

# Newham Safeguarding Children Board Business Plan 2015 to 2017



## Introduction

We are committed to ensuring that vulnerable children and families in Newham have the best possible outcomes. Over the last few years, significant progress has been achieved – progress which was noted in the Ofsted review of the effectiveness of the LSCB in 2014. We have reflected upon and refreshed our strategic plan for 2013-2020 and produced a two-year business plan to reflect our key safeguarding priorities. This plan will be reviewed within 12 months to assess progress and outcomes.

These priorities are:

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1. Early Help, Prevention and Thresholds
2. Effective Partnership Working with Families Experiencing Parental Mental Health and Parental Substance Misuse
3. Protecting Children and Young People from Domestic Abuse, Harmful Practices and Neglect in their Family Environment
4. Protecting Children and Young People in the Community: the Prevention of Child Sexual Exploitation and Extremism

The business plan reflects these above priorities as well as areas for improvement identified in our annual self-assessment. And this will be accompanied by a more detailed work plan for each of the Board's sub-groups. We will measure progress against the plan by using feedback from families, staff surveys, multi-agency audit and our section 11 programme. The successful delivery of the plan will be achieved through:

- Our continuing investment in multi-agency training and workforce development
- Enabling children and young people's participation and engagement
- Evaluating the experience of children, young people and their families
- Evidence of successful community engagement

The Executive Board chaired by David Sanders, Independent Chair will receive quarterly reports on progress, provide challenge, identify any emerging issues and agree remedial action to ensure that we maintain an LSCB effectiveness that is good and is striving to become outstanding. The Business Management Group of the Board will be responsible for developing the performance framework that will be utilised alongside this plan together with the work plans for the respective sub-groups of the Board.

The Independent Chair and other Executive Board members are actively engaged in the Children's Trust, the Health and Well-being Board and the Crime Reduction Partnership. This enables the safeguarding of children to be prioritised and reported to each body and the work of the respective boards well demarcated, with effective links, communication and synchronisation between them and their work plans.

Document Owner  
Document author

**Priority 1 Early Help, Prevention and Thresholds.** We want to be assured that children who need support and protection receive the right support at the right time; that the number supported through early help increases and the current demand for a statutory social work service is reduced.

	Outcome	Key Activities over 2 years	Input/Resources	Lead	Output/Measures
1.	<p><b>Within 6 months</b> All professionals in universal services understand their role in offering Early Help to children and families</p> <p>There is a clearly defined Early Help offer and professionals and local residents know how to access the Early Help offer</p>	<p>Launch of the Early Help Workforce Development Plan</p> <p>Launch of integrated working processes</p> <p>Launch of a shared communication plan</p>	<p>Early Help Partners Forum using local professional networks</p> <p>Early Help Partners Forum with local commissioners involving roadshows; NSCB Website; Newham Mag; local networks; leaflets</p>	Head of Early Help	<p>Staff surveyed in Universal services report that they are using the Early Help Framework with families</p> <p>Early Help offer is well-publicised and known about</p> <p>Section 11 returns from Universal services show that Early Help is being delivered</p> <p>Number of children and families receiving Early Help from Universal services increases</p> <p>Number of Triage</p>
2.	<p><b>Within 12 months</b> Parents are being supported to have the skills and knowledge to encourage their</p>	<p>Launch of a co-ordinated parenting strategy</p>	<p>Service offer from universal and targeted services</p>	Head of Early Help	<p>Number of Triage</p>

	<p>children to become emotionally resilient</p> <p>The effectiveness of the Early Help offer has been tested</p>	<p>Review the evidence of what works best and agree further investment accordingly</p>	<p>Data and intelligence analysis</p>		<p>referrals for child in need assessments reduces</p> <p>Number of child in need plans reduces</p>
3.	<p><b>Within 2 years</b></p> <p>Children are being supported to have the skills to be emotionally resilient to deal with life's challenges</p> <p>Early Help has reduced the demand on safeguarding services</p>	<p>Delivery of intervention programmes (including Headstart) relevant to the needs of Newham children and young people</p> <p>Targeted help offer is offered to families where parental risk factors are present</p>	<p>Headstart delivered in pilot schools with further funding guaranteed</p> <p>Family Assessments carried out by Adult services</p>	<p>Head of Early Help</p> <p>Lead for Adult Social Care</p>	<p>Children's reported resilience through the HeadStart survey</p> <p>Family assessments lead to Early Help being provided</p>

**Priority 2 Effective partnership working with families affected by parental mental health and parental substance misuse.** We want to be assured that children living with adults that have mental health and/or substance misuse needs are identified early and effectively supported through joined up and responsive services.

	Outcome	Key Activities	Input/Resources	Lead	Output/Measures
1.	<p><b>Within 6 months</b></p> <p>Professionals know which assessments and pathways to use in order to meet the needs of children and their parents</p>	<p>Launch of the Family Assessment model in Adult Social Care, working alongside the Early Help Framework in CYPs</p> <p>Look at different tools for parental assessment within substance misuse, and EFLT Mental Health</p>	<p>Adult-Children Sub-group</p> <p>Early Help Partners Forum</p> <p>Training offer via the LSCB, Adult and Early Help L&amp;D programmes</p>	<p>Adult-Children sub-group chairs</p>	<p>Staff surveyed in Adult services report good understanding and application of the Family assessment model</p> <p>Staff engagement in relevant training</p> <p>Number of young carers identified by ASC, Substance misuse and AMH</p> <p>Referrals to CRI substance misuse service from ASC and CSC</p>
2.	<p><b>Within 12 months</b></p> <p>Families experience a joined up and high</p>	<p>Local survey of joint working to identify</p>	<p>Safeguarding leads</p>	<p>Adult-Children</p>	<p>Section 11 returns from</p>

	quality response from the professional network	what is working well and what could be improved  Multi-agency audit of early help and statutory cases	Feedback from families  Pause Project	sub-group chairs	Adult services show the quality and impact of joint working  Improvement plan developed from survey findings  Audit findings show engagement of Adult services in Early Help and statutory plans for children; plans reflect this contribution
3.	<b>Within 2 years</b>  Our local offer demonstrates best practice and good value for money	Development of a joint needs analysis with commissioning intentions	Adult Mental Health contribute to the CYPS Triage team	Adult-Children sub-group chairs	Number of children at the edge of care reduces

**Priority 3 Protecting Children and Young People from Domestic Abuse, Harmful Practices and Neglect in their Family Environment.** We want to be assured that multi-agency interventions in these three areas are effective in safeguarding children from further significant harm. Through its Performance Framework, the NSCB will scrutinise these areas as well as continuing to monitor the child protection system as a whole.

**Priority 3a Protecting Children and Young People from Domestic Abuse.** We want to be assured that services and service pathways to tackle domestic abuse are leading to positive outcomes for children living in families where this is an issue

Outcome	Key Activities	Input/Resources	Lead	Output/Measures
<b>Within 6 months</b> We have a clear understanding of how local services and pathways are operating	Focus group with DV champions to test out what is working well and what could be improved	DV Champions	Adult-Children sub-group chairs	Improvement plan developed from focus group findings Section 11 returns from DV services show their contribution to safeguarding children Reduction in repeat case to the MARAC Children on CP plans report they feel safe Reduction in second and subsequent CP plans
<b>Within 12 months</b> Children identified as affected by domestic abuse are receiving early or statutory help	Multi-agency audit of cases receiving an Early Help or Statutory service	Early Help Partners Forum PQA sub-group	NSCB Business Manager	
<b>Within 2 years</b> The safety and resilience of children affected by domestic abuse increases	Repeat audit of cases	Early Help Partners Forum PQA sub-group	NSCB Business Manager	

**Priority 3b Protecting Children and Young People from Harmful Practices.** We want to be assured that community and professional networks are aware of children harmful practices (including abuse linked to a faith or culture belief; FGM; forced marriage or so-called honour based violence) and take steps to protect individual children from such practices.

	Outcome	Key Activities	Input/Resources	Lead	Output/Measures
1.	<b>Within 6 months</b> All professionals are confident that they know how to recognise and safeguard children from harmful practices	Consultation with safeguarding leads to test local awareness and knowledge and how to increase the identification of harmful practices	Analysis of referrals made and outcomes	Strategic Lead for Safeguarding for CSC	Increase in number of cases referred to Triage  Agency attendance at NSCB training courses  Community members report increased confidence in addressing practices
2.	<b>Within 12 months</b> The local community are helping to protect children from harmful practices	Community roadshows	Community Safeguarding Forum with Neighbourhoods DV and FGM Champions	NSCB Business Manager	Audit findings show that referrals receive the appropriate outcome; that strategy meetings are a feature of safety planning; and that plans made have increased children's safety
3.	<b>Within 2 years</b> Children at risk are promptly identified and protected	Multi-agency audit of cases referred	PQA sub-group	NSCB Business Manager	



**Priority 3c. Reducing harm to children caused by neglect.** We want to be assured that professional responses to neglect are timely and that children are not left for too long in neglectful situations likely to cause long-term harm to their development and future life-chances.

	Outcome	Key Activities	Input/Resources	Lead	Output/Measures
1.	<b>Within 6 months</b> We have increased our knowledge about how well we are protecting children from neglect	Multi-agency audit of CP cases  Test DNA follow-up systems for children with clinical needs /disabled children	PQA sub-group  Joint Health Safeguarding Group	P&WD manager Designated Nurse for Safeguarding CCG	Improvement plan developed from audit and test findings  Reduction in repeat referrals and assessments
2.	<b>Within 12 months</b> We have a strategy in place to tackle neglect using Early Help as well as statutory intervention	Introduce a validated assessment tool for use in universal, targeted and specialist services	Early Help Offer Amber Centre	Service Manager for Early Help Strategic Lead for Safeguarding CSC	Audit findings show that assessments and interventions to address neglect are improving outcomes for children  Practitioners report that they have the right knowledge, tools and resources to respond to child neglect
3.	<b>Within 2 years</b> Children receive a level of care that enables them to develop and reach their full potential	Multi-agency audit of Early Help and CP cases	Early Help Partners Forum PQA Sub-group	NSCB Business manager	

**Priority 4 Protecting Children and Young People in the Community.** We want to be assured that children and young people are effectively safeguarded from harmful influences, from adults or their peers, within the local or wider community. In this section of the plan, the NSCB has prioritised the prevention of i) child sexual exploitation and ii) extremism.

**Priority 4 a) Child Sexual Exploitation, Missing Children and Child Trafficking.** The NSCB needs to understand the nature and extent of local issues in relation to child sexual exploitation, missing children and child trafficking and oversee effective information sharing and the development of local strategy and action plans.

	Outcome	Key activities	Input/Resources	Lead	Output/Measures
1.	<p><b>CSE and Missing Children</b></p> <p><b>Within 6 months</b> The local and business community have a better awareness about CSE and know how to refer their concerns</p> <p>Young people at risk of CSE have access to the right information and support</p> <p>CSE activity is</p>	<p>Roll out of Operation Makesafe working with the Business Community, Licensed Premises and Enforcement teams</p> <p>Consult with young people about what they want and how they want to access this</p> <p>Develop a Newham CSE and Missing</p>	<p>Dedicated resources from the Met Police</p> <p>Young People's Safety Group/local youth groups</p> <p>Police and CSC held</p>	<p>Borough Commander</p> <p>Chair of YP group</p> <p>Chair of MASE</p>	<p>Local and business community report increased understanding of CSE</p> <p>Increase in CSE referrals</p> <p>Resources on NSCB website</p> <p>Number of arrests/convictions</p> <p>Case audits show</p>

	<p>disrupted as a result of effective multi-agency working</p> <p>All children that go missing are followed up according to agreed protocols</p> <p><b>Within 12 months</b> All professionals are informed about CSE and know how to refer young people for appropriate support and protection. Young people that have been sexually exploited are receiving services that increase their emotional resilience</p> <p>The NSCB is confident that it understands</p>	<p>Problem Profile</p> <p>Quality assurance and analysis of the missing reports for individual children</p> <p>Deliver and evaluate CSE training plan; target attendance by placement care providers</p> <p>Review and Refresh of CSE strategy and procedures</p> <p>Develop mechanisms for engaging with young people affected by CSE</p> <p>Develop a local profile</p>	<p>data</p> <p>Established procedures</p> <p>Training and Missing/CSE sub-groups</p> <p>CSE Co-ordinator Young People's Safety Group / CiCC council</p> <p>Case file audit and sampling; data from Met police MASE and MAP meetings</p>	<p>CSC Strategic Lead, Safeguarding CSE / Group Manager, Support &amp; Attendance Sub-group Chairs</p> <p>CSE Co-coordinator</p>	<p>children are safeguarded effectively</p> <p>Section 11 returns show agencies taking action to address CSE</p> <p>Feedback from Young People and reported resilience (Headstart)</p> <p>Changes in young people's understanding and attitudes changes to CSE</p> <p>Reduction in repeat missing episodes</p> <p>Return interviews show evidence of purposeful engagement with young people</p> <p>Referrals to CYPS Triage and CSC case held data</p>
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	<p>the extent and nature of child trafficking as it affects children and young people in Newham</p> <p>Staff within the partnership are well informed about child trafficking and know which referral mechanisms to use</p>	<p>of young people that are known to have been trafficked to inform risk management of current and new cases</p> <p>Evaluate impact of last year's training on current practice; triangulate to referral source</p> <p>Raise awareness of the referral process across the partnership</p>	<p>Case audits</p> <p>Training sub-group</p> <p>Multi and single agency training;</p> <p>Posters and leaflets; newsletters</p>	<p>CSC Strategic Lead, LAC</p> <p>NSCB Business Manager</p> <p>Missing and CSE sub-group members</p> <p>NSCB Business Manager</p>	<p>Use of National Referral Mechanism for Human Trafficking</p> <p>Number of assessments where trafficking is a risk factor</p> <p>Case audits and referrals rates show impact of training and awareness raising</p>
	<p><b>Year 2</b></p>	<p>Activities will be informed by the progress and outcomes from yr 1</p>			

**Priority 4 b) Young People and Extremism.** The NSCB needs to consider the partnership's current safeguarding arrangements to be assured of their effectiveness and to identify ways in which current safeguarding arrangements can be strengthened.

	Outcome	Activity (NB some activity may be repeated over time)	Input/Resources	Lead	Output/Measures
1.	<b>Within 6 months</b> Governance and delivery arrangements for this priority are agreed with the Community Safety Partnership	Establishment of a CYPS Task and Finish group	Relevant staff from across the partnership	CSC Strategic Lead, LAC	Work plan underway
2.	<b>Within 12 months</b> All agencies understand their role in identifying risk  Maintained schools can evidence how they comply with the	Safeguarding sessions bringing together Newham's Safeguarding and Community Resilience leads and the Police, with Secondary Schools Safeguarding Leads and Primary School Head teachers  Review of schools section 11 audit tool to ensure it sufficiently	LBN Paper on 'Promoting fundamental British values as part of spiritual, moral, social and cultural (SMSC) development in schools  Schools Safeguarding Network/Learning and Achievement team	CSC Strategic Lead, LAC	Action plans from School Governing Bodies  Section 11 returns report on what schools are doing to raise awareness and any outcomes from this  Appropriate referrals are made to Triage

	safeguarding and tackling discrimination requirements in section 78 of the Education Act (2002)	addresses questions of safeguarding from violent extremism  Summary of issues in post-16 provision	Learning and Achievement Team with local colleges		and Prevent team  Staff report increased understanding of how to respond
	Professionals working with young people identify risk and make appropriate safeguarding referrals  Young people are protected from involvement in violent extremism and know where to go for help  Faith communities and providers of independent and supplementary education are engaged in promoting safeguarding	Delivery of training for professionals  Clear policies and procedures for referral created and distributed  Awareness raising by schools and colleges  E-Safety information on NSCB website  The NSCB develops a quality safeguarding mark for community based organisations in Newham  Review of elective home education	Courses provided by NSCB/Prevent  Resources available on NSCB website  Newham Learning & Achievement team with Education leaders  NSCB Team with YP Group  NSCB and Community Neighbourhoods  Group Manager for Support and Attendance  Newham Learning &	CSC Strategic Lead, LAC	Number of community organisations engaged with NSCB Safeguarding Quality Mark  Young people report that they know what to do if they are worried about their peers  Accessible information is provided to young people and their parents  Young people that are a potential cause for concern and their families are offered appropriate support and intervention

		Review of supplementary schools and safeguarding arrangements	Achievement team		
3.	<b>Within 2 years</b>	Activities will be informed by the progress and outcomes from yr 1			