

LSCB Business Plan 2015/16

Action		Lead person responsible	Target timescale and milestones	How will we measure success and impact?
<b>PRIORITY 1: To improve the protection and support of children who are sexually exploited, and to strengthen our work in identifying, disrupting and prosecuting child sexual exploitation.</b>				
1.1	Full delivery of Child Sexual Exploitation action plan	Chair, CSE Sub Group	As set out in action plan	<ul style="list-style-type: none"> <li>Improved identification, protection and support of young people subject to sexual exploitation</li> <li>Improved support to victims</li> <li>Increased awareness on the part of the public, professionals and young people of the risks of sexual exploitation and how to combat it</li> </ul>
1.2	Complete risk and problem profile identify themes, types of abuse and hotspots in the local area and analyse the particular patterns and prevalence of CSE in Redbridge	Head of Civic Pride and Enforcement	Complete by 30 June 2015	<ul style="list-style-type: none"> <li>Actions and interventions, including disruption activity, effectively targeted</li> </ul>
1.3	Ensure that an appropriate level of training on child sexual exploitation is available to all professionals in Redbridge who require it, with specialist multi-agency training provided targeting those professionals working with children and young people at risk of or suffering from child sexual exploitation.	Chair, LSCB Training Sub Group	Training programme and schedule to ensure full coverage determined by 30 June 2015  Training delivered as planned – 31.03.16	<ul style="list-style-type: none"> <li>Feedback from those attending training and managers confirms impact of training</li> <li>95% attendance at training by those registered to attend</li> <li>Documented follow up action when professionals fail to attend</li> </ul>
1.4	Develop a shared CSE identification tool to improve identification of children and young people in Redbridge, which is to be consistently used by all agencies	Head of Child Protection and Early Intervention Service	Complete by 30 September 2015	<ul style="list-style-type: none"> <li>Improved identification, protection and support of young people subject to sexual exploitation</li> </ul>

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1.5	Roll out a programme of disruption activity including implementation of Operation Makesafe	Head of Civic Pride and Enforcement	Roll out of the new enforcement services in October 2015	<ul style="list-style-type: none"> <li>Increased number of local businesses signing up to Redbridge pledge as a result of joint activity between the police and the Redbridge Enforcement Service.</li> <li>Where soft intelligence by Redbridge Enforcement Officers (REOs) has been identified this has been shared with the MASE and Joint Action Group (JAG)</li> <li>Increased number of licensed premises, Taxi firms and Hotels engaged through the Redbridge Action Days (RADs)</li> </ul>
1.6	Ensure that effective and appropriate services are available to support young people who have experienced child sexual exploitation, including victims of historic abuse	Integrated Care Director, NELFT	Report to LSCB October 2015, including identification of any gaps in services and plans to address	<ul style="list-style-type: none"> <li>Evidence to improved access to services and support</li> <li>Feedback from young people confirms positive outcomes of engagement with services</li> </ul>
1.7	Intervene earlier to reduce risk of young people going missing, working closely with residential care and supported accommodation providers in the borough and ensuring effective return interviews for all young people who go missing from home or care	Head of Child Protection and Early Intervention Service	Report to LSCB analysing data on missing children, identifying trends and themes	<ul style="list-style-type: none"> <li>Reduction in missing episodes</li> <li>Improved targeting of actions and interventions to combat child sexual exploitation, including disruption activity</li> </ul>
1.8	Complete multi agency audit of outcomes for young people referred to MASE, to test effectiveness of multi agency work to protect and support young people at risk of CSE.	Chair of LSCB audit sub group	Audit completed by 31 October 2014	<ul style="list-style-type: none"> <li>Learning from audit clearly identified and effectively disseminated</li> </ul>
<b>PRIORITY 2: To improve the protection and support of children living with domestic violence, substance abuse, and adult mental ill health</b>				
2.1	To ensure that children living in households where there are issues of adult mental ill health, domestic violence or substance misuse are effectively identified and their welfare is safeguarded and promoted	Nurse Director, BHR CCG	<p>All relevant LSCB agencies to have guidance in place to ensure children in affected households are clearly identified and their welfare safeguarded and promoted by 31 July 2015</p> <p>Baseline audit of current recording of children present in households to be complete by 30 June 2015 and repeated by 31</p>	<ol style="list-style-type: none"> <li>Increased recording of the presence of children within households where mental health, domestic violence or substance misuse is present.</li> <li>Increased referral rates from health agencies in relation to CIN and CP.</li> <li>Increased referrals to services for adults who are experiencing issues of mental health, domestic violence or substance misuse.</li> </ol>

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2.2	To strengthen joint working between adults and children's services to safeguard and promote welfare of children	LSCB Business Manager	Joint protocol agreed on work with domestic abuse between LSCB, Safeguarding Adults Board and Violence against Women and Girls Strategic Group to ensure consistency of risk assessment and information sharing by 31 July 2015	Multi-agency audit confirms that children living in households affected by domestic abuse are better protected
2.3	To strengthen joint working between mental health, health visiting, school nursing, district nursing and Children's Social Care	Integrated Care Director, NELFT	A multi-agency task and finish group to develop policy and process to achieve improved outcomes for children in households affected by adult mental ill health, domestic violence or substance misuse by 31 August 2015  A multi-agency learning event to be held by 31 October 2015	Increased recording of the presence of children within households where mental health, domestic violence or substance misuse is present. Increased referral rates from health agencies in relation to CIN and CP. Increased referrals to services for adults who are experiencing issues of mental health, domestic violence or substance misuse
2.4	To develop a multi-agency training programme aimed at improving risk identification and response to include : <ul style="list-style-type: none"> <li>• A tracking genogram of families where there is evidence of the toxic trio.</li> <li>• The use of the SDQ questionnaire to support the voice of the child.</li> <li>• The use of DASH-RIC tool.</li> </ul>	Chair, LSCB Training Sub Group	90% of key frontline staff to have undertaken training by 31.3.16	An increased awareness of children in at risk households resulting in increased referral rates
2.5	To develop and implement a young people's DASH-RIC assessment tool across agencies	Integrated Care Director, NELFT	Tool developed and implemented by 31.12.15	Better assessment and risk management for young people, with DASH-RIC tool supporting effective referral to MARF/ MASH/MARAC. An increased awareness of children in at risk households resulting in increased referral rates.

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2.6	Explore potential for clinical data-base in relevant health agencies to capture and report key data on adult mental ill health, domestic violence and substance misuse within families.	Integrated Care Director, NELFT	Report on progress by 30.9.15	Improved understanding of prevalence and distribution to support effective targeting of services
2.7	To develop an integrated early help pathway for children living with Toxic Trio.	Head of Child Protection and Early Intervention Service	Pathway agreed by 31.10.15	Increased referrals to Early Help services and reduced rate of referrals to Social Care.
<b>PRIORITY 3: To improve the protection of young people from involvement with violent extremism</b>				
3.1	<p>Ensure sectors and institutions working with young people that are required to have 'due regard to Prevent' according to the Counter Terrorism &amp; Security Act 2015 are aware of, and working to fulfil their obligations, and ensuring that:</p> <ul style="list-style-type: none"> <li>• There are clear strategic and operational links between Prevent and safeguarding work</li> <li>• Prevent is fully integrated into relevant safeguarding policies and procedures</li> <li>• Prevent issues are incorporated appropriately into safeguarding training.</li> </ul>	Prevent Coordinator	<p>March 2016 with regular progress reviews being undertaken through the Prevent Strategy Group</p> <p>Review of safeguarding policies and procedures to ensure integration of Prevent issues completed by 31.10.15</p> <p>Report on joint activity to joint meeting of Community Safety Partnership / LSCB Executive March 2016.</p>	<p>Further education bodies identified, aware of, and are fulfilling their duties.</p> <p>Private and voluntary agencies and organisations that provide services or exercise functions in relation to children (for example, children's homes and independent fostering agencies) ensure they are part of their local authorities' safeguarding arrangements and that staff are aware of and know how to contribute to Prevent-related activity in their area where appropriate.</p> <p>Supplementary schools, tuition centres and other out of school settings (other than childcare) identified, aware of, and are fulfilling their duties.</p> <p>Increase in Channel referrals</p> <p>Increase in requests for advice</p>
3.2	<p>Develop and deliver a portfolio of products regarding radicalisation and extremism to young people, their parents and frontline workers to include:</p> <ul style="list-style-type: none"> <li>• One Young Leaders Project delivered; 30 young people complete course,</li> <li>• Extremism DVD lesson plan delivered in 18 secondary schools,</li> <li>• One 'Vulnerability, Identification, Intervention' programme delivered by London Tigers, 150 young people benefit,</li> </ul>	Prevent Coordinator	<p>March 2016 with regular progress reviews being undertaken through the Prevent Strategy Group</p> <p>Report on joint activity to joint meeting of Community Safety Partnership / LSCB Executive March 2016.</p>	<p>Young people, parents and officers are able to recognise and resist extremist narratives, as evidenced by:</p> <p>Young Leaders Project evaluation report,</p> <p>Young people and teachers' feedback forms,</p> <p>Independent evaluation report,</p> <p>Feedback from schools regarding take-up of information, requests for advice,</p>

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<ul style="list-style-type: none"> <li>Package of support and guidance to parents regarding the dangers of online radicalisation and extremism,</li> <li>Deliver WRAP (Workshops to Raise Awareness of Prevent) training, advice on IT policies as well as bespoke products to those who work with young people.</li> </ul>			WRAP training feedback forms, Increase in Channel referrals, Increase in requests for advice.	
3.3	To strengthen working between children's services and community safety services to safeguard and promote the welfare of children	Chair, LSCB  Chair, CSPB	Biannual CSPB and LSCB Executive meetings  Meetings to cover the following: 1. Child Sexual Exploitation  2. Strategy for preventing Violence Against Women and Girls (including female genital mutilation; forced marriages and honour based violence)  3. Preventing Radicalisation and Violent Extremism	
<b>PRIORITY 4: To strengthen the safeguarding of children with disabilities, and to reduce the incidence of disability by increasing awareness of the risks of consanguineous relationships</b>				
4.1	Disseminate Safeguarding Children with Disabilities to front line staff in all agencies, raising awareness of potential safeguarding issues and indicators of non-specialist staff and services.	Head of SEN and Disability Service	Multi-agency launch events held by 31.7.15  One Minute Guide published by 31.7.15  Information leaflet for staff in all agencies published by 31.7.15  LCSB Annual Conference to focus on safeguarding children with disabilities November 2015	Increased referrals for children with disabilities to CPAT and Early Intervention
4.2	LCSB Threshold document to be reviewed to ensure that threshold for protecting children with disabilities are understood and rigorously applied at every level of safeguarding.	LCSB Business Manager	Publish and disseminate revised thresholds document by 30.9.15	<ul style="list-style-type: none"> <li>Increased percentage of appropriate referrals to Children's Social Care</li> <li>Increased referrals to Early Intervention Service</li> </ul>

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			<ul style="list-style-type: none"> <li>Increase in CAF activity for children with disabilities</li> </ul>	
4.3	Deliver multi-agency training programme for non-specialist front line staff whose work brings them into contact with children with disabilities, raising awareness of potential safeguarding risk indicators and of consanguinity issues.	Chair, LSCB Training Sub Group	Two events to be held by 31.3.16	Increased referrals for children with disabilities to CPAT and Early Intervention
4.4	Ensure that all multi-agency audit activity includes audit of work with children with disabilities	Principal Children and Families Social Worker	All audits to be completed by 31.3.16	Clear assessment of performance and effectiveness, and areas for improvement, leading to improved outcomes for children, young people and their families
4.5	Evaluation report to be presented to the LSCB on the quality of support and intervention across agencies for disabled children and the impact on protecting disabled children.	Head of SEN and Disability Service	April 2016	Clear identification of areas for improvement to improve outcomes for children, young people and families
<b>PRIORITY 5: To strengthen our work in preventing, identifying and protecting children from neglect</b>				
5.1	<p>Develop a shared multi-agency Neglect Toolkit to improve identification, early intervention, assessment and care planning of children and young people which is used by all agencies.</p> <p>The Toolkit to include guidance and strategies around disguised compliance and non-compliance.</p>	Principal Children and Families Social Worker	Endorsement of multi-agency toolkit by LSCB October 2015	<ul style="list-style-type: none"> <li>Improved identification of and early response to neglect</li> <li>Increased referrals to Early Intervention Service and Children's Centres</li> <li>A reduction in repeat referrals of children 'stepped down' from child protection plans made on the grounds of neglect</li> </ul>
5.2	Ensure targeted multi agency training for front line professionals on the recognition of neglect, its impact on children, and strategies for effective intervention.	Chair of LSCB Training sub group	Two multi-agency training events by 31.3.16.	<ul style="list-style-type: none"> <li>Feedback from those attending training and managers confirms impact of training</li> <li>95% attendance at training by those registered to attend</li> <li>Documented follow up action when professionals fail to attend</li> <li>Evaluation confirms effectiveness of single agency training</li> </ul>
5.3	Evaluation of effectiveness of early intervention on neglect in universal and targeted services in under 5 settings through Early Years multi-agency audit programme.	Early Years Manager	Audit report to Management of Individual Cases sub group January 2016	Audit confirms areas of effective practice and clearly identifies areas and plans for improvement

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5.4	Complete and implement Delivery plan for LSCB Neglect Strategy	Principal Children and Families Social Worker	Delivery Plan to be approved by Board July 2015	<ul style="list-style-type: none"> <li>Improved identification of and early response to neglect</li> <li>Increased referrals to Early Intervention Service and Children's Centres</li> <li>A reduction in repeat referrals of children 'stepped down' from child protection plans made on the grounds of neglect</li> </ul>
<b>PRIORITY 6: To increase the effectiveness of the LSCB in co-ordinating and ensuring the effectiveness of the work of all agencies to safeguard and promote the welfare of children and young people</b>				
6.1	Ensure that the LSCB is robust in its scrutiny and challenge of all agencies' work	Chair, LSCB	<p>Challenge all agencies on progress against 2014 Section 11 action plans – July 2015</p> <p>Review of progress against CCG action plan in response to 2014CQC safeguarding inspection – July 2015</p> <p>Establish robust process with strong external and peer challenge for S11 audits in April 2016 – agreed by 31.3.16</p>	Strong evidence of challenge and scrutiny throughout LSCB's work increases its effectiveness in co-ordinating and ensuring the effectiveness of the work of all agencies to safeguard and promote the welfare of children and young people
6.2	Agree a sufficient and balanced budget for the LSCB, with proportionate contributions from all partners, which will enable it to deliver on its responsibilities to the highest standard	Chair, LSCB	<p>Sufficient and balanced budget agreed by 30.6.15</p> <p>Recruitment completed by 1.9.15</p>	Resources in place to strengthen quality assurance, performance scrutiny, and monitoring and evaluation of training
6.3	Review the structure and membership of the LSCB, implementing any changes required to support the LSCB to deliver on its responsibilities to the highest standard	Chair, LSCB	<p>Review completed and implemented by 1.9.15</p> <p>Named GP in place by 1.7.15</p>	Structure and membership in place to meet all LSCB responsibilities and deliver on 2015/16 Business Plan and priorities
6.4	Strengthen the voice and impact of children and young people in every aspect of the LSCB's work	Principal Children and Families Social Worker	Ensure that all multi-agency and single agency audits include direct input from children and young people by 1.9.15	Evidence that input of children and young people has directly influenced outcome of LSCB's work

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		Chair, LSCB	<p>Six monthly report to LSCB on engagement across partnership with children and young people – October 2015 and April 2016</p> <p>Strengthened links with LSCB Youth Forum – six monthly meeting with Chair</p>	
6.5	<p>Review the LSCB threshold document, to ensure that it provides for an effective and differentiated response to safeguard and promote the welfare of children at every level of need, promotes intervention to resolve difficulties as early and in the least intrusive way possible, and is fully understood and accepted by all partners.</p>	<p>Business Manager, LSCB</p> <p>Principal Children and Families Social Worker</p>	<p>Ensure that threshold document fully reflects priorities and understanding of issues around child sexual exploitation, safeguarding children with disabilities, and radicalisation</p> <p>Ensure that front line staff across agencies are engaged with review</p> <p>Publish and disseminate revised thresholds document by 30.9.15</p> <p>Multi-agency audit of understanding and use of thresholds completed by 31.3.16</p>	<ul style="list-style-type: none"> <li>• Increased percentage of appropriate referrals to Children’s Social Care</li> <li>• Increased referrals to Early Intervention Service</li> <li>• Increase in CAF activity</li> <li>• Reduction in repeat referrals to Children’s Social Care</li> <li>• Evidence that children, young people and families receive the right service at the right time</li> </ul>
6.6	<p>Further strengthen quality assurance arrangements through the continued development of the multi agency audit programme, scrutiny of individual agency performance, and the robust scrutiny and challenge of performance data</p>	<p>Principal Children and Families Social Worker</p>	<p>Three multi agency audits completed by 31.3.16 – outcomes for young people identified as at risk of CSE, outcomes of early help, understanding and use of thresholds</p>	<p>Clear assessment of performance and effectiveness, and areas for improvement, leading to improved outcomes for children, young people and their families</p>



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			Performance data set reviewed by 1.9.15	
6.7	Strengthen the effective evaluation of the quality and effectiveness of all safeguarding training provided within the borough, whether on a single or multi agency basis, and its impact on improving front-line practice and the experiences of children, young people, families and carers.	Chair, LSCB Training Sub Group	Training Manager recruited by 1.9.15 Training evaluation and future training need analysis completed by 31.12.15	Evidence that training improves professional practice, knowledge and understanding and outcomes for children, young people and families
6.8	Improve understanding of LSCB's work and dissemination of learning	Business Manager, LSCB  Principal Children and Families Social Worker	LSCB website launched by 31.7.15  LSCB newsletter to all front line staff launched by 30.9.15  Two open sessions with LSCB Chair and front line staff completed by 31.3.16  Dissemination strategy for learning from audits, reviews and research – agreed and implemented by 30.9.15	
6.9	Publish an Annual Report which provides a rigorous and transparent assessment of the performance and effectiveness of local services, identifies areas of weakness and the causes of those weaknesses, and evaluates and where necessary challenges the action being taken.	Chair, LSCB	Annual Report published by 31.10.15	The Annual Report provides a sound and evidenced basis for the further development of the LSCB's work and improved outcomes for children, young people and families

