



Harrow LSCB Business Plan 2014-15.

The LSCB's objectives for the forthcoming year have been agreed by the Executive Board. They reflect the themes of the Child's Journey, which has been adopted by local partners and Harrow Chief Executives as a framework for local improvement. Our Priorities for the year remain the same as last year's, as they have led to some local improvements in safeguarding and we wish to continue the same consistent path.

- **From early help to safeguarding the most vulnerable- practice is multi agency, child focused and**
- **Effective safeguarding communication between strategic groups, the community, children and young people and to and from the LSCB;**
- **The LSCB provides a reliable safeguarding standard in a community of change; and**
- **Safeguarding quality assurance is every agency and sector's business.**

1. From early help to safeguarding the most vulnerable- practice is multi agency, child focused and effective:

A culture that changes things for the child, holding the child's perspective		Action	Responsible	Timescale	Targets, Outcome & Impact to date
	1	Safeguarding training for Harrow Legal team	Sarah Wilson / SP		Training was postponed from 30.04.14.
	2	LSCB working group considers development of operational VYPP + MASE option	WB, RS, SP, PS	September 2014	Decision at Operational Group 22.05.14. MASE begins 15.07.14. SP observes ASB groups July 2014. LSCB Chair writes to HoPS re coordination of ASB & other meetings re vulnerable young people July 2014.
	3	Ongoing scrutiny of the mental health and emotional support for children in Harrow.	Operational Group		Chair discusses with CCG Chief Officer 03.07.14. Effective commissioning for support for all children from Tier 4 to universal services.
	4	Each major faith group holds a local safeguarding event	Community outreach worker LSCB lay members		Hindu Community spring 2014 held 2 events. VCS Outreach meets with Jewish community lead - Spring 2014. Moslem Community requests further support July 2014.
	5	Development of QA framework for commissioning	SP / QA subgroup		Important Conversation re safeguarding in commissioning Operational Group Oct 2014.

	6	DSV review in light of new Safer Harrow strategy	QA subgroup		New DSV draft Strategy presented to Operational group 17.07.14.
	7	Schools feel enabled to promote safeguarding supervision for their designated teachers	L&D Subgroup		Pilot of safeguarding supervision runs Jan-July 2014 & feedback gained. Issue highlighted in LSCB termly briefing to LSCB reps & Governors' Bulletin July 2014.
	8	Coordinate participation of children in safeguarding activities	SP L&D Subgroup		Young people take part in interview for LSCB SP Aug 2014. Young people take part in interview for LSCB Chair Sept 2014.
	9	Promote the work of the CSE Champion across agencies in embedding the CSE Strategy	SP / PL		Letter prepared for licensed premises re CSE Aug 2014.
	10	Support for the LADO in awareness raising to ensure referrals are received from all agencies, as required, and training is well attended.	LADO / L&D Subgroup		LADO work scrutinised in workshop QA Subgroup 29.07.14. Info re allegations in July LSCB newsletter. LADO training for voluntary sector summer 2014.

2. Effective safeguarding communication between strategic groups, the community, children and young people and to and from the LSCB:

Working together for the Child	11	LSCB development day for Executive Board Members	SP / Operational Group	Autumn 2014	To improve feedback loops to staff via their LSCB representatives, so that those on the frontline know their work is having an impact on the LSCB priority areas and ultimately an impact on outcomes for children; To continue to evaluate LSCB effectiveness
	12	Regular overviews to evaluate LSCB effectiveness & review Business Plan in light of changing opportunities	SP / Operational Group		Operational Group July 2014 agree Business Plan, Annual Report and subgroup actions for year. Ros Walker undertakes LSCB self assessment Aug 2014 & LSCB prepares self-assessment tool.
	13	Operational Group to consider further how to share LSCB funding across providers	SP / Operational Group		RNOH agrees to make contributions June 2014; discussions ongoing with CNWL re contributions.
	14	Development of effective promotions strategy to include;	Learning and Development Coordinator		September 2014 First training newsletter prepared May

		<ul style="list-style-type: none"> • <i>Targeting groups who don't attend</i> • <i>Advertising in 'families' magazine</i> • <i>Creating flyers</i> • <i>Using 'free' in emails</i> • <i>Consult with London SCBs</i> • <i>Create a termly newsletter for LSCB training</i> 	with L&D Sub group and their colleagues		2014.
	15	L&D Subgroup to understand why Police is struggling to attend training & find ways to ensure learning is disseminated & opportunities for multi agency learning.	Learning and Development Coordinator with L&D Sub group		<p>Discussed June 2014 L&D Subgroup. MACIE training booked with Brent March 2015.</p> <p>Attendance data & letter sent to all agencies by Chair Aug 2014 re single agency & LSCB training. Sect 11 results tied in.</p> <p>Focus on causes of cancellations.</p>
	16	<p>Development of new safeguarding training ;</p> <ul style="list-style-type: none"> • <i>Pre-birth assessment</i> • <i>Communicating with children and young people and promoting their voices</i> • <i>Female Genital Mutilation and male</i> 	Learning and Development Coordinator and sub group		<p>Development begun by Sep 2014, delivered by Feb 2015.</p> <p>Commissioning begun by Sep 2014, delivered by Feb 2015.</p> <p>April 2014 Bailiff safeguarding induction takes place.</p>

		<p><i>Circumcision, including awareness raising for male community members</i></p> <ul style="list-style-type: none"> • <i>Managing staff with child protection cases</i> • <i>Safeguarding Children While Supporting Parents Who Have Complex Issues</i> • <i>Court skills</i> • Rosie 2 • Domestic violence with younger people <p>Commissioning a new level 3-4 (designated lead for safeguarding or management of safeguarding level) ;</p> <ul style="list-style-type: none"> • Safeguarding disabled children • MACIE • Emotional abuse • Safer recruitment • Victim Support Training 			<p>MACIE booked with LSCB Brent March 2015.</p> <p>Lev 3 safeguarding disabled children takes place July 2014.</p> <p>Forced Marriage briefing June 2014 to designated teachers & to 40 multi agency group members July 2014.</p>
	17	Safeguarding training for councillors	SP	02.09.14.	<p>Melissa Caslake and Elisabeth Major were to present. Postponed from November 2013, due to poor attendance.</p> <p>Chris Spencer & Neil Harris to present.</p> <p>All Councillors given Blue Books July 2013 & 2014.</p>

	18	All agencies work together to develop an accurate picture of the cohort of missing children, share information & respond appropriately	QA Subgroup		Meeting 27.05.14., 10.06.14. brought together numbers & names to triangulate; more administrative support given to EIS missing from education worker.
	19	Review LSCB governance arrangements to allow strategic groups, such as the Chief Execs, Health and Wellbeing Board, Corporate Parenting panel & Safer Harrow to evaluate if they are fulfilling their statutory obligations, completing any relevant action plans & choosing priorities related to local need and data	Chair / SP Operational Group	Sept 2014	Protocol for Safer Harrow prepared & signed off July 2014. Protocol with HWBB agreed Spring 2014. Protocol with Healthwatch Harrow & LSAB in draft.
	20	Formal protocol is made between the LSCB and Safer Harrow, and joint strategic overview is gained of interviews with vulnerable young people (CSE, missing, gangs)	SP	September 2014	Proposal by Operational Group 22.05.14. Draft Protocol for Safer Harrow prepared & signed off July 2014. CSE Dataset discussed QA Subgroup July 2014. May 2014 QA Subgroup oversees missing children interviews & process.
	21	WISH and LSCB to work together on parents' guide to CSE.	WISH, Paulette Lewis,	Sept 2014	Draft leaflet being prepared for parents by CSE Champion.

			L&D Subgroup		
	22	LSCB links to the RSPCA to be formalised	LSAB / LSCB (SP)		March 2014 LSAB & LSCB provide training to West London RSPCA officers. RSPCA attends systemic learning & improvement case review Feb 2014. Meeting with LSAB & LSCB & RSPCA 03.07.14. to draft protocol. Joint LSAB & LSCB training Oct 2014.
	23	Community is aware of Child Safety Week June 2014	IV, JY		Stall with Secure Streets in Stanmore 12.06.14. Communication sent to schools, EIS, Children's Centres, VCS, community groups 23.05.14. Training evening for VCS 25.06.14. with Children England. Local newspaper article June 2014 re voluntary sector. Fire Brigade visits local schools & photos on LSCB website.
	24	Dissemination and adoption of "safeguarding in a diverse community working group" learning to more schools and other sectors	Bentley Wood / L&D Subgroup		Linked to learning from case review. Bentley Wood presented January 2014 LSCB Conference. Bentley Wood & Rooks Heath present at the Executive Board 26.06.14. LSCB Diversity course 24.06.14. & guidance launched.
	25	Training re safeguarding is provided to Neighbourhood Champions	L&D subgroup / LSAB		LSCB article in Neighbourhood Champions News summer 2014; meeting to plan Sat training in autumn 2014.
	26	Dissemination of learning from local case reviews, DHR	L&D Subgroup		Emerging learning to Exec Board re E family May 2014; re Child R June & Sept 2014; learning re Child R to Corporate

					<p>Parenting Panel July 2014. NPH learning re E family July 2014.</p> <p>Sept 2014 E family case review published; learning from Family E part of Lev 3 refresher July 2014; presentation to Exec re Family E and emerging learning re Child R on 26.09.14.</p>
	27	LSCB supports EIS in development of Early Help Framework	L&D Subgroup WB, PH IV / JY	Sept 2014	EHF already part of lev 2 training. Logo designated – consultation ongoing. Consultation with designated teachers 13.06.14. & Exec Board 26.06.14. Work ongoing to amend the threshold document.
	28	<p>Further discussions on the development of safeguarding training / learning and development in:</p> <ul style="list-style-type: none"> • Adolescence and mental health • Induction to MASH • Develop a desk based Neglect learning and development opportunity <p>Refresh the following sessions;</p> <ul style="list-style-type: none"> • Hidden harm <p>Level 2 introduction to safeguarding</p>	Learning and Development Coordinator with L&D Sub group		L&D Officer meets MASH re training package summer 2014.

	29	Development of Annual conference 2015 and safeguarding month <ul style="list-style-type: none"> Plan to work across borough with more external input from partners 	Learning and Development Coordinator with L&D Sub group and their colleagues		Venue booked 28.01.15. Harrow Arts Centre.
	30	Development and cascading of core safeguarding training <ul style="list-style-type: none"> Development of CAF/TAF Early intervention framework consultation and development New CAF/TAF integration into every session Development of learning pool desk based session 	As part of the working group Learning and Development Coordinator with L&D Sub group		July 2014 Roll out from Sep 14 ongoing
	31	LSCB Participation developed. Active engagement of the voice of the child;	Learning and Development Coordinator with L&D Sub group John Courquin, Rowena Jaber	September 2014 Sep 2014	<ul style="list-style-type: none"> Whitmore High is trialling a survey. Surveys re young people's views re safeguarding are received from local schools. <i>Agree strategies to do this</i> <i>Ensure all new training includes the voice of the child where possible</i> Young people take part in recruitment of LSCB Chair Sept 2014; LSCB SP Aug 2014.

	32	Increase actual attendance numbers to 88% of those originally booked online	Learning and Development Coordinator with L&D Sub group	March 2014	<ul style="list-style-type: none"> • Develop system to confirm training quicker – website to be updated by Sept 2014. • Implement cancellation and non-attendance charges • Gain sub group's support in communicating with colleagues new procedures
	33	Development of in-house training capacity for LSCB training delivery; <ul style="list-style-type: none"> • Dual training opportunities • Ongoing CPD - offer an additional train-the-trainer advanced course and specific whole group session (December) 	Learning and Development Coordinator with L&D Sub group and their colleagues	March 2015	Advanced Train the Trainer course 14.07.14.
	34	Private Fostering awareness grows locally, including evidence of referrals, local language schools given awareness / training	PF Working Group		PF annual report on LSCB website & presented to Exec Board June 2014. LSCB newsletter re PF, Trafficking June 2014.

3 The LSCB provides a reliable safeguarding standard in a community of change:

A Culture that changes things for the child	35	Local protocol regarding child protection medicals and consent is launched & reviewed for impact	Designated Doctor SCR Subgroup	December 2014	Draft shared with Operational Group May 2014 for amendments. Named Doctor NPH circulates medical documents / forms June 2014, which are agreed with CS. Designated Doctor prepares action plan & report Aug 2014.
	36	Quality standards in training; • Ongoing observations of trainers by training pool and LSCB core team. 10 courses minimum • Gathering learning needs analysis from sub group for development of new and relevant courses • E-learning and added to all inductions for new commissioned contracts within Harrow Children's Services and encourage other partners to do the same as part of their inductions. • Ensure that all trainers who deliver in-house	Learning and Development Coordinator with L&D Sub group Specific trainers on courses		March 2015 February 2015

		<p>training across Harrow are aware of the training packages we have on offer as well as the Minimum Standards for Training and equality and Diversity in Training Guidance.</p> <ul style="list-style-type: none"> • Ongoing creating of 'cascade sheet' to share learning from training beyond the session day. Built into contracts for external trainers 			
	37	Development and dissemination of LSCB Anti-Bullying strategy	JY / L&D subgroup		<p>May 2014 – Draft presented to L&D Subgroup & being consulted upon by local children (Shaftesbury High, Stanmore College, Red Balloon). Bullying strategy consulted by Healthlands & Kenmore Park Infants July 2014. Plan for roll-out in anti-bullying month Nov 2014.</p>
	38	Quality standards for safeguarding training	Learning and Development Coordinator with L&D Sub group		<p>Development of a LSCB kite mark for single agency safeguarding training March 2015.</p> <p>Letter & data to all agencies Aug 2014 requested details of single agency training & support for LSCB training.</p>

	39	Monitor timely health assessments for CLA, PEPs, SDQs & understand the barriers for this	QA Subgroup, Designated Doctor for LAC Joint health subgroup		Discussion re health assessments QA subgroup July 2014; PEP & health assessments QA subgroup Sept 2014. Early learning re Child R re health & education planning to LSCB Exec Board June 2014, Corporate Parenting Panel July 2014.
	40	CLA LSCB expectations developed.	SP / P&P subgroup		Drafting – draft shared with HSIP & P&P subgroup summer 2014. Aug 2014 doc finalised & distributed.
	41	Neglect toolkit developed for all practitioners	JY / L&D subgroup		Toolkit trialled by two schools spring 2014.
	42	Refresh of LSCB website	SP / IV	Sept 2014	Quote gained May 2014; work completed August 2014.
	43	Printing and dissemination of Green Book for Voluntary Sector / Faith / Community Groups & Reprinting of the Blue Book “What to do if you are worried about a child in Harrow”.	SP LSCB Outreach workers		Waiting for finalisation of LCPP. Quote gained for 2,000 Green Books. 2,000 Blue Books reprinted July 2014 - disseminated to utility companies, new councillors, Police BOCU, pharmacists, ASB teams, Housing.
	44	LSCB / LSAB working group overviews the Prevent & SEN agendas	CK, VS,		Meeting Aug 2014.

4 Safeguarding quality assurance is every agency and sector's business:					
Improving the quality of casework and managing risk to the child.	45	Safeguarding in schools overview continues, including scrutiny of fixed term & permanent exclusions to understand rises locally, & affected groups	QA Subgroup / LSCB Education reps		LSCB Chair meets with education to review letter Sept 2014. May 2014 LSCB Chair meets LSCB education reps. LSCB termly briefing to Education reps July 2014.
	46	Overview of MASH multi agency process continues.	Operational Group		
	47	Monitor efforts to improve workforce- recruitment, training, retention.	QA Subgroup		Letter to agencies re training & appraisals Aug 2014 requesting evidence. Outcome – a settled & empowered workforce.
	48	LSCB links with licensing developed, esp re taxis, hotels, shisha smoking &	QA subgroup SP		LSCB Chair writes to Corporate Director Environment & receives responses in April & May 2014. Sect 11 sent to Corporate Director May 2014. 04.06.14. invitation for LSCB / LSAB to Police licensing meeting. Meeting LSCB & Licensing SM July 2014 to adopt policy, plan training – agreed regular licensing authority meetings in Harrow. CSE letter prepared for licensed premises July 2014.

	49	LSCB ensures that partners actively encourage children and families to participate in service planning	QA subgroup		Part of Sect 11 audit process
	50	All schools provide a safeguarding self-evaluation	QA subgroup	December 2014	7 evaluations received to date - Aug 2014. Meeting in Aug 2014 with nursery to roll out early years self-evaluations.
	51	LSCB data set extends to early help, DSV & CSE profile	QA subgroup Simon Bateson		Feedback from Ofsted thematic inspection Jan 2014. Meeting with LSCB Reps May 2014. Early help dataset presented Executive Board 26.06.14.
	52	Development of early help quality assurance framework, and oversight of its impact in meeting projected targets.	QA subgroup		Highlighted in Jan 2014 Ofsted thematic inspection re early help. 2 early help cases in multi -agency audits Dec 2014.
	53	Datasets to be monitored from the Jubilee Academy	QA subgroup		LSCB Chair visits Headteacher March 2014. Letter & Sect 11 sent July 2014 to Headteacher.
	54	Multi agency thematic auditing to be planned	QA Subgroup		Missing children – 27.05.14. CSE, DSV to be planned. LADO workshop 29.07.14.
	55	Strengthen and quality assure links to pharmacists	CCG safeguarding group		Blue Books to be distributed to local pharmacists July 2014.
	56	Scrutiny & analysis is provided to CP and CLA data, including regarding age cohorts, ethnicity & disability. To understand variance in stats in relation to statistical neighbours, including children	QA Subgroup		Chair writes to DCS re Corporate Parenting Dataset & inclusion of IHA statistics July 2014. CPB dataset distributed to Exec Board June 2014.

		with disabilities			
	57	Development of evaluation and impact of training tools; <ul style="list-style-type: none"> All level 3 course have post 3 month impact of training questionnaires. 	Learning and Development Coordinator with L&D Sub group		September 14 <ul style="list-style-type: none"> Gather and analyse training feedback for 2013/4 CPD Online Quarterly reports and actions from L&D sub group Measuring the impact of our training - Development of more pre-course/during and post course questionnaire. All level 2/3 courses have pre-course questionnaire and 50%.
	58	Scrutiny of sector and agencies' complaints' and whistleblowing data.	QA Subgroup		C&F complaints data is already shared with the Board.
	59	LSCB oversees the impact & outcomes of the strategic subgroup of Safer Harrow looking at vulnerable young people.	QA Subgroup		Agreement July 2014 that Safer Harrow oversees the strands of work around gangs, missing children, CSE, youth violence, FGM, Honour Based Violence & Forced Marriage – including operational work of MASE, VYPP & ASBAG. Meeting Aug 2014 re subgroup. Chair letter to HoPS re strategic coordination, including ASB outcomes.

