley and Ruth Jenkins</p>	<ul style="list-style-type: none"> <li>• Continue programme of multi-agency training; workshops, cross borough briefings and annual conference.</li> <li>• 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)</li> <li>• To promote safeguarding awareness within Redbridge schools and colleges.</li> <li>• To raise the profile of the LADO role within schools</li> <li>• Further embed the use of multi-agency audits to inform partnership working.</li> </ul> <ul style="list-style-type: none"> <li>• Instigate a programme of visits of LSCB Strategic Board members to settings outside of their professional area</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the use of in house trainers and facilitate multi-agency workshops, e.g. Toxic Trio, D/V.</li> <li>• Feedback from all training sessions.</li> <li>• To encourage school staff to buy into LSCB training</li> <li>• Findings of multi-agency audits to be used to promote a learning culture across partner agencies</li> </ul> <ul style="list-style-type: none"> <li>• Improve links between Strategic Board and front-line staff and raise awareness of different roles and disciplines in the safeguarding process.</li> </ul>	March 2015
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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"> <li>• LSCB to be assured of safeguarding within Police/CAIT in safeguarding environment.</li> </ul>	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"> <li>• Learning from historic cases and those from other areas to be embedded into the learning framework</li> <li>• To raise young people's awareness of safeguarding issues</li> <li>• To ensure staff are adequately trained to actively listen to children's disclosures</li> <li>• To raise awareness of the LADO role</li> <li>• To engage Academies within Redbridge and ensure safeguarding awareness training is available and accessible to all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• To maintain an evolving learning culture that takes into account lessons from a wide range of cases.</li> <li>• To promote multi-agency workshops</li> <li>• To ensure that adequate counselling support is available within schools or available to young people.</li> </ul>	Ongoing

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"> <li>• The LSCB to allocate funding to CSE in 2014/15.</li> <li>• CSE Strategy to be presented to the LSCB.</li> <li>• To consider mapping of vulnerable children placed in LBR by other Boroughs.</li> <li>• To liaise with residential homes in LBR in order to raise CSE profile.</li> <li>• To review the policy in relation to children who go missing.</li> <li>• To consider how to raise CSE safeguarding issues with Hotels and bed and breakfast accommodation.</li> <li>• To work with hotels and bed and breakfast accommodation where young children may be taken.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff to become familiar with the CSE Strategy.</li> <li>• To maintain accurate data on CSE.</li> <li>• To identify “hot spots” including children’s residential homes that may have children known to be vulnerable to CSE.</li> <li>• To identify children at risk of CSE placed in London Borough of Redbridge by other Boroughs.</li> </ul>	June 2014

	To further develop the LSCB's resources for CSE.		<ul style="list-style-type: none"> <li>Integration of work from Children's Commissioner and London. Safeguarding Protocols with CSE work.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure foster carers; leaving care services are aware of CSE</li> <li>CSE Resource Pack to be put together for professional</li> </ul>	September 2014
2.2.2	To scrutinise the work undertaken on CSE.	LSCB Executive/ DCS	<ul style="list-style-type: none"> <li>Bi-annual Report to the LSCB.</li> </ul>		October 2014
2.2.3	Promoting healthy relationships within children and young people.	Chair of CSE Sub Group	<ul style="list-style-type: none"> <li>Inclusion of "are you ready young people" sexual health within training.</li> <li>Feedback on Sexting drama workshops to schools.</li> </ul>		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"> <li>Training to be included in the LSCB Training Programme.</li> <li>Putting together a Resource Pack titled "Let's Talk" to explore relationships, sexuality and sexual health.</li> </ul>		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"> <li>Identify an organisation Independent of the Local Authority to undergo missing from care interviews</li> <li>Review the way that missing children are interviewed.</li> <li>Review the Missing from Care Policy (to be reported to LSCB).</li> <li>To maintain MAP and MASE panels.</li> </ul>	<ul style="list-style-type: none"> <li>Improved data and reporting on children who go missing.</li> <li>Report to LSCB July 2014 Board</li> <li>Barnardo's missing interviews, Protocol to be agreed.</li> </ul>	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"> <li>• Bi annual reports to the Board to consider a different aspect of looked after children.</li> <li>• Bi annual reports to the Board to consider the outcomes of children leaving care (Employment; education, training)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of children who are looked after.</li> <li>• Number of children who are rehabilitated home.</li> <li>• Leaving Care resources.</li> </ul>	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"> <li>• An audit programme agreed with MIC and rolled out.</li> <li>• Consultations with the Youth Council</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from children and young people.</li> <li>• Feedback from parents and carers.</li> </ul>	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"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of children and young people’s engagement with policy review and transformation plans</li> </ul>	

2.3.4	LSCB to scrutinise arrangements for recruiting Foster Carers	Head of Fostering and Adoption Graham Puckering	<ul style="list-style-type: none"> <li>• Evidence of recruitment drive.</li> <li>• Evidence of working with different communities.</li> <li>• Training staff to work with Foster Carer recruitment.</li> <li>• Bi-annual report to LSCB</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of more in house placements.</li> <li>• Reducing the number of children placed more than 20 miles out of Borough.</li> </ul>	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"> <li>• A multi-agency action plan.</li> <li>• Each Health provider will provide their Annual Safeguarding Children Report to the LSCB.</li> <li>• IHA forms to be available and consent to be sought when child is accommodated.</li> </ul>	<ul style="list-style-type: none"> <li>• Timeliness of health assessments.</li> <li>• Identification of children's health needs.</li> </ul>	
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"> <li>• To ensure outcomes for LAC out of Borough placements are monitored.</li> <li>• 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).</li> <li>• To ensure contact with significant others is promoted.</li> <li>• IRO contact to be maintained with children placed out of Borough.</li> </ul>	<ul style="list-style-type: none"> <li>• All LAC children to have improved outcomes, i.e. educational attainment.</li> <li>• Evidence multi-Agency role in support of LAC children out of Borough.</li> <li>• Ensure CAMHS support is available to LAC children out of Borough.</li> </ul>	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"> <li>• Maintain a record of where children are placed and by which local Authority.</li> <li>• Liaising with Local Authorities that are placing children in LBR.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the needs of children placed in LBR.</li> <li>• Understanding the services required to support these children.</li> <li>• Clear identification of children placed in <ul style="list-style-type: none"> <li>- Connected Persons Arrangements</li> <li>- Residential Homes</li> <li>- Foster Placements etc.</li> </ul> </li> </ul>	
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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"> <li>• Report to the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of children subject to CP plans.</li> <li>• Understanding of the communication methods used to ascertain the children's wishes and feelings.</li> </ul>	January 2015

2.4.2	To quality assure practice through multi agency audit and report outcomes.	<p>MIC Sub Group Chair Ruth Jenkins</p> <p>Paul McCarthy Head of SEN and Disability</p>	<ul style="list-style-type: none"> <li>• Multi-agency audit of SEN and Disability included in audit plan.</li> <li>• Report to LSCB</li> <li>• Themed multi-agency audits on neglect/ domestic violence etc.</li> <li>• Reports to be provided by Barnados and any other agency that support the CWD team in working with children identified as needing additional support.</li> </ul>	<ul style="list-style-type: none"> <li>• To understand any additional needs affecting children with SEN and disability.</li> <li>• To understand the effectiveness of multi-agency intervention</li> <li>• To ensure that children with complex SEN and additional needs continue to have access to a range of service.</li> </ul>	<p>March 2015</p> <p>March 2015</p>
2.4.3	Referrals to be included in the LSCB Performance Data Set.	<p>Chair of Performance Data Sub Group Sally Edwards</p>	<ul style="list-style-type: none"> <li>• Quarterly reporting to the LSCB.</li> </ul>		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"> <li>Annual Safeguarding report to clearly demonstrate how Early Intervention work is improving outcomes for children experiencing neglect.</li> <li>LSCB Conference will focus on Neglect and the Neglect Strategy will be launched at the LSCB Conference.</li> <li>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.</li> <li>Putting together a resource folder for multi-agency practitioners to understand and work with Neglect.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting families to minimise the risk of statutory intervention.</li> <li>Utilise universal services to provide effective support and monitoring to children and their families.</li> <li>To ensure there is LSCB training that covers the complex issues of neglect.</li> <li>Commission a piece of work around looking at neglect in LBR</li> </ul>	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"> <li>• Commission a piece of work exploring the range of neglect issues that result in intervention (Report to LSCB – October 2014)</li> <li>• Review the impact of neglect on school attendance and academic attainment.</li> <li>• Understand the challenges of effective engagement with parents.</li> <li>• Review of the use of the “Neglect Tool”.</li> <li>• Neglect Strategy will be launched at the LSCB Conference in November 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Improve staff confidence in addressing Neglect.</li> <li>• Review of service provisions that work with Neglect.</li> <li>• Feedback from young people.</li> </ul>	<b>October 2014</b>
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"> <li>• LSCB to host a Conference on Neglect.</li> <li>• Multi-agency training on Neglect to take place</li> <li>• Understand impact of Early Intervention on Neglect.</li> <li>• Use of the Neglect Tool (pilot in EIFSS and CPAT) to be reviewed after 6 months from May 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annual report to LSCB exploring impact of EI work on Neglect.</li> <li>• Bi-annual report to LSCB regarding Neglect on cases open to the Social Care statutory sector.</li> </ul>	<b>October 2014</b>
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"> <li>• Clear identification of parental needs at the point of referral.</li> <li>• Multi-agency input in assessment and planning</li> <li>• Training/workshops on Neglect.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved data analysis regarding Neglect and impact on children’s outcomes</li> </ul>	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"> <li>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.</li> <li>Joint training/workshops between adult and children's services.</li> </ul>	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 fulfills its function of scrutiny and challenge outlined in Working Together 2013 Ofsted review

<b>REF</b>	<b>Actions</b>	<b>Lead</b>	<b>How this will be achieved</b>	<b>Measure which details a direct impact on children and young people</b>	<b>By when</b>
<b>3.1.1</b>	Review of Ofsted Inspection expectations	LSCB Executive	<ul style="list-style-type: none"> <li>Understanding Ofsted inspection framework and outcomes for other Boroughs, identifying LBR's areas for learning/ improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Preparing LSCB partner agencies for Ofsted inspections and maintaining good practice</li> </ul>	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"> <li>Partner agencies will be expected to participate in Development Day.</li> <li>To ensure partner agencies cascade learning from development day to their managers and staff.</li> </ul>	<ul style="list-style-type: none"> <li>Agree future priorities.</li> <li>Clarity of the role and expectation to inform safeguarding</li> <li>Maintaining effective partnership working</li> </ul>	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"> <li>Review the workings and membership of the LSCB Executive and sub-groups in line with developments.</li> <li>To include Young People 's views in the LSCB vision.</li> </ul>	<ul style="list-style-type: none"> <li>Improved attendance at LSCB Meetings/Conferences etc.</li> </ul>	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"> <li>Work undertaken by Children's Services and London Chair.</li> </ul>	July 2014
		Chair of Performance Data Sub-Group Sally Edwards	<ul style="list-style-type: none"> <li>The development of a Performance Data set with relevant commentary.</li> <li>Report that analyses the data produced.</li> <li>Identify training needs with partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of Challenge using the data set.</li> <li>Understanding of Safeguarding</li> </ul>	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"> <li>Feedback to LSCB Executive on all Strategic discussion.</li> <li>Ensure the CE is apprised of significant developments (i.e. areas of staffing concern/areas of good practice)</li> </ul>	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"> <li>• Annual Report to LSCB Executive.</li> <li>• Mapping exercise of the different websites that partner agencies use. Explaining the best way to share information about partner agency developments</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the information circulated to agencies on the role of the LSCB and Working Together 2013 guidance.</li> </ul>	June 2014
	Review of the communication process for the LSCB.	LSCB Practice Development Manager	<ul style="list-style-type: none"> <li>• Ensuring that all partner agency staff understand LSCB role.</li> <li>• Improving LSCB profile within LBR communities (use of Lay Members).</li> <li>• Liaison with Faith/Community Leaders.</li> <li>• Presentation to Faith/Community Leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Chair's newsletter.</li> <li>• Review of LSCB web site</li> <li>• Maintain active Lay Membership role within communities</li> </ul>	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"> <li>• To ensure that voluntary organisations are supporting safeguarding processes for all children and young people.</li> <li>• Report to LSCB that outlines all voluntary agencies operating in LBR.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the services and expertise available within private, voluntary and Faith organisations</li> </ul>	January 2015
3.1.5	Promote partner agency scrutiny and challenge	LSCB	<ul style="list-style-type: none"> <li>• To agree a framework through which senior managers can visit each other's agencies in order to observe practice in action.</li> <li>• To reduce overreliance on reports but encourage the management teams to fully understand safeguarding process in partner agencies.</li> <li>• To promote transparency of practice matters and issues between partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the LSCB's overall understanding of the area in relation to safeguarding.</li> </ul>	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"> <li>Request all agencies to report inspections and include action plans in Calendar of reports.</li> <li>Promote partner agencies to support each other through inspections.</li> </ul>	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"> <li>Report to LSCB Executive on evaluation of near miss case.</li> <li>Learning from SCR's/near misses whether from LBR or other Boroughs to be formally cascaded to staff (workshops/briefing sessions/training).</li> </ul>	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"> <li>Promote a learning environment</li> <li>Evidence the support to newly qualified staff.</li> <li>Understand service needs and actions to address those needs.</li> <li>Quality Assurance Officer for LSCB multi-agency audits appointed.</li> </ul>	<ul style="list-style-type: none"> <li>Commission a programme and ensure compliance.</li> <li>Evidence of partner agency compliance</li> </ul>	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"> <li>• Section 11 audit to be undertaken and outcome reported to the LSCB.</li> <li>• Partner agencies to respond to Section 11 audits so that their safeguarding processes can be open to scrutiny/challenge.</li> <li>• Partner agencies to participate in Section 11 Audit Programme.</li> <li>• Actions arising from the peer challenge to be followed through.</li> </ul>	<ul style="list-style-type: none"> <li>• All agencies able to demonstrate safeguarding processes.</li> <li>• Outcome of Section 11 audits to be reported to LSCB</li> <li>• Action plan to be put in place if there are areas for improvement</li> </ul>	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"> <li>• Rolling programme and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain transparency regarding safeguarding practices and identify any challenges between partner agencies</li> </ul>	On going

3.3.2	Reorganisation within partner agencies and management of referrals.	LSCB Executive	<ul style="list-style-type: none"> <li>• The LSCB Executive to be aware of any reorganisation with agencies which has significant impact on safeguarding.</li> <li>• Presentation to the LSCB on any major organisational change.</li> </ul>	<ul style="list-style-type: none"> <li>• LSCB to maintain an awareness of all the changes and highlight any potential vulnerabilities.</li> <li>• Promote safeguarding accountability across agencies</li> </ul>	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"> <li>• Lay Members to engage communities.</li> <li>• Lay Members to participate in some workshops.</li> <li>• Lay Members to highlight community issues that might pose a risk to children.</li> <li>• LSCB training to incorporate culturally harmful practices</li> </ul>	<ul style="list-style-type: none"> <li>• Improve communication with local communities.</li> <li>• Maintain relationships with Faith /Community Leaders</li> </ul>	May 2014 ongoing

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