

NEWHAM



**LOCAL SAFEGUARDING
CHILDREN BOARD**

Newham Safeguarding Children Board

Annual Report For 2012/13

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Independent Chairs Introduction.

I am pleased to present the 2012/13 published annual report of the Newham Safeguarding Children Board (NSCB). This report details the work undertaken by the NSCB over the course of last year and I would like to thank all of the agencies and individuals who have contributed to the Board's important work.

I have now worked in Newham for approaching a year and I have been impressed by the strength of the partnership which underpins the Newham Safeguarding Children Board and its determination to improve the quality of child protection and safeguarding amongst the diverse community of Newham. Colleagues have been most generous with their time and ambitious in their aspirations for the future. These attributes are well reflected in the new business and strategic plans and the changing dynamic of the NSCB. Specific developments which are particularly pleasing are the improved data base analysis which provides a tighter focus on priorities, the integrated approach to missing children and CSE (child sexual exploitation) and the new community initiatives which embrace the rich cultural and faith diversity of Newham.

Last year, the Board set out a challenging work programme with a particular emphasis on developing the impact of effective partnership working through rigorous business planning and a performance management framework. With these arrangements now in place, we are in a stronger position to influence and drive improvements in local safeguarding delivery.

Our attention to getting the right plans and processes in place has not taken away from the NSCB's role in challenging and contributing to improvements in local safeguarding arrangements and you will read some examples of this in the report. We are aware that the NSCB needs to be more outward facing to local communities and front line practitioners and will be rolling out a new Communication Strategy in the autumn of this year.

What is evident across the partnership is a strong commitment and determination to improve the lives of disadvantaged children, young people and their families. There is a strong learning culture in place and this is reflected in the success of last year's multi-agency training programme.

We have a strong LSCB with good multi agency safeguarding arrangements and I look forward to leading the Board in the coming year.

David Sanders
Independent Chair
Newham Safeguarding Children Board

Executive Summary

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.

The work of the NSCB is part of the Newham Children's Trust arrangements which aim to improve the overall wellbeing of children in the borough. While the work of the NSCB contributes to the overall wider goal of child wellbeing, it has a particular focus on keeping children safe.

The purpose of the annual report for 2012/13 is two-fold:

1. To analyse critically and report on the previous year's performance of the Board and Partnership
2. To set out the Board's priorities and related plans for 2013/14

Governance and infrastructure

Attendance and engagement at NSCB meetings and sub-groups has generally been good which has enabled the board to deliver against the business plan and key priorities.

The Board has developed **closer links with the Children's Trust and Health and Wellbeing Boards** over the course of the year and the work of the Board is well-aligned with the Crime and Disorder Reduction Partnership Board and the Domestic and Sexual Violence Strategic Partnership Board.

There has been **good engagement of children and young people** in the safeguarding agenda and this will be taken to a further level in the current year. New sub-groups for Children and Young People, Policy and Adults and Children were established as part of the Business Plan for 13/14 and the Faith and Culture sub-group was formally constituted in 12/13 and will continue to contribute to the Boards safeguarding agenda in 2013/14.

A multi-agency data set has been developed and is now being used to closely scrutinise and examine safeguarding arrangements across the partnership. There has been good monitoring of section 11 self-assessments and two multi-agency audits have been commissioned by the Performance and Quality Assurance sub-group.

Three Serious Case Review Panels were convened last year and a **Learning Review was commissioned using the Social Care Institute for Excellence review model** in relation to one case. This added to the NSCB's knowledge base on domestic violence and the learning review process. There has been good progress and oversight by the Serious Case Review Sub-group of action plans in relation to reviewed cases.

The introduction of **two new Safeguarding Roles – a Faith and Culture Engagement Officer and Safeguarding Lead in Education** has increased the visibility and impact of safeguarding work in their respective areas. The development work by the Local Authority Designated Officer (LADO) has improved referral rates and Safer Workforce Training and briefings on the new Disclosure and Barring service have been delivered through the NSCB training programme.

In autumn 2012, NSCB partners agreed to volunteer to engage with the **Ofsted Multi-Agency Inspection Pilot** as a way to test progress one year on from the December 2011 inspection. In December 2012 the five Inspectorate bodies came to Newham for 10 days looking at the early help and child protection arrangements across the partnership. Although Ofsted have decided not to take this model of Inspection forward, the experience and the report proved very useful in focusing our improvement activity further this year. There were several recommendations for the partnership, which are described in the full report and these have been taken forward by the NSCB and the Director for Children's Services.

Achievements

The Board is particularly focused on the difference it is making to residents, particularly children and young people and has identified 7 key achievements for 12/13 that the Board feels have positively impacted on the lives of children and families.

1. Serious Youth Violence - Arrangements to safeguard young people at risk of serious youth violence are effective and having an impact with **new services commissioned**
2. Private Fostering – The **number of arrangements notified**, assessed and monitored is increasing as a result of awareness raising across the partnership
3. Missing Children - **Effective tracking of children going missing** from home, care and education and new services to support them commissioned
4. Safeguarding Children through Faith and Culture – innovative working model has been implemented to **engage with local faith communities** and to share learning and best practice with other London boroughs
5. Multi-agency **Triage team** – a multi-agency team comprising of staff from ELFT Children's Health Community services, Newham Children and Young People's services, Police Public Protection Team, Probation and the Youth Offending team is established at Dockside and working well

6. The NSCB is driving the safeguarding agenda with its **7 year strategic plan, annual business priorities and multi-agency performance report** now in place
7. NSCB Multi-agency training – the **annual training programme is comprehensive**, responding to local need, reflective of the Boards business priorities, well attended and making a difference to practice

Future work programme

This annual report shows that the NSCB is doing an effective job of co-ordinating local services to safeguard and promote the welfare of children in Newham but there is still more work to be done across the partnership and in being more outward facing with local communities and front line practitioners. The Strategic 7 year Plan 20/20 Vision and Business Plan for 13/14 together set out the following safeguarding priorities:

2013/14 Business Plan 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

20/20 Vision Priorities

- Children's Participation and Engagement
- Substance Misuse – Both Parental and Young Person
- Preventing and Responding to Bullying
- Housing, Overcrowding, No Recourse to Public Funds, and Impact of Welfare Reforms
- E-Safety
- Safeguarding in Education
- Safeguarding Disabled Children
- Safeguarding Across Faith and Culture
- Adult Mental Health

With these plans and our strong partnership relationships we have a solid foundation with which to move forward into next year and beyond.

1.1 Introduction to the Report

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.

The work of the NSCB is part of the Newham Trust arrangements which aim to improve the overall wellbeing of children in the borough. While the work of the NSCB contributes to the overall wider goal of child wellbeing, it has a particular focus on keeping children safe.

The purpose of the report is two-fold:

1. To critically analyse and report on the previous year's performance of the Board and Partnership
2. To set out the Board's priorities and related plans for 2013/14

The report is laid out in the following sections:

Section 2 Background: Objectives and Governance - describes the statutory context and governance framework

Section 3 NSCB Business and Safeguarding Priorities for 2012/13 - describes the priorities, progress and impact against key priorities

Section 4 Work of the Board and Sub-groups - describes other activity undertaken by the Board and partners and the outcomes achieved

Section 5 Partner Agency reports - highlights single agency priorities and impact

Section 6 Business Planning Ahead - sets out the 20/20 Vision for 2013/20 and Business Plan priorities for 2013/14

Section 2 Background - Objectives and Governance

This section of the report outlines the structure and governance arrangements of the Board and sets out its core objectives. The membership of the NSCB Executive will be outlined in detail, including a breakdown of agency participation.

2.1 Background

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.

This section of the report outlines the structure and governance arrangements of the Board and sets out its core objectives and statutory requirements. The membership of the NSCB Executive will be outlined in detail, including a breakdown of agency participation.

2.2 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).

2.3 Core Objectives

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.

2.4 Governance and Accountability Arrangements

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. During 2012/13 LSCB Chairs were accountable to the Local Authority, via the Director of Children and Young People’s Services, for the effectiveness of their work. However, since the implementation of Working Together 2013 the Chair is now accountable to the Chief Executive who will monitor 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.

The NSCB sets a multi-agency budget to support the work required to deliver its responsibilities with contributions from member agencies on an annual basis. This includes membership of key strategic boards across the partnership including the Crime and Disorder Reduction Partnership, Adult Safeguarding Board and Domestic Violence Forum.

Partner Contributions to the NSCB budget for 2012/13 are detailed in the table below.

Partner Agency	Proposed Contribution
Health	£130,000.00
Health – CDOP	£37,000.00
Local Authority (salaries)	£130,000.00
Local Authority – CDOP	£37,000.00
Police	£5,000.00
CAFCASS	£541.00
Probation	£2,000.00
Housing	£11,000.00
Total Income	£282,541.00
Total Spend	£228,867.72
Balance	£53,673.28

2.5 Governance

In 2012/13 the NSCB had an Executive Board, Business Management Group with 6 Sub Groups and 4 task and finish groups, as shown below. These groups are responsible for undertaking a large part of the Board’s work and their work is described in more detail in Section 4 of this report. As part of the delivery arrangements for 2013/14, the 4 task and finish groups have developed into a Missing and Child Exploitation sub-group and 3 new sub-groups have been established. A permanent sub-group for Faith and Culture was established in the course of last year. The Board reviews all sub-groups annually in accordance with the business and strategic planning priorities.

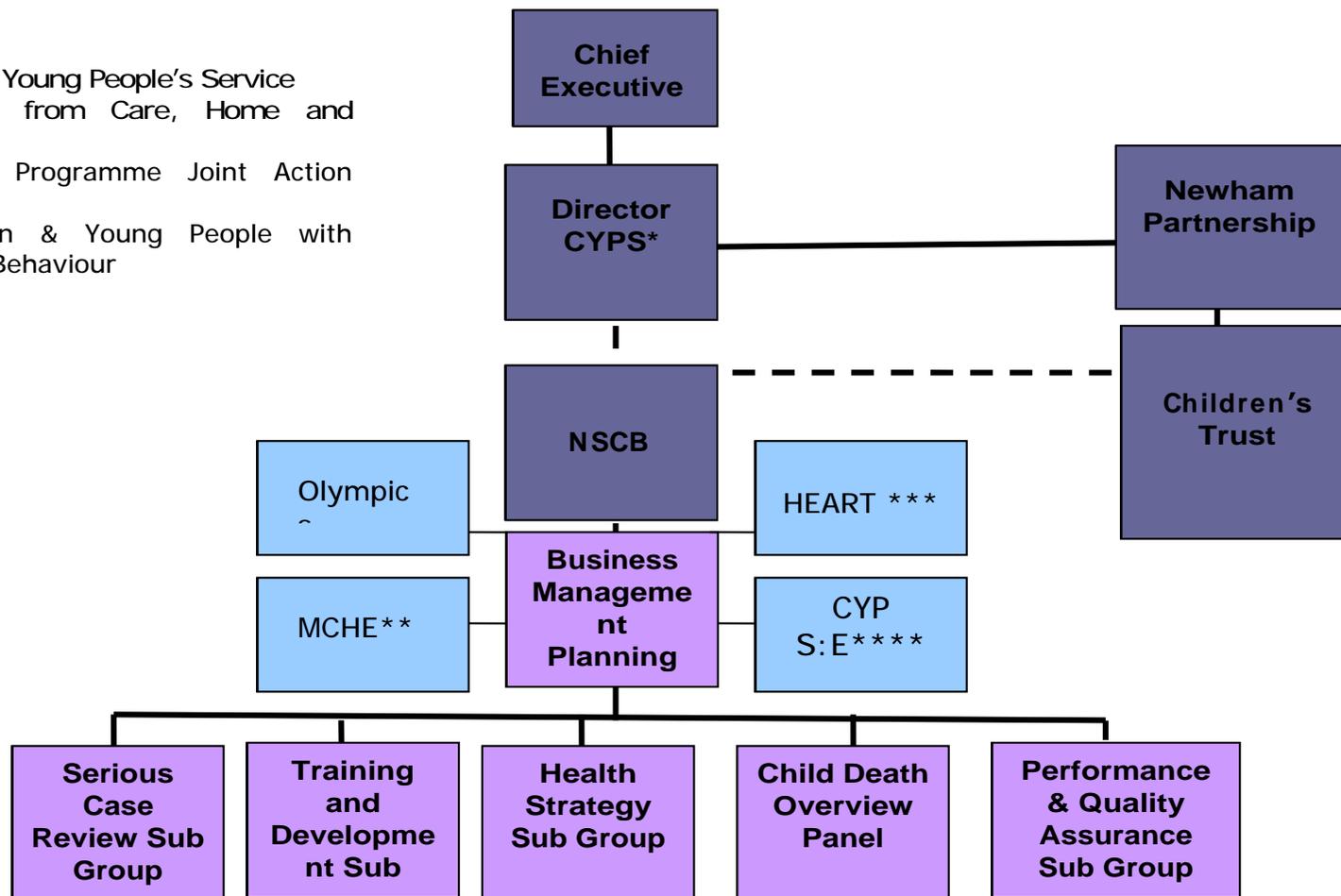
2.6 Local context

Newham is a very young, diverse borough with high levels of deprivation and child poverty. Of our 295,700 residents, 79,400 are under 18. 85% of our children and young people are from minority ethnic groups and over 100 languages are spoken in our schools. Based on the Index of Multiple Deprivation, Newham is the third most deprived Local Authority Area in the country, with over a third of children aged under-16 living in poverty (households where the reported income is less than 60% of the median).

Diversity is recognised and addressed in the co-ordination of safeguarding arrangements with specific reference to safeguarding disabled children and working with local faith and culture organisations to safeguard children. Equalities monitoring is routinely completed for children accessing school, those referred as in need of help and protection and those who go on to receive services through a multi-agency plan. The services commissioned by the partnership reflect the diverse needs of children and their families in relation to community safety.

NSCB Governance Framework

*Children & Young People's Service
 ** Missing from Care, Home and Education
 *** Heart Programme Joint Action Group
 ****Children & Young People with Sexualised Behaviour



2.7 Business Plan Priorities 1st April 2012 to 31st March 2013

The development of the NSCB Business Plan for 2012/13 was informed by the priorities of the Children's Trust Board which were as follows:

- Families are supported to thrive in communities
- Fewer children will suffer harm
- Young people will feel safe out and about in Newham
- Looked after children will achieve their potential

In developing the NSCB plan information was drawn from a thorough review of local management information and identified priority areas through the activity of the associated Sub Groups. Delivery of the plan was driven through the forward work plans of the NSCB Executive Board, associated Sub Groups and task and finish groups.

The following 7 strategic improvement priorities were agreed and progress and impact is described in the next section of this report.

- Multi Agency Performance Measures
- Serious Youth Violence
- Private Fostering
- Domestic Violence
- Children's Participation and Engagement
- Safeguarding in Education
- Governance and Accountability Arrangements

3. NSCB Business Priorities for 2012/13: Progress and Impact

This section of the report describes last year's progress and impact against the Board's agreed Business Priorities. It sets out the difference the Board has made for residents, particularly children and young people. Throughout this section, examples of both quantitative and qualitative impact are included to provide readers with a sense of how the Board has positively impacted on the lives of children and families.

3.1 Multi-Agency Performance Measures

To implement a multi-agency dataset which will enable the partnership to effectively monitor the performance of all key agencies and quality assure safeguarding arrangements.

Progress and Impact

The multi-agency data set was developed over the course of the year with an end of year report, published in March 2013. This report provides baseline and comparative data and is an important tool for the close scrutiny and examination of safeguarding performance across the partnership. For example, the PQA group intend to carry out an enquiry into the falling number of children on Child Protection plans. The report is reviewed at the Performance and Quality Assurance Sub-group before being presented to the Executive Board on a quarterly basis. The content of this report will continue to be developed and refreshed in the current year.

The quality assurance of safeguarding arrangements during 2012/13 was tested in a number of different ways, the key ones being the pilot Ofsted Inspection (Dec 12), a multi-agency audit of neglect (June 12) and the progress on Serious Case Review action plans. The findings from quality assurance activity have increased our self-awareness about what is working well and where improvement activity needs to be targeted and accelerated.

This is described in more detail in section 4.10 of this report.

3.2 Serious Youth Violence

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

Progress and Impact

The NSCB has strong links with the Crime and Disorder Reduction Partnership in order to deliver this priority. Last year, a new post of Lead officer for Gangs was created and filled by Chief Inspector Guy Wade, on secondment from Newham Police to add leadership to work in this area. The Crime and Disorder Partnership has developed effective intelligence sharing on key gang nominal's through a matrix based approach and operational tasking of resources linked to this. The strategy group has used case review to test out and improve operational

partnership arrangements. For example, the gang's matrix is sent to Triage on a monthly basis to enable identification of children and young people that require additional support from social care and families with members on the gang's matrix are proactively targeted for support via the Families First service.

In addition, the priorities of prevention, safe routes out, enforcement and support for girls have been taken forward through commissioning appropriate services. During the year the Home Office undertook a peer review of our gang arrangements, which made a number of positive comments and also informed our priorities going forward, specifically the work we are doing now on the risks to young people of sexual exploitation.

The Youth Offending Team (YOT) has had an increased focus on performance in this area. Specific, tailored interventions are delivered to those young people who are subject to a statutory intervention for Possession of an Offensive Weapon. Those young people who are assessed as at risk of Serious Youth Violence due to their environment, siblings involved in the criminal justice system, not enrolled in education training, employment and not subject to a statutory intervention are offered a bespoke intervention to engage on a voluntary basis. This includes intervention with the family regarding constructive activities for young people and support/guidance that can be offered to parents by the YOT or that they can be signposted to.

There were 193 first time new entrants to the Youth Justice System in 12/13 which was a reduction of 34.6% on the previous year. Rates of serious youth violence and knife crime also fell. The reoffending frequency rate for Newham was higher than the London rate but lower than the rate for the Youth Justice Board Comparator group that Newham is part of.

A survey of young people's perception of safety in the borough found that while perceptions of safety during daytime had improved and fewer young people reported incidents of bullying or crime, fear of going out after dark remained a concern.

While there has been encouraging progress, further work to safeguard young people at risk of serious youth violence, continues to be a high priority and is included in the NSCB Business plan for 13/14.

3.3 Private Fostering

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

Progress and Impact

The NSCB recognises the potential vulnerability of children living in private fostering arrangements, particularly in cases where the local authority has not been notified of these arrangements. The challenge for the partnership is to

ensure that all professionals coming into contact with children know how to recognise and refer all potential cases of private fostering.

Children's Social Care continues to drive the private fostering awareness campaign and key links have been established with partner agencies. A new campaign with updated publicity material was launched through the NSCB with a budget of 10K allocated. Leaflets and posters have been distributed to all clinics, health centres and children's centres during February/March 2013 and included in staff newsletters and briefings.

Private fostering is an embedded element of Level 2 Child Protection Training (ELFT Community Health) and also Level's 2&3 Child Protection training Mental Health Services and the NSCB included training sessions on Private Fostering.

At the end of 12/13, there were a total of 23 children being supported in private fostering arrangements following the assessment. Over the course of the year, there were 7 new notifications while 5 arrangements ended. Statutory requirements in terms of initial visits, assessments and subsequent monitoring visits were met on all cases. All children in private fostering arrangements in Newham are placed with families / carers with the same cultural and ethnic background.

While it is encouraging that the number of identified privately fostered children is growing, sustained efforts need to continue to identify all potential cases. Given the borough's demographic, private fostering along with child trafficking remains a priority for the NSCB in the current year.

3.4 Domestic Violence

To monitor and drive improvement in relation to domestic violence and to assure the partnership that safeguarding arrangements for children at risk of domestic violence are effective.

Progress and Impact

The NSCB has strong links with the Domestic and Sexual Violence Strategic Partnership Board in order to deliver this priority. In 2012/13 the Crime and Disorder Reduction Partnership was successful in its bid for services in Newham to reduce Violence against Women and Girls. The local authority is currently commissioning this work, which includes a Female Genital Mutilation Service, Exiting Sex Work Service and a 24 hour Advocacy Service for victims of Domestic and Sexual Violence. These services will support people 16 plus in Newham and will commence Nov 2013. Current commissioned services in Newham include the Independent Domestic Violence Advocacy Service, which supported over 400 women in 2012/13 who were considered medium to high-risk of repeat domestic violence.

The Domestic and Sexual Violence Strategic Partnership Board piloted the One Stop Shop during the Olympic period; this service brought together 12 different domestic and sexual violence agencies across London who supported 130 victims

of domestic and sexual abuse during the Olympic Games at premises in Stratford. The Board also agreed to fund DV Champions Training in Newham for 42 professionals.

In March 2013, the NSCB undertook a review of the Multi-agency Risk Assessment Conference (MARAC) arrangements following a recommendation from the pilot Ofsted Inspection. The MARAC meeting and process were assessed to be of a good standard with effective information-sharing and management of risk by key partners observed. The reviewers did not identify any changes in process or practice in between the pilot inspection and completion of the review and it was felt that the MARAC meeting inspectors had observed had not operated as well as it should on that particular occasion. The reviewers were able to make a number of recommendations to continue to improve the MARAC process.

An increase in MARAC referrals has been a target for the Crime Reduction Partnership over the past two years and in 2012/13, referrals to the MARAC increased by 26%. While this is good progress, increasing the rate of referrals to the MARAC so that it moves closer to the CAADA recommended rate, remains a priority for 2013/14.

The commissioning of new services to reduce violence against women and girls is a very positive development. Safeguarding children affected by domestic abuse remains a priority for 13/14 and the NSCB will be scrutinising the impact of these services and outcomes from the DV Champions Training that is being rolled out in the current year. Performance data from the monthly Newham DV Performance Board meeting will be included in the NSCB Multi-Agency Performance Report for 13/14.

3.5 Children's Participation and Engagement

To ensure that children and young people have varied, accessible and effective means of contributing to safeguarding arrangements in the borough.

Progress and Impact

In the course of the year, young people contributed to the LSCB business and strategic plan for 13/14 and produced a video outlining their priorities. A virtual sub-group of the NSCB for Children and Young People was established at the end of the year to enable the meaningful participation of a wide range of young people in Board activity during the current year. Young people were also fully involved in putting together the Newham Children and Young People's Participation Strategy and in the 12/13 Newham Youth Survey.

The new group is chaired by the team manager of the Newham Children's Rights service which works with young people living at home and in care. Children's Rights provide an advocacy service for young people and with additional investment provided by the Children's Social Care were able to extend their advocacy offer, last year, to young people with child protection plans. Last year, the CYPS Quality Assurance team started reviewing the cases of young people

that had ceased to be on a plan, and offering to meet with them and their parents/carers to assess the impact of CP planning and intervention. In the current year, further work is being done to create a menu of choice for young people to participate effectively in their child protection conference.

In October 2012, young people carried out an unannounced inspection of the office at Beckton Road where a significant proportion of safeguarding work is undertaken to check whether it is an accessible and positive venue for children and young people. Young people recorded their impressions and observations of the quality and functional use of the space from their perspective and presented a report and recommendations to the Deputy Director for Children's Social Care and Safeguarding. Following this inspection, posters for the Children's Rights service are now displayed in the reception area and conference suites. The Complaints / Compliment / Suggestions procedure is in easy reach for visitors and children visiting the office now have access to play equipment and chalk.

At an individual level, young people's participation and engagement in assessments and plans made for them by Children's Social Care is monitored in the CSC Quarterly Quality report. At an organisational level, this is monitored across the partnership through the Section 11 (Children Act 2004) safeguarding self-assessment process. The NSCB monitors and scrutinises the effectiveness of these arrangements.

3.6 Safeguarding in Education

To work with schools to improve their understanding and engagement in safeguarding arrangements, and ensure effective channels of communication exist between schools and the Board.

Progress and Impact

A Safeguarding Lead in Education was appointed in October 2012. Since taking up post in October 2012 the Safeguarding Education Lead (SLE) has sought to secure positive working relationships with senior leaders in schools and across CYPS and partner agencies.

Feedback evidences that the purpose and functions of the post have become well known and understood by schools. This is evidenced by a steady growth in numbers of senior designated leaders attending the 6-weekly network meetings facilitated and serviced by the SLE. A web-based resource, known as the Newham Safeguarding Room, is accessible for all designated senior leaders through the London Grid for Learning. Through this resource, leaders can access model policies, guidance documents and other useful materials. Evaluations of the network meetings and the on-line resource have been positive with usage of the room cited as an effective communication pathway between the SLE and schools. Resources are being downloaded and used by schools.

The SLE is an officer of the NSCB with a work plan agreed by the Business Management Group and with regular reporting to the Executive Board. In the

current year, arrangements for capturing schools Section 11 information, analysis, and reporting to the Board are in train, and schools will be returning a completed report to the SLE in autumn term of 13/14 to coincide with the annual reporting schedule to Governors.

Senior School staff have attended the training provided by NSCB entitled "Safer Organisations" which deals with the management of allegations but also highlights the necessity for safe practice within organisations, including schools and the need for vigilance and subsequent consultation regarding appropriate and inappropriate behaviour.

The provision of training, advice, support and challenge has increased the awareness across Newham's school estate of the need for the Safeguarding agenda to remain high on the list of competing priorities thus ensuring that the children and young people attending school are provided with a safe school environment that seeks to minimise the risk of harm to all pupils, promote their welfare and contribute to their opportunity to maximise their attainment.

The SLE works closely with the LADO and is informed of all referrals involving school staff and attends complex LADO meetings. There has been a marked increase in the number of referrals from schools since the previous year arguably because of an increased awareness.

3.7 Governance and Accountability Arrangements

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

Progress and Impact

The NSCB held a strategic planning event in February 2013, which developed a 7 year Strategic Plan for Safeguarding: 20/20 Vision and a Business Plan for 13/14. These plans were fully consulted on across the partnership and with young people. The membership and work plans for the Executive Board and sub-groups, including the establishment of new sub-groups, were reviewed and the new plans will support delivery in 13/14 and beyond. For more information refer to section 7 of this report.

Over the course of the year, the key messages of the NSCB were communicated to staff across the partnership through our multi-agency training programme which was, and continues to be, widely publicised.

An important new development last year, was the appointment of an NSCB funded Engagement Officer to work with faith organisations in the borough and develop links between them and the NSCB. A post-holder was appointed at the end of the year and has made a good start on this work.

In the current year, the NSCB will be launching a new communication plan to target more front line practitioners and local communities. This will be supported by the development of a new web-site and newsletter.

Section 4 The Work of the Board and Sub-Groups

This section of the report describes the work of the Board and Sub-groups and includes any additional activity that has contributed to the Boards priorities to improve the effectiveness of child safeguarding and promote welfare of children.

4.1 The NSCB Executive Board

The Executive Board is comprised of senior level officers from across the partnership whose responsibility is to drive delivery against agreed objectives, and set the future priorities of the Board and wider partnership. Much of the Board's work to deliver against agreed priorities is undertaken by its sub-groups. Sub-groups have their own terms of reference and report regularly to the NSCB Executive about progress and challenges. This section details the strategic priorities of each of the Board's permanent sub-groups, activity undertaken throughout the year, and critically, highlights the impact sub-groups have had.

During the year, the NSCB Executive Board met on four separate occasions. Kamini Rambellas was the independent chair until September 2012 when the role was handed over to David Sanders in October 2012 who has continued as the Independent Chair. Vice Chairing responsibilities were undertaken by Anne Morgan, Nurse Consultant for Vulnerable Children NHS East London and the City.

The membership of NSCB and attendance at the Board meetings throughout 2012/13 is identified in the table below.

Agency	No of seats at Board	% of meetings attended by an agency representative
Independent Chair	1	4/4 (100%)
Children's Services- Local Authority	5	4/4 (100%)
Secondary Schools	1	2/4 (50%)
Primary Schools	1	3/4 (75%)
Police - Child Abuse Investigation Team (CAIT)	1	3/4 (75%)
Police - Borough	1	2/4 (50%)
Primary Care Trust (PCT)	4	4/4 (100%)
Newham University Hospitals NHS Trust	1	3/3 (100%)
East London Foundation Trust (EAST LONDON NHS FOUNDATION TRUST)	1	4/4 (100%)
Legal Services - Local Authority	1	2/4 (50%)
Probation	1	2/4 (50%)
Adult Services	1	3/3 (100%)
Housing - Local Authority and Arms Length Management Organisation (ALMO)	2	2/4 (50%)
Children and Family Court Advisory and Support Service (CAFCASS)	1	0/4 (0%)

As part of the work to ensure that the Board has appropriate representation, the NSCB Business Manager and new Independent Chair have followed up with agencies where the attendance has been less than 100%. With the exception of CAFCASS this has had a positive outcome.

4.2 Business Management Group report

The Business Management Group met 4 times between April 2012-March 2013. Membership is made up of representatives from Social Care, Health, EAST LONDON NHS FOUNDATION TRUST, BARTS Police CAIT, Borough Police, Probation and Housing. This group acts as the forum for the discussion of strategic and policy issues relating to safeguarding across agencies and is responsible for driving and identifying needs and developments across the sub groups.

The sub group planned the NSCB Executive Board agenda's and co-ordinated the implementation of the NSCB Development Plan 2013/14. The BMG planned the multi agency staff away day held in March 2012 to plan the 2013/14 priorities and produce a 7 year plan, known as Newham's 20:20 Vision.

The BMG met its strategic priority regarding work undertaken with the private fostering team granting LSCB funding to support a promotional campaign in the community, this money will also be used throughout 2013/14 for promotional activities with a view to see an increased identification of children who are being cared for within private fostering arrangement and increase referral rates.

The BMG received updates from the Triage Service, established in June 2012 and supported the implementation of the service with a solution focused approach, addressing issues with a multi agency view. This service is now fully established. The management group was also kept up to date with health developments such as informing the partnership of strategies for recruiting health visitors, new pathways and operational changes.

The BMG was instrumental in driving the sub groups work plans, ensuring they meet the priorities set and the needs of the community.

4.3 Faith and Culture Sub-group Report

This group was formed in 2011 in order to raise awareness in relation to abuse linked to faith or beliefs. The publication of the National Action Plan to Tackle Abuse Linked to Faith and Belief in August 12, informed the decision for a permanent sub-group to be established. Newham was involved in the development of this plan as the borough represents the Association of Directors of Children's Services on the National Working Group which produced the plan. The NSCB has done considerable work both before the publication of the plan and following this. The sub-group has been the main vehicle for driving this work forward.

The group met 5 times in 12/13 and has benefitted from an increased and diverse representation of local and London wide statutory agencies and faith and culture organisations. This has included: local Pastors and Imams; the Chaplain from Newham University Hospital; AFRUCA (Africans Unite Against Child Abuse); the Congolese Family Centre; Metropolitan Police Project Violet and safeguarding leads from across the partnership.

Progress and Impact

The group has driven work in the following areas:

Community and Faith Engagement in Safeguarding

A decision was taken to focus engagement on Muslim and African Christian Faith Leaders given the demographic of the borough, evidence from focus groups and learning from cases.

A series of meetings took place over the year with these leaders to build relationships and increase mutual understanding. A key development in December 12, was the appointment of a Faith Engagement Officer, funded for one year by Children and Young People's Services. The NSCB agreed to continue to fund this post on behalf of the partnership in 13/14 in order to consolidate and drive forward this work.

A key priority for this post holder has been to map faith organisations and groups within the borough to ensure as wide a reach as possible. Good progress has been made with 100+ organisations mapped by year end with the numbers increasing further into 13/14.

Safeguarding Training for Faith Organisations

A well-received rolling programme of safeguarding training for the Muslim community and the start of a training programme for Evangelical Christian churches were achieved in 12/13, funded by the NSCB and this will continue to be taken forward in the current year. In addition to this, training was provided to front line staff to raise awareness and understanding of faith-related safeguarding arrangements.

A Cross-borough Learning Review of Abuse Linked to Faith or Belief.

In December 2010, a young man who was visiting relatives in Newham was the victim of a faith based murder. Members of the extended family were known to five other local authorities either historically or currently though not to services in Newham. These six authorities agreed to undertake a cross-borough learning review to objectively assess the impact of local learning since 2011 and to determine what progress local areas were making against the National Action Plan to Tackle Abuse Linked to Faith and Belief. This review was jointly commissioned and equally funded with Newham leading and hosting the reference group for the review. The review was completed in July 13 and will be reported to the Executive Board in September 13.

Development of services for victims of faith-based abuse

During 12/13, the partnership contributed to the development of an innovative, therapeutic pilot service for children affected by faith based abuse. The Dove Project is delivered by AFRUCA, a third sector organisation in conjunction with ELFT Child and Adolescent Mental Health Service and specially trained Pastors and Imams. Project support and professional supervision are provided by Newham CYPS with funding for one year from the Trust for London.

The Dove Project started working with professionals and families in April 2013 and engaged with seven families. In addition to the work with families a series of promotional events and case consultations have also taken place. An independent evaluation of impact and outcomes is being undertaken and will be available at the end of December 2013.

Children's Social Care has included a category of abuse linked to faith and belief in the initial and single assessment, to enable data tracking of the issue in 13/14.

Good progress has been made against the areas in the National Action Plan and the work streams set will continue into 13/14 as Faith and Culture remain a safeguarding priority in the NSCB 7 year strategic plan.

4.4 Missing Children Sub-group Report

This group was strengthened last year, with membership extended to the Police Child Abuse Investigation team and the Acute and Community Sexual Health Service. The sub-group brings together 3 key 'missing' themes and Child Sexual Exploitation into one multi-agency partnership tasked with analysing data, reviewing, updating policy and procedures and keeping abreast of relevant research.

Progress and Impact

The priority areas set within this safeguarding priority are detailed below.

Children missing from home and care

In February 2103 a system was agreed to ensure daily notifications of children missing from home and care. This enabled a prompt multi agency response for those children who were not open to Children's Social Care were assessed in the same way as any new referral and make a decision as to whether the child requires any support or intervention in accordance with the LBN threshold criteria. This process has assisted early identification and response to missing children.

Missing from Home and Care Procedures were refreshed in April 2013. The importance of completing a return interview has been reinforced and there is evidence that practitioners are ensuring each child missing from home or care is offered a return interview; this is in addition to the Police de-brief.

The Children's Commissioner recommended return interviews being completed by a person independent from the police and social care, we have been able to offer

this support through the Safer London Foundation Project and the project commenced in April 2013.

During quarter 4 of 2012/13, following the implementation of the refreshed procedures, 8 young people were reported missing from care and missing from care meetings and return interviews completed. Missing episodes for 7 out of the 8 young people reduced and only one young person had a further missing episode. This equates to an 87.5% decrease in this cohort.

Children missing from Education (CME)

The CME policy was refreshed in January 2013 to include categories of CME, links with safeguarding, referral routes and checks required following a referral. An important development was the creation of an Attendance Manager post with the lead for CME. A referral process for CME has been developed and shared with partner agencies with Attendance Manager reporting the number of referrals and the outcome to the Director of Children's Services and the sub group. Evidence of the impact of the developments in this area has been the increase in CME referrals including those from partner agencies.

Child Sexual Exploitation

The Inquiry into the Child Exploitation in Gangs and Groups provided an interim report of emerging findings and the Metropolitan Police Service has responded by sending out Met wide guidance to all officers on how to identify children at risk of CSE and the requirement to refer all such cases to Child Abuse Investigation Team (CAIT). In light of this, the membership of the sub group was extended to include the DI from police CAIT.

Children's Planning and Review Team offer advice and consultation to social care teams and partner agencies when dealing with issues around sexual exploitation including supporting them to complete the risk assessment and coordinating a multi agency planning meeting in accordance with the London Child Protection Procedures.

Good progress has been made in relation to improving processes for tracking and responding to children that go missing and/or at risk of sexual exploitation and delivering new services to these young people. The impact on outcomes will be further tested by the NSCB in 13/14 and Missing Children and Sexual Exploitation continue to be a business priority.

4.5 Performance and Quality Assurance (PQA) Sub Group Report

The monitoring, evaluation and quality assurance activity of the NSCB is undertaken by the Performance and Quality Assurance Sub Group (PQA). The sub-group also has a lead role in the partnership on measuring the impact and outcomes of safeguarding work, and encouraging the partnership to assess the extent to which services lead to change for children and families. The group met quarterly in 2012/13.

The sub-group is chaired by the Service Manager, Quality Assurance, in Children and Young People's Services. The group meets on a quarterly basis. The membership of the group is made up of representatives from Children and Young People's Service, BARTS and the London NHS Trust, London Probation Trust, Youth Offending Team, East London Foundation Trust, and the Police Child Abuse Investigation Team.

Progress and Impact

The PQA Sub-Group has developed the data element of its multi-agency performance framework. This was presented to NSCB Executive in December 2012 and agreed with publication in March 13.

Challenge and scrutiny sessions introduced in 2011/12 continued in 2012/13. Section 11 self-assessments for the following partners were presented and discussed: Youth Offending Team; Police Child Abuse Investigation Team; Schools Overview and Health.

Improvement planning was informed by the NSCB away day. In addition, the PQA Sub-Group has taken a lead role in driving multi-agency improvement in relation to the recommendations from the Ofsted pilot inspection.

The 'Michael' SCR action plan was reviewed at the PQA Sub-Group for scrutiny and challenge of the SCR Sub-Group, identifying actions and recommendations, including a multi agency audit commissioned in 13/14 to focus on transitions.

PQA was particularly impressed with the audit of Safeguarding Alerts to ELFT Community Health. This piece of work demonstrated the effective use of the safeguarding alert process, as a multi-agency challenge mechanism. ELFT Community Health reviewed alerts that were raised, identified themes and put in place service improvements. The marked decrease in alerts is evidence of the impact of this audit.

A multi-agency audit of neglect was completed in January 2013 and reviewed by the sub-group in February 13. The audit identified emerging themes around family mobility between boroughs and how this may impact the management of drift in neglect cases. The learning from this contributed to reducing drift in CiN and CP cases.

4.6 Serious Case Review (SCR) Sub Group report

The primary goal of the SCR Sub Group is to ensure that the NSCB is compliant with its duties under regulation 5 of the Local Safeguarding Children Board Regulations 2006 and Working Together 2010. This includes the responsibility to review the plans, ensure actions are carried out and lessons have been learned. The Chair of the SCR Sub Group is now the Detective Inspector from the Child Abuse Investigation team. The SCR Sub-Group appoints an Independent Chair for all Serious Case Reviews.

During the year the SCR Sub Group met on 4 occasions. The membership of the SCR Sub Group is made up of senior representatives from Children and Young People's Services, Newham Clinical Commissioning Group, East London Foundation Trust and Newham Police Child Abuse Investigation Team (Chair).

Progress and Impact

Last year, an SCR Panel was convened on three occasions to consider whether a SCR should be undertaken. One of these cases involved an unexplained physical injury to a young baby that had previously been subject to a Child Protection plan. A learning review was commissioned using the Social Care Institute for Education (SCIE) Model with the findings from this review reported to the Executive Board in July 2013. It is anticipated that this learning review will help to develop local practice in relation to domestic abuse and has also added to our organisational knowledge base of learning reviews. While the other two cases did not meet the criteria for a SCR, these cases were the subject of Internal Management Reviews which will be reported to the NSCB in 2013.

Previous actions under the 'Michael' Action plan from 2011/12 were monitored by the SCR-Sub-Group and are nearing completion with relevant learning being shared across the partnership. An integrated action plan exists to monitor previous actions from SCR and all cases referred to the SCR sub-group are monitored through a case tracker.

The lessons from local SCR's and other learning reviews have led to a number of changes in local policy and practice:

- The capacity of the Attendance Management service has been increased to improve safeguarding arrangements for children out of school and the model Child Protection policy for schools makes explicit the link between safeguarding and school attendance
- Notification to partners agencies of Child Protection conferences has been improved with invites being sent to individual safeguarding leads and weekly updates of the list of all children on a CP plan circulated
- The quality of the Child Protection Conference process has been improved with the introduction of the Strengthening Families Framework and new templates for conference reports and core groups. Quality assurance arrangements are in place to observe CP conferences and monitor the quality of reports and CP plans
- Multi-agency quality assurance activity has been targeted to test the impact of SCR action plans. For example, a multi-agency audit focussing on school transitions
- Senior managers have oversight of repeat referrals to ensure that the response is in line with the risk, considers the historical context and ensure that decision making on cases is sound
- A new framework has been introduced for Child in Need cases
- A practice directive setting out advice to practitioners on recording CP visits and what to do if a child is not seen were issued and CP visits are closely monitored by senior managers
- The NSCB training programme has been updated to include briefing

4.7 Child Death Overview Panel (CDOP) report

The CDOP is funded at a total of £74 k per annum with a funding provided by NHS NELC - and the Local Authority of £37k each. From April 2013 Newham Clinical Commissioning Group (CCG) will take responsibility for the health funding.

The panel gathers epidemiological information for the NSCB and the Department for Education (DfE) and provides assurance to the NSCB and Children's Trust Board that the care provided to these children was of an optimal standard; appropriate recommendations are put in place to ensure service improvement.

Impact and Progress

The CDOP has made progress in that for the first time since its inception there is now a permanent coordinator in post. This has meant that there is now no backlog of deaths to be discussed apart from those awaiting inquest and those who died in the last quarter of the year where the information was not available to take them to panel. Work has commenced in reviewing the bereavement support available and is a priority to take forward for the next year. There have been two CDOP newsletters published and available on the LSCB web-site and training has continued with the provision of LSCB lunchtime seminars and individual team meetings.

Throughout 2012/13 The CDOP met bi-monthly to conduct reviews of child deaths and makes recommendations which included matters affecting the safety and welfare of children in the cluster of three primary care trusts and wider public health concerns. The deaths of 46 children were reviewed. This included 29 notifications within that year and a further 24 deaths from 2011/12.

The CDOP observed deaths where risk factors are evidenced in research and already addressed in practice locally and explored whether there were any additional approaches which could be taken to continue to raise awareness within the community. In particular maternal smoking both during pregnancy and post-natally, particularly when coupled with other household members who smoked. Obesity was identified as a factor in one death, although not the cause of death and the Designated Doctor for Child Protection is working with public health and the CCG towards an obesity pathway for children and families requiring secondary care.

Secure email sharing of information is through the NHS network. Last year there were some difficulties with police and LA accessing the CDOP files and following the IT changes taking place with the move to Clinical Commissioning Group, it will be important to resolve these to ensure easier access to confidential information

A business plan priority for 12/13 was to explore developing a cross borough agreement with Tower Hamlets and City and Hackney Child Death Overview Panels in order to co-ordinate and streamline service delivery. The outcome of this review was to maintain a single Newham CDOP with cross borough arrangements to see if any local and London patterns begin to emerge. Should this happen local work can be initiated to reduce deaths in those areas. Work will also continue to support families who are bereaved and Newham CDOP will work together to support this.

The CDOP annual report for 2012/13 was presented to the NSCB Executive in July 13 and contains full details of the Child Death reviews and the developments highlighted in this section.

4.8 Training and Development Sub Group report

The Local Safeguarding Children Board (LSCB) has a statutory responsibility to ensure that appropriate training on safeguarding and promoting welfare for children and young people is provided in Newham in order to meet local needs. This covers both the training provided by single agencies to their own staff, and multi-agency training where staff from different agencies train together in line with statutory guidance from Working Together to Safeguard Children.

The Training and Development Sub Group is responsible for organising a programme of training in Newham to ensure that staff and volunteers working with children, young people and/or adults who are parents/carers are competent and confident to carry out their responsibilities for safeguarding and promoting the welfare of children. The sub group met 4 times between April 2012 and March 2013 including an away day in January 2013 where the training programme for 2012/13 was agreed. The NSCB Learning and Development Programme is free of charge and details of 2012/13 programme are shown below.

Name of Course	Duration	Number of days
Safeguarding Children Framework	1 full day	x6
Protecting Children from Harm	1 full day	X9
Working Together to Safeguard Children	1 full day	X5
Impact of Parental Substance Misuse	1 full day	x1
Domestic Violence and Child Protection	1 full day	x2
Safeguarding and Child Protection for Managers	1 full day	x1
Cultural Competence in Safeguarding	1 full day	x2
Impact of Parental Mental Health on Children and Young People	1 full day	x1
Emotional Abuse and Neglect	1 full day	x1
Protecting Disabled Children from Abuse	1 full day	x1
Identifying Child Sexual Exploitation	1 full day	x1
Witchcraft, Juju & Working to Safeguard African Children	1 full day	X2
Working with Aggressive and Violent Families	1 full day	x1
Gangs Training Workshop	1 full day	X2
Duty To Refer	1 full day	x1
CFAB – Children and Families Across Borders	Half day	x2
Learning from Serious Case Reviews	Half day	x10

Lunchtime / Twilight Seminars:-		
Induced Fabricated Illness	2 hours	x1
Private Fostering	2 hours	x1
Child Death Overview Panel	2 hours	x1

Progress and Impact

This year, there has been an increase in the uptake and attendance at NSCB learning events with just over 900 professionals attending. This included 138 attendees at the SCR briefing sessions held between September-November 2012. The NSCB has improved the way events are publicised by the use of routine email circulars to the partnership.

Feedback completed by participants highlighted that learning outcomes were being met to a good or very good standard.

'It will help me to identify early signs of domestic violence and ensure that victims and children are listened to'

'I have a clearer understanding of my role as a designated safeguarding officer and the role other agencies play'

'I now have clearer ideas about information sharing protocols'

'The legal section was most useful, I thought the trainer did this well'

'Group discussions with participants was the best part'

'Learning about other agencies roles, especially regarding safeguarding and what happens next was really useful'

A full report on the outcome and impact of the 12/13 programme was presented to the NSCB Executive Board in July 13. In 2013/14, we will be following up evaluations to test post course impact and whether or not participants practice has changed as a result of them attending the training and if so how. These follow-up evaluations will start three months after the course date, the first will commence in October 2013.

4.9 Health Strategy Sub Group report

This sub group met twice between April - July 2012 and was then suspended while key reorganisation within the health service took place. It is fair to say that the impact of this group last year was limited. However, the Clinical Commissioning Group recognise the need to ensure that safeguarding remains high on the health agenda and with this aim in mind presented a report on NHS policy changes and implications for safeguarding children to the Executive Board in March 2013. The presentation concluded with a recommendation that the NHS

changes be reflected in the NSCB governance and accountability arrangements and it was agreed that a Joint Safeguarding Children Commissioning Committee, reporting to both the NSCB and CCG Governing Body, would be established in 13/14 which has now happened.

4.10 Multi-Agency Child Protection Inspection

In the autumn 2012, NSCB partners volunteered to engage with the Ofsted Multi-Agency Inspection Pilot as a way to test our progress since the Ofsted Safeguarding and Looked After Children inspection in December 2011. In December 2012 the five Inspectorate bodies were with us for 10 days looking at our early help and child protection arrangements across the partnership. Although Ofsted have decided not to take this model of Inspection forward at this time, the experience and the report proved very useful in focusing our improvement activity further this year.

There were several recommendations for the partnership which were promptly acted upon and regular progress updates have been reported to the NSCB Executive Board.

Management oversight and contingency planning to ensure that timely action is taken in all cases where children in need and child protection plans are not effective in reducing risks has been improved through a number of actions by CSC and Quality Assurance. At the end of quarter 1 2013/14, 60% of the 251 children on a CP plan had been on a plan for less than 6 months with 19% on a plan for more than 1 year.

Monitoring of the attendance of all appropriate agencies at Child Protection Conferences by the Quality Assurance team has shown that attendance is generally good. However, where there is an issue with conference or core group attendance, the Child Protection Chairs are now using the safeguarding management alert process.

The work of the MAPPA and MARAC has been scrutinised by the NSCB Executive Board and some Board members also took part in a review of the MARAC. The review made positive findings in terms of the process, information-sharing and management of risk by key partners and confirmed areas for development in relation to awareness about the MARAC and level of referrals to it. A strategic steering group for the MARAC will be set up to oversee this work. An information sharing protocol between the London MAPPA Strategic Management Board and the NSCB was agreed in May 13. Further work to develop the MAPPA data set and ensure that there are effective risk management plans in place for all Probation cases where there is risk of harm to children are being taken forward by the Performance and Quality Assurance sub-group.

Ofsted made recommendations in relation to the identification of children who are privately fostered and children that go missing from home. Both of these areas

are safeguarding priorities for the NSCB with last year's progress and impact reported in sections 3.3 and 4.4 of this report.

Section 5: Partner Agency Reports 2012/13

In this section each of the NSCB partners have provided a short highlight report of their single agency safeguarding activity and impact for 2012/13. This is a new addition to the annual report.

5.1 Barts Health Trust

Newham University Hospital NHS Trust was merged with Barts and The London NHS Trust and Whipps Cross University Hospital NHS Trust in October 2012 to become Barts Health NHS Trust. The Safeguarding Children's team became part of the Women's and ELFT Children's Health Clinical Academic Group (CAG) and is headed up by a Lead Named Nurse who is accountable to the Director of Nursing and Governance for the Women's and ELFT Children's Health CAG. Each site has both a Named Nurse and Doctor and there are two Named Midwives across the organisation. The Director of Nursing for the Women's and ELFT Children's Health CAG will be an active member of the NLSCB and will represent Barts Health at the executive committee.

Main priorities for the new organisation were/are the following:

1. Trust wide Safeguarding Children's Policy (this was completed as a day 1 priority)
2. Safeguarding Children's Training Policy which has been completed
3. Safeguarding Children's Supervision Policy
4. To become compliant with all levels of safeguarding children training- this is an ongoing piece of work.

The Trust is working hard to reach compliance with safeguarding children's training and have seen progress at all levels of training.

5.2 Newham Children and Young People Services

This highlight report covers the services provided during the child's journey from needing to receiving help and protection.

Prevention

As a result of work undertaken by the partnership last year, we are expanding our early help offer. There is evidence of a strong, shared commitment to early help: from joint work with health partners to develop a Family Nurse Partnership Programme, to the financial commitment from schools to invest in new family welfare programmes.

Families First is a key new development. The programme began in November 2012 with three pilots to test a new way of working with vulnerable families. External providers including School Home Support, Family Action and ELFT CAMHS were commissioned to illuminate good practice in the area. These providers worked with 79 families.

Following positive results with 72% (57), we went on to establish a new in house Families First Services in July 2013 with capacity to support 300 families a year as well as continuing to commission support for a further 150 families a year.

Multi-agency Triage team

Triage is a multi-agency team based at Newham Dockside that has been in operation since June 2102. The team has input from ELFT Children's Health Community services, Newham Children and Young People's services, Police Public Protection Team, Probation and the Youth Offending Team.

There are 3 key objectives: ensuring that vulnerable children get the right support from the right people at the right time. Improving the experience of schools and other partners making referrals to children's services. Reducing the volume and workload of the CSC Safeguarding and Assessment teams.

Requests for support are made through an on-line portal which has been improved in the current year, in response to feedback from partners. A programme of improvement activity has been undertaken in response to both lessons from the pilot inspection last year and feedback from key stakeholders including schools and social care. Triage has permanent staff team to allow for the development of expertise and relationships across the partnership. The recently developed workflow includes scrutiny of every request by a manager to determine relative importance and then again to make the final decision on level of need.

47 cases have been audited with off-line challenge provided by one of the child protection chairs. The audits judged that Triage decision-making is accurate in 97% of cases.

The Triage IT and phone systems have been upgraded and a new call handling system has been introduced to ensure every call to Triage is answered. Through this system worried professionals or members of the public can be put through directly to an experienced social worker to talk through their concerns. The upgrade to the IT system has enabled Police Merlins to be automatically uploaded to our system and to improve the quality of the products produced including a pdf copy of referrals for those who make their requests online.

A range of communication activity has been undertaken to ensure that partners know how to access the service and feedback from partners has informed service improvement, including the introduction of a regular newsletter for schools about action being taken to improve the operation of Triage.

Training has been delivered for staff working with children right across Newham to embed their understanding of thresholds/levels of need. So far 46 people have attended these events and sessions will continue to run on a half-termly basis. Feedback from the two Triage workshops has been very positive. Staff have said:

- 'I have a greater understanding of Triage's role & how it fits into CYPS, its development and improvement & levels of need it tries to service'.
- 'As a referrer this gives me the overall picture of levels of need/outcome by Triage'.

To get feedback about the impact improvements to Triage, a customer satisfaction survey was undertaken. The survey was open between May – July and covered experience of using Triage in the preceding months. A total of 63 respondents completed the survey. 96% described their sector as - 48% schools; 22% health and 30% other.

- 84 % (52) respondents found they had enough information to use the online portal on how to make a request for support or protection from Triage
- 63 of the respondents rated their overall view of how well the Triage Service dealt with their request 54% very good – good and 46% neutral to poor.

Children's Social Care and Safeguarding

Social Work improvement

This has been a focus for CSC to ensure that practice continually improves through the year. New roles have been created in the service to create capacity to ensure that there is space to assess the quality of practice and provide reflective supervision. A new learning and development programme based on systemic ways of working with families has been introduced. The focus has been sustained on the basic competencies around assessment, planning, intervention, supervision and the voice of the child through workshops with staff. Quality assurance has been closely linked to these priorities to evidence improvements and identify areas of further learning... Staff capability is a key focus and professional development plans have been used to identify where additional support and/or training may be required to ensure that children and their families receive a quality service. Ensuring that every child has a plan that is reviewed frequently has been a priority for CSC to avoid drift and promote effective work with partners in relation to our involvement with families.

Quality Assurance

This has continued to ensure that a wide range of information is used to evaluate the quality of our child protection work with children and families. This has included a quarterly themed audit programme, ongoing service level audits and dip testing, complaints, engagement with service users and case reviews. Findings from Alerts raised by Child Protection Chairs and the Independent

Review Officers for Looked After Children have informed improvements such as reducing the number of social workers in a child's journey through the system.

Children on Child Protection Plans

Last year, the partnership increased its focus on child protection planning and the quality of practice. The Strengthening Families approach for Child Protection Conferences was introduced from March 2012 with briefing and guidance notes for partners. This approach has a greater focus on safety and outcomes than traditional conference models and promotes greater participation from parents and children. Alongside this development, advocacy services were extended to Children with a CP plan.

Child Protection Quality Panel

The Child Protection Quality Panel took place monthly and has been a key multi-agency quality assurance process, designed to quality assure decision making and planning of child protection conferences.

The performance data for last year shows a reduction in: the number of children subject to a child protection plan for two or more years; the numbers of Child in Need cases open 2 years + and better quality CIN planning. The NSPCC were commissioned to jointly assess reunification plans for children that had been removed from home due to safeguarding concerns. This led to 10 children returning to their birth families.

Looked After Children and Care Leavers

The Corporate Parenting Board provides the main scrutiny and challenge to the corporate parenting role offered by Children's Social Care. However the NSCB has had oversight of some key priorities relating to the safeguarding of our Looked After Children. There has been a particular focus on the risks relating to going missing and sexual exploitation. A report presented to the Board at the June meeting summarised key safeguarding issues and progress relating to our looked after children and care leavers and we will be ensuring that lessons from recent cases in Rochdale and Oxfordshire are implemented in Newham. Children and Young People's Scrutiny in the Council has been prioritising arrangements for looked after children this year which will lead to strengthened Corporate Parenting arrangements. NSCB partners attended a scrutiny meeting during the year where case studies were used to test out the improvements being put in place for looked after children and the role of Corporate Parenting Board.

IRO alerts Improving Practice

The increase in the number of alerts raised is viewed as positive. Independent Reviewing Officers are encouraged to raise alerts appropriately. Information elicited from the incidence and issues identified from the LAC alerts will continue to be used to target support and challenge to teams and services to improve practice.

A nominated Independent Reviewing Officer is currently working alongside the Looked After Children Teams to provide coaching and training to staff and managers. The development and progress of care plans has been identified as the initial area for additional support. Arrangements are in progress to nominate other Independent Reviewing Officers who can provide this service and extend the offer to other teams

5.3 East London NHS Foundation Trust ELFT

Role of Safeguarding Children Teams

The Trust's Safeguarding Children Teams continue to provide an in-house mandatory training programme at Levels 1, 2 and 3 and to be available to provide advice and support to all staff.

All ELFT Community Health service staff working directly with children, e.g. health visitors, school nurses, therapists and children's specialist nurses, receive child protection supervision appropriate to their role. In addition, the service provides group supervision for newly qualified health visitors and school nurses and for agency health visitors. The team continue to offer supervision to nursing staff in the Urgent Care Centre.

Involvement in NSCB and other partnership work

- The Trust actively participates in the work of all NSCB groups and has a membership on most groups – the Board, Business Management Group, Training, Child Protection Quality Panel, Faith and Culture, Serious Case Review, Child Death Overview Panel, Performance and Quality Group.
- In addition the Trust is represented at MARAC, MAPPA, Corporate Parenting Board, Families First Steering Group and Children's Integrated Resource Panel (CHIRP).
- The Trust has actively participated in NSCB multi-agency case audits
- The embedded community safeguarding team has presented single agency audit work (i.e. safeguarding management alerts) to the directorate Paediatric Governance Group and the Performance and Quality Assurance Sub-group of the NSCB

ELFT CAMHS has improved its partnership working with Children's Social Care in several ways:

- The Families First pilot involving CAMHS practitioners is embedded in Children's Social Care teams.
- CAMHS staff attended a two day training course in Assessment, Care Planning, Risk and Outcomes (ACRO) run by the LBN Early Intervention Service.
- CAMHS is collaborating with LBN and Afruca in the joint Dove Project on spirit possession and faith-based abuse.
- CAMHS has an agreed escalation system with Children's Social Care for concerns on either side about the progress of referrals to each other.
- All safeguarding management alerts are dealt with promptly and appropriately.

- The Coborn Centre has continued to develop its relationship with the LADO and its systems for the timely reporting of allegations against staff.

ELFT Community Health Newham (EAST LONDON NHS FOUNDATION TRUST) has improved its partnership working with Children’s Social Care in several ways:

- The Children’s Triage Service includes two dedicated health visitors
- Five members of staff have attended the domestic violence champions training
- There is a process in place to update and align data on RiO with that held by LBN

Delivery of External Training

- ELFT delivers the NSCB ‘The Impact of Parent Mental Illness’ training which continues to receive good feedback
- ELFT CAMHS delivered a Tier 1 mental health training course (five half days) for Newham children and young people’s workforce
- The ELFT community team safeguarding advisors provide training to foster carers
- The ELFT community team co-ordinate annual accident prevention work for Child Safety Week

Involvement in SCRs and Learning Reviews

- The Trust was involved in two Learning Reviews and finalised work on an SCR
- All outstanding recommendations from SCRs have been implemented.
- SCR recommendations have led to key policy changes to improve practice and safeguarding.

Inspections

The Trust was actively involved in the Pilot Ofsted/CQC inspection on multi-agency arrangements for the protection of children in December 2012. It found that children with emotional and mental health needs had good access to help from CAMHS without undue delay. CAMHS was complimented for its strong child centred approach and its sensitive and effective work to address cultural conflict between children and their families. There was also good feedback in relation to adult mental health services and ELFT Community Health services.

EAST LONDON NHS FOUNDATION TRUST Future Plans 2013/14

- Expansion of embedded CAMHS Social Care/Families First Team
- Continued participation in NSCB multi-agency audits
- Explore how the Triage service can access Mental Health Electronic Patient Record Systems
- Development of Electronic Patient Record Systems in relation to flagging and recording safeguarding children information
- Further development of Coborn Centre relationship with LADO
- Review support needed for the Perinatal Mental Health Team's involvement in Child Protection processes
- Embedding consideration of safeguarding children in adult mental health services and CAMHS supervision arrangements
- Review Safeguarding Children training delivery methods in the light of the UK Core Skills Training Framework Subject Guide produced by Skills for Health
- Implement Family Nurse Partnership programme for pregnant women aged 19 and under who are expecting their first baby
- Continue to expand health visiting service and offer of clinical placements for student health visitors

5.4 Housing

Safeguarding training was provided to front line staff with 64 staff attending sessions during June and July 2012. Feedback from the training has been positive though additional training required is currently being assessed, with a view to more tailored guidance or training being provided on issues such as thresholds for neglect, improved input to child protection conferences and improved information exchange for serious incidents and child deaths. This will be taken forward with the NSCB in 13/14.

On a strategic level, the impact of welfare reforms and identifying vulnerable families directly affected by these legislative changes has been a priority for the Service- effective partnership work with Children and Adult Services to assess the impact and identify individual families affected who require tailored support has been undertaken over the past year and will continue to be a priority going forward

Housing services has introduced a visiting and audit programme for council properties and a priority for the current year will be utilising this home visit programme more effectively to identify safeguarding and vulnerability issues, children missing from school and flagging cases where children have moved on from addresses where concerns regarding safeguarding may be raised as a result of this change in household

An inter service protocol was introduced in 2012 to assist services to deal more effectively with domestic violence cases and this is programmed for review this year, given gaps identified in how emergency accommodation or transfers are managed and facilitated, both in borough and out of Newham

5.5 Local Authority Designated Officer (LADO)

Each local authority is required to have a designated officer (LADO) whose role it is to oversee the safe and effective management of allegations against individuals who work with children, whether they are employed or working in a voluntary capacity.

In Newham, the operational role of the LADO is undertaken by the Safeguarding & Quality Assurance Officer, with oversight from the Service Manager, Quality Assurance. The role is based in the Children's Planning and Review Team, which is part of the Quality and Delivery Service, within the Operations Directorate.

Referrals in 2012/13 (98 in total) were reasonably consistent with the previous two years with a slight rise as illustrated in the table below. A factor of this increase may be in part be due to the raised profile of the LADO Procedures, improved communication with schools especially given the creation of a specialist post, Safeguarding Lead in Education (SLE).

There continues to be a mix of referrals made across the multi agency network. Notably, there is still an absence of referrals from faith organisations, including faith schools and this will be included in the Faith Engagement work plan for 13/14.

MAIN REFERRER BY AGENCY			
Police	10	Faith Organisations	0
Early Years	4	Private and Voluntary Organisations	2
Education	36	Ofsted	0
Fostering	1	Other Local Authority	11
CYPS Safeguarding	24	Other	6
Health	4	Total:	98

Outcomes of Enquiries

ACTIVITY SUMMARY	OUTCOMES OF CASES PROGRESSED TO LADO STRATEGY			
	Substantiated	Unsubstantiated	Unfounded	Malicious
Quarter 1	1	12	0	0
Quarter 2	2	5	2	0
Quarter 3	3	4	0	0
Quarter 4	2	10	0	0

Outcome Totals:	8	31	2	0
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Safer Workforce Training was delivered as part of the NSCB training programme and briefings on the new Disclosure and Barring service have been delivered to the NSCB partnership.

The LADO worked closely with the Safeguarding Lead for Education, Faith Engagement Officer, and Group Manager for Early Intervention and partner agencies to ensure good communication and support to ensure a robust and transparent response to allegations against staff and volunteers working with children.

5.6 Metropolitan Police Service

The Metropolitan police are under a major reorganisation to improve the way victims are dealt with and to improve the service offered to, families and communities. This comes under the Met-Change programme and for Boroughs, the Local Policing Model (LPM). It is not known at this stage the impact that it will have on the Metropolitan police staff or communities we serve. Staffs are regularly updated with changes and have a forum where views and good ideas are exchanged.

Borough Operations Command Unit Perspective of Newham

General changes to local policing

The structure of crime investigation is changing, as is the case with all London Boroughs under the new Local Policing Model. However, staffing numbers remain unaffected in the Community Safety Unit, Public Protection Desk, Missing Person Unit and Jigsaw Unit (managing Registered Sex Offenders)

Locally there has been an increased focus on information sharing on a number of fronts and are pleased with the levels of progress made to link safeguarding and gang violence issues within the partnership.

The borough police response to safeguarding has been the subject of review not only by the Joint Ofsted/ HMI team but has also been the subject of checking by the MPS central Multi Agency Safeguarding Hub (MASH) unit in March 2013

Learning has been identified as a result of both of these reviews and is welcomed by Newham Police. All Police Teams have worked closely with the central MASH team to improve practices; these measures are explained more fully below and we have received positive feedback in relation to current practices.

MASH Update

A Detective Chief Inspector has been leading on the improvements in collaboration with the Detective Sergeants from the PPD and central MASH implementation team respectively.

The following is now being achieved as a direct result of this collaborative work:

- Staff are now fully up to date on best practice research standards; including the Child Risk Assessment Matrix (CRAM). A review of practice has found research to be meeting satisfactory standards
- Full compliance with the MASH research toolkit
- Full Domestic Abuse, Stalking and Harassment (DASH) risk assessment now captured within relevant Merlins
- Increased frequency (to twice daily) of meetings and collaboration between triage manager and Detective Sergeant to formalise decisions on dissemination in fast time.

CAIT Perspective

The Child Abuse command has amalgamated with Sapphire, the Rape command (SC&O2), and are now called the Sexual Offences, Exploitation and Child Abuse Command. There has been no change at front line policing level. The changes will emerge at management level - combining responsibilities to reduce staff and costs.

Newham CAIT performance targets for 2012-2013

- To achieve a **22%** detection rate (charge or caution) for all CAIT offences **24.4%** achieved by Newham CAIT
- To achieve **5%** reduction in violence with injury offences **25.8%** achieved
- To achieve **37%** detection rate for Violence with Injury **25.6%** achieved
- To increase by 6% the number of detections for rape **6.7%** achieved

We are also monitoring the number of children on Child Protection Plans (CPP) for more than 15 months. Newham number of children on CPP plans = 224 (as of 31st July 2013). Number of children on CPP +15 months = 28 (8% of CPP - same as London average).

CAIT have initiated Project Topaz, which is a three pronged approach to CPP's by:

- Reviewing the effectiveness of CPP plans and challenging where appropriate
- Engaging more with (Borough Operational Command Unit) BOCU officers / Safer Neighbourhood Team (SNT) to target families of concern
- Review every child on a plan who becomes new victims of crime at management meetings.
- Detective Sergeant is a member of the Multi Agency Child Protection Quality Assurance Panel that meets monthly.

Governance & Scrutiny

CAIT are continually monitored through Central Head Quarter Daily Grip and Pace meetings which scrutinise performance and challenge decisions where appropriate. The command has regular bi-monthly senior meetings where performance is reviewed and good practice identified and disseminated between teams.

Future Priorities and Aspirations

The Sexual Offences, Exploitation & Child Abuse Command is expanding in order to take primacy for Sexual Exploitation. They have just concluded a three month pilot with two London boroughs to assess how this new protocol will work. The results are being reviewed and it is anticipated that the new team will have capacity to fully tackle sexual exploitation by late Autumn / Winter 2013.

In the interim, all referrals regarding concerns for CSE can be submitted to either the MASH or CAIT referrals desks.

A long term priority is to develop a victim focussed tool to allow our victims a voice to feedback their experiences and enhance our investigative methods. Our partnership team and training unit are developing a victim questionnaire whereby we can seek their views in order to help frame a better response. This will initially be targeted towards adult victims but a second phase aims to include scoping the views of children, the results of which will continually feed into our internal training.

Impact and Outcomes

MPS CAITs are in the process of considering alternative performance indicators for positive outcomes for children. This work is in progress but will ultimately be decided by the MPS Commissioner.

A priority of MPS is to reduce the number of victims who are affected by violence with Injury (VWI) - this is a target for the Child Abuse Command as is detecting these crimes through judicial disposals.

5.7 Probation Service

During 12/13 the London Probation Trust deployed its revised Safeguarding Children Policy and Procedures. The new Policy has an increased emphasis on the importance of Home visits where there are Child Protection concerns, and introduces the notion of "Think Family." Three comprehensive briefings were delivered to all staff in the Local Delivery Unit (LDU) during the 1st quarter of 2013.

The Probation Trust conducts monthly peer review audits from which safeguarding children has been identified as a priority area of improvement with audit findings reported to the Performance and Quality Assurance Sub-group of the NSCB.

Six weekly Transition tracking meetings were established to monitor progress of individual cases (2012) with Transition Safeguarding Protocol in place and being well-used (2012).

Last year, Probation contributed to the following NSCB areas of work:

- A co-operation and communication safeguarding protocol between London MAPPA Strategic Management Board and the NSCB was introduced in April 2013.
- Contributing data quarterly for the Multi-Agency Performance Framework

- NSCB membership of the POA group and Executive Board
- A joint review with the police and Local authority of the Newham MARAC

The priorities for 13/14 are to:

- Monitor implementation of the new London Probation Trust (LPT) Safeguarding Children Policy and Procedures
- Manage Partnership delivery arrangements, during the National Transforming Rehabilitation restructure of the Probation Service
- Effectively integrate Probation in to the local MASH arrangements
- Ensure that there is sufficient oversight and scrutiny of the work and consistent representation at MAPPA meetings, including from Housing MAPPA and MARAC by Children's Services (Ofsted Pilot Inspection, Recommendation)
- Ensure there are effective risk management plans in place in all Probation cases where there is a risk of harm to children (Ofsted Pilot Inspection Recommendation)

5.8 Youth Offending Service report

There were 193 first time entrants (FTEs) in 12/13 compared to the previous year which is a positive decrease of 34.6% and the introduction of youth conditional caution and Triage are mechanisms which have been utilised to reduce the volume of first time entrants. The Youth Conditional Caution is a formal out-of-court disposal, but with compulsory assessment and intervention attached to it. A Youth Conditional Caution may be offered when a young person admits an offence, there is sufficient evidence for a realistic prospect of conviction and when the public interest can best be served by the young person complying with suitable conditions rather than a prosecution. The contribution of the YOS to safeguarding young people at risk from serious youth violence and knife crime is described in section 3.2 above.

All 20 YOT case managers attended NSCB training in 2012/13 to maintain up to date safeguarding skills and knowledge. There has been close working with the CSC teams and regular professional meetings have been convened to ensure information relating to safeguarding forms part of an integrated plan. Where there have been concerns by YOS team managers these have been escalated to the relevant CSC team manager. There have been some good examples of joint working. For example, in a case where the young person had gang affiliation the family were supported by CSC to move out of the borough. Multi-systemic treatment interventions have been used to address underlying family concerns leading to reported improvements in parenting.

Joint work in relation to young people with gang affiliations and continuing to reduce serious youth violence remain priorities in 2013.

Section 6: Conclusion

This annual report provides evidence of the effective partnership working of the NSCB in co-ordinating local services to safeguard and promote the welfare of children. It is clear that stakeholders are committed to working together and providing challenge and scrutiny to each other and the partnership collectively to achieve a shared goal. Meeting the needs of a rapidly growing and ever changing population is a challenge but one that the stakeholders and partners are ambitious to achieve with high aspirations for the services delivered and the community they serve.

The work undertaken in 2012/13, as demonstrated in this report, puts the Board in an excellent position to deliver on the Strategic 7 year 20/20 Vision and Business Plan for 13/14. We hope that the commitment by partner agencies to support the development of these plans will ensure that the NSCB goes from strength to strength, delivering against its priorities with clear evidence of positive impact for local children and their families in 2013/14 and beyond.

Section 7: Business Planning Ahead 2013/14: NSCB 20:20 Vision

This section details the Board's strategic priorities and the process by which they were identified.

The priorities for the NSCB in 2013/14 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 2013/14 was informed by the Board's assessment of safeguarding arrangements which involved scrutiny of local performance management information, audit, self-assessment and the monitoring of recommendations arising from inspection. 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 March 2013 to plan ahead for 2013/14 priorities and set the strategic plan for the next 7 years, named Newham's 2020 vision. The business plan focuses on key priorities and does not detail all the work of the sub groups. This is set out in their work plans.

The business plan is split into 2 parts. Part A focuses on the business process priorities and part B for safeguarding practice priorities. The overarching priorities are as follows:

Part A

- Multi Agency Performance Management
- Governance Arrangements
- Communications

Part B

- 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

The 2020 vision has the following longer-term Strategic Priorities:

- Children's Participation and Engagement
- Substance Misuse – Both Parental and Young Person
- Preventing and Responding to Bullying
- Housing, Overcrowding, No Recourse to Public Funds, and Impact of Welfare Reforms
- E-Safety
- Safeguarding in Education
- Safeguarding Disabled Children
- Safeguarding Across Faith and Culture
- Adult Mental Health

7.1 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 the 2020 Vision (see previous page).

2013/14 priorities are separated into two parts:

Part A – Business Process Priorities

Part B – Safeguarding Practice Priorities

Part A – Business Process Priorities

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	Resources/Commissioning Intentions
1	Deliver, and continually improve the multi-agency performance report.	Chair, PQA Sub-Group Strategic Lead for Data and Impact	Dec 2014		
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	Chair, PQA Partnerships and WFD Manager	July 2013		

	performance.				
3	Multi-Agency qualitative audit commissioned in relation to the child's journey through services.	Chair, POA Sub-Group Partnerships and WFD Manager	July 2013		15K external commissioning
4	Agree a forward plan of multi-agency audits—minimum three in 18 month cycle	Chair, POA	Oct 2013		30K external commissioning
5	To monitor the partnership's progress in relation to SCR action plans.	Chair, SCR Sub-Group	March 2014		
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		

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	Resources/Commissioning Intentions
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		
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		5K Lay member costs
3	Continue to strengthen accountabilities between the NSCB, Health and Well-being Board and Children's Trust	Chair, Executive Partnerships and WFD Manager	Nov 2013		

		Service Manager	Delivery		
4	To work with neighbouring boroughs to ensure Newham has a system of support for bereaved families.	Chair, CDOP	February 2014		
5	To audit the effectiveness of support to bereaved families.	Chair, CDOP	July 2014		

3. Communications

To audit the effectiveness of support for families.

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	Resources/Commissioning Intentions
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		
2	Launch two new key communication tools: NSCB Newsletter and web site.	NSCB Business Manager	Aug 2013		25K
5	To lead the partnership's response to the revised London CP Procedures, in order to ensure local safeguarding arrangements	NSCB Business Manager	June 2013		

	are effective.				
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		

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	Resources/Commissioning Intentions
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		
2.	Using the Children's Commissioner CSE performance tool, evaluate partnership effectiveness in relation to this	Chair, Missing/CSE Sub-Group Strategic Lead for	End March 2013		

	issue. Repeat review of dataset	Data and Impact	July 2014; Dec 2014		
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		
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		20K Commissioning Budget
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		

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	Resources/Commissioning Intentions
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		
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		
3	Review the partnership's strategic response to serious youth violence, particularly as it relates to schools, to ensure	Deputy Director, Children's Social Care Detective Inspector	June 2013		

	there is a seamless, well understood and effective approach.	responsible for SYV and Gangs			
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		

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	Resources/Commissioning Intentions
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</p>	<p>Chair, Executive</p> <p>Deputy Director, Children's Social Care</p>	July 2013		20K.

	people.				
2	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.	Chair, POA DCI for CAIT, DCI for Borough Police	June 2013		
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 Reporting to Exec Board Jan 14		
4	Scrutinise the impact of the 2012 review of domestic violence service pathways.	Chair, Executive Domestic Violence Coordinator	July 2013 Reporting to Exec Board Jan 14		
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 Reporting to Exec Board Jan 14		

4. Early Intervention, Prevention and Multi-Agency Thresholds

Objective:

To assure the partnership that children with additional needs and their families have access to high quality early intervention 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
- A corresponding reduction in referrals to Safeguarding Assessment service
- Children in receipt of early intervention services show improved outcomes
- -Good understanding of local thresholds evidenced by appropriate requests/referrals for support and intervention

	Task	Lead	Target dates	Risk and Progress Rating	Comments
1.	Review the early intervention 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		
2.	Multi-agency audit to assess quality of step up/down processes.	Chair, POA via external auditors	Aug 2013		
3.	Policy Sub-Group to lead the development of a local assessment framework which specifies service pathways and	Chair, Policy Sub-Group	March 2014		

	eligibility criteria.				
4.	Board Executive to scrutinise effectiveness of Triage via both multi-agency audit and quarterly multi-agency performance reports.	Chair, Executive	March 2014		

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	Comments
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	.	15K
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		
3.	Board Executive to scrutinise arrangements for privately fostered children.	Chair, Executive	Feb 2014		
4.	New data capture tool used in Children's Social Care to be used	Chair, PQA	Nov 2014		

	to monitor the numbers of trafficked children; reports to be reported to PQA via the multi-agency performance framework.				
5.	Local policy to be devised in relation to the partnership approach to trafficked children.	Chair, Policy Sub-Group	March 2014		

7.2 Newham Safeguarding Children Board 2013/14– Governance Framework

