

### LSCB Business Plan 2016 - 2017

Action	Lead Officer	Timescale and milestones	How we will measure success and impact	RAG rating (select from drop down menu), commentary and evidence of impact	
<b>PRIORITY 1: To improve the protection and support of children who are at risk of, or who have been, sexually exploited, and to strengthen our work in identifying, disrupting and prosecuting child sexual exploitation (CSE).</b>					
1.1	Update 2015 risk and problem profile, identifying themes, types of abuse and hotspots in the local area, and analyse the particular patterns and prevalence of CSE within Redbridge.	Operational Director, Civic Pride, LBR	Complete profile by 31.8.16.  Report to LSCB January 2017 on success and impact measure.	<ul style="list-style-type: none"> <li>Actions and interventions, including disruption activity, effectively targeted</li> </ul>	<b>Grade: White</b>
1.2	Further improve data collection and CSE risk flagging arrangements in line with <a href="#">CSE London CP Procedures Practice Guidance</a> , Safeguarding Children from Sexual Exploitation	Head of Research and Data, LBR  Head of Child Protection and Early Intervention Service, LBR  Integrated Care Director, NELFT	New Met Police CSE Data Report Scorecard integrated into LSCB performance scorecard for July 2016 Board.  Implementation of the CSE risk 'flag' and CSE workspace on ICS Protocol completed by 30.6.16.  Implementation of CSE flag on RIO completed by 31.12.16.	<ul style="list-style-type: none"> <li>MASE and CSE Sub Group report improvements in quality and value of data and can identify impact on outcomes for children</li> </ul>	<b>Grade: White</b>

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1.3	Complete multi-agency audit of outcomes for young people referred to MASE to test the effectiveness of multi-agency work and to measure the improvement in relation to awareness, quality of prevention and therapeutic services and responses to CSE.	Chair of LSCB Learning and Improvement Sub-Group	Timescales to be determined in 2016/17 audit programme – see 6.2	<ul style="list-style-type: none"> <li>Learning from audit clearly identified and disseminated across all partners</li> <li>Audit follow up identifies action taken and improvement in outcomes for children as result of audit</li> </ul>	<b>Grade: White</b>
1.4	Ensure that an appropriate level of training on CSE is available to all professionals in Redbridge, with specialist multi-agency training provided for appropriate professionals working with children and young people at risk of CSE.	Chair of LSCB Training Sub-Group.	<p>Multi-agency training needs analysis completed by 31.7.16</p> <p>Revised training programme to meet identified training needs commissioned and delivered by 31.3.17</p> <p>Impact evaluated and reported by 31.3.17.</p> <p>Revised definition of CSE implemented within 3 months of publication by the DfE.</p>	<ul style="list-style-type: none"> <li>Demonstrated impact of training on practice and outcomes for children</li> <li>Reflection of any new definition of CSE published by the DfE as part of Working Together to Safeguard Children embedded in policies, procedures and training</li> </ul>	<b>Grade: White</b>
1.5	Extend programme of disruption activity including implementation of Operation MakeSafe 2.	Operational Director, Civic Pride, LBR	Visits to local businesses in accordance with programme, to include taxi firms, hotels & care homes, completed by 31.7.16.	<ul style="list-style-type: none"> <li>Increase in number of businesses signing up to Redbridge pledge.</li> <li>Increased number of local businesses engaged through CSE themed Redbridge Action Days (RADs).</li> </ul>	<b>Grade: White</b>
1.6	Strengthen action to reduce number of young people going missing from home and care	Head of Child Protection and Early Intervention	Multi-agency Missing Children's Panel (MCP) established by 30.6.16.	<ul style="list-style-type: none"> <li>Reduction from 15/16 baseline in number of missing episodes and numbers of young people going missing recorded by children's social</li> </ul>	<b>Grade: White</b>

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	Service, LBR	Recruit CSE & Missing Children Co-ordinator by 30.6.17.	care.	
1.7	LSCB Business Manager	Minimum of four awareness raising meetings held with community groups by 31.3.17.	<ul style="list-style-type: none"> <li>• Feedback from community engagement programme</li> <li>• Increase in traffic on website and Twitter</li> </ul>	<b>Grade: White</b>

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<b>PRIORITY 2: To improve the protection and support of children at risk of Female Genital Mutilation (FGM) and those 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.	Integrated Care Director, NELFT  Director of Nursing, CCG	Policy and procedure to support improved outcomes for children living in households with multiple needs (domestic violence, substance misuse and adult mental health) completed by multi-agency task and finish group by 31.5.16  KPIs on identification of children in households with vulnerable adults included in all NHS provider contracts by 30.9.16	<ul style="list-style-type: none"> <li>All relevant LSCB agencies have procedures in place for information sharing which are understood and implemented by staff which is evident in case files.</li> <li>Improved identification and recording of the presence of children within households.</li> <li>Increase in referral rate from 2015/16 baseline by health agencies to Social Care or Early Intervention and Family Support Services.</li> <li>Increased attendance on targeted LSCB training by staff working in services for vulnerable adults.</li> </ul>	<b>Grade: White</b>
2.2	To strengthen joint working between adult and children's services to safeguard and promote the welfare of children.	LSCB Business Manager	Joint protocol agreed between Adult Safeguarding Board, Children's Services and Violence against Women and Girls Strategic Group to ensure consistency of risk assessment and information sharing by 30.6.16.	<ul style="list-style-type: none"> <li>Multi-agency audit confirms that children living with families with multiple needs are better protected.</li> </ul>	<b>Grade: White</b>
2.3	Linking of relevant databases in health and social care to capture and report on key data on adult mental ill health, domestic violence and substance misuse within families with children.	Integrated Care Director, NELFT	Complete by 30 09 2016	<ul style="list-style-type: none"> <li>Multi-agency audit confirms that children living in households affected are better protected</li> </ul>	<b>Grade: White</b>

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2.4	Development of an integrated early help pathway for children in families with adults with identified additional needs.	Head of Child Protection and Early Intervention Service, LBR	Pathway agreed by 31.7.16	<ul style="list-style-type: none"> <li>Increased referrals to the Early Intervention and Family Support Service and reduced rate of referrals to social care.</li> </ul>	<b>Grade: White</b>
2.5	Multi-agency audit of cases referred to Child Protection for issues relating to parental capacity due to mental health, substance misuse or domestic violence issues to measure improvement in outcomes since previous audit.	Chair of LSCB Learning and Improvement Sub-Group	Timescales to be determined in 2016/17 audit programme – see 6.2	<ul style="list-style-type: none"> <li>Learning from audit clearly identified and disseminated across all partners.</li> <li>Audit follow up identifies action taken and improvement in outcomes for children as result of audit</li> </ul>	<b>Grade: White</b>
2.6	Safeguarding of girls and young women in relation to Female Genital Mutilation (FGM).	Strategic Lead – Domestic Abuse and Harmful Practices, NELFT	<p>First report on progress against FGM action to LSCB April 2016</p> <p>Second report on progress against action plan to LSCB October 2016</p>	<ul style="list-style-type: none"> <li>Reports demonstrate continuing progress on awareness, prevention, partnership working and prosecution where applicable</li> <li>Increased take up across partnership of Home Office FGM learning and development resources, including e-learning module.</li> </ul>	<b>Grade: White</b>

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<b>PRIORITY 3: To improve the protection of young people from involvement with violent extremism</b>					
3.1	<p>Ensure the early identification of and response to children and young people at risk of radicalisation through awareness raising activities, including delivery of training and the provision of information.</p>	<p>LSCB Business Manager</p> <p>PREVENT Co-ordinator, LBR</p>	<p>Revised threshold document, giving clear guidance to partners on levels of risk and need and appropriate response, published by 30.6.16</p> <p>Roll out of WRAP training to the private, independent and voluntary (PVI) sector by 31.12.2016.</p> <p>Awareness raising work with voluntary sector through umbrella organisations e.g. RCYPN, RCVS, Faith Forum and Federation of Redbridge Muslim Organisations (FoRMO) by 31.03.2017.</p> <p>Development and publication of an eLearning module on Safeguarding Children and Young People at Risk of Radicalisation on Learning Zone by 31.01.2017.</p>	<ul style="list-style-type: none"> <li>• Feedback from partner agencies indicating understanding of safeguarding issue and referral route.</li> <li>• Regular safeguarding reporting provided by partner agencies to enable monitoring and scrutiny.</li> <li>• Evaluation of training demonstrates impact.</li> <li>• Increase in number of referrals to the Chanel Panel/Prevent Panel.</li> <li>• Provision of information sources for professionals, parents/carers and children and young people.</li> <li>• Feedback from voluntary sector indicating understanding of safeguarding issue and referral route.</li> <li>• Increase in referrals from the voluntary sector to Chanel Panel/Prevent Panel.</li> <li>• Completion of the eLearning Module by 80% of LBR Children's Services staff and Community Safety staff that delivery direct work.</li> </ul>	<p><b>Grade: White</b></p>

Action		Lead Officer	Timescale and milestones	How we will measure success and impact	RAG rating (select from drop down menu), commentary and evidence of impact
3.2	Monitor the effectiveness of the Channel Panel and Prevent Case Management Meeting in identifying children and young people who are vulnerable to being drawn into violent extremism and arranging for support to be delivered to those individuals.	PREVENT Co-ordinator, LBR	Report to LSCB July 2016, with follow up report January 2017	<ul style="list-style-type: none"> <li>Monitoring demonstrates effectiveness of programme in identifying vulnerable young people and reducing risk of violent extremism</li> </ul>	<b>Grade: White</b>

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<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	Dissemination of information relating to safeguarding children with disabilities to front line staff in all partner agencies to ensure staff have the required knowledge and understanding to identify and report concerns.	Head of Fostering, Adoption, Placements and Children with Disabilities, LBR Children's Services, LBR	Publication and dissemination of key resources to support awareness raising – dissemination programme completed by 31.03.2017	<ul style="list-style-type: none"> <li>• Regular feedback from partner agencies on safeguarding, including CWD.</li> <li>• Increase in the number of children with disabilities subject to a Child Protection (CP) Plan from 2015/16 baseline.</li> <li>• Reduction in re-referral rate for children with disabilities from 2015/16 baseline.</li> </ul>	<b>Grade: White</b>
4.2	LSCB Threshold document to be reviewed to ensure that children with disabilities at risk are as effectively identified and protected as all children	LSCB Business Manager	Revised threshold document, giving clear guidance to partners on levels and indicators of risk and need and appropriate response, published by 30.6.16	<ul style="list-style-type: none"> <li>• Increase in the number of children with disabilities subject to a Child Protection (CP) Plan from 2015/16 baseline.</li> <li>• Increase in referrals to LBR Early Intervention and Family Support Service (EI&amp;FSS)</li> <li>• Increase in the number of CAFs for children with disabilities.</li> </ul>	<b>Grade: White</b>
4.3	Monitor quality of work delivered in relation to children with disabilities by ensuring all multi-agency audit activity includes audit of cases of children with disabilities regardless of the theme of the audit, as appropriate, and undertaking an annual multi-agency themed children with disabilities audit.	Chair of LSCB Learning and Improvement Sub-Group	Timescales to be determined in 2016/17 audit programme – see 6.2	<ul style="list-style-type: none"> <li>• Learning from audit clearly identified and disseminated across all partners.</li> <li>• Audit follow up identifies action taken and improvement in outcomes for children as result of audit</li> </ul>	<b>Grade: White</b>



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<b>PRIORITY 5: To strengthen our work in preventing, identifying and protecting children from neglect</b>					
5.1	Ensure effective targeted multi-agency training for front line professionals on the recognition of neglect, its impact on children, and strategies for effective intervention	Chair, Training Sub Group	Minimum of four training events by 31.3.17	<ul style="list-style-type: none"> <li>100% of places booked and 95% attendance</li> <li>Feedback from those attending training and managers confirms impact of training</li> </ul>	<b>Grade: White</b>
5.2	Implementation of the <a href="#">Neglect Toolkit</a> across partner agencies.	Chair, Learning & Improvement Sub Group	Implementation Plan agreed by 30.6.16  Neglect Toolkit in use by all partner agencies by 31.3.17	<ul style="list-style-type: none"> <li>Improved consistent identification of children and young people at risk of neglect and response.</li> <li>Increase in referrals to Early Intervention and Family Support Service and Children's Centres.</li> <li>Provision in place of guidance, training and other support to practitioners in using the Toolkit.</li> </ul>	<b>Grade: White</b>
5.3	Reduction in re-referral rate and repeat child protection plans for children suffering from neglect	Chair, Learning & Improvement Sub Group	Reduction in re-referral rate and repeat child protection plans for children suffering from neglect achieved in 2016/17 compared to 2015/16 baseline	<ul style="list-style-type: none"> <li>Re-referral rates and repeat child protection plans for children suffering from neglect are in line with children subject to plans under all categories</li> </ul>	<b>Grade: White</b>
5.4	Evaluate impact of and refresh LSCB Neglect Strategy and Delivery Plan	Chair, Learning & Improvement Sub Group	Review completed and reported to LSCB January 2017	<ul style="list-style-type: none"> <li>Evidence and strengthening of impact on outcomes for children of strategy and delivery activity</li> </ul>	<b>Grade: White</b>

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<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 partner agencies' work in relation to safeguarding.	LSCB Chair	Complete 2016/17 Section 11 audit programme by 31.3.17	<ul style="list-style-type: none"> <li>Section 11 audits are subject to peer and lay member challenge and scrutiny, including input from young people.</li> <li>Section 11 audits are transparent and rigorous in their assessment of weaknesses and planned action to address</li> <li>The LSCB monitors and challenges required improvements</li> </ul>	<b>Grade: White</b>
6.2	Deliver a multi -agency audit programme which focuses on the quality of practice rather than process compliance, identifies clear areas for improvement, and makes clear recommendations which are followed up on actions to be taken.	Chair, Learning and Improvement Sub Group	Audit programme agreed for year by 30.4.16  Minimum of six multi-agency audits completed and reported by 31.3.17	<ul style="list-style-type: none"> <li>All audits make clear judgements on the quality of practice and areas for improvement</li> <li>Follow up demonstrates impact on outcomes for children as result of audit activity</li> </ul>	<b>Grade: White</b>
6.3	Strengthen LSCB scrutiny of performance through revision of multi-agency data set and arrangements for scrutiny. agreement of Review of Performance Dataset to ensure that it provides the right information to the LSCB to support its monitoring and challenge role.	Head of Research and Data, LBR	Revised performance dataset agreed by LSCB July 2016.  Full reporting of performance against agreed dataset to LSCB July 2016, and quarterly subsequently	<ul style="list-style-type: none"> <li>Scrutiny of performance leads to evidenced improvement in quality of service and outcomes for children over the year</li> </ul>	<b>Grade: White</b>
6.4	Ensure that training is focused on priority needs, is of high quality, and has evidenced impact on quality of practice and outcomes for children	Chair, Training Sub Group	Multi-agency training needs analysis completed by 31.7.16	<ul style="list-style-type: none"> <li>Take up of training confirms that programme is addressing priority needs</li> <li>Quality of training evidenced through</li> </ul>	<b>Grade: White</b>

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			<p>Effective arrangements for the quality assurance of both LSCB and single agency training agreed and implemented by 30.9.16</p> <p>Effective arrangements for evaluating the impact of training agreed and implemented by 30.9.16</p>	<p>effective quality assurance programme, including evidence of corrective action taken where necessary</p> <ul style="list-style-type: none"> <li>Evidence base on impact of training available for 2016/17 Annual Report</li> </ul>	
6.5	Strengthening of LSCB engagement with 'hard to reach' sectors	LSCB Business Manager	<p>Voluntary sector representation on LSCB reviewed by 30.4.16, to include representation from Faith Forum, domestic violence, substance abuse and vulnerable children agencies</p> <p>Effective engagement network with private and independent schools established by 31.7.16</p>	<ul style="list-style-type: none"> <li>Increased participation in work of LSCB by targeted sectors</li> </ul>	<b>Grade: White</b>

## RAG Status Key and Definitions

Status	Definition
<b>Red</b>	Very little or no progress has been made on the action and resulting positive impact, if any, has been minimal. The timeframe for the action has been exceeded or there is little likelihood that it will be met unless urgent remedial action is taken. Brief explanation to be provided in the Comments section.
<b>Amber</b>	Work has begun and some progress has been made. However, unless progress is accelerated, there is a risk that the action will not be completed by the due date and/or the required outcome/impact will not be achieved. Brief explanation to be provided in the Comments section.
<b>Green</b>	The action is making good progress and on target to being completed within the timeframe and achieve the anticipated positive impact <b>or</b> the action has been completed and has resulted in the required outcome/impact.
<b>Purple</b>	Action no longer appropriate/achievable due to external changes e.g. budgets, legislation, statutory guidance amendment, or feedback from Government reviews.
<b>White</b>	Action not started as scheduled for a later date.