

LSCB Business Plan 2018 – 2019

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 services for young people experiencing mental ill-health.</b>					
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.	Children's and Maternity Commissioning Lead, Redbridge CCG	Delivery of training to schools to take place between 30 06 2018 and conclude by 31 03 2019.	<ul style="list-style-type: none"> <li>Provision of a 'resilience' training programme commissioned as part of the CAMHs review to enable school staff to confidently support children and young people with mental health issue.</li> <li>Consideration of provision of attachment training for primary school staff to support resilience.</li> </ul>	<b>Grade: White</b>
			Training provision for Early Years providers, including Children's Centres.	<ul style="list-style-type: none"> <li>Review of existing training provision available via the Early Years Training Programme and Children's Centres on attachment and resilience to support prevention and early identification of mental health issues in young children.</li> </ul>	
			Full Implementation of the 'emotional wellbeing hub by 31 05 2018.	<ul style="list-style-type: none"> <li>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.</li> </ul>	
			Publication of new referral pathways by 30 04 2018.	<ul style="list-style-type: none"> <li>Consistent and effective use of referral pathways ensuring that children and young people get the right service at their point of need.</li> </ul>	
			Appropriate training to be included in LSCB Training Programme –	<ul style="list-style-type: none"> <li>Inclusion of young people's mental health awareness raising training as part of the multi-agency LSCB</li> </ul>	

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		publication by 01 04 2018.	Training Programme 2018 -2019 to aid improved awareness, early recognition of mental health needs and support for resilience of young people across the workforce.		
1.2	Oversight and monitoring of the CAMHS Local Strategy Plan (LSP) to ensure that this adequately addresses local mental health needs of children and young people.	Children's and Maternity Commissioning Lead, Redbridge CCG	<p>Multi-Agency Audit Report of findings and learning to be achieved in line with the <a href="#">Multi-Agency Audit Programme 2018 – 2019</a> (October – December 2018).</p> <p>Publication of final CAMHS Local Strategy Plan (LSP) -June 2018</p> <p>Communications delivered by 30 June 2018</p>	<ul style="list-style-type: none"> <li>Multi-Agency Audit of cases open to Early Intervention and Family Support Service (EI&amp;FSS) and Children's Social Care in relation to mental health to identify gaps, good practice and impact of early intervention.</li> <li>Exploration and identification of opportunities to fast track identified vulnerable groups into mental health services or appropriate supporting including community based activities.</li> <li>Clarity across the workforce and with service users of service provision through a communications programme.</li> </ul>	<b>Grade: White</b>
	Integrated Care Director, NELFT	April 2018  March 2019	<ul style="list-style-type: none"> <li>Identification of number of cases waiting over 18 weeks prior to CAMHS Transformation, as a baseline for measuring improvements to response and service offer.</li> <li>Audit of cases waiting over 18 weeks for CAHMs provision following implementation of CAMHS Transformation Plan and emotional wellbeing 'hub' to analyse improvements and support forward planning.</li> </ul>	<b>Grade: White</b>	

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1.3	Oversight and involvement with the development of the response to children and young people's self-harm.	LSCB Business Manager	Publication of the Strategy by 01 09 2018.	<ul style="list-style-type: none"> <li>Contribution to the development of the new Redbridge Suicide Strategy to ensure a strong emphasis on safeguarding children and young people.</li> <li>Engagement with partners in delivery and challenge in relation to implementation.</li> </ul>	<b>Grade: White</b>
			Inclusion of training on self-harm in the <a href="#">LSCB Training Programme 2018 – 2019</a> .	<ul style="list-style-type: none"> <li>Understanding across the workforce of the indicators and risks relating to young people and self-harm and suicide.</li> <li>Clear plan on support for children and young people who self-harm in the CAHMS Transformation Plan, including referral pathways.</li> <li>Sharing of the Suicide Strategy via the mental health training courses run as part of the LSCB Training Programme.</li> </ul>	
			Resources for professionals, parents/carers and young people published on the LSCB website by 31 10 2018.	<ul style="list-style-type: none"> <li>Development of mental health resources and specifically support relating to suicide on the LSCB website.</li> </ul>	
		Head of Child Protection and Early Intervention Service, LBR	December 2018	<ul style="list-style-type: none"> <li>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.</li> </ul>	
1.4	Strengthen peri-natal mental health pathways through the NELFT Perinatal Mental Health post 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	Conference taking place on 14 05 2018.	<ul style="list-style-type: none"> <li>Conference to bring together appropriate professionals to support development of relationships, embedding of pathways and sharing of good practice.</li> </ul>	<b>Grade: White</b>
			Materials published by 31 10 2018.	<ul style="list-style-type: none"> <li>Availability of resources, including guidance and learning materials on attachment.</li> </ul>	

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1.5	Review of LSCB <a href="#">“Are you worried about a child? How to access early help and thresholds for referral to Children’s Social Care”</a> to include early help and referral routes of children and young people’s mental health concerns.	LSCB Board Manager	Publication by July 2018.	<ul style="list-style-type: none"> <li>Publication of a threshold document which reflects the new provision of services and thresholds into CAMHS, referral pathways and the role of the emotional wellbeing hub.</li> </ul>	<b>Grade: White</b>

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<b>PRIORITY 2: To strengthen the protection and support of children and young people exposed to any form of exploitation or at risk of going missing.</b>					
2.1	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	31 July 2018  30 September 2018	<ul style="list-style-type: none"> <li>• Embedding of the new MASE.</li> <li>• Development of intelligence on vulnerable groups for missing, gangs and CSE.</li> <li>• Increase in the number of referrals made for CSE.</li> <li>• Delivery of externally facilitated multi-agency seminar in two parts - leaders/managers and practitioners to support development of response and learning from other areas.</li> </ul>	<b>Grade: White</b>
2.2	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	30 June 2018	<ul style="list-style-type: none"> <li>• Development of local policy and pathways based on statutory reporting requirements.</li> <li>• Identification of Single Point of Contacts (SPOCs) in 'responder' agencies.</li> <li>• Mapping of incidence and themes in Borough.</li> <li>• Identification of resources and support to enable signposting for victims.</li> </ul>	<b>Grade: White</b>
2.3	Development of a strategic response to gangs and county lines.	Community Safety, Transformation and Enforcement Lead, LBR	May 2018  30 November 2018	<ul style="list-style-type: none"> <li>• Multi-Agency Planning Workshop resulting in Action Plan.</li> <li>• Delivery of specialist training for practitioners by specialist agency.</li> <li>• Development, agreement of and publication of a multi-agency strategy.</li> </ul>	<b>Grade: White</b>

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2.4	Review effectiveness of the new Missing Children Panel (MCP) and new MASE arrangements.	Head of Child Protection and Early Intervention Service, LBR Children's Services	31 December 2018	<ul style="list-style-type: none"> <li>• Evaluation of the outcomes of the new Panels to ensure working effectively.</li> <li>• Evidence to development of robust links and joint-working between the MPC, MASE and gangs work to ensure information sharing and data analysis leading to improved identification of children and young people.</li> </ul>	<b>Grade: White</b>
2.5	Joint working in relation to the Council's PREVENT Programme to safeguard children and young people from radicalisation.	Head of Community Safety & Protection, LBR	April 2018 – March 2019	<ul style="list-style-type: none"> <li>• LSCB representation on the Prevent Strategic Group and support to the Delivery Plan and follow up from the Peer Review.</li> <li>• Provision of WRAP Workshops as part of the LSCB Training Programme 2018 – 2019.</li> <li>• Updating of information available to professionals, children/young people and parents/carers on the LSCB website.</li> <li>• Use of LSCB social media to promote positive messages across the community.</li> </ul>	<b>Grade: White</b>

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 3: To raise awareness of and develop services response to peer-on-peer abuse, harmful sexual behaviours and violence</b>					
3.1	Completion of the Youth Council project on eSafety.	Head of Positive Activities, Children's Services, LBR	December 2018	<ul style="list-style-type: none"> <li>• Consultation with children and young people on their safeguarding concerns relating to e-Safety and peer-on-peer sexual harassment to inform the campaign.</li> <li>• E-safety material being refreshed and published through workshops with representatives from Youth Conferences, youth centres and Youth Council members.</li> <li>• A video clip on e-safety awareness raising being produced and published on LBR 'YouTube'.</li> </ul>	<b>Grade: White</b>
3.2	Completion of the development and publication 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 2018 March 2019	<ul style="list-style-type: none"> <li>• Support Guide developed, published and widely circulated using findings from the LSCB Multi-Agency Audit on peer-on-peer sexual abuse.</li> <li>• Secondary schools fully endorse and promote the support guide.</li> <li>• Evidence of use of the Support Guide by young people.</li> </ul>	<b>Grade: White</b>
3.3	Inclusion of peer-on-peer abuse, harmful sexual behaviours and violence in <a href="#">LSCB Training Programme 2018 – 2019</a>	LSCB Training Manager	Delivered on 27 11 2018 and 05 02 2019 31 March 2019	<ul style="list-style-type: none"> <li>• LSCB Training Programme published.</li> <li>• Training materials and other resources shared via the LSCB website.</li> <li>• Course evaluated and impact assessed.</li> </ul>	<b>Grade: White</b>
3.4	Support to schools in relation to peer-on-peer sexual harassment, abuse, violence and harmful sexual behaviours.	LSCB Board Manager	April – December 2018	<ul style="list-style-type: none"> <li>• Promotion of the <a href="#">DfE Guidance Sexual violence and sexual harassment between children in schools and colleges, December 2017</a> and the <a href="#">Brook Sexual Behaviours Traffic Light Tool</a>.</li> </ul>	<b>Grade: White</b>
				<ul style="list-style-type: none"> <li>• Inclusion of key areas from the new Keeping Children Safe in Education due for publication in September 2018, in LSCB Training Programme.</li> </ul>	<b>Grade: White</b>

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				<ul style="list-style-type: none"> <li>Regular updating of the <a href="#">LSCB Peer-on-Peer Abuse resource directory</a>.</li> <li>Participation in meetings with school governors, Designated Safeguarding Leads and head teachers.</li> </ul>	<p><b>Grade: White</b></p> <p><b>Grade: White</b></p>
3.5	Development of response to knife crime.	D Sup, East Area BCU MPS	April – December 2018	<ul style="list-style-type: none"> <li>Multi-agency engagement with the BCU Action Plan on Gangs &amp; Knife Crime.</li> <li>Development of training around peer-on-peer violence and knife crime.</li> </ul>	<b>Grade: White</b>



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<b>PRIORITY 4: To develop engagement with children, young people and families to raise awareness of and inform development of safeguarding</b>					
4.1	Promotion of 'Voice of the Child' (VoC) across partner agencies and the importance of inclusion of the views, wishes and feelings and participation in case work.	LSCB Business Manager	March 2019	<ul style="list-style-type: none"> <li>• Increase in participation in Child Protection (CP) Conferences and provision of 'child friendly' CP Plans.</li> <li>• Robust evidence of the 'Voice of the Child' in case file audits.</li> <li>• Increase in the variety of different resources used in seeking views e.g. technology</li> <li>• Children and young people enabled to be part of their own protective factors, particularly those with additional vulnerabilities e.g. CWD, LAC, Care Leavers.</li> <li>• Representation of the VoC on the Fostering Panel through Foster Carer Reviews and feedback from Care Leavers.</li> <li>• LSCB Training and partner agency training quality assurance activities ensuring VoC is featured in all safeguarding training.</li> </ul>	<b>Grade: White</b>
4.2	Engagement with wider population of children and young people, including 'hard to reach groups' ensuring participation, consultation and communication in the design, provision and resourcing of safeguarding services.	LSCB Business Manager	March 2019	<ul style="list-style-type: none"> <li>• Evidence of input into future service provision through individual agency consultations with service users – particularly children and young people.</li> </ul>	<b>Grade: White</b>
March 2019			<ul style="list-style-type: none"> <li>• Evidence of input into future safeguarding partnership arrangements.</li> </ul>	<b>Grade: White</b>	
March 2019			<ul style="list-style-type: none"> <li>• Heightened awareness of safeguarding across the population of children and young people through work with schools and colleges to support prevention – including LSCB participation in the Junior Citizen Programme.</li> </ul>	<b>Grade: White</b>	
4.3	Engagement of children and young people with Board and Sub Group activities.	LSCB Business Manager	April 2018	<ul style="list-style-type: none"> <li>• Use of feedback to inform LSCB Training Programme.</li> </ul>	<b>Grade: White</b>
June 2018			<ul style="list-style-type: none"> <li>• Delivery of agreed eSafety Projects.</li> </ul>	<b>Grade: White</b>	

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			December 2018	<ul style="list-style-type: none"> <li>Development of more creative and child-friendly content of the Children and Young People section of the LSCB website and on Instagram.</li> </ul>	<b>Grade: White</b>
			March 2019	<ul style="list-style-type: none"> <li>Ongoing participation by the LSCB Team in the Voice of the Child Working Group informing actions and gaining feedback.</li> </ul>	
4.4	Engagement with families through community activities to raise awareness and ensure appropriate response to safeguarding concerns.	LSCB Business Manager	April 2018 – March 2019	<ul style="list-style-type: none"> <li>Inclusion of LSCB information stand in local community events and on national awareness raising days.</li> <li>Sharing of safeguarding information across the community through different public forums and media forums.</li> <li>Quantitative and qualitative local research with families on safeguarding topics to inform safeguarding development.</li> </ul>	<b>Grade: White</b>

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<b>PRIORITY 5: Development of the new local safeguarding children structure and Child Death Review Process in response to the Children and Social Work Act 2017, Regulations and Working Together 2018</b>					
5.1	Development and agreement of new safeguarding partnership in consultation with key stakeholders by statutory partners, in consultation with the wider LSCB.	Director of People, LBR/CEO, Redbridge CCG/MPS Borough Commander	March 2019	<ul style="list-style-type: none"> <li>• Planning to reflect legislation and statutory guidance whilst maintaining the current robust arrangements.</li> <li>• Consultation with all partner agencies during the planning process.</li> <li>• Agreement of shared budget implications.</li> <li>• Approval by the DfE following submission of plans.</li> </ul>	<b>Grade: White</b>
5.2	Continue current arrangements with full commitment of all partners during the interim period and ensure smooth transition period.	LSCB Independent Chair	2018 - 2019	<ul style="list-style-type: none"> <li>• Continued robust oversight by the LSCB of safeguarding arrangements.</li> <li>• Progression of the Business Plan 2018 – 2019.</li> <li>• Transition to the new arrangements that supports safeguarding.</li> </ul>	<b>Grade: White</b>
5.3	Promotion, implementation and embedding of new Working Together to Safeguard Children, 2018	LSCB Business Manager	Publication in May 2018	<ul style="list-style-type: none"> <li>• New guidance reflected in all LSCB Training Courses.</li> <li>• Briefing published on LSCB website.</li> <li>• Review of LSCB policies, procedures and guidance to reflect the new statutory guidance.</li> <li>• Working Together 2018 to inform the development of the new multi-agency safeguarding arrangements (MASA) (5.1)</li> </ul>	<b>Grade: White</b>

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<b>PRIORITY 6: To strengthen the protection and support of children and young people exposed to dangerous cultural practices</b>					
6.1	Provide a co-ordinated robust response to FGM through the use of the pan London FGM strategy and data resource.	LSCB Independent Chair	April – December 2018  Publication of the Strategy by 31 12 2018	<ul style="list-style-type: none"> <li>• Review of effectiveness of the cross-borough FGM Strategy and progress on the Action Plan.</li> <li>• Development and publication of a new Strategy informed by the Multi-Agency FGM Audit and the FGM assessment toolkit.</li> <li>• Review of the effectiveness and compliance with mandatory reporting.</li> <li>• Increased referral rate monitored via the LSCB data scorecard.</li> <li>• Availability and promotion of learning and development activities for the workforce to increase awareness and promote response.</li> </ul>	<b>Grade: White</b>
6.2	Provision of learning and development opportunities on FGM and other dangerous cultural practices and cultural competence.	LSCB Training Manager	Training Programme published by April 2018	<ul style="list-style-type: none"> <li>• Quality assurance and evaluation of the impact of the training.</li> <li>• Creative use of the MA Audit key learning presentation to reach a wide audience of front-line workers.</li> </ul>	<b>Grade: White</b>
6.3	Development of relationship with National FGM Centre leading to increased awareness of range of dangerous cultural practices.	LSCB Business Manager	April 2018 – December 2018	<ul style="list-style-type: none"> <li>• Close working with National FGM Centre funded FGM Social Worker based in LBR CPAT.</li> <li>• Sharing of resources on FGM and also other harmful practices including breast ironing, tribal markings etc.</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.