



# **Newham Safeguarding Children Board**

## **Annual Report for 2013/14**



## **Contents**

<b>Section 1: Introduction and Executive Summary .....</b>	<b>4</b>
1.1 Key Achievements in 2013/14.....	4
1.2 Our Self-Assessment.....	5
1.3 Priorities for 2014/15 .....	5
<b>Section 2: Business Plan Process Priorities: Analysis of Progress and Impact.....</b>	<b>6</b>
2.1 Introduction.....	6
2.2 Multi Agency Performance Management.....	6
2.3 Multi-Agency Performance Report.....	7
2.4 Multi-agency Audits .....	8
2.5 Section 11 Audits.....	9
2.6 Local Learning and Improvement Framework .....	10
2.7 Governance Arrangements.....	12
2.8 NSCB Board Links with Other Strategic Partnerships .....	12
2.9 The NSCB Executive Board .....	13
2.10 Business Management Group .....	14
2.11 NSCB Budget .....	15
2.12 Communication.....	16
2.13 NSCB Sub-groups.....	17
<b>Section 3: Safeguarding Practice Priorities for 2013/14: Analysis of Progress and Impact.....</b>	<b>17</b>
3.1 Child Sexual Exploitation and Children Missing from Home, School and Education.....	17
3.2 Serious Youth Violence and Gangs .....	19
3.3 Children Affected by Domestic Abuse .....	21
3.4 Early Intervention, Prevention and Thresholds .....	23
3.5 Private Fostering and Trafficked Children .....	24
<b>Section 4: Other Achievements of the Board .....</b>	<b>26</b>
4.1 Adult and Children Sub-group.....	26
4.2 Faith and Culture Sub-group.....	27
4.3 Joint Health Safeguarding Sub-group .....	27
4.4 Child Sexual Exploitation and Missing Children Sub-group .....	28
4.5 Child Death Overview Panel (CDOP) .....	28
4.6 Performance and Quality Assurance (PQA) Sub-group .....	28
4.7 Policy Sub-group .....	28
4.8 Serious Case Review (SCR) Sub-group .....	29
4.9 Training and Development Sub-group.....	29
4.10 Young People’s Safeguarding Group .....	29
<b>Section 5: Safeguarding Highlights from Statutory Partners.....</b>	<b>30</b>

5.1 Training.....	30
5.2 Staff supervision .....	30
5.3 Quality assurance .....	31
5.4 Service Developments .....	31
5.5 Engaging children and young people and families .....	32
5.6 Statutory inspections and outcomes.....	32
<b>Section 6: Newham Child Population and Key Safeguarding Data.....</b>	<b>33</b>
6.1 Background to Newham .....	33
<b>Section 7: Looking Back and Looking Forward .....</b>	<b>34</b>
7.1 Development of the Business Plan for 2014/15.....	35
7.2 Children and Young People’s Plan 2014/17 .....	35
7.3 Staying Safe and Feeling Safe Outcomes .....	36
7.4 Priorities for 2014/15 .....	36
7.5 Success Criteria.....	36
7.6 Measuring Progress.....	37
<b>Appendix 1: NSCB Business Plan 2013/14 .....</b>	<b>38</b>
Part A – Business Process Priorities .....	38
Part B – Safeguarding Practice Priorities.....	38
<b>Appendix 2: Multi-Agency Audit Findings and Learning 2013 Planning Ahead 2013/14 .....</b>	<b>51</b>
<b>Appendix 3: NSCB Core Objectives, Functions and Accountability .....</b>	<b>56</b>
<b>Appendix 4: NSCB Governance Framework 2014/15.....</b>	<b>58</b>
<b>Appendix 5: NSCB Business Plan for 2014/15 .....</b>	<b>59</b>

## Section 1: Introduction and Executive Summary

I am delighted to write this introduction to the 2013-14 Newham Safeguarding Children's Board Annual Report. This year has seen many new developments and positive changes in the organisation and delivery of the Board's work.

The membership of the Executive Board has been extended to include lay member representation; broader participation from both the housing and the voluntary sector and a representative from Cafcass has now joined the Board. This has widened the debate and challenge around children's safeguarding issues and facilitated some important new developments in raising awareness in the community. There has also been an increase in the direct participation of young people at some Board meetings which has increased the focus on young people's priorities and brought real vitality to the issues raised and new challenges to the organisations represented.

The young people's contributions have been co-ordinated through a new sub-group of the Board which has both a direct and virtual approach to involving young people and is providing a very important and growing contribution to the issues considered by the Board. This is illustrated in a quote below from one of the young people attending this group.

*"I really feel like the group has been able to get young people's voices heard where it matters. Especially with things like going to the Exec Board where I felt I was listened to and that it made a difference". HK*

Three new members of staff joined the NSCB team at the start of this year: Natalie Newton, as the NSCB Business Manager, Dipti Morjaria as the NSCB's Learning and Development Lead and Maura Cardy as the Partnership and Workforce Development Manager, this has had a positive impact on communication, data and quality assurance. Ann Capes, Safeguarding and Development Business Support Officer has provided continuity and organisational knowledge over this period of change, which has ensured the smooth running of the Board.

### **1.1 Key Achievements in 2013/14**

At the beginning of 2013, the Board approved a Business plan which contained our annual priorities (Appendix 2). Over the course of the year, almost all of these targets have been met. Our key achievements this year are:

- Multi-agency Performance Report and Audit to support continuous improvement of practice
- Governance arrangements have been redesigned to focus on impact and outcomes
- Missing and Child Sexual Exploitation processes established

- Multi-agency arrangements to tackle youth violence
- Training and services for victims of domestic violence
- Early help offer defined and thresholds for services agreed
- Greater participation of children and young people
- Safeguarding children across faith and culture
- Delivery and Impact of the NSCB Training Programme
- Establishment of safeguarding processes in the new local NHS health commissioning landscape including formation of Joint Health Safeguarding Subgroup.

## **1.2 Our Self-Assessment**

Interrogation of the new Ofsted framework has shown that we have strengths in relation to our governance arrangements; our approaches to learning, practice improvement, case review and our training programme. However, we need to focus on demonstrating our regular monitoring of front line practice and the impact of interventions, including our work with missing children and those at risk of sexual exploitation; arrangements for multi-agency working and the robustness and quality of our scrutiny and challenge.

## **1.3 Priorities for 2014/15**

Much has been achieved in 2013/14 and going forward into next year, will be focussing our energy and resources on four key areas in order to ensure the safety and well being of children and young people in Newham:

- Improving accountability, challenge and communication to develop the effectiveness of Board
- Informing, planning, monitoring and evaluating local services including in relation to specific vulnerable groups of children and young people:
  - Disabled children
  - Children at risk from harmful practices
  - Housing and impact of Welfare Reforms
  - Parental risks – including domestic abuse, mental health and substance misuse
  - Youth Safety – including bullying, sexual exploitation, missing and gangs
- Continuing to increase young people’s engagement with the Board
- Workforce development, learning and multi-agency working

Our progress has been made possible through the commitment, enthusiasm and sheer passion for providing high quality services from a vast range of representatives and organisations. I thank all those who have been involved in meeting our challenges this year and I look forward to even greater achievements in 2014/15.

**David Sanders, Independent Chair for the Newham Safeguarding Children Board** June 2014

## **Section 2: Business Plan Process Priorities: Analysis of Progress and Impact**

### **2.1 Introduction**

This section of the report describes the development of the 2013/14 business plan (Appendix 2) the achievements of the Board in meeting its business objectives this year and some of the challenges it faced.

A Board away day was held in March 2013 which set the strategic plan for the next 7 years and developed the business plan for the first year of this plan. This plan was informed by the following drivers:

- The priorities of the Newham Children's Trust
- Feedback from children and young people
- The Board's self-assessment of safeguarding arrangements and recommendations arising from the last Ofsted inspection (Dec 2012)
- Identification of priority areas by the Board's sub groups.

The business plan is structured into two parts:

Part A: Business Process Priorities covering,

- Multi Agency Performance Management
- Governance Arrangements
- Communications

Part B: Safeguarding Practice Priorities focusing on,

- Child Sexual Exploitation and Children Missing Home, School and Education
- Serious Youth Violence and Gangs
- Children affected by Domestic Abuse
- Early Intervention, Prevention and Multi-Agency Thresholds
- Private Fostering and Trafficked Children

### **2.2 Multi Agency Performance Management**

This section of the report analyses how the Board is undertaking regular and effective monitoring and evaluation of multi-agency front-line practice to safeguard children and identifying where improvement is required in the quality of practice and services that children, young people and families receive. There are four 4 main elements to the Board's performance management framework:

- Multi-agency Performance Report – data

- Multi-agency audit – quality of practice
- Section 11 Audits – organisational safeguarding arrangements
- Local Learning and Improvement Framework – covering serious case reviews and learning reviews

## 2.3 Multi-Agency Performance Report

The content and quality of the Board’s Performance Report has been developed over the course of the year through the activity of the Performance and Quality Assurance (PQA) sub-group. It is fair to say that the production of the quarterly report was a challenge in Quarters 1 and 2 as not all of the agencies were able to provide their data and narrative on time. Following a challenge session by the PQA group and with further support from the BMG, the quality and timeliness of data returns significantly improved for Quarters 3 & 4.

The quarterly report is used by the Executive Board to ensure there is effective monitoring and evaluation of multi-agency front line practice to safeguard children and identify where improvements are required in the quality of practice and services that children, young people and families receive.

For example, the Executive Board has sought assurance from Children’s Social Care about the reasons for the reducing number of children with child protection plans, at a time when referrals to Triage are increasing and assurance from the partnership about professionals understanding of thresholds.

New data sets have been added this year, which means that the Board has a more detailed understanding about the nature and extent of specific risk issues locally (including domestic violence, child sexual exploitation (CSE), abuse linked to faith and culture, Female Genital Mutilation (FGM), trafficking, forced marriage and gangs) and can monitor the effectiveness of early help.

This new data sets include:

- Achievements of the Families First service
- Specific risk issues identified in Assessments by Children’s Social Care
- Police detection rates for child abuse
- Children who self-harm

And in 2014/15, the following data sets will be added to the report

- Key indicators from the Health Safeguarding Children Dashboard
- Early Help indicators from the Children’s Trust Performance Framework
- Children missing from education, home and school
- CSE – data from single assessments and MASE meetings
- FGM – data from single assessments, Bart’s Trust and the Met Police

- Children with Child in Need Plans
- Ofsted inspection ratings for Newham Schools and Children’s Centres
- Safeguarding referrals to Triage by commissioned services

## **2.4 Multi-agency Audits**

The NSCB uses multi-agency case file audits to identify priorities that will improve multi-agency practice with children and families and this year, carried out two audits in July 2013 and February 2014.

The first audit involved 12 children with Child Protection or Child in Need plans that had experienced a recent education transition. The audit sample was chosen in order to assess whether transition arrangements for vulnerable children had improved since the last Serious Case Review (Child Michael 2011). This audit was conducted by two external safeguarding consultants who examined agency case records, met with the practitioners and managers involved and with several of the families.

This audit provided a detailed picture of multi-agency professional practice within Newham, showing strengths, areas for improvement and key learning. An audit summary is contained in Appendix 5, with a brief snapshot shown in the box below.

- Key strength - multi-agency working is effective in most cases
- Key improvement - Strategy meetings to become fully compliant with Working Together
- Key learning - the experiences of children and parents being helped are mainly positive

The audit findings and lessons has been disseminated across the partnership and progress against the areas for improvement is tracked by the PQA sub-group. The implementation of the new Strategy Meetings Protocol will be monitored by the Executive Board in 2014/15.

The second audit assessed the quality of 30 referrals to Triage that had been, made within the previous 3 months by 13 different agencies. The audit considered the quality of the referrals, quality of decision-making and whether referrers had received a notification outcome. The first part of the audit was completed by the referring and the second part through a peer audit involving the safeguarding leads from each of the referring agencies.

- Key strength - nearly all referrals were judged to have the correct outcome and this increased to all following a post-audit check
- Key strength – most referrals contained sufficient information
- Key improvement - content and quality of information need to meet required standards on all referrals
- Key improvement –all referrers to be notified of Triage and Assessment outcomes – (the latter was particular weak)
- Key Learning – not all agencies are using the Triage portal and need to attend training. This will improve the feedback rate to practitioners as the system provides an automated response

Overall, there has been very good engagement by the partnership in multi-agency audits. The Board has sought assurance that there is sufficient planning and information-sharing to enable GPs to take part in the multi-agency audit programme for 2014/15

Following the last Ofsted inspection in December 2012, the Board asked for assurance from Probation that appropriate risk management plans are in place for all offenders that present a risk to children and young people. It was agreed that Probation would report into the PQA group on the findings from their regular quality assurance of cases. An initial reporting of audit findings took place in July 2013, and further updates are outstanding. London Probation Trust discontinued LEARN in January 2014 as a result of Transforming Rehabilitation change preparation therefore further returns ceased in accordance. However, both of the new Probation Provider Organisations (the Community Rehabilitation Company and the National Probation Service have confirmed this will be revised and reinstated later in the year.

It was agreed that an annual audit of MAPPA cases with Children’s Social Care involvement would be undertaken. The start date for this audit has been moved from June to September 2014, in view of the organisational changes within Probation. The MAPPA oversight of cases involving children has been strengthened by the regular attendance of a named Child Protection manager at MAPPA meetings.

## **2.5 Section 11 Audits**

Section 11 of the Children Act 2004 places a duty on key agencies to ensure they pay due regard to safeguarding and promoting the welfare of children when discharging their functions. This duty also applies to any organisations providing services on behalf of these key agencies. Section 14 of the Children

Act requires Local Safeguarding Children Boards to ensure the effectiveness of work done by agencies for safeguarding and promoting the welfare of children.

In the first quarter of the year, the NSCB asked 81 organisations to carry out a self evaluation exercise in order to assess how well Section 11 duties are being met.

With the exception of CAFCASS (who sent their return in June 14) all NSCB statutory partners completed their return together with all 91 Newham maintained schools and children's centres –a significant improvement on last year's 30% return together with 33 external organisations.

In response to the audit findings, the NSCB Business Manager has worked with the Safeguarding Lead for Early Years to plan a workshop for private, voluntary and independent nurseries in order to increase their engagement in the next s11 audit cycle.

The audit findings have been shared with the Training sub-group who will be quality assuring the early years safeguarding training in Q1 of next year.

The PQA sub-group are using the audit findings to prioritise areas for further scrutiny and challenge in the 2014/15 cycle and safeguarding supervision has been agreed as a key theme.

## **2.6 Local Learning and Improvement Framework**

The NSCB has agreed its new framework, in line with Working Together 2013, with its statutory partners. The Serious Case Review sub-group operates this framework on behalf of the Board and has a key role to ensure that opportunities for learning are effective and properly engage all partners. The sub-group has responsibility for initiating serious case reviews where the criteria set out in statutory guidance are met.

This year, the cases of four children were referred to the SCR sub-group for consideration and two of these cases led to a serious case review decision making meeting being convened. While it was decided that neither of these cases met the criteria for a serious case review, it was recommended to the Independent Chair that local learning reviews were undertaken.

The first learning review involved a young person known as Child A who was involved in an altercation between two groups of youths and died after sustaining stab wounds. Child A was involved in gang-related activity and this information was known to a number of statutory partners in Newham and two other local authorities. A cross-borough review involving the three local authorities was commissioned by the NSCB and undertaken by two suitably qualified independent reviewers.

The areas for improvement and learning identified in this review are far-reaching, covering prevention, enforcement and intelligence. These have been incorporated into the Ending Gangs and Youth Violence Delivery Plan for 2014/19 and a number of the recommendations from the review had been implemented before the review was completed. Please see section 5.2. The Executive Board will be monitoring progress against this Delivery Plan in 2014/15 and the review is being reported to the Health and Wellbeing Board in June 2014.

The second learning review involved two children from a family where there had been previous Care Proceedings regarding physical harm. This review involved bringing together the professionals (and their managers) that had been members of two child protection case conferences and undertaken by an experienced senior manager from another local authority and the learning review report will be reported to the Executive Board in July 2014.

Brief details of the outcome in the two cases where a serious case review panel was not convened.

Child 1. CDOP referred the case of a disabled young person who died in 2011. While there was insufficient information to undertake a case review it was agreed that the Board would build in a plan for next year to quality assurance safeguarding arrangements for disabled young people.

Child 2. Sudden death of an infant. Second post-mortem results awaited and will inform further decision-making.

The SCR action plan for Child Michael (2011/12) was finalised this year. This case involved a young person with a history of neglect and obesity who was subject to a child protection plan at the time of his death. In response to the concerns raised by the partnership (GP leads, NHS providers and Children's Social Care) the NSCB and Clinical Commissioning Group have agreed to review the effectiveness of current arrangements for prevention and intervention and in Q 3 of 2014/15, the PQA group will be sampling current cases in a multi-agency audit of assessments where neglect is a feature

The Board also completed two learning reviews this year. One case involved a young person missing education and the other case involved a baby who sustained a physical injury after the child protection plan was ended. The areas for improvement and learning identified in these reviews, have led to the following changes to local safeguarding practice and policy.

- LBN and NELFT now use the Unique Pupil Number to confirm and track children's school attendance
- Management of missing education arrangements
- Adult Mental Health staff include information on children's schools in

parents records

- Weekly list of CP conferences circulated to Health Safeguarding Leads
- Extension of the advocacy service to children with child in need plans
- Focus on child's voice in quality and performance reports
- Regular quality assurance of child Protection conferences
- Child Protection Chairs trained as DV champions
- The NSCB's Conflict Resolution Procedure has been refreshed and promoted

Through its annual training programme the NSCB has provided opportunities for learning that are effective and which engage all partners. Courses to disseminate the learning from serious case reviews and our local learning reviews have been held throughout the year. There has been good attendance across the agencies and positive feedback from participants.

*'The issue on diversity was covered well, discussion of SCR and what professionals should do. The most helpful aspect of the course was understanding what things happened, having skills and expertise to probe more and find out why. This course will be helpful as this occurs in practice and safeguarding is everyone's responsibility.'*

## **2.7 Governance Arrangements**

Our governance arrangements enable NSCB partners, including the Health and Wellbeing Board and the Children's Trust to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. The Independent Chair has a crucial role in ensuring that the NSCB operates effectively and secures an independent voice for the Board. The Chair acts as a non-executive member of the NSCB and is accountable to the Local Authority via the Chief Executive who will monitor performance and provide line management support, as appropriate. This arrangement has increased the scrutiny of the NSCB and the Chair's role. For example, presentation of last year's report to the Children's Scrutiny Commission. The Chair also remains accountable to the NSCB membership and may only make decisions when mandated to do to by the Board or through powers related to legislation.

## **2.8 NSCB Board Links with Other Strategic Partnerships**

There are good links between the NSCB and other strategic partnerships, enabling a joint agreement of priorities and a co-ordinated approach to commissioning. The Independent Chair is a member of the Children's Trust Board and the Deputy Chair is a member of the Community Safety Partnership which has lead responsibility for strategies to tackle domestic violence, gangs and serious youth violence. Through attendance at the Children's Trust and the Health and Well Being Board, the Director of Children's Services and the Independent Chair have ensured there is strategic engagement with all key

partners on improving outcomes for children and that this remains high on the agenda for all Partnerships. Over 2013-14, there has been progress in developing a joint approach to commissioning services for children and young people with complex needs, in raising awareness of partners regarding sexual exploitation and serious youth violence and in highlighting the accountabilities of partners regarding early help.

The Domestic and Sexual Violence Commissioner is a member of the Faith and Culture sub-group and supports the Training sub-group through commissioning of DSV Champions Training. The new adult-children sub-group links the work of the NSCB and Adult Safeguarding Board with and senior managers from Adult and Children's Services are represented on both Boards.

This year, a joint planning day for the NSCB and Children's Trust was held to develop the Children and Young People's Plan for 2014/17 and the NSCB Business plan for 2014/15. This has further improved the synergy between the two Boards and shaped the development of the NSCB Business Plan for 2014/15, particularly around prevention and multi agency thresholds (see Appendix 2).

## **2.9 The NSCB Executive Board**

The Executive Board is comprised of senior level officers from across the partnership whose responsibility is to ensure that the NSCB is complying with its statutory responsibilities and drive delivery against its agreed objectives.

There have been a number of positive developments to the Executive Board membership this year. Two lay members have been appointed, bringing the perspective of local residents to the Board, the private, voluntary and independent sector is now represented by the NSPCC and from April 2014, a representative from CAFCASS has joined the Board.

The Executive Board met five times this year and details of agency attendance are shown below. Housing attendance has improved on last year while staffing changes for Probation and Borough Policing have impacted on their attendance. The variable attendance of Head Teacher Board members has been addressed by the Independent Chair while the role of the Safeguarding Education Lead has ensured that schools have been involved with the priorities of the NSCB, over the course of the year.

## Agency Attendance at Executive Board Meetings 2013/14

Agency	No of seats at Board	% of Meetings Attended by an Agency Representative
Independent Chair	1	100%
Social Care – Children’s Services	3	100%
LSCB team	3	100%
Secondary Schools	1	60%
Primary Schools	1	20%
Education Services	1	80%
Police - Child Abuse Investigation Team (CAIT)	2	80%
Police – Borough	1	20%
Newham CCG	3	100% 40% 20%
Newham University Hospitals NHS Trust	2	80%
East London Foundation Trust (ELFT)	3	100%
Legal Services - Local Authority	1	40%
Probation	1	60%
Adult Services	2	80%
YOT	1	60%
Housing	1	80%
Children and Family Court Advisory and Support Service (CAFCASS)	1	0
Lay Members	2	100%

### 2.10 Business Management Group

The Business Management Group (BMG) consists of the sub-group chairs and other senior representatives from the partnership. The key functions of the BMG are to:

- Develop and progress the annual business plan
- Support and scrutinise the work of the sub-groups
- Plan Executive Board agendas
- Agree the annual budget and monitor expenditure

## 2.11 NSCB Budget

The NSCB sets an annual budget to support the delivery of the business plan and as shown below, all statutory partners contribute to this.

Partner Agency	Contribution
Health	£130,000
Local Authority (salaries)	£150,000
Police	£5,000.00
CAFCASS	£541.00
Probation	£2,000.00
Housing	£11,000.00
<b>Total</b>	<b>£298,541.00</b>

### Additional Contributions

Partner Agency	Contribution
Health – CDOP	£37,000
CYPS – CDOP	£37,000

### Breakdown of Expenditure

Expenditure	Allocated	Actual
Website and communications	£10,000	£11,300.20
Externally commissioned Multi-Agency Audit	£15,000	£15,600
Learning Reviews	£10,000	15,957.55
LSCB Training	£70,000	£58,837.49
Faith and Culture Engagement Officer and training for faith groups	£50,000	£77,765.00
Safer London service to support Missing Children	£20,000	£9,800
Private Fostering communication costs	£10,000	£1,772.00
Missing from education post	£15,000	£15,000 – (carried fwd. due to recruitment timing)
<b>Total</b>	<b>£200,000</b>	<b>£189,982.24</b>
Salary costs including SCR panel Chair and Independent Chair and CDOP		<b>£258,328.00</b>
The additional activity this year, was funded using an underspend from the previous year		<b>Total spend £448,310.24</b>

## 2.12 Communication

Improving the Board's communication to its partners and the wider community was an agreed priority for this year. Although a number of activities were undertaken to improve the Board's communication, the feedback from partners at the annual away day in February, is that the Board needs to achieve greater impact in the area of communication.

1. A communication plan was implemented with the aim of keeping partners, workers, community members advised of the Board's work plan, progress and key messages. Some of the main activities this year were:
  - Several safeguarding events with local faith communities
  - Video advertising at Newham University Hospital
  - Involvement in National End Violence against Women and Girls Day
  - Briefings on the new Ofsted criteria for an effective LSCB
  - Briefing pack on learning from multi-agency audit/learning reviews
  - Producing NSCB key messages – for media communication
  - Promoting the role of the NSCB at induction/workforce development events
  - Annual Business Planning away day
  - Presentation by the Faith and Culture sub-group at the London Safeguarding Board Annual Conference
  - Regular email updates on the NSCB training programme
2. The new website for the NSCB went live in January 2014 and will be the main communication tool going forward, providing information and resources children and parents, front line professionals and members of the local community. A newsletter was produced to launch the website and it is planned to issue a newsletter at least three times a year.
3. As well as contributing to our local Board a number of NSCB partners have also contributed to the London Safeguarding Children Board over the course of the year in the following ways:
  - The Independent Chair is also the Chair of the London Independent Chairs Group
  - A senior manager from Children's Social Care shares the London Board Faith and Culture Group.
  - A senior manager from Newham CYPS Quality Assurance is a member of the Editorial Board for updating the London Child Protection Procedures.

## 2.13 NSCB Sub-groups

Much of the Board's work to deliver against agreed priorities is undertaken by its ten sub-groups, highlights from the work of the sub groups can be found in Section 4. Sub-groups have their own terms of reference, a work plan linked to the Business Plan and report regularly to the NSCB Executive Board and BMG on progress, impact and challenges. The impact of sub-group activity on progress against this year's business plan priorities is detailed in the next section of the report.

## Section 3: Safeguarding Practice Priorities for 2013/14: Analysis of Progress and Impact

This section of the report contains details of the key objectives and activity for each of the five safeguarding practice priorities. Progress and impact together with challenges are demonstrated by highlighting any strategic and practice changes, feedback, performance data and evaluation of training.

The five safeguarding practice priorities for the year included:

- Child Sexual Exploitation and Children Missing from Home, School and Education
- Serious Youth Violence and Gangs
- Children Affected by Domestic Abuse
- Early Intervention, Prevention and Thresholds
- Private Fostering and Trafficked Children

### 3.1 Child Sexual Exploitation and Children Missing from Home, School and Education

The Missing and CSE sub-group have responsibility for delivering this objective on behalf of the Board.

#### Child Sexual Exploitation

A key objective this year has been to assure the partnership that arrangements to identify and safeguard children at risk of sexual exploitation are effective; to ensure that the partnership promotes a pro-active response to enforcement where there are concerns about the perpetration of child sexual exploitation; and to ensure that arrangements for the safeguarding of missing children, particularly those missing from education are effective.

- Multi-agency planning strategy meetings (MAP) and Multi Agency Sexual Exploitation (MASE) Meetings have been established in the last quarter of the year.

- The MASE meeting is used as a strategic meeting to share information and intelligence with a key focus on establishing a detailed overview of the profile of CSE in Newham. In addition to this it also provides a forum to discuss operational issues on individual CSE referrals.
- The first monthly MASE meeting took place in March 2014 and 5 cases were discussed with a further 10 cases in April.

During the period July 2013 to March 2014, 48 children were identified through a Children Social Care Assessment as being at risk sexual exploitation. Audit sampling of these cases found that CSE was not always being correctly identified and that in a number of the cases looked at, the risks related to child sexual abuse or adult sexual exploitation/abuse of the child's mother.

Briefings have been provided to staff and the number of assessments where a risk of sexual exploitation has been identified has increased over the course of the year as shown below.

Quarter	Assessment	CSE	%
2013/14			
Q2	740	15	2%
Q3	816	9	1%
Q4	811	24	3%

The Chair of the Missing and CSE sub group is working with the Training Sub Group in the further development of multi-agency training on CSE to include more local knowledge and practical support in managing these cases. This may also lead to an increase in referrals where CSE is the main presenting concern. In addition to these briefings, a course on 'Understanding and Responding to Child Sexual Exploitation' was organised by the NSCB and attended by 53 participants.

### **Children missing from home, care and education**

This year the systems for identifying, tracking and managing children missing from home and care have been continuously reviewed and this has significantly improved the data collection and monitoring by the Board. In the majority of cases, the intervention provided and planning around the missing episodes, has reduced the behaviour and associated risks.

The data set on missing children is managed by the sub-group who have reported progress into the Executive Board and BMG over the course of the year. This data set will be included in the Board's quarterly performance report from Q1 of 2014/15.

## **Children Missing from Education**

This year, the NSCB allocated £15k to fund a Children Missing Education Support Officer. The recruitment of this Support Officer in March 14 has enabled the CME team to respond immediately to referrals and undertake home visits. Fourteen home visits have been conducted to families referred due to no school, or safeguarding concerns:

3 x applications for school places being submitted  
1 x complex case of a school refuser being investigated  
2 x children established as living abroad  
2 x families believed not to be living at the property, further checks being undertaken  
1 x child established as receiving home tuition  
3 x nil response – calling card left, to be followed up  
1 x awaiting completion of application forms  
1 x investigation of an address referred by SEN Colleague where more than one family is believed to reside, and possible safeguarding concerns

The NSCB training on CME was attended by 33 people from across the partnership although only two health professionals attended. Knowledge about what to do when children are missing education increased for participants.

*"The most helpful aspect of the training was the length of time children can be missing from education. This course will be helpful because I am aware of what other signs to look for. Before the training my skills and knowledge of the training was at 1 and went to 5 by the end of the training."*

## **3.2 Serious Youth Violence and Gangs**

A key objective this year has been to assure the partnership that multi-agency arrangements to safeguard young people at risk of serious youth violence are effective and having an impact.

Section 2.6 of the report details a learning review that was undertaken following the death of a young person with known gang-affiliations.

This year, multi-agency partnership arrangements have been significantly strengthened, in a number of ways:

- Multi-agency attendance at the Tactical Gangs meeting
- Routine use of the Gangs Matrix in screening Triage requests
- Appointment of a Youth Violence Co-ordinator
- Diverse health representation on the Ending Gangs and Youth Violence sub-group of the EGYV Strategic Group for the Community Safety Partnership to ensure early sign-posting and intervention for young people at risk

- Links with interventions for missing children and child sexual exploitation
- Multi-agency Risk & Vulnerability Panel

Direct work with and services for young people have also been improved in a number of ways:

- Youth Offending team provision in A&E at Newham University Hospital
- Use of 'Product of My Environment' anti-gangs video in schools
- Growing Against Gangs and Violence programme
- Engagement with the families of nominal gang members
- Youth outreach work commissioned

This year's youth survey, showed that crime remains a top concern for young people with just over half reporting a fear of gangs, knife crime or being mugged and attacked. 17% of young people reported being the victims of bullying or crime which is a reduction on the previous year's findings.

The number of first time entrants to the Youth Justice system reduced this year from 193 in 12/13 to 144, indicating that earlier signposting and intervention is leading to young people accessing appropriate services.

The rates of serious youth violence and knife crime fell slightly this year, from 115 to 111.

There has been a slight increase in the rate of re-offending. For the cohort tracked in 2013/14 the average rate of reoffending was 1.11 re-offences per young person in the cohort. This is higher than the rate for the cohort tracked in 2012/13 which was 0.78 re-offences per young person.

All youth offending teams (YOTs) are now required to undertake re-offending analysis locally and identify the actions most likely to impact on reoffending in their area.

The most effective approach to making improvements will commence with an analysis of local cohorts, which can then lead to changing both resource deployment and/or practice utilising the new 'Reducing Reoffending' toolkit.

There has been investment in training by the CSP and NSCB to improve staff knowledge and response and a number of professionals have also prioritised this area in their single agency training, including GPs.

The NSCB ran six courses last year - four on 'Understanding Gangs' and two on 'Working with Violent and aggressive families.

Understanding Gangs was delivered by Safer London and was attended by 71 staff from across the partnership.

Working with Violent and Aggressive Families is delivered by a local voluntary sector organisation called Newham Asian Women's Project (NAWP) and there was high attendance on this course as well with a total of 35 participants.

*'The most helpful aspect of the training was pretty much everything but what stood out for me was the street gang structure and the pyramid of risk.'*

*'This course showed a very good overview of gang culture. This will be useful in my work when working with teenage girls related in gangs. Before the training I would rate my skills and knowledge of the course at 1 and went to 5 by the end. I feel very confident in applying my learning into my work.'*

The training delivered by the Ending Gangs and Youth Violence Strategic Group to 116 individuals between February-April 2014, is reported to have achieved the following aims:

- Delegates feeling more confident in their understanding of what it is to be in a gang or near a gang in Newham
- Gaining insight into what leads people into gangs and being able to identify intervention points and exit points for gang nominal
- Understanding the partnership approach and their agency's contribution
- Addressing gaps in the co-ordinated approach with contributions to the revision of the strategy and action plan

*'The EGV training session was extremely useful. It was so useful to be able to find out about Newham's procedures for tackling this emerging problem and also to hear from other professionals from the wide range of agencies who are at the front line of supporting and protecting our young people.'*

### **3.3 Children Affected by Domestic Abuse**

A key objective for this year was to review the effectiveness of the Multi Agency Risk Assessment Conference known as the MARAC in order to ensure that it robustly manages risk in relation to high risk domestic violence.

This review was undertaken in May 2013, by four members of the NSCB Executive Board and entailed a direct observation of the MARAC, review of the documentation and discussion with the Panel. While the review found that the MARAC was working effectively, it was agreed that the Domestic and Sexual Violence Strategic Partnership Board needed to take a strategic lead in developing the MARAC.

Changes to practice as a result of MARAC review:

- MARAC performance indicators in place and regularly reported
- Utilising and expanding the role of DV Champions to provide staff training

- Expansion of referral criteria to include forced marriage, so-called honour based violence, FGM and sexual violence (including that which is gang related)
- MARAC and MAPPA actions are co-ordinated through sharing the MARAC list
- MARAC is operating more effectively as evidenced by an increase in referrals (see below) and feedback from MARAC members

There has been an increase of 11.5% in referrals to the MARAC this year, indicating that more victims are being supported.

The NSCB and CRDP worked together to promote awareness of the new commissioned services for domestic and sexual violence and FGM which opened in the last quarter of the year.

Professional awareness of these services is good with 343 referrals having been made during this quarter.

Feedback from victims who use these services will be reported next year when the new commissioning care management system is in place.

There is a target for the new commissioned services to increase the rate of safeguarding referrals to Triage and this is monitored monthly at contact meetings and by the DV/SV Board.

There have been 5 domestic violence related homicides in 2013/14. An Independent Domestic Homicide Reviews has been commissioned for all 5 homicides, the final anonymised report with recommendations and action plan will be published on the Newham website and shared with the NSCB in 2014/15.

The FGM Prevention Service began March 2014. The service is commissioned to empower victims of FGM to prevent abuse to their children. The service sits within the Newham One Stop Shop and provides training and awareness raising to professionals and the community.

This year, the NSCB ran 10 courses in total covering the issues of domestic violence and protecting children. Six of the courses titled 'Child Protection – a child Protection issue' are an introduction and having completed this one participants can go on to do the more advanced course named 'Identifying and responding to domestic violence'. In total 133 participants attended with over half coming from private and voluntary sector organisations though this did not include any faith organisations. There was good attendance from Children's Social Care, Health, Probation and the Police. Feedback from participants was positive:

*'This course will be helpful in my work as it has given me a better understanding. The one thing that I can take from this course is when and how to raise safeguarding alerts.'*

*'This will be useful in my work as it will help me to understand the impact of DV on Children and Young People which will be of help when working with Looked After Children.'*

*'The most helpful aspect of the training was the stats of how much reported DV cases there are and the number of deaths caused by DV. This course will be helpful in my work as I will be able to highlight to my carers the prevalence of DV and suicide with young people.'*

### **3.4 Early Intervention, Prevention and Thresholds**

A key objective has been to assure the partnership that children with additional needs and their families have access to high quality prevention services which effectively prevent an escalation in risk and need and to assure the partnership that multi-agency thresholds for accessing services are universally understood and applied.

The Policy sub group has produced a detailed multi-agency guide to services in Newham entitled 'Help and protection for children, young people and families' and contributed to the Local Assessment Protocol for Children in Need. This guide will be launched through a series of briefings for those working with children and families in Newham.

The policy sub-group has also considered the expansion of Triage as the referral route for a wider range of services across the partnership.

Triage data is collected on the number of referrals for support and protection and the outcome. The Families First service tracks the number of children and families referred for intervention and their progress and outcomes. This information is reported in the NSCB Performance Report.

The number of requests for support and protection has increased from the inception of Triage, rising from 5704 between August – April 12/13 to 8027 during the same period in 13/14. In the same period, the percentage of requests for support leading to an outcome for universal services and early help increased from 63% to 76%. This suggests there has been an increase in the number of children and families being supported through early intervention services.

The most recent Triage Quality Report highlights findings from an audit of 47 cases at different thresholds. This focused on quality of analysis and research, appropriateness of decision making and timeliness. The audit found that the decisions made in 95.5% cases were appropriate and that 95.6% of the decisions were timely. This demonstrates a good understanding of local

thresholds evidenced by appropriate requests/referrals for support and intervention.

As a new service, the Families First Service demonstrated a good start in improving outcomes for children and families. In December 2013 a local data matching exercise identified 1177 families, of which 890 were being worked with by 31.03.14. As at May 14 the payment by results (PBR) claim for families turned around was 25%, which equates to 246 families showing improvements in attendance, employment and anti social behaviour.

A review of case closures evidence improvement for 32 families across a range of identified needs, including school attendance, behaviour and reintegration. In addition there is evidence of improved parenting capacity and safeguarding. A further 22 families after screening have referred an adult in the family to specialist services, including domestic violence services, adult social care and community drug and alcohol services. In response to whole family screening, a further 19 adults have been supported in work experience, voluntary work and paid employment through JCP secondment arrangements.

The LSCB have provided workshops to promote a good understanding of local thresholds in the local workforce and ensure they are able to make appropriate requests/referrals for support and intervention. The two hour Triage workshop provides participants with the information needed to make appropriate, confident and safe referrals and is delivered by experienced members of the Triage Team.

The workshops have been attended by 81 professionals from across the partnership. Every evaluation demonstrated an increase in knowledge of the Triage service and an insight into the process of referral for support.

*'This course will be useful in my work daily as it will increase my confidence with knowing when and how to refer a child to Triage. The steps for deciding how best to support this family.'*

*'The one thing that I can take from this training is a better understanding of Triage level criteria. Before the training my skills and knowledge was rated at 2 and went up to 5 by the end. I feel very confident in applying my learning in my work.'*

### **3.5 Private Fostering and Trafficked Children**

A key objective is to assure the partnership that privately fostered children are consistently identified, assessed and safeguarded.

This year the Board funded a communication programme for the Newham Children's Social Care Private Fostering Team to promote awareness of private fostering across the partnership. It was intended that this would lead to an

increase in identification of children in private fostering arrangements and referrals to Triage.

Leaflets were delivered to all locality teams in Children's Services as well as several local G.P. surgeries and clinics, libraries, local service centres, schools, hospitals, local religious organisations and faith groups. Consultation was carried out with the primary and secondary pupil services admissions department to identify potential private fostering arrangements, as well as to provide clear information and guidance around private fostering arrangements including professional duties and responsibilities.

Several presentations have been made to the Children's Social Care Safeguarding Assessment and Intervention Teams to update practitioners on the processes and duties required for a private fostering arrangement. Updated leaflets and guidance have provided social workers with a clear process for referral, assessment and intervention. There is now an initial private fostering notification/ alert to the Private Fostering Team at the point of referral.

Newham's fostering service website was updated and now provides information and clarification about the notification and referral process with relevant contact details. Updated information and guidance is also included in the monthly fostering service bulletin

There has been a marked increase in general enquires about private fostering arrangements from both educational, health and internal social work service areas. However at present, private fostering referral numbers have remained consistent.

For the year 2013 – 2014, there were 24 cases open to the department. Throughout this period there were 14 new PF Notifications which were team held and 12 cases closed either because of transfer internally, out of Borough move or no longer a private fostering arrangement because the young person had reached 16 years of age.

The Performance and Quality Assurance sub group will be seeking to review and understand the low levels of reporting for private fostering and supporting the refresh of the communication strategy to increase referral rates.

Stable long-term care arrangements for privately fostered children are being promoted by the Private Fostering Team, who are supporting carers with their applications for Residence and Special Guardianship Orders. Currently there are a number of cases which have converted to Special Guardianship or Residence Order applications. Two cases have been identified and are progressing to Residence Order status with two private fostering cases obtaining special guardianship status in May 2014. One case is currently processing to adoption. There are a further 12 cases either identified for SGO applications or are currently in the process of assessment and/or legal planning.

The case files of children living in private fostering arrangements are regularly reviewed with regular and structured supervision that promotes a focus on safeguarding and an acknowledgement of the wishes and feelings of the child.

Case recordings have demonstrated the voice of the child is being heard and documented accordingly and that visits are consistently being completed within the required timescales.

There is regular communication with partnership agencies from health and education with a holistic approach to the monitoring and support of the private fostering arrangement.

In relation to child trafficking this year, Children's Social Care introduced a new assessment process which has made it easier to identify trafficked children. The Policy sub group has started to develop its partnership approach to trafficked children and will be carrying this work forward next year with an audit and a review of their support needs.

The NSCB ran a series of half day training that were delivered by CFAB (Children and Families across Borders) and attended by 72 participants. These came mainly from the statutory sector with a small number from the Private, Voluntary and Independent sector and no schools attended. There was no representation from schools on any of these courses. Comments from participants included the following:

*'This will be useful in my work as I have a better awareness of private fostering arrangement on how this could impact on the child. The one thing that I can take back from this course is the referral process and the tool kit on CFAB. Before the training I will rate my skills and knowledge of the training at 3 and went to 5 by the end.'*

*'This will be useful in my work with new arrivals, sometimes unaccompanied minors. The one thing I can take from this is to ask whose child and to refer even if unsure'*

## **Section 4: Other Achievements of the Board**

This section of the report provides a brief highlight of achievements that are not captured in the previous sections of this report.

### **4.1 Adult and Children Sub-group**

This group was newly established this year to link the work of the Newham Adult and Children's Safeguarding Boards.

- Information on safeguarding training is now shared across Adults and Children's Services which is promoting joint working and reducing duplication and costs.
- The group has began to identify what quality standards need to be in place to ensure that disabled young people are effectively safeguarded
- The group has agreed to take joint approach to communication and produce a poster about how to refer adults or children at risk of harm.

## **4.2 Faith and Culture Sub-group**

This group was established two years ago and provides a forum for a range of statutory and community based organisations, including faith groups to meet and discuss safeguarding issues.

- 347 individuals from local churches, mosques and madrasahs have completed safeguarding awareness training. A further 23 individuals attended multi –faith child protection champions training in March 2014
- Safeguarding posters for faith organisations and a Child Protection Policy for Churches produced
- Newham took part in a cross borough learning review to assess its progress against the National Action Plan to tackle faith based abuse. The review found that Newham had made good progress and provided helpful pointers to improve practice further.

## **4.3 Joint Health Safeguarding Sub-group**

The group was re-established this year and provides a safeguarding forum for health providers and commissioners across the sector.

- Completed a service evaluation analysing data of children who self-harm and have attended Newham A&E in order to gain a better understanding of the needs and experiences of children and young people.
- Reviewed and monitored the section 11 audits for health and sought additional assurance in relation to safeguarding training, supervision, and recruitment requirements.
- Developed a rolling programme of GP safeguarding training with support from the partnership.

- A review of the Health Safeguarding Dashboard has been completed and plans are in place for 14/15 to align this with the NSCB Performance Report.

#### **4.4 Child Sexual Exploitation and Missing Children Sub-group**

The key purpose and impact of this group is detailed in section 3.1 of the report.

#### **4.5 Child Death Overview Panel (CDOP)**

The CDOP annual report for 2013/14 is due to be presented to the NSCB Executive in July 14 and contains full details of the Child Death reviews and the developments highlighted in this section.

- The group reviewed 26 out of 39 child deaths in Newham in a timely manner (the outstanding 13 cases are pending due to Post Mortem results. Inquest dates and deaths occurring at the end of March 2014 which will be reviewed in the current year April 2014).
- In partnership with Child Bereavement UK (voluntary organisation) the group produced a bereavement letter for parents and carers informing them of the role of CDOP. A professional toolkit is available to raise awareness of bereavement support services in Newham.
- A CDOP newsletter has been produced to disseminate key local and national messages to prevent further child deaths.

#### **4.6 Performance and Quality Assurance (PQA) Sub-group**

This sub-group lead on quality assurance activity for the Board and key achievements and impact are detailed in section 3 of the report.

#### **4.7 Policy Sub-group**

This group was newly established in the second half of this year to ensure that the NSCB has high-quality policies and procedures in place (as required by Working Together 2013) and that these policies and procedures are monitored and evaluated for their effectiveness and impact and revised where improvements can be made.

The sub-group has played a key role in the safeguarding priorities for early intervention (section 3.4) and for child trafficking (3.5).

## **4.8 Serious Case Review (SCR) Sub-group**

The key purpose and impact of this group is detailed in section 2.6 of the report.

## **4.9 Training and Development Sub-group**

Through the training sub-group, the NSCB ensures that sufficient, high-quality multi-agency training is available and evaluates its effectiveness and impact on improving front-line practice and the experiences of children, young people and families and carers.

The training sub-group has revitalised its membership and members have taken responsibility for supporting access to NSCB training opportunities in their own agencies. An excellent training programme has been delivered this year which is supporting practitioners and managers to deliver NSCB priorities and to work effectively with colleagues in their own agencies and across organisational and professional boundaries.

Key highlights from this the annual evaluation of this year's programme

- 92 courses were run – 41 more than the previous year
- 1,244 people working with children and young people attended – an increase of 335 on the previous year
- PVI organisations are readily taking up training (351 compared to 191 last year)
- Agency attendance has increased across the sector – apart from Housing
- Number of faith organisations attending has increased – but is still low

Feedback from participants on training is evaluated to check its relevance to their role, content and quality and the likely impact of skills and knowledge gained for developing practice, service delivery and outcomes for service users.

Feedback has been positive with an extremely high number of satisfied participants. 71% of participants rated meeting learning outcomes as excellent and none were graded fair or poor.

Going forward, the Training sub-group will be following through with a randomly selected group of participants (and with permission any children and families they are working with) to test the impact of learning on practice.

## **4.10 Young People's Safeguarding Group**

This group was newly established this year to ensure that the voices of children and young people are central to the work of Board.

- Co-produced the 'Menu of Choice' guide to young people's voices being shared in meetings with their families and social workers.
- Used the research findings in the Youth Survey to help inform the board and sub groups planning and priority actions.
- The Board can now hear directly from young people and they are directly participating in many aspects of the Board's work.

## **Section 5: Safeguarding Highlights from Statutory Partners**

This section highlights some of the key safeguarding priorities and activities for partners over the past year.

### **5.1 Training**

- Barts Health Trust ensured compliance in level 1 and 2 training by introducing statutory training booklets. In addition, Safeguarding Children Advisors have been trained to deliver Level 2/3 sessions so that the Trust has a larger pool of staff who can deliver the training. Current compliance for levels 1-3 range from 95% at level 1 to 86% at level 3.
- The East London Foundation Trust ELFT revised and implemented a Training Needs Analysis and strategy. They too increased their e-learning training compliance.
- In the Probation Service, all staff have been encouraged to attend safeguarding training or refresher training. A dedicated 'Safeguarding Children Notice Board' has been introduced outlining policies, courses and recent developments in safeguarding. One to one coaching or mentoring is available on safeguarding children issues, with coaching sessions being standard for new staff and those returning from long term sickness.
- Children's Social Care is improving the quality of social work practice of children and families through a systemic learning and development programme.

### **5.2 Staff supervision**

- Private fostering introduced a new Learning and Development Framework that has enabled all staff to gain an introduction to systemic practice. Managers applied this to supervisory settings leading to evidence of improved interventions with families and less drift in CP cases.

- Barts Health have ratified and are implementing their Safeguarding Children Supervision Policy. This comes with challenges due to the volume of staff requiring supervision across the agency. Nevertheless, the uptake of supervision by key staff is progressing and a number of supervision sessions have been planned.
- The East London NHS Foundation Trust has reviewed their CP Supervision protocol for community health in Newham in line with Signs of Safety.

### **5.3 Quality assurance**

- The Probation Service introduced five mandatory briefing sessions to ensure all staff were aware of and understood changes to the London Probation Trust Child Safeguarding policies and procedures. Regular quality assurance of cases is taking place via monthly LEARN2 audits, quarterly Oasys assessment quality assurance, countersigning risk assessments, and risk management plans, as well as 1:1 feedback for staff. This led to the majority of staff being able to demonstrate a good understanding of signs relating to safeguarding issues during case discussions.
- The Metropolitan Police are ensuring that a tri borough action plan is being implemented at Cam Road CAIT addressing all areas of referral, investigation and quality assurance to ensure compliance with safeguarding procedures and to achieve service performance targets.
- The ELFT have reviewed and contributed to a range of Electronic Patient Record Systems with new forms, codes and alerts introduced. Staff are now more confident and effective in their roles in identifying and acting on concerns about children who are inpatients in mental health wards.

### **5.4 Service Developments**

- Newham CYPS have improved their commissioning and operational framework to better deliver the outcomes we want for children on the edge of care and those with long term looked after plans. This has led to excellent performance on planning for permanence with the best ever performance on adoption and special guardianship.
- The ELFT have introduced the Family Nurse Partnership (FNP) and it is now accepting referrals. The FNP offers self selected targeted services for teenage mothers. EFLT have also re-designed their School Nursing Service for the deployment of the new model post April 2015. School nurses are now more school-based with greater accessibility and visibility for school staff, children and families.
- The Probation Service have introduced a "Children's Champion" in the office to act as a specific point of contact on all safeguarding issues and

to attend quarterly conferences to keep abreast of new agencies, projects and developments. This has led to staff being aware of the Newham Triage team and using the correct portal for referrals.

## **5.5 Engaging children and young people and families**

- Private fostering are promoting awareness around notification requirements through information sharing with agencies and professionals within education and health, as well as families. Information leaflets, consultation papers and information packs are available for young people reaching age 16. 'Process maps' will enable acknowledgement of a clear process for referral, notification and assessment.
- ELFT have been reviewing child visiting arrangements at the Newham Centre for Mental Health and they have developed resources and processes for the family visiting room.
- The Community Safety Partnership are establishing and maintaining a longer term sustainable framework based on early intervention to ensure that young people involved in low level criminality are successfully diverted from more serious crime. They have commissioned youth outreach provision, engaged with nominal family members, ensured YOT provision at A&E at the Newham University Hospital as well as engaged with local community and voluntary sector groups.

## **5.6 Statutory inspections and outcomes**

- Barts Health Trust:  
Newham University Hospital (NUH) has not had a safeguarding CQC inspection this last year. However, Barts Health as a whole have had a CQC inspection where safeguarding was a factor in the inspection. CQC found NUH to have robust systems in place in order to safeguarding and protect the welfare of children and young people.
- Newham Clinical Commissioning Group (NCCG):  
NCCG provided supporting assurance information on the safeguarding directives issued by NHS England as part of the authorisation process in May 2013 and is fully authorised.
- East London NHS Foundation Trust ELFT:  
The CQC carried out an unannounced inspection of Newham Inpatient Services in February 2014. They visited Ruby, Emerald and Opal acute wards for male and female adult patients and the Coburn Unit, an adolescent ward for young people aged three to eighteen. All standards were met including those relating to safeguarding. The judgement stated: *People who use the service were protected from the risk of abuse, because the provider had taken reasonable steps to identify the possibility of abuse and prevent abuse from happening.* Reference was

made to the Safeguarding Policy, that staff had received safeguarding training, felt confident about how to act on concerns and knew who the Trust's safeguarding leads are.

- Probation Service:  
HMIP Inspection Awaiting publication of report.
- Youth Offending Services:  
There was an inspection in April 2014 which made a positive finding with regard to safeguarding. The inspectors said that staff demonstrated the fullest understanding of the broad nature of vulnerability.

## **Section 6: Newham Child Population and Key Safeguarding Data**

This section contains information about the profile of Newham's child population and a summary of the key performance data that the Board uses to inform its evaluation and analysis of local safeguarding.

### **6.1 Background to Newham**

Newham is one of the youngest, most diverse and mobile populations in the country. From 2001 to 2011 the population of 0 to 19 year olds has risen by 9% from 79,100 to 86,210. Newham has the second highest proportion of families with 3 or more children in the country (14% of households compared to the national figure of 7%).

Information from the census shows that Newham has the lowest percentage of 'white British' population of any authority – 17% but this is still the largest single ethnic group four other groups over 10% of population, White British – (17%), Asian / Asian British Indian (14%), Asian / Asian British Pakistani (10%), Asian / Asian British Bangladeshi (12%), Black / Black British African (12%)

Whilst the diversity is reflected in the school population the 2013 school census shows different ethnic structure from the wider population schools census groups above 5% Bangladeshi (18%), Pakistani (12%), Indian (9%), African (8%), White Eastern European (8%), and White British (7%)

Newham has the highest birth rate in England with 6,262 live births to Newham residents in 2010.

Newham has high rates of deprivation and child poverty. The 2010 child poverty figures show that 34.3% of children are living in poverty. Whilst this is a slight improvement from previous years, Newham still ranks 144/152 local

authorities and is the 3 lowest amongst statistical neighbours (Hackney (36.6%) and Islington (40.9%) lower)

The 2011 census shows that Newham has a low proportion of home ownership and a high percentage of private rental accommodation.

Overcrowding is an issue in some Newham households with the census showing the highest proportion of people living with more than 1 to 1.5 persons per room 18.5% (3.6% England average) and over 1.5 person per room 8.9% (1.1% England average).

A low percentage of households in Newham do not have children (2nd lowest percentage in the country 43% (national 57%)) and Newham has the second highest proportion of families with 3 or more children in the country (14% of households (National 7%).

## **6.2 Key Safeguarding Data – see Appendix 5**

# **Section 7: Looking Back and Looking Forward**

This section provides a brief summary of the key achievements and challenges of the Board during 2013/14 and the drivers for the development of the Business plan for 2014/15.

## **Achievements**

We are proud of our key achievements during 2013/14 which have directly contributed to improving outcomes for local children.

- Multi-agency Performance Report and Audit to support continuous improvement of practice
- Governance arrangements have been redesigned to focus on impact and outcomes
- Missing and Child Sexual Exploitation processes established
- Multi-agency arrangements to tackle youth violence
- Training and services for victims of domestic violence
- Early help offer defined and thresholds for services agreed
- Greater participation of children and young people
- Safeguarding children across faith and culture
- Delivery and Impact of the NSCB Training Programme

## **Challenges**

We are realistic about our challenges and where we need to improve and we will ensure a relentless focus on these areas in the coming year.

- Missing children and child sexual exploitation - testing and quality assuring the impact of interventions so that we know these are effective
- Disabled children and young people – ensuring that early help and safeguarding interventions are keeping young people safe
- Strategy meetings – testing and monitoring compliance with Working Together 2013
- All meetings have evidence of scrutiny and challenge

## **7.1 Development of the Business Plan for 2014/15**

The priorities for the NSCB in 2014/15 have been identified to strengthen and reinforce the priorities set out by Newham Children’s Trust. These are as follows:

- Families First
- Triage
- Supporting LSCB annual priorities
- Serious youth violence
- Education, Health and Care plans
- ELFT Children’s Health

The development of the NSCB Business Plan for 2014/15 is informed by the Board’s assessment of safeguarding arrangements which involved scrutiny of local performance management information, audit and self-assessments. The plan was also developed through the identification of priority areas drawn from the associated sub groups. All NSCB members were invited to an away day held in February to plan ahead for 2014/15 priorities and consider the progress of the priorities of the strategic plan named Newham’s 2020 vision. The business plan focuses on key priorities and does not detail all the work of the sub groups

## **7.2 Children and Young People’s Plan 2014/17**

*"As partners working together our vision is to ensure that each one of our 80,000 children and young people has the capacity, skills, independence, health and resilience they will need to meet the challenges of adult life in the 21 Century."*

This vision and the priorities for the Children’s Trust and NSCB were developed by partners at a Joint Children’s Trust and NSCB Away Day in February 2014. Appendix 1 provides details of agencies represented at the event (*to follow*). The Staying and Feeling Safe Outcomes – see below were developed at this event and have been used to inform the final version of the NSCB Business Plan.

### **7.3 Staying Safe and Feeling Safe Outcomes**

- Maintaining the partnership commitment to Triage and ensuring all professionals know how to respond
- Intervening with vulnerable families through strong joint working and a skilled and supportive workforce – building on interventions such as Families First
- Communication and awareness raising: promoting the Newham Early Help offer and awareness of thresholds to professionals and the wider community
- Further work with children and young people to understand their concerns about feeling safe and ensure we respond appropriately
- Ensuring a high quality approach to safeguarding through workforce development and learning from reviews and effective multi-agency working

### **7.4 Priorities for 2014/15**

The setting of the Board's 2014/15 priorities have been informed by the three key activities described above and are agreed as follows:

- Improving Accountability, Challenge and Communication to develop the effectiveness of Board
- Informing, Planning, Monitoring and Evaluating Local Services including in relation to specific vulnerable groups of children and young people:
  - Disabled children
  - Children at risk from harmful practices
  - Housing and impact of Welfare Reforms
  - Parental risks – including domestic abuse, mental health and substance misuse
  - Youth Safety – including bullying, sexual exploitation, missing and gangs
- Continue to increase young people's engagement with the Board
- More focus on workforce development, learning and multi-agency working

### **7.5 Success Criteria**

The success of this year's Business Plan will be judged by how far the following outcomes are met:

- The Board can provide evidence, examples and show the impact of these improvements in its Annual Report

- The identification and referral rates of vulnerable groups to Triage and other specific services increases in response to targeted activity by the NSCB and wider partnership
- Young People say that the NSCB is focussing on the issues of concern to them and that they know how to engage with and contribute to the Board
- Staff surveys show that the activity of the NSCB is having a positive impact on front line practice

## **7.6 Measuring Progress**

The Key Performance Indicators for the Business plan are set out in Appendix 5, NSCB Business Plan for 2014/15. These will be monitored at each Business Management Group (BMG) meeting of the Board.

## Appendix 1: NSCB Business Plan 2013/14

The following plan incorporates the year 1 priorities agreed as part of the NSCB's 7 year strategic plan. The priorities also incorporate the recommendations made following the pilot inspection of multi-agency arrangements for the protection of children (2012)

The year 1 priorities are part of a broader, long-term strategic vision that is detailed in 2013/14 priorities are separated into two parts:

### **Part A – Business Process Priorities**

- Multi Agency Performance Management
- Governance Arrangements
- Communications

### **Part B – Safeguarding Practice Priorities**

- Child Sexual Exploitation and Children Missing Home, School and Education
- Serious Youth Violence and Gangs
- Children affected by Domestic Abuse
- Early Intervention, Prevention and Multi-Agency Thresholds
- Private Fostering and Trafficked Children

## 1. Multi-Agency Performance Management

### Objective:

To ensure partnership performance in relation to safeguarding is robustly managed, and that continual improvement is being achieved.

### Impact:

- The quarterly Multi-agency performance report provides evidence that children and young people are effectively safeguarded across the partnership. This is also evidenced in multi-agency audit, self-assessments, peer reviews and inspections.
- Close monitoring of data will show trends from one quarter to another and performance compared to the previous year.
- Front line practitioners and managers are aware of multi-agency audit findings and these are used to improve team and individual practice.
- Lessons from SCRs lead to improvements in policy and practice for children, young people and their families.

	Task	Lead – Include sub-group and officer	Target dates	Risk and Progress Rating
1	Deliver, and continually improve the multi-agency performance report.	Chair, PQA Sub-Group Strategic Lead for Data and Impact	Dec 2014	Ongoing <b>Green</b>
2	To review the partnership's approach to multi-agency auditing, to ensure it is reflective, involves practitioners and presents an accurate reflection of partnership performance.	Chair, PQA Partnerships and WFD Manager	July 2013	Completed <b>Green</b>
3	Multi-Agency qualitative audit commissioned in relation to the child's journey through services.	Chair, PQA Sub-Group Partnerships and WFD Manager	July 2013	Completed <b>Green</b>
4	Agree a forward plan of multi-agency audits—minimum three in 18 month cycle	Chair, PQA	Oct 2013	

				December 13 <b>Green</b>
5	To monitor the partnership's progress in relation to SCR action plans.	Chair, SCR Sub-Group	March 2014	December 13 <b>Green</b>
6	Concerns in relation to MAPPAs were flagged in the pilot inspection of multi-agency CP arrangements. To assure the Board of progress, the MAPPAs lead will report on progress against the Probation single agency improvement plan, focusing on the points raised in inspection.	Executive Member, Probation	May 2013	<b>Green</b>

## 2. Governance Arrangements

### Objective:

Ensure that Board structures and governance arrangements are fit for purpose and enable the Board to deliver its business and strategic objectives.

### Impact:

- Sub-group updates to BMG evidence that their work on safeguarding priorities is having an impact.
- Sub-group TOR and work plans link directly to the Business plan and these are kept under review in response to emerging needs.
- Evidence of synergy between the strategic objectives of the NSCB, Health and Wellbeing Board, Children's Trust, Domestic Violence and Sexual Violence Board, Corporate Parenting Board and the Crime and Disorder Reduction Partnership.

	Task	Lead	Target dates	Risk and Progress Rating
1	NSCB Board Away Day to identify strategic priorities; Board executive to review sub-group structure to ensure it is able to deliver on priorities.	Chair, Executive Partnerships and WFD Manager	July 2013	<b>Completed Green</b>
2	Ensure there is appropriate representation at the NSCB, including members of the voluntary and community sector, faith groups, Cafcass and lay people.	Chair, Executive Partnerships and WFD Manager	Sep 2013	<b>Green</b>
3	Continue to strengthen accountabilities between the NSCB, Health and Well-being Board and Children's Trust	Chair, Executive Partnerships and WFD Manager Service Delivery Manager	Nov 2013	<b>Green</b>
4	To work with neighbouring boroughs to ensure Newham has a system of support for bereaved families.	Chair, CDOP	February 2014	<b>Green</b>
5	To audit the effectiveness of support to bereaved families.	Chair, CDOP	July 2014	

### 3. Communications

**Objective:**  
 To ensure the Board has an effective means of communicating key messages to stakeholders, and to ensure that relevant partners are engaged.

**Impact:**

- Increased partnership engagement in the Board and its sub-groups, as evidenced by annual review
- Front line practitioners and managers are aware of the NSCB priorities and contribute to these through briefing and feedback processes
- Feedback from local residents demonstrates an increased awareness of safeguarding
- NSCB Lay members are able to bring a community voice and challenge to Executive Board and their contribution is reflected in the 2014/15 Business plan

	Task	Lead/Sub-Group Responsible	Target dates	Risk and Progress Rating
1	Develop an overarching communication plan to keep partners, workers, community members advised of the Board's work plan, progress and key messages.	NSCB Business Manager	Oct 2013	<b>Green Nov 13</b>
2	Launch two new key communication tools: NSCB Newsletter and web site.	NSCB Business Manager	Aug 2013	<b>Green Jan 14</b>
5	To lead the partnership's response to the revised London CP Procedures, in order to ensure local safeguarding arrangements are effective.	NSCB Business Manager	June 2013	<b>Green</b>
6.	To Disseminate a 6 monthly newsletter to LSCB partners providing them with an update on current issues both nationally as well as locally	Chair, CDOP	October 2013 May 2014	<b>Green</b>

## Part B – Safeguarding Practice Priorities

### 1. Child Sexual Exploitation and Children Missing Home, School and Education

**Objective:**

To assure the partnership that arrangements to identify and safeguard children at risk of sexual exploitation are effective; to ensure that the partnership promotes a proactive response to enforcement where there are concerns about the perpetration of child sexual exploitation.

To ensure that arrangements for the safeguarding of missing children, particularly those missing from home, are effective.

**Impact:**

- Improved data enables a clearer picture of the extent of the issue in the borough.
- Increase in notifications/referrals in relation to CSE.
- Improved partnership awareness of high risk missing young people, and missing 'hot spots'.
- Reduction in the rate of repeat episodes of missing children.

	Task	Lead	Target dates	Risk and Progress Rating
1.	Multi-agency process established for identifying children at risk of sexual exploitation, and providing effective services.	Chair, Missing/CSE Sub-Group Service Manager, Children's Social Care	June 2013	<b>Completed Green</b>

2	Using the Children's Commissioner CSE performance tool, evaluate partnership effectiveness in relation to this issue.  Repeat review of dataset	Chair, Missing/CSE Sub-Group Strategic Lead for Data and Impact	End March 2013  July 2014; Dec 2014	<b>Completed Green</b>
3	Review pathways and systems for the identifying and tracking children missing from home, care and education; report to Board Executive	Chair, Missing/CSE Sub-Group Safeguarding and QA Officer Attendance Manager DI, Missing Persons	Sep 2013	<b>Ongoing Green</b>
4	Commission services to support children who are at risk of going missing, in particular in relation to return interviews.	Chair, Missing/CSE Sub-Group DI, Missing Persons	July 2013	<b>Green Completed</b>
5	Audit and test pathways via multi-agency case tracking	Chair, Missing/CSE Sub-Group Safeguarding and QA Officer Attendance Manager DI, Missing Persons	Sep 2013; July 2014; Dec 2014	<b>Amber Carried fwd</b>
4	Reduction in the rate of repeat episodes of missing children.	Amana Gordon: Acting Service Manager, Quality Assurance	Work with safer London	

## 2. Serious Youth Violence and Gangs

### Objective:

To assure the partnership that multi-agency arrangements to safeguard young people at risk of serious youth violence are effective and having an impact.

### Impact:

- Young people at risk of serious youth violence are safeguarded as evidenced by reductions in the rate of serious youth violence
- Earlier signposting and intervention leads to young people accessing appropriate services
- Young people report feeling safer via the Youth Survey 2013

	Task	Lead/Sub-Group Responsible	Target dates	Risk and Progress Rating
1	Report on the gangs/serious youth violence strategy to be brought to enable multi-agency scrutiny and challenge.	Deputy Director, Children's Social Care Chair, Crime and Disorder Reduction Partnership (CDRP)	Feb 2014	<b>Green</b>
2	PQA to monitor rates of serious youth violence as part of Multi-Agency Outcome Measuring	Chair, PQA Sub Group Group Manager, Youth Offending Service	March 2014	<b>Green</b>
3	Review the partnership's strategic response to serious youth violence, particularly as it relates to schools, to ensure there is a seamless, well understood and effective approach.	Deputy Director, Children's Social Care Detective Inspector responsible for SYV and Gangs	June 2013	<b>Green</b>
4	Board to actively seek feedback from young people via the CYP Virtual Sub-Group in relation to young people's experience of serious youth violence.	NSCB Business manager to coordinate	Dec 2013	<b>Green</b>



### 3. Children Affected by Domestic Violence

#### Objective:

To review the effectiveness of MARAC, in order to ensure robustly manages risk in relation to high risk domestic violence.

#### Impact:

- Practitioners are aware of commissioned services and are making referrals to these services
- More victims are supported as a result of increased referrals to the MARAC
- Victims report that interventions have increased their safety
- Multi-agency audit, self-assessments, peer reviews and inspections evidence the children and young people at risk of domestic violence are safeguarded and that families are accessing appropriate services.

	Task	Lead	Target dates	Risk and Progress Rating
1	<p>Commission an external review of MARAC arrangements to ensure that there is an appropriate level of referrals and information sharing, where possible, before the meeting.</p> <p>Review the MARAC referral form to include risks and triggers to ensure that all agencies are working with a joint safeguarding plan to protect children and young people.</p>	Chair, Executive Deputy Director, Children's Social Care	July 2013	<p>Completed <b>Green</b></p> <p><b>Action outstanding</b></p>
2	<p>Improve information sharing between the police child abuse investigation team and the police community safety unit (CSU) to ensure that both are aware and focus on children who are affected either directly or indirectly by incidents of domestic violence.</p>	Chair, PQA DCI for CAIT, DCI for Borough Police	June 2013	<p>Completed <b>Green</b></p>

3	Establish a Task and Finish Group with the aim of ensuring a clear pathway between the NSCB and other forums responsible for domestic violence service provision.	Chair, Executive Deputy Director, Children's Social Care	Dec 2013	Completed <b>Green</b>
4	Scrutinise the impact of the 2012 review of domestic violence service pathways.	Chair, Executive Domestic Violence Coordinator	July 2013	Completed <b>Green</b>
5	Improve quality of data reported in multi-agency performance report, to enable the Board to better scrutinise the progress in relation to DV prevention and responsiveness.	Strategic Lead, Data and Impact	Dec 2013	<b>Green</b>
6	Practitioners are aware of newly commissioned DV services, One Stop shop and these are publicised via International End Violence Against Women Day 25.11.13 seminar	NSCB Business Manager and DV/SV Co-ordinator	Dec 2013	<b>Green</b>
7	DV Champions training is broad in its reach and includes the safeguarding lead for GP's and/or CCG	DV/SV Co-ordinator	Jan 2014	<b>Green</b>

## 4. Prevention and Multi-Agency Thresholds

### Objective:

To assure the partnership that children with additional needs and their families have access to high quality prevention services which effectively prevent an escalation in risk and need.

To assure the partnership that multi-agency thresholds for accessing services are universally understood and applied.

### Impact:

- An increase in the number of children and families being supported through early intervention services
- Contacts into triage are reflected in referrals to prevention services
- Children in receipt of prevention services show impact on agreed outcomes
- Improved outcomes where offending, anti social behaviour or attendance issues are present
- Good understanding of local thresholds evidenced by appropriate requests/referrals for support and intervention

	Task	Lead	Target dates	Risk and Progress Rating
1.	Review the prevention data element of the multi-agency performance framework to ensure it will illustrate the effectiveness of service provision.	Strategic Lead for Triage and Family Support	June 2013	Completed Sept 13 <b>Green</b>
2.	Multi-agency audit to assess quality of step up/down processes to demonstrate quality and consistency.	Chair, PQA via external auditors	Jan 2014	Completed Sept 13 <b>Green</b>
3.	Policy Sub-Group to lead the development of a local assessment framework which specifies service pathways and eligibility criteria.	Chair, Policy Sub-Group	March 2014	<b>Green</b>
4.	Board Executive to scrutinise effectiveness of Triage via both multi-agency audit and quarterly multi-agency performance reports.	Chair, Policy Sub-Group	March 2014 <b>Reporting to Exec Board Jan 14</b>	<b>Green</b>

## 5. Private Fostering and Trafficked Children

## Objective:

To assure the partnership that privately fostered children are consistently identified, assessed and safeguarded.

## Impact:

- Referrals to CYPS in relation to privately fostered children increase and the number of children assessed and supported under Private Fostering Regulations increases year on year
- Children living in private fostering arrangements report that they feel safe and their needs are being met
- Progress against the Private Fostering Action Plan is achieved
- Training leads to the increased identification of trafficked children

	Task	Lead	Target dates	Risk and Progress Rating
1.	Board to fund 12 month communications programme to promote awareness of private fostering across the partnership.	Chair BMG Sub Group CSC Lead for Private Fostering	March 2014	<b>Green</b>
2.	PQA to monitor rates of privately fostered children, and an update on progress against the private fostering action plan is presented.	Chair, PQA Sub Group CSC Lead for Private Fostering	Dec 2013	Good progress made though under reporting a concern <b>Amber</b>
3.	Board Executive to scrutinise arrangements for privately fostered children.	Chair, Executive	Feb 2014	<b>Green</b>
4.	New data capture tool used in Children's Social Care to be used to monitor the numbers of trafficked children; reports to be reported to PQA via the multi-agency performance framework.	Chair, PQA	Nov 2014	<b>Green</b>
5.	Local policy to be devised in relation to the partnership approach to trafficked children.	Chair, Policy Sub-Group	March 2014	<b>Green</b>

## Appendix 2: Multi-Agency Audit Findings and Learning 2013 Planning Ahead 2013/14

### Audit Scope

- Purpose – to provide a baseline of multi-agency practice
- Sample – 12 children with a CP or CiN plan; demographically mixed and included 4 disabled children
- Focus – children experiencing a recent transition (link to Michael SCR)
- Most agencies were represented in the sample
- Front line practitioners involved in audit process which employed 2 external auditors

### Key findings: good practice identified

- Clear referral pathways with appropriate outcomes
- Prompt CSC assessment/Good contribution from agencies
- Multi-agency planning & review/focus on impact & outcomes
- Format and quality of agency reports to CP conferences
- Transitions were generally well-managed - though this was not as a multi-agency process.
- Parents were positive about their child's transition
- Parental risk factors well-referenced in CP plans
- Good m/a response to these to improve outcomes
- Some very positive feedback from parents & children of their experience of being helped
- Child's perspective, views, wishes and feelings: CSC records contained some good examples of direct work – However, this was not the case for disabled children.
- Working together effective in most cases with an impressive commitment to children & young people
- Well attended meetings with evidence of good communication between agencies and the importance of a joined up approach well understood
- All SW practitioners taking part in the audit showed commitment and insight into the cases – they were analytical and showed good knowledge of the case and what was required to achieve positive outcomes
- CSC Management oversight and supervision met quality standards in most cases – though not all was reflective/challenging
- Basic information up to date and well recorded in vast majority of cases

- All CSC assessments and plans referenced equality and diversity and the use of interpreters was good. SW practitioners showed a good grasp of issues when interviewed

#### Key findings: areas for development

- A multi agency approach for children with disabilities was not well evidenced – and exacerbated by lack of formal CiN plans
- A small number of audit cases referred to senior managers due to the length of time the plan had been in place and lack of progress
- Strategy discussions were not multi-agency as required by Working Together 2013 (police and CSC only)
- In a small number of relevant cases, there was very little involvement from adult services in core or multi-agency network meetings
- More attention needs to be paid across the partnership to assessing children’s diversity needs arising from their identity
- More visible evidence of alerts and challenge by managers & other agencies. 2 good examples of alerts from Q&D seen
- More evidence of impact of audit and scrutiny (e.g. CP Quality Panel) on practice and strategy
- More evidence of early intervention in case records
- Recording of which adults have Parental Responsibility needs to improve in agency records

#### Views of seven parents

- Most understood why services were involved and the need for a plan
- All felt respected by the m/a network – positive feedback about hv’s, schools and sw’s
- Most felt that their views had been considered
- Most had a good understanding of what needs to change
- No parents expressed any concerns re transitions. This was an area that they were unanimously positive about

#### Views of four children (three aged 5, one aged 12)

- 3 out of 4 said things were better – after receiving help Examples of what was better included having somewhere to live and a good school to go to
- 1 said things were worse and didn’t like it when her sw asked lots of questions
- All said they were happy at school and felt safe
- The 12 year old had attended their CiN meeting and had a good understanding of why services were involved

- No issues with transition. 12 year old had 3<sup>rd</sup> choice of school but was very happy with this school placement

#### Multi-agency audit – what have we learnt

- Comprehensive baseline of multi-agency practice (child protection and children in need)
- Improvements in child protection practice since the Michael SCR
- Pointers to where multi-agency practice can be further strengthened
- Findings triangulate with other sources of QA information

#### Multi-agency audit – action in response to findings

- Single agency findings/recommendations are separately detailed
- Themes for the NSCB Partnership :
  - Multi-agency approach to disabled children
  - Children’s contribution to their plans and meeting
  - Evidence and impact of scrutiny and challenge
  - Contribution of GPs and Adult services, including Housing to CP/CiN work
  - Strategy Meetings meet Working Together 2013 requirements
  - Refresh of CP/CiN plans based on parent/auditor feedback
  - Preventing Drift - Timescales for current plans take account of any previous plans
  - Increasing attention to assessing children’s diversity needs
  - NSCB approach to multi-agency audits
- NSCB Learning and Improvement Framework – Training sub-group will disseminate learning and PQA will have oversight of progress.

Outcome	Delivery	Lead
1.Multi-agency approach to disabled children is well evidenced and children requiring a written plan have one	Disabled CYPs Service Review Implementation Plan 13/14.	Michael Mackay, Strategic Lead for Child Protection, LBN
2.Children fully contribute to their plans and meetings	Menu of Choice for children with CiN, CP and LAC plans implemented Jan 14	Amanda Norton, Team Manager for Children’s Rights service
3.The partnership can evidence robust challenge and scrutiny	NSCB Conflict Resolution Process to be promoted in 2014 and usage reported annually to NSCB Impact of CP Quality Panel to be reported annually to NSCB	Maura Cardy, Partnership and Workforce Development Manager Panel Chair
4.The contribution of GPs and Adult Services, including Housing to CP and CiN work is facilitated and maximized	Business Management Group for NSCB 2014	David Sanders, Independent Chair
5.Strategy meetings meet Working Together 2013 requirements (with CSC, Police and Health as a minimum)	Approach to be agreed between CSC, Police CAIT and ELFT Community services	Michael Mackay, Strategic Lead for Child Protection, LBN
6.CP and CiN plans, Core group and Child in Need meetings reflect the contribution of all agencies, including schools and are family friendly	Discussion and development with CP chairs and Social Work teams Annual refresh of CP documents	Sariah Eagle, CP Manager/Service Manager for CSC, Intervention Sariah Eagle, CP Manager

<p>7.Social work and other professional reports to initial CP conferences and CiN meetings highlight any previous history and intervention and the significance of this is drawn out by the Chair</p>	<p>Discussion and development with CP chairs and Social Work teams</p>	<p>Sariah Eagle, CP Manager / Service Manager for CSC, Safeguarding Assessment</p>
<p>8.Multi-agency assessments and plans are robust in assessing children and their diversity needs</p>	<p>This area is tested in single and multi-agency audits. NSCB will continue to offer training in this area</p>	<p>Chair of PQA sub-group – Amana Gordon Chair of Training sub-group – Jo Green</p>
<p>9.Ensure the partnership’s approach to multi-agency auditing is reflective, involves practitioners and presents an accurate reflection of partnership performance</p>	<p>Feedback to the partnership Feedback to parents Continue dev of maa process</p>	<p>P&amp;WD Manager MCardy/Chair of Training Sub-group/Jo Green NSCB Business Manager NSCB Business Manager</p>

## Appendix 3: NSCB Core Objectives, Functions and Accountability

Safeguarding and promoting the welfare of children requires effective co-ordination of local services. The Newham Safeguarding Children Board (NSCB) is the key statutory mechanism for agreeing how the relevant organisations in Newham co-operate to safeguard and promote the welfare of children and for ensuring the effectiveness of what they do.

### Statutory Context

The NSCB was established in accordance with the provisions of Sections 13 to 16 of the Children Act (2004). The NSCB has a statutory duty under the Children Act (2004) and the statutory regulations, which came into force on 1 April 2006, to ensure that its functions are discharged having regard to the need to safeguard children and young people and promote their welfare; this includes publishing an annual report on the Board's effectiveness. The NSCB has a duty to fulfil the requirements of Working Together to Safeguard Children (HM Government 2013). For more information on the **core objectives** of the NSCB as set out in s14 (1) of Children Act (2004) please refer to **Appendix 1**.

The **core objectives** of the NSCB as set out in s14 (1) of Children Act (2004):

Core Objective 1 - To coordinate what is done by each officer or member or body represented on the Board for the purpose of safeguarding and promoting the welfare of children.

The **functions** of the NSCB to achieve against core objective 1 are to:

- Develop policies and procedures for safeguarding and promoting the welfare of children.
- Participate in the planning and commissioning of services for children locally.
- Communicate the need to safeguard and promote the welfare of children across Newham.
- Establish procedures to ensure a coordinated response to unexpected child deaths.

Core Objective 2: To ensure the effectiveness of what is done by each such member or bodies for that purpose.

The **functions** of the NSCB to achieve against core objective 2 are to:

- Monitor and challenge the effectiveness of what is done to safeguard and promote the welfare of children locally.
- Collate and analyse information about child deaths in the area.

- Implement Serious Case Reviews (SCRs) where a child has died or has been harmed in circumstances where abuse or neglect is known.
- Ensure the SCR process focuses on the effective learning of lessons and implementation of recommendations and the timely introduction of changes to protect children.

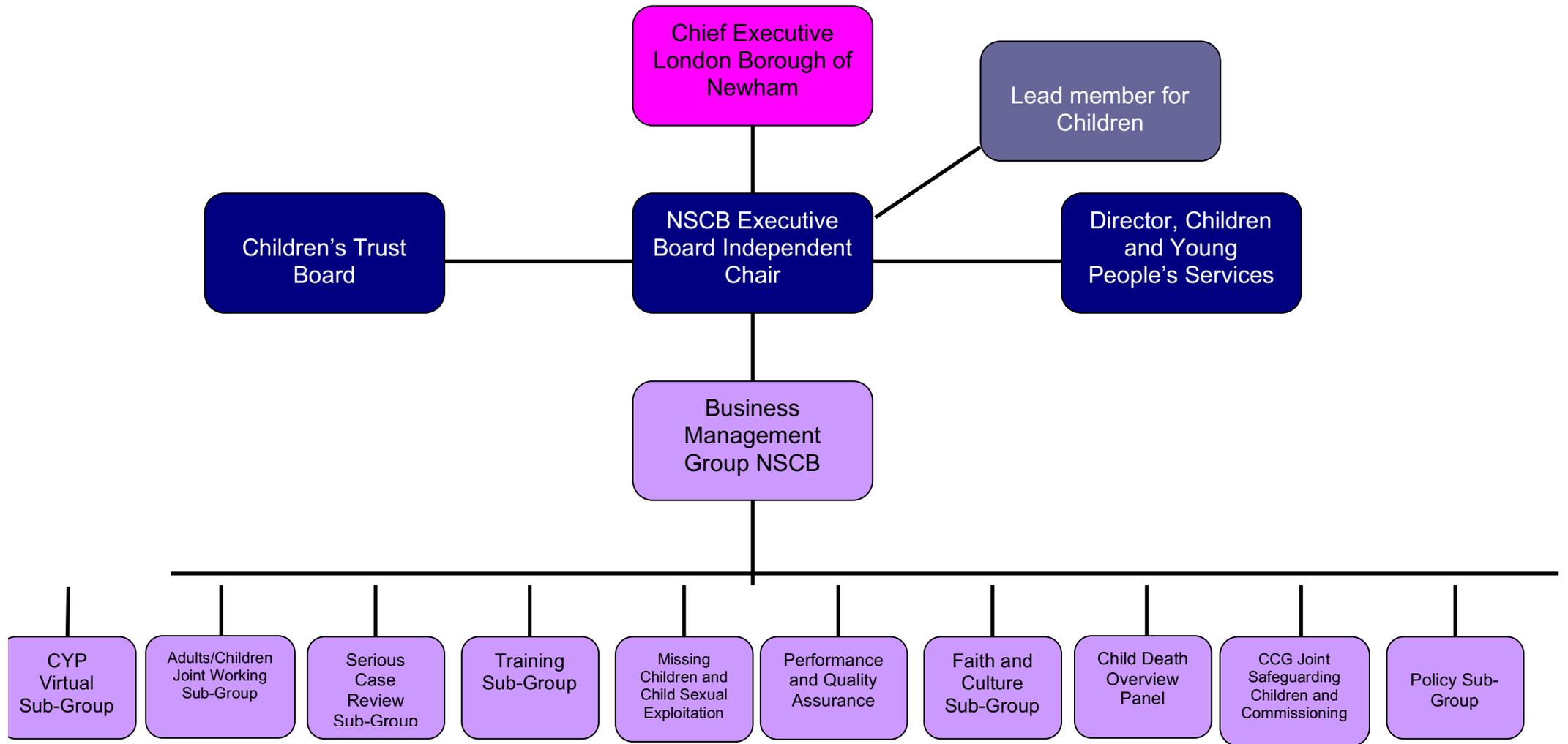
## **Accountability**

The NSCB is accountable to Newham's Director of Children and Young People's Services in respect of its governance. However, the NSCB acts as an independent voice monitoring the effectiveness of child safeguarding arrangements. It is therefore within the remit of the NSCB to monitor and scrutinise the safeguarding arrangements of all responsible organisations and bodies within Newham.

The Independent Chair of the NSCB is a member of the Children's Trust Board and provides a quarterly update to the Children's Trust Board on progress against objectives along with issues relevant to the Trust Board. This NSCB annual report provides an assessment of local arrangements to safeguard and promote the welfare of children in Newham and will be presented to the Children's Trust Board.

The NSCB Independent Chair has a crucial role in ensuring that the Board operates effectively and secures an independent voice for the Board. The chair acts as a non-executive member of the NSCB and is independent of the Local Authority. Chair is accountable to the Chief Executive who monitors performance and provide line management as appropriate. The Chair also remains accountable to the NSCB membership and may only make decisions when mandated to do so by the Board or through powers related to legislation.

# Appendix 4: NSCB Governance Framework 2014/15



## Appendix 5: Newham Safeguarding Children Board Business Plan for 2014/15

### Objective 1: Improving Accountability, Challenge and Communication

Progress measures: Quarterly Performance Report; Sub-group reporting; Meeting minutes; Evaluation of Events; Mid and year end self-assessment; partnership surveys

Key success criteria: The Board can provide evidence, examples and show the impact of these improvements in the Annual Report

	Intended Outcome	Actions to Achieve Outcome	Leads	Target Date
1.	The governance arrangements enable NSCB partners to assess whether they are fulfilling their statutory responsibilities to help, protect and care for children and young people.	Regular reporting to and scrutiny by BMG and Exec Board of progress against the business plan, linked KPIs and work of the sub-groups.  Organisational changes in partner agencies that will impact on safeguarding arrangements are reported into and scrutinised by the Board	Independent Chair  Exec Board members  Probation	Bi-monthly  Quarterly  July 14
2.	Partners hold each other to account for their contribution to the safety and protection of children and young people,	Meeting agendas are constructed to provide Board members with opportunities to contribute and challenge.	Independent Chair	Bi-monthly

	facilitated by the Independent Chair.	Continue to clearly record action points and impacts in the meeting minutes.		
3.	The local community have an increased awareness of safeguarding issues; know how to refer their concerns and the number of safeguarding referrals from the community increases.	<p>A delivery plan for community engagement, including resources required is developed and implemented.</p> <p>Continue to develop the training programme for Community Safeguarding champions.</p> <p>Host a community conversation event with a focus on harmful practices.</p> <p>Develop the Community section of the NSCB website</p>	<p>NSCB Business Manager</p> <p>NSCB Business Manager</p> <p>Faith and Culture sub-group Chair</p> <p>NSCB Business Manager</p>	<p>June 14</p> <p>April 14</p> <p>Nov 14</p> <p>March 15</p>
4.	The priorities of the NSCB are clearly communicated to the partnership and to the wider community who are able to contribute to the achievement and development of these.	Continue to develop the website and publish a quarterly newsletter.	NSCB Business Manager	Quarterly
5.	Professionals across the partnership are confident that they know how to respond and	Triage Briefing and Newham Service offer sessions – to include the new threshold guide are rolled	Training sub-group chair	Termly

	referral rates reflect this.	out across the partnership.		
6.	The identification and referral of children living in privately fostered arrangements improves against the 2014/15 performance.	Understand the low levels of reporting for private fostering and support the refresh of the communication strategy to increase referral rates.	PQA Sub-group Chair	Sept 14
7.	The membership of the NSCB sub-groups is reflective of the voluntary and statutory agencies working in the borough.	Sub-group chairs review their current membership and identify whether new members are required.	NSCB Business Manager	June 14
8.	The NSCB through its annual report, provides a rigorous and transparent assessment of the performance and effectiveness of local services	Annual report published  Progress on multi-agency and single-agency improvement plans is quality assured following inspections where safeguarding is a feature.	NSCB Business Manager  PQA Chair	July 14  Quarterly

## Objective 2: Informing, Planning, Monitoring and Evaluating Local Services

Measures: Quarterly Performance report; Audit Findings; Youth Violence and Gangs Action Plan; Evaluation of NSCB Learning and Development Activity; Reporting to Executive Board

Key Success Criteria: Identification and referral rates of vulnerable groups to Triage and other specific services increases in response to targeted activity by the NSCB and wider partnership

	Intended Outcome	Actions to Achieve Outcomes	Leads	Target Date
1.	The partnership commitment to Triage is maintained and developed in response to emerging needs	<p>Housing and Education representatives to work on Triage for 2 days a week</p> <p>A bi-annual report is provided to the Exec board on how Triage is functioning and on any changes planned</p>	Head of Quality and Delivery	<p>June 14</p> <p>Sept 14</p> <p>March 15</p>
2.	The NSCB develops high quality policies and procedures to support safeguarding arrangements for vulnerable groups	<p>Develop a policy in relation to support for trafficked children</p> <p>Identify which other arrangements require a specific policy and develop plans in relation to these.</p>	Policy sub-group chair	July 14

3.	<p><b>Early Help and Statutory Intervention</b> Children who need support and protection receive the right support at the right time and the number supported through early help increases.</p>	<p>KPIs - including time taken to complete single assessments, s47 enquiries and hold initial child protection conferences are closely monitored and scrutinised by the Executive Board.</p> <p>The Health Safeguarding Dashboard is aligned to the NSCB Quarterly Performance report</p> <p>The policy sub-group of the NSCB considers any local implications in response to " In the Child's Time: Professional Responses to Neglect" (Ofsted, March 14)</p> <p>Impact of the No Recourse to Public Funds policy is reported to Executive Board.</p>	<p>Data and Impact Manager</p> <p>Joint Health CCG Chair</p> <p>Policy Subgroup chair</p> <p>Executive Member for Housing</p>	<p>Quarterly</p> <p>Dec 14</p> <p>Oct 14</p> <p>Nov 14</p>
4.	<p><b>Disabled Children</b> Safeguarding arrangements for disabled children have been tested and if there is any shortfall in quality this is reported and addressed by the Executive Board.</p>	<p>Complete a multi-agency audit of transition cases</p> <p>Scrutinise the impact of the Transition Tracking Panel and Virtual DCYP Operational Management group on practice</p> <p>Ensure completion of actions in</p>	<p>Adult / Children Sub-group Chair</p>	<p>Jan 15</p> <p>Oct 14</p> <p>Oct 14</p>

		the Winterbourne action plan		
5.	<p><b>Harmful practices</b> (including FGM, forced marriage, “so called honour”- based violence and faith-based abuse).</p> <p>Professionals and the community know what steps to take in order to support victims of harmful practices</p>	<p>Development and implementation of a Community Engagement Strategy with links to other key partnerships</p> <p>Services for victims are publicised on the NSCB website</p> <p>Data on incidence and response is included in the Quarterly Performance report</p> <p>Training on Harmful practices continues to be included in the NSCB L&amp;D Programme</p>	<p>NSCB Business Manager</p> <p>NSCB Business Manager</p> <p>Data and Impact Manager</p> <p>Training sub-group Chair</p>	<p>July 14</p> <p>Oct 14</p> <p>Quarterly</p> <p>Annually</p>
6.	<p><b>Missing Children and Child Sexual Exploitation</b></p> <p>The NSCB understands the nature and extent of local issues in relation to children missing from care, home and education and at risk of sexual exploitation. Arrangements have been reviewed with any areas for improvement identified and addressed. Effective support offered to children and young people.</p>	<p>Audit and test pathways through multi-agency case tracking to ensure that systems are working effectively for missing children and those at risk of CSE.</p> <p>Develop the performance data dashboard to assist in determining the extent of missing and CSE issues locally in order to inform future work.</p> <p>Raise the profile, develop and</p>	<p>Missing Sub-group chair</p> <p>Data and Impact Manager</p> <p>Missing Sub-</p>	<p>Sept 14</p> <p>Nov 14</p> <p>July 14</p>

		evaluate the impact of MASE and MAP meetings	group Chair	
7.	<b>Parental risk factors</b> Early and safeguarding interventions are multi-agency and co-ordinated to reduce the impact of risk factors on children.	A data set in the quarterly performance report is developed for this area.  Complete an audit of MAPPA selected cases and report findings to PQA sub-group	Adult and Children Sub-group chair  Exec Board member for Probation	June 14  Sept 14
8.	<b>Trafficked children</b> The NSCB understands the nature and extent of local issues in relation to trafficked children. Arrangements have been reviewed with any areas for improvement identified and addressed. Effective support is offered to trafficked children and young people.	Undertake an audit of cases where trafficking has been identified during CSC assessment and present recommendation on best practice to Policy Sub-group	Partnership and Workforce Development Manager	June 14
9.	<b>Youth Safety</b> Young People involved and at risk of youth violence are safeguarded through earlier signposting and intervention.	Continue to report progress through the Quarterly Performance report.  Incorporate the recommendations from the Child A case review into the Youth Violence and Gangs Action plan  Review the NSCB's engagement with the Channel Panel and make recommendations for future joint working arrangements.	Gangs Strategy Manager  Gangs Strategy Manager  NSCB Business Manager	June 14  March 15  Nov 14

### Objective 3: Young People’s Engagement with and Contributing to the Newham Board Safeguarding Children

Progress Measures: Quarterly Performance Report; Youth Survey; Website activity; BMG and Executive Board reporting

Key Success Criteria: Young People report that the NSCB is responding to and acting on the issues of concern to them and that they know how they can engage with and contribute to the Board

	Intended Outcomes	Actions to Achieve Outcomes	Leads	Target Date
1.	The NSCB has evidence of how allegations made by children and young people are investigated and responded to.	Additional data included in quarterly report.	Data and Impact Manager	Quarterly
2.	The Young People’s group provides a reference point for youth participation within the NSCB and young people are engaged with and informing the Board about their priorities.	<p>The group regularly update the Board on issues relevant to young people, comment and contribute to the Business plan and link with the other sub-groups.</p> <p>Take a lead on local and national awareness events focussing on young people’s safety (including Anti-Bullying Work, Gangs and Youth Violence Strategy).</p> <p>Keep under review membership</p>	<p>Young People’s Group Chair</p> <p>Young People’s Group Chair</p>	<p>Quarterly</p> <p>Quarterly</p>

		and attendance to ensure that the group is able to be an effective voice for children and young people with the NSCB.		
3.	The Board has young people friendly versions of key plans/documents that are accessible via the Website.	Maintain and update the Young Person's section of the Website and develop other ways of communicating the work of the group to the local community.	Young People's Group Chair	Quarterly  Nov 15
4.	Young people's views about their experiences of Early Help and Safeguarding services are obtained and used to drive service improvement	Feedback from young people that have been the subject of safeguarding interventions (including Families First, CP plans, missing, CSE and trafficked children) is embedded and regularly reported to the Board  A joint response to the findings of the Youth Survey 2013/14 is developed with the Community Neighbourhoods. The website contains accessible information about where to go for help with the issues that young people highlight as being of concern to them.	Young People's Group Chair	Quarterly  Dec 14  Quarterly
5.	The Board responds to young people's concerns about their safety and bullying by providing information	Information is provided on the Website and the NSCB promotes Anti-Bullying Week, Nov 14	Chair of Young People's sub-group / NSCB Business Manager	Nov 14

## Objective 4: Workforce Development, Case Reviews and Effective Multi-Agency Working

Progress Measures: Section 11 returns; evaluation of case reviews and dissemination of learning; evaluation of events; staff surveys

Success Criteria: Staff surveys show that the activity of the NSCB is having a positive impact on front line practice

	Intended Outcomes	Actions to Achieve Outcomes	Lead	Target Date
1.	<b>Section 11</b> Improve on the good performance achieved last year in relation to Section 11 audits and target those organisations that did not provide a response.	Deliver workshops for the Early Years PVI sector	NSCB Business Manager/Group Manager for Early Years Service	May 14
2.	<b>Local Learning and Improvement Framework</b> The NSCB Framework for cases referred into the Serious Case Review sub-group for review is effective and there is evidence to show how this is being used to improve the quality of practice.	<p>Future audits test out how learning from case reviews has improved practice and examples of impact are included in the Annual Report.</p> <p>NSCB Annual training programme incorporates identified learning from national and local case review.</p> <p>All new NSCB learning reviews will include a reference to the dissemination of learning in their terms of reference.</p>	<p>Partnership and Workforce Development Manager</p> <p>Training Sub-group Chair</p> <p>Serious Case Review sub-group Chair</p>	<p>June 14</p> <p>Quarterly</p> <p>As required</p>

		Explore a benchmarking approach with other SCR Chairs via the London Safeguarding Children Board and London Met Child Abuse Investigation Team Detective Inspectors.	Serious Case Review sub-group Chair	Dec 14
3	<p><b>Case reviews and audit</b></p> <p>The NSCB has scrutinised the findings from completed audits of multi-agency professional practice with children and families. Areas of good practice and areas for improvement are highlighted and action plans monitored to completion.</p>	<p>i) ICPCs not leading to CP plan</p> <p>ii) Assessments where neglect is a feature – including childhood obesity</p> <p>iii) Quality Assessment and Care planning for Disabled Children</p> <p>Carry out an audit on the uptake of bereavement support by parents and carers and devise a process of monitoring the uptake</p> <p>Carry out an audit of Rapid Response and Follow up meetings to determine effectiveness and lessons that can be learnt and shared with professionals</p> <p>Audit the assessment and treatment of young people under 16 years who have presented to NUH A&amp;E with the primary presentation of self-harm</p>	<p>PQA Sub-group Chair</p> <p>CDOP Chair</p> <p>CDOP Chair</p> <p>Joint Health CCG Chair</p>	<p>Sept 14</p> <p>March 15</p> <p>Jan 15</p> <p>March 15</p> <p>March 15</p> <p>March 15</p>

		Update the Information Sharing-Protocol for Multi-agency case reviews and audits	Partnership and Workforce Development Manager	Sept 14
4.	<b>Multi-agency working</b> Multi-agency working and information-sharing is of high quality and staff across the partnership know how to challenge and raise alerts if they have concerns about practice	<p>A staff survey is undertaken to increase the NSCB's knowledge of the views of front line practitioners and their managers</p> <p>Contact details of named safeguarding and NSCB members are available on website</p> <p>Data and narrative on safeguarding alerts is included in the performance report</p> <p>Training courses skill practitioners to appropriately challenge or raise safeguarding alerts.</p> <p>An annual learning event is held to celebrate best practice and share information</p> <p>Identify opportunities and develop closer joint working between Adult and Children services in relation to safeguarding.</p> <p>Continue to raise GP awareness of the importance of submitting</p>	<p>NSCB Business Manager</p> <p>NSCB Business Manager</p> <p>PQA Chair</p> <p>Training Sub-group Chair</p> <p>NSCB Business Manager</p> <p>Adult/Children sub-group Chair</p> <p>Joint Health CCG Chair</p>	<p>March 15</p> <p>Sept 14</p> <p>Quarterly</p> <p>Annually</p> <p>March 15</p> <p>Quarterly</p> <p>Quarterly</p>

		<p>reports for CP conferences and the use of alerts and NSCB escalation process</p> <p>New arrangements to increase the input of Health and Education to strategy discussions and meetings are implemented and tested through case file audits.</p>	<p>Strategic Lead for Safeguarding, Children's Social Care/NSCB Business Manager</p>	<p>Sept 14 / March 15</p>
5.	<p><b>Workforce Development</b> A range of training has been provided by the NSCB which has supported staff to improve their practice with children, young people and their families and other specific service improvements.</p>	<p>L&amp;D programme for 13/14 evaluated and L&amp;D programme for 14/15 agreed</p> <p>Develop methods of measuring the impact of multi-agency training including a staff survey.</p> <p>PQA and Training Sub-group to work together to identify relevant multi-agency audits that can incorporate a measure of the impact of practitioners training on children, young people and families</p> <p>Audit a sample of single-agency training to ensure it is provided at an appropriate level and quality and that trainers are competent</p>	<p>Chair of Training sub-group</p> <p>Training group Chair</p> <p>Chair of Training sub-group</p> <p>Chair of Training sub-group</p>	<p>May 14</p> <p>Sept 14</p> <p>Quarterly</p> <p>Oct 14</p>

		to provide safeguarding training		
		Improve the narrative in the Quarterly performance report to better inform partners of the impact of NSCB training across the partnership	Training sub-group Chair	Quarterly
		Early Years training data is reported to the Training sub-group	Training sub-group Chair	Quarterly
		The impact of the trained DV Champions across the partnership is reported to the Training Sub-group	Training sub-group Chair	Quarterly
		Support health practitioners to be confident in recognising and responding the needs of victims and their children who are affected by domestic abuse and gang involvement	Joint Health CCG Chair	Sept 14
		A briefing on the minimum standards accommodation for private sector accommodation and referral routes for cases meeting the threshold is reported to the Business Management group.	Executive Board member for Housing	Nov 14
			Partnership and	

		<p>The NSCB develops an approach to test the quality of supervision arrangements across the partnership and promote best practice.</p> <p>Multi-agency audits include a dimension on supervision</p>	<p>Workforce Development Manager</p> <p>PQA sub-group Chair</p>	<p>Dec 14</p> <p>Sept 14/ March 15</p>
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