

LSCB Business Plan 2017 - 2018

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	
PRIORITY 1: To improve services for young people experiencing mental ill-health.					
1.1	Development of early recognition and early intervention across the children and young people's workforce for children and young people with mental health needs.	Deputy Director, Safeguarding, Redbridge CCG	Commissioned by 01.05.2017. Rolled out of training by 01.06.2017. Training completed by identified target group(s) by 31.12.2017.	<ul style="list-style-type: none"> Provision of a 'resilience' training programme commissioned as part of the CAMHs review to enable school staff and other professionals to support children and young people with mental health issue. Enhanced confidence of school staff to manage and support children with mental health issues, with early intervention, thus reducing the need for higher level intervention. 	Grade: White
			<ul style="list-style-type: none"> Increase of 5% of CAF or early intervention referrals relating to mental health. Consistent and effective use of referral pathways ensuring that children and young people get the right service at their point of need. 		
		Commissioning of training course and publication of LSCB Training Programme by 01.04.2017.	<ul style="list-style-type: none"> Inclusion of young people's mental health awareness raising training as part of the LSCB Training Programme 2017-2018 to aid improved awareness and recognition of mental health needs of young people across the workforce. 		

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1.2	Oversight and monitoring of the agreed CAMHs Local Strategy Plan (LSP) to ensure that this adequately addresses local mental health needs of children and young people.	Deputy Director, Safeguarding, Redbridge CCG	Multi-Agency Audit Report of findings and learning to be achieved as per Multi-Agency Audit Programme 2017 – 2018 – reported to the Executive in March 2018.	<ul style="list-style-type: none"> Multi-Agency Audit of cases open to Early Intervention and Family Support Service (EI&FSS) and Children’s Social Care in relation to mental health to identify gaps, good practice and impact of early intervention. 	Grade: White
			Report on CAMHs Local Strategy Plan (LSP) evaluation of progress to be shared with LSCB by 30.10.2017.	<ul style="list-style-type: none"> Exploration and identification of opportunities to fast track identified vulnerable groups into mental health services or appropriate supporting including community based activities. 	
			31.12.2017	<ul style="list-style-type: none"> Publication of Improvement Plan following consultation. 	
			3.01.2018	<ul style="list-style-type: none"> Clarity across the workforce and with service users of service provision through a communications programme. 	
			31.10.2017	<ul style="list-style-type: none"> Use of the iThrive Outcomes Framework to identify improvements in services available to children and young people. 	
1.3	Oversight and involvement with the development of the response to children and young people’s self-harm. Redbridge Suicide Prevention Strategy and its implementation to ensure that children and young people are a key priority.	LSCB Business Manager	Publication of the Strategy by 30.09.2017.	<ul style="list-style-type: none"> Contribution to the development of the new Redbridge Suicide Prevention Strategy to ensure a strong emphasis on safeguarding children and young people and early help. Engagement with partners in delivery and challenge in relation to implementation. 	Grade: White
			Inclusion of training on self-harm in the LSCB Training Programme 2017 – 2018 published by 01 04 2017.	<ul style="list-style-type: none"> Understanding across the workforce of the indicators and risks relating to young people and self-harm and suicide. Sharing of the Suicide Prevention Strategy via the mental health training courses run as part of the 	Grade: White

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				LSCB Training Programme.	
			Resources published on the LSCB website by 30.10.2017.	<ul style="list-style-type: none"> Development of mental health resources and specifically support relating to suicide on the LSCB website. 	
		Head of Child Protection and Early Intervention Service, LBR	December 2017	<ul style="list-style-type: none"> Completion of gathering of intelligence and analysis to identify self-harm trends or particular schools or colleges, then used to inform targeted learning and development activities. 	Grade: White
1.4	Strengthen peri-natal mental health pathways linking to Children's Centres, health visiting service and midwifery, to support early attachment and reduce the risk of children requiring support later in life.	Integrated Care Director, NELFT	Workshop held by 31.10.2017	<ul style="list-style-type: none"> Workshop to bring together appropriate professionals to support development of relationships, embedding of pathways and sharing of good practice. 	Grade: White
			Materials published by 31.10.2017	<ul style="list-style-type: none"> Availability of resources, including guidance and learning materials on attachment. 	

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PRIORITY 2: To strengthen the protection and support of children and young people exposed to exploitation and harmful practices.					
2.1	Provide a co-ordinated robust response to FGM through the use of the pan London FGM strategy and data resource.	LSCB Independent Chair	July 2017	<ul style="list-style-type: none"> Review of effectiveness of the cross-borough FGM Strategy and progress on the Action Plan. 	Grade: White
			October 2017	<ul style="list-style-type: none"> Review of the effectiveness of mandatory reporting. 	
			March 2018	<ul style="list-style-type: none"> Increased referral rate monitored via the LSCB data scorecard. 	
			December 2017	<ul style="list-style-type: none"> Availability and promotion of learning and development activities for the workforce to increase awareness and promote response. 	
			December 2017	<ul style="list-style-type: none"> Updated database of FGM resources available to women and girls affected. 	
2.2	To continue to embed and further develop a response to CSE both on an individual case basis and strategically.	Head of Child Protection and Early Intervention Service, LBR Children's Services	July 2017	<ul style="list-style-type: none"> Publication of a revised LSCB CSE Prevention and Intervention Strategy reflecting the new Government definition of CSE, Government Practice Guidance and the new pan London CSE Operating Protocol. 	Grade: White
			September 2017	<ul style="list-style-type: none"> Effective implementation of new structure for MASE and the operational group to ensure continued sharing of multi-agency intelligence to inform service response to CSE. 	
			Quarterly Reports - April, July, October 2017 and January 2018. Annual Report July 2017.	<ul style="list-style-type: none"> Effective Monitoring through the receipt of quarterly activity reports and an annual report to the Board. 	

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			March 2018	<ul style="list-style-type: none"> Increase of 10% in the number of contacts and referrals relating to CSE through raising awareness with partner agencies, including specific activities with schools. 	
			December 2017	<ul style="list-style-type: none"> Increase of 10% the number of cases referred to the operational group. 	
			17 March 2018	<ul style="list-style-type: none"> Participation in National CSE Awareness Day 2018 to raise the profile of CSE with the public. 	
2.3	Learning and development activities on various topics relating to exploitation and harmful practices included in the LSCB Training Programme.	Chair, LSCB Training Sub Group	Commissioning of the training courses and briefings and publication of the LSCB Training Programme by 01.04.2017	<ul style="list-style-type: none"> Topics covered to include CSE, Trafficking, Gangs and Harmful Practices including FGM. Knowledge and awareness of CSE and other harmful practices embedded in general safeguarding training to optimise learning opportunities. Incorporation of the new HM Government Guidance on CSE for Practitioners and Local Leaders to be incorporated into CSE briefings and training. 	Grade: White
			May 2017	<ul style="list-style-type: none"> Publication of 'quick' guides on the LSCB website on a range of exploitation and harmful practices for use by professionals. 	
2.4	Implementation of a multi-agency response to trafficking through the implementation of a local policy, procedures and pathways leading to greater awareness, early intervention and robust reporting arrangements.	Community Safety, Transformation and Enforcement Lead, LBR	31 October 2017	<ul style="list-style-type: none"> Development of local policy and pathways based on statutory reporting requirements. Identification of Single Point of Contacts (SPOCs) in 'responder' agencies. Identification of resources and support to enable signposting for victims. 	Grade: White
			31 March 2018	<ul style="list-style-type: none"> Mapping of incidence and themes in Borough. Awareness raising activities across partner agencies leading to increase of reporting by 10% for 2017 – 2018. 	Grade: White

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PRIORITY 3: To strengthen quality and impact of the Independent Reviewing Officer (IRO)/Child Protection (CP) Chair role, particularly with reference to cases of neglect.					
3.1	Delivery of the post-Ofsted Inspection Action Plan section relating to the role of IROs/CP Chairs to ensure improvement in the service delivery and impact.	Operational Director, Children and Families, LBR	All actions completed and evidenced by December 2017	<ul style="list-style-type: none"> • SMART CP and LAC Review plans. • Evidence of the voice of the child in reports. • Evidence of increased engagement of children and young people in CP Conferences and LAC Reviews. • Reduction in the number of complaints received by the LSCB which relate to reports provided to Conferences. • Evidence of the use of the dispute resolution process. 	Grade: White
3.2	Multi-Agency Audit on cases of children and young people on Child Protection Plans subject to Neglect.	LSCB Quality Assurance Manager	April – September 2017	<ul style="list-style-type: none"> • Evidence of robust Care Plans with identified outcomes. 	Grade: White
3.3	Audit of records of CP Conferences and LAC Reviews to identify good practice and areas for development.	LSCB Quality Assurance Manager	April 2017 – October 2017	<ul style="list-style-type: none"> • Positive findings of audit. • Identification and implementation of learning. 	Grade: White
3.4	Development of multi-agency recruitment panels and children and young people's involvement in recruitment of IROs/CP Chairs.	Chair, LSCB Learning and Improvement Sub Group/PCFSW	July 2017 – March 2018	<ul style="list-style-type: none"> • Effective engagement of children and young people in recruitment. 	Grade: White

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PRIORITY 4: To develop and implement a robust multi-agency action plan to substantially increase private fostering notifications.					
4.1	Development and delivery of a multi-agency Private Fostering Communications Plan to raise awareness across agencies working with children, young people and families of private fostering to improve notification and safeguarding.	LSCB Business Manager	Agreement and launch of the Communication Plan by 01 05 2017.	<ul style="list-style-type: none"> Creative and comprehensive Plan that engages all partner agencies, to include LSCB themed Newsletter on Private Fostering. 	Grade: White
			Completion of the Communications Plan by 31 03 2018.	<ul style="list-style-type: none"> Increase in Private Fostering notifications from 2016 – 2017 of 20%. 	
			Spring Edition of the LSCB Newsletter published by 01 05 2017.	<ul style="list-style-type: none"> Evidence that partner agencies have undertaken communication activities within their agency included in the LSCB Annual Private Fostering Report. 	
4.2	Provision of an Information Pack, including PowerPoint presentation on Private Fostering for internal use by partner agencies.	LSCB Business Manager	Publication of the Information Pack by 01. 05. 2017.	<ul style="list-style-type: none"> Promotion of the pack via different channels with follow up activities to ensure receipt and to embed. 	Grade: White
			Distribution of pack and letter by 30 06 2017.	<ul style="list-style-type: none"> Specific targeting of agencies with increased likelihood of contact with privately fostered children and young people including international language schools. 	
4.3	Oversight, monitoring and challenge by the LSCB of private fostering.	LSCB Independent Chair	Report provided to January 2018 Board.	<ul style="list-style-type: none"> Annual Private Fostering Report to be presented to the LSCB for scrutiny, challenge and feedback. 	Grade: White
4.4	Participation in community events to promote awareness of private fostering with the public.	LSCB Business Manager	June – September 2017	<ul style="list-style-type: none"> Publicity stand at community events 	Grade: White
			National Private Fostering Week – 3 – 7 July 2017	<ul style="list-style-type: none"> Delivery of a high profile activity relating to Private Fostering Week 2017 and associated social media drive. 	
4.5	Provision of learning and development activities relating to Private Fostering to raise awareness and improve notification rate from the children and young people's workforce particularly with hard to reach groups.	LSCB Training Manager	2017 - 2018	<ul style="list-style-type: none"> Delivery of a minimum of 4 presentations at forums including GP Protected Learning Events, provider forums, head teachers, early year's forums etc. 	Grade: White
			Briefings to be commissioned and included in Training Programme published by 01.04.2017	<ul style="list-style-type: none"> Inclusion of Private Fostering Briefing in the LSCB Training Programme 2017 -2018. 	

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PRIORITY 5: To strengthen and improve support to children and young people on e-safety and peer on peer sexual harassment.					
5.1	Refresh of the e-safety campaign targeting secondary school pupils as a Youth Council project.	Head of Positive Activities, Children's Services, LBR	April – October 2017	<ul style="list-style-type: none"> Consultation with children and young people on their safeguarding concerns relating to e-Safety and peer-on-peer sexual harassment to inform the campaign. 	Grade: White
			October – December 2017	<ul style="list-style-type: none"> E-safety material being refreshed and published through workshops with representatives from Youth Conferences, youth centres and Youth Council members. 	
			June – December 2017	<ul style="list-style-type: none"> A video clip on e-safety awareness raising being produced and published on LBR 'YouTube'. 	
5.2	Development of a "Support Guide" (e.g. 8 points) for young people to deal with sexual harassment in schools. The "Support Guide" will be produced by the Youth Council through research and consultation with other young people.	Head of Positive Activities, Children's Services, LBR	October 2017 - January 2018	Support Guide developed, published and widely circulated.	Grade: White
			January 2018	<ul style="list-style-type: none"> Secondary schools fully endorse and promote the support guide. 	
			March 2018	<ul style="list-style-type: none"> Evidence of use of the Support Guide by young people. 	
5.3	Inclusion of eSafety Training for professionals in the LSCB Training Programme 2017 – 2018.	Chair, LSCB Training Sub Group	Commissioning of course and publication of Training Programme by 01.04.2017.	<ul style="list-style-type: none"> Commissioning of the training course. 95% take up and attendance. Publication of course materials on the LSCB website to support training transfer and cascade of learning. 	Grade: White
5.4	Inclusion of peer-on-peer sexual harassment training in the LSCB Training Programme 2017 – 2018.	Chair, LSCB Training Sub Group	Commissioning of the training course and publication of Training Programme by 01.04.2017.	<ul style="list-style-type: none"> Commissioning of the training course. 95% take up and attendance. Publication of course materials on the LSCB website to support training transfer and cascade of learning. 	Grade: White
5.5	Awareness raising activities and provision of guidance and support to parents and carers on eSafety.	LSCB Business Manager	Safer Internet Day 06 February 2018 CSE National Awareness Day 18 March 2018	<ul style="list-style-type: none"> External campaign and activities for both national awareness raising days. Evidence of reach exceeding that of the 2017 events by 10%. 	Grade: White

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		October 2017	<ul style="list-style-type: none"> Publication of additional guidance, support and signposting information for parents and carers on the LSCB website, including specific materials for primary aged children. 	

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PRIORITY 6: Further develop and improve safeguarding arrangements for children and young people that go missing from home or care.					
6.1	Monitoring of the effectiveness of the multi-agency response to missing children.	Head of CPAT and EI&FSS, LBR	<p>July 2017</p> <p>Annual Report on Missing from Home or Care to be presented to the Board in July 2017</p> <p>Delivery of the LAC Missing Project March 2018</p>	<ul style="list-style-type: none"> • Publication of the revised LSCB Missing from Care or Home Policy. • Evidence of effective use of intelligence gathered from return from missing interviews for both individual cases and identification and protection of other at risk young people. • Quarterly analysis report provided to LSCB on the Missing Children Panel (MCP) to support monitoring. • Analysis and comparison of data from 2016-17 and 2015-16 on missing included in the Annual Report. • Identification through Protocol reports of care homes, including foster placements, with high incidence of missing children and action taken to reduce frequency. • Reduction in the number of children going missing by 10% from previous year. • Reduction in the number of missing episodes by 10% from previous year. • Information sharing agreed in relation to sharing information on children and young people at risk of going missing with new placements. 	Grade: White
6.2	Provision of learning and development activities and resources on working with children and young people that go missing.	Chair, LSCB Training Sub Group	30 June 2017	<ul style="list-style-type: none"> • Practice Lead for Missing Children to attend team meetings within the Children and Families Service. 	Grade: White

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			Commissioning of workshops and publication of the Training Programme by 01.04.2017	<ul style="list-style-type: none"> Delivery of a series of three Workshops as part of the LSCB training Programme 2017 – 2018. 	
			31 July 2017	<ul style="list-style-type: none"> Delivery of Workshop to Redbridge Foster Carers as part of Fostering Carers Training Programme 2017 – 2018. 	
6.3	Re-establishment of the Missing Young People's Group as part of provision of support.	Head of CPAT and EIFSS, LBR	July 2017	<ul style="list-style-type: none"> Development of a standard procedure for promoting the Group to children who have returned from missing episodes. 	Grade: White
			March 2018	<ul style="list-style-type: none"> Evaluation of feedback from young people on Group evidencing increased understanding and awareness of safeguarding issues related to missing. 	
6.4	Establish a Social Media presence for Redbridge Missing children	Communications Manager, LBR	October 2017	<ul style="list-style-type: none"> Scope feasibility of setting up and managing social media facility for communicating with children and young people who go missing frequently to improve safeguarding. 	Grade: White
			From May 2017	<ul style="list-style-type: none"> Utilise existing LB Redbridge social media routes to share messages around staying safe. 	

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PRIORITY 7: Monitoring and ensuring the effectiveness of the arrangements for safeguarding children and young people in Redbridge in the new Metropolitan Police structure.					
7.1	Monitoring and evaluation of the impact of the new tri-borough Met Police arrangements in relation to safeguarding children.	Head of CP and Early Intervention Service, LBR	Paper to Board with initial evaluation – October 2017 and six month progress check in January 2018	<ul style="list-style-type: none"> • Effective establishment of the CAIT Referral Desk with no Negative impact on service delivery. • Continued high level of engagement of CAIT in CP Strategy Meetings. • Continued high level of attendance by CAIT at CP Conferences and Core Groups. 	Grade: White
7.2	Effective engagement of the new Safeguarding division of the Met Police with the LSCB under the new tri-borough Borough Command Unit arrangements and in the context of the HMIC Inspection Report (November 2016).	Detective Superintendent, Safeguarding, East Area BCU, Met Police	Ongoing	<ul style="list-style-type: none"> • Continued Co-Chairing by Met-Police of the MASE with Children’s Social Care. • Regular attendance and participation of Met Police in the LSCB Executive and Board Meetings. 	Grade: White
30.04.2017			<ul style="list-style-type: none"> • Agreement on implementation of the local operating model. 		
31. 07.2017			<ul style="list-style-type: none"> • Agreement on performance data to be available to the Board. 		
30. 10. 2017			<ul style="list-style-type: none"> • Completion of new S11 Audit Self-Assessment to enable monitoring of the Safeguarding Command in the BCU arrangements. 	Grade: White	

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PRIORITY 8: To further strengthen the LSCB's monitoring and oversight of practice.					
8.1	Deliver a multi-agency audit programme for 2017 – 2018, aligned to the Business Plan embedding the adopted audit methodology.	LSCB Quality Assurance Manager	Multi-Agency Audit Programme 2017 – 2018 agreed (comprising a minimum of six audits in line with the LSCB Business Plan) and published by 01.04.2017 Completed by 31.03.2018.	<ul style="list-style-type: none"> • Audits make clear judgements on the quality of practice and areas for improvement. • Follow up demonstrates impact on outcomes for children and young people as a result of audit activity. 	Grade: White
			Inclusion in LSCB Training Programme published by 01.04.2017.	<ul style="list-style-type: none"> • Inclusion of key learning from each audit through individual Learning from MA Audit Workshops and/or inclusion in other training courses commissioned as part of the LSCB Training Programme 2017 – 2018. 	
8.2	Annual reporting from key statutory agencies on their single agency audit programme including key findings, learning and outcomes.	LSCB Business Manager	April 2017 – March 2018 on a rota basis.	<ul style="list-style-type: none"> • Published schedule in place for reports to come to LSCB Board meetings in 2017 – 2018 • Effective scrutiny leading to improvements in outcomes. 	Grade: White
8.3	Monitoring of the S11 Audit Action Plans	LSCB QA Manager	July 2017 – March 2018	<ul style="list-style-type: none"> • Updated reports to be presented to LSCB Board as per S11 Programme. 	Grade: White
8.4	Embedding of the LSCB Framework for Quality Assurance and Evaluation of safeguarding children training.	Chair – LSCB Training Sub Group	Report to Board in July 2017	<ul style="list-style-type: none"> • Evidence of the high quality provision of training. • Evidence of impact of training on improving outcomes for children, young people and families. • Development of the workforce in relation to skills and knowledge relating to safeguarding children and young people. 	Grade: White
8.5	Review of LSCB Lay Members role, agreement and activities to ensure ongoing effectiveness.	LSCB Business Manager	Meeting with Lay Members by 01 06 2017. Report back to LSCB Executive by July 2017.	<ul style="list-style-type: none"> • Review of role and opportunities for increased engagement of Lay Members. 	Grade: White
8.6	Development of the relationship and connectivity between the LSCB and the Safeguarding Adults Board (SAB).	Independent Chair	Workshop included in Training Programme published by 01.04.2017.	<ul style="list-style-type: none"> • Workshop on Joint Working Protocol – “See the adult, see the child”. • Promotion of joint learning and development activities 	Grade: White

RAG Status Key and Definitions

Status	Definition
Red	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.
Amber	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.
Green	The action is making good progress and on target to being completed within the timeframe and achieve the anticipated positive impact or the action has been completed and has resulted in the required outcome/impact.
Purple	Action no longer appropriate/achievable due to external changes e.g. budgets, legislation, statutory guidance amendment, or feedback from Government reviews.
White	Action not started as scheduled for a later date.