

ISCB Annual Report

April 2015 - March 2016

Alan Caton OBE



Intentionally empty

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Foreword by the independent chair of the ISCB

This report highlights the performance and effectiveness of agencies to safeguard and promote the welfare of children and young people. It also outlines the difference we have made as a Board and the impact that those differences have had on children, young people and their families in Islington.

A key area of concern for The Board this year has been the noticeable increase across London, and in particular, in Islington of serious youth violence including knife-crime and gang related activity. The Board welcomes the work that the local authority and Board partners have done in tackling this difficult issue with their participation in developing the *ISCB Multi-agency Gang Protocol*, which is facilitating effective partnership working in this challenging area of work.

Independent assessment of early help shows that Islington services are reaching families with multiple problems and are effective in solving those problems. Early help services are making it less likely for families to receive statutory services.

The work of The Board has become mature in recent years and has taken the steps of formulating objectives, which challenge partners to focus on the advance work that is required by

professionals to help children undo the harms caused by abuse, neglect and parental mental ill health.

The Board has made inroads to identify children at risk of child sexual exploitation (CSE) but is now pushing partner-agencies to identify and prosecute those offenders who exploit and abuse children.

As a Board, we continue to face a number of challenges as we strive to constantly develop front-line practice with a view to improving outcomes for all children and young people.

These challenges are highlighted in my report and include:

- ensuring that the voice of children is heard and that their views are taken into account in all aspects of safeguarding;
- ensuring that lessons learned from local and national case reviews and audits are embedded in local practice to improve the quality of service provision to children and young people;
- ensuring the effectiveness of support for children living with the consequences of domestic abuse, parental mental ill-health and parental substance misuse;

- to continue to monitor and evaluate the impact of early help;
- ensuring the Islington response to child sexual exploitation is identifying those children at risk of CSE at the earliest opportunity and evaluating the multi-agency response to keep children safe..

May I also take this opportunity to thank, on behalf of the ISCB, all of the organisations and individuals in the public, voluntary and private sectors who work tirelessly across the borough to improve the safety and quality of life of our children, young people and families.

I commend this report to you and invite you to feed-back your thoughts on how we can continue to develop and improve to keep all of Islington's children safe.

A handwritten signature in blue ink that reads "Alan Caton". The signature is fluid and cursive, with a large initial 'A'.

Alan Caton OBE
Independent Chair
Islington Safeguarding Children Board

Executive Summary

The executive summary will be published once the final report has been agreed.

Introduction

Legislation¹ requires Local Safeguarding Children Boards (LSCBs / “The Board”) to ensure that local children are safe and agencies work together to promote children’s welfare. The Board has a statutory duty² to prepare an annually a report on its findings of safeguarding arrangements in its area:

“The chair of the LSCB must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles. The report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Wellbeing Board”

Remit of this report

This report follows the *ISCB Annual Report 2014-2015*, published in the summer of 2015. It covers the financial year from April 2015 to March 2016.

¹ Children Act 2004

² Apprenticeships, Skill, Children and Learning Act 2009

The report reflects on successes in the preceding year and outlines gaps and challenges we are still facing.

Methodology

In writing this report, contributions were sought directly from board members, chairs of sub-groups and other relevant partnerships. It drew heavily on the numerous monitoring reports presented to The Board and its sub-groups during the year e.g., Local Authority Designated Officer (LADO) Report and Private Fostering Report.

Audience of this report

- Leader and Chief Executive Islington Borough Council;
- London Police and Crime Commissioner,
- Chair of Islington Health and Wellbeing Board;
- Borough Commander of Islington MPS;
- Chair of Schools Forum (executive report);
- Chair of Youth Justice Management Board;
- Chair of Adult Safeguarding Board.

About Islington and the ISCB

Demographics

London Borough of Islington has a population of 220 100. It is a small, densely populated inner-London borough with about 43,500 children (0-19), living in 21,000 households. Islington has one of the highest rates of population turnover (new people moving to the area and old residents leaving) in London. Population churn (where residents move house within the borough) in Islington is low compared to other areas in London³.

Islington's population-profile in terms of relationship status is considerably different from other London boroughs and England, with 60% of residents recorded as single compared to 44% in London and 35% in England. The percentage of people recorded as single in Islington has increased from 54% in 2001. The equivalent figure was 41% in London and 30% in England in 2001.⁴

There is sharp contrast between wealth and poverty in the borough. The Index of Multiple Deprivation (2010) listed Islington as the 14th most deprived local authority in the country, whereas the Income Deprivation Affecting

Children Index ranks it as the second-most deprived area in the country.

Approximately 44% of children in Islington qualify for free school meals and 6 out of 10 families with dependent children live in social housing (compared to 2 out of 10 nationally). 11% of households live in overcrowded conditions.

The child in need census (2013/14) showed that Islington had the 8th highest rate of children in need in the country. Islington had a higher proportion of open child in need case — open for less than three months — than its statistical neighbours, as well as higher rates for cases open longer than three months. On average, the proportion of child in need (CiN) cases that remains open for longer than 2 years are higher than comparable statistical neighbours.

Chairing and leadership

The ISCB is independently chaired, and the incumbent chair is Alan Caton OBE. Quarterly safeguarding accountability meetings take place between the Chief Executive of the LB of Islington, the Lead Member of the Council, the Lead Member for Children, Director for Children Services and the Director for Targeted and Specialist Children Services.

³ [Islington Evidence Hub](#)

⁴ Census 2011

Sub-groups

The structure and number of sub-groups of The Board remain unchanged since my previous report. Their duties have not changed and they continued to be chaired by a range of senior multi-agency partners.

Training and Professional Development sub-group

Key responsibilities of the sub-group are to:

- Identify the inter-agency training and development needs of staff and volunteers.
- Develop and implement an annual training and development prospectus.
- Monitor and evaluate the quality of single and multi-agency training.
- Ensure lessons from Serious Case Reviews (SCRs) are disseminated.
- Measure the impact of multi-agency training.

Quality Assurance sub-group

Key responsibilities of the sub-group are to:

- Develop agreed standards for inter-agency safeguarding work.
- Establish and maintain appropriate mechanisms and processes for measuring the quality of inter-agency safeguarding work.
- Contribute to the development of strategies to address any shortfalls in effectiveness.

- Monitor and evaluate the quality of safeguarding work within individual Board partner agencies.
- Contribute to the development of strategies for single agencies to address any shortfalls in effectiveness.

Policy and procedure sub-group

Key responsibilities of the sub-group are to:

- Continually review and monitor ISCB's policies, practices and procedures.
- Plan the piloting of and / or introduce new multi-agency working practices.
- Maintain an up-to-date knowledge of relevant research findings.
- Develop / evaluate thresholds and procedures for work with families.
- Assume editorial control over the ISCB website and Newsletter.

Missing and CSE sub-group

Key responsibilities of the sub-group are to:

- Agree and monitor the implementation of a child sexual exploitation strategy and action plan to minimise harm to children and young people.
- Raise awareness of sexual exploitation within agencies and communities.
- Encourage the reporting of concerns about sexual exploitation.

- Monitor, review and co-ordinate provision of missing and child sexual exploitation practice.

Case Review sub-group

Key responsibilities of the sub-group are to:

Child Death Overview Panel:

- Consider all cases that may potentially meet the criteria for a serious case review.
- Appoint a suitable panel to carry out a serious case review.
- Commission a suitable independent reviewer to carry out a serious case review.
- To evaluate and monitor implementation of agencies case review action plans.

Child Death Overview Panel

Key responsibilities of the sub-group are to:

- Collect and analyse information about each unexpected death with a view to identifying any learning.
- Notify the ISCB of cases that may need to have an SCR.
- Review and respond to any matters of concern affecting the safety and welfare of children.
- Review and respond to any wider public health or safety concerns arising from a particular death, or from a pattern of deaths.
- Put in place procedures for ensuring that there is a co-ordinated response by the Au-

thority and its Board partners and other relevant persons to an 'unexpected' child death.

- Alert The Board about professional practice concerns that may require a review.

Core Business and Improvement Group

Key responsibilities of the sub-group are to

- Develop, implement and monitor the Islington LSCB's Annual Report and Business Plan.
- Oversee the functions of Islington LSCB' sub-groups.
- Oversee the Learning and Improvement Framework.
- Agree priority actions against The Board's core business.
- Develop The Board's forward plan and set the agenda for board meetings.
- Receive and agree policies and procedures received from sub-groups.
- Review relevant national policy developments and initiatives, prepare briefing papers to The Board, and recommended actions that may be required.
- Monitor attendance and agency representation at the Islington LSCB and its Sub-groups and make recommendations as appropriate.

Provide in-depth scrutiny around The Board priorities, including s11 duties.

Key activities of The Board and sub-groups

In my previous report, I set out the rationale for choosing The Board priorities, and this is the first update on our three-year work plan. This report is therefore an interim report on the progress we have made against our agreed objectives. The Board and sub-groups key-activities are captured in the accompanying business plan (Appendixes 2 – ISCB Business Plan 2015-2018).

Our Priorities

The Board has set priorities that reflect our desire to improve the collective effectiveness of agencies in three key areas;

1. Addressing the impact of neglect on children, including to help children become more resilient.
2. Addressing the consequences / harm suffered as a result of domestic violence, parental mental ill-health and substance abuse.
3. Identification of children who are vulnerable to sexual exploitation and holding perpetrators to account.

The remainder of this chapter sets out the work that The Board and sub-groups have achieved against the business plan.

Key activities of the main board

The *London Safeguarding Children Board*, in partnership with London Boards, have continued their review of the *Pan London Child Protection Procedures* and the *Continuum of Need (Threshold)* document.

We have formally accepted both documents as our local child protection procedures and threshold. These documents set out the expectation of safeguarding practice between partners and is therefore the standard against which The Boards monitor and evaluate the quality of practice.

Several of our partners work across different local authority areas and our single procedure ensures a co-ordinated and consistent response to safeguarding and protecting in Islington and across London.

Gangs and Serious Youth Violence.

The ISCB has been concerned for a while about gangs and serious youth violence in Islington. In my previous report, I concluded that

“we need to better understand the increase in serious youth violence and gang associations in Islington, to enable professionals to tackle this problem head-on and thereby reduce the harm that such activity causes.”

I welcomed the *Islington Youth Crime Strategy 2015*⁵ that set out 3 priorities:

- Interventions, Enforcement and Reintegration;
- Prevention and Diversion; and
- Community Engagement.

In response, The Board developed the *Safeguarding Children Affected by Gang Activity and/or Gang-Related Serious Youth Violence Multi-agency Protocol and Practice Guidance a multi agency protocol*⁶

This protocol clarified the safeguarding responsibilities of agencies whether they deliver universal, targeted or specialist services. It describes ways to intervene that seeks to prevent and minimise risk from gang activity, and to identify and act when there is high risk of significant harm as a result of gang-related violence.

In February 2016, the Local Authority's Policy and Performance Scrutiny Committee noted that:

“The Home Office has reviewed the new Islington multi-agency safeguarding protocol for children at risk of gangs, threshold and gang prevention interventions documents. They report that it is the best they have seen and will

⁵ [Islington Youth Crime Strategy 2015](#)

⁶ [Multi-agency Gangs Safeguarding Protocol and Appendices](#)

be highlighting as good practice through the Ending Gangs Team.”⁷

The same committee noted early signs of improvement, but in the following year, The Board needs to ensure partners are consistently supporting work in this worrying area.

Key safeguarding procedures have been updated.

Has your agency updated its internal procedures, training and quality assurance tools?

All documents are available on the ISCB website: www.islingtonscb.org.uk

- Threshold document
- CSE Procedures
- FGM
- Prevent

PREVENT and Radicalisation

Safeguarding children from the harm of radicalisation is complex work that tests the robustness of multi-agency co-operation. The Board was pleased to be assured by the Leader and Chief Executive of the Council that strategic (multi-agency) plans have been developed and are being embedded between the

⁷ [Report to PPS Committee Youth Crime Action Plan progress 11th Feb 2016 v3 FINAL](#)

authority and relevant statutory partners to reduce the likelihood of young people being harmed by political extremism.

The board would like to receive an update on this work in 2016/17 including: how agencies are raising awareness about Prevent; that staff are trained according to their role and duty; that statutory agencies are acting in concert to protect children from extremism if necessary.

Violence Against Women and Girls Strategy

Violence against women and girls is an important matter for The Board because it is prevalent in a very high proportion of statutory work with families. The impact of domestic violence is one of The Board's priority areas. The Board had hoped that the *Violence Against Women and Girls Strategy* would already have been refreshed and approved by The Board. This work needs to continue as a priority.

Early Help

Monitoring early help arrangements is a statutory duty of LSCBs. The Local Authority commissioned an independent review of early help services in Islington. The Board was reassured by the independent review, which commended the effectiveness of early help arrangements in Islington.

It is to the credit of the Authority that early help services remain well-funded. The board will continue to monitor arrangements when it receives an update-report in 2016.

Board and partnership work with young people

This year The Board presented its serious case reviews to a group of young people at the Corporate Parenting Board. Young People was reassured that The Board took this matter seriously and they interacted very well with the conversation.

I also attended the Islington Youth Council with partners from the MPS to talk about knife crime and other concerns that make, especially adolescent, feel vulnerable. Young people welcomed the Board's knife-crime review and it was clear that more work, with young people, need to be undertaken to understand their experience of youth violence in the community.

Children's commissioning (CCG)

This year, Islington's Youth Health Platform was set up. Since Sept 2015, they have engaged approximately 70 young people through its regular meetings and open sessions.

Once young people became regular attendees at Youth Health Platform meetings they have gone on to attend:

- Islington's Youth Health Forum – a network for professionals working with young people
- ICCG Patient Participation Groups – Hosted by HealthWatch
- HealthWatch Steering Group meetings
- NHS Youth Voices – London wide youth forum

Through working with young people the CCG have also been able to accredit 'You're Welcome' status to three Children's Centres and the Archway Centre for Sexual Health.

We have also developed Islington's Young People's Mental Health Charter – through a variety of engagement methods 50 young people have been involved in the development of a charter which holds commissioners, service providers and schools to account.

London Borough of Islington

The Authority has a system to ensure that the voice of the child is heard in child protection conferences through attendance, advocacy and the LSCB's contribution leaflets (through the SW) and feedback is recorded in the minutes of the conference. This is monitored monthly and currently we receive feedback between 75 and 80%. There are systems in place to improve this. Children Looked after contributed in 98% of their CLA reviews through same mechanism.

Metropolitan Police Service

Following feedback from children attending ABE suites at Holborn Police station, both as children being interviewed and siblings waiting in the family room, the MPS established that the environment could be improved. Working closely with Bright Horizons the MPS has upgraded its suites making them more child-

friendly. This learning has been shared with those managing the new Child House project.

Moorfields Eye Hospital NHS Foundation Trust have done considerable work about engagement of children and young people, including:

"Fabio The Frog", an interactive electronic tool to capture children and young peoples' responses to questions about service provision and inform service delivery.

Patient Information Leaflets: Children involved in the development of and scrutiny of patient information leaflets for assorted ophthalmic (eye) conditions - (1 group aged 8 - 12 years and another group 12 - 16 years).

"You Said We Did" Children involved in providing suggestions of what they would like as part of their hospital appointment and/or treatment.

We've developed child specific 'Friends and Family Feedback Cards'

Complaints Policy, now included a section to recognise children as complainants in their own right.

Specialist optometry clinic for young people (16y+), developed a clinic for young people with complex behavioural needs and ensures that all relevant eye services are focused in one place - young person does not have to

move between departments during their appointment.

Voice of the Child in Level 1&2 face to face safeguarding children training, Introduced voice of the child in training using visual aids to enhance learning.

Domestic Violence Awareness Posters Ensured child and young person focused domestic violence awareness posters including helpline numbers available across paediatrics.

We are also in the process of developing:

Electronic focus groups , for children and young people with long term eye conditions.

Transition working group, involving children and their views and input into transition pathways.

Co-operation with other strategic boards.

Last year has seen an improvement in the working relationship between the ISCB and the Health and Wellbeing Board, Islington Children and Families Board, SIP, Corporate Parenting Board and Adult Safeguarding Board. The Chair (or ISCB representative) attends all these boards in order to facilitate co-operation. This report will also be shared with the chairs of those boards.

Across London, with just one Youth Justice Board, LSCBs continue to find it difficult to create useful working relationships with YSBs.

ISCB Risk register

We have continued to maintain a risk register to ensure that risks are identified and plans formulated to mitigate risks.

A common denominator for Whittington Health, Camden and Islington Mental Health Trust and Children Social Care was staffing. Both health agencies had vacancies in their named-professional roles, which placed a heavy burden on their existing staff to cooperate multi-agency work.

Vacancies in Children's Social Care were mostly in relation to frontline practitioners and positions were filled by agency staff.

Lay members

The board was pleased to appoint two lay members last year. They are both passionate about safeguarding children and advocates early help to families. They have challenged the work of The Board consistently and appropriately, bringing a fresh perspective from Islington residents.

Comment form ISCB lay members

'We joined Islington LSCB in the Spring of 2015 as the first lay-members of the Board and so have now been in that position for just over one year. The application and interview process for the role of lay member meant that before we joined the Board we had had an opportunity to learn more about the work of the LSCB and its sub-committees and to discuss the thinking behind our appointment.'

Each of us are able to bring a different perspective of Islington – one recent and one long term resident and one a single professional and the other a parent in the borough.

We are also, through our work, already familiar with safeguarding issues and both of us are very committed to ensuring that all children in Islington, but particularly vulnerable children, are safeguarded and that the welfare of children and families is actively promoted by all the agencies who work with them or provide services locally. Our existing understanding of safeguarding and the roles of different agencies has been helpful in enabling us to take an active part in LSCB meetings. We have been well supported to carry out our role by the Chair and the Business Manager who meet with us on a regular basis and by the coordinator who ensures hard copies of papers are available for us at meetings. We have been impressed overall by the good attendance from agencies at the Board meetings, the evidence of working together across agencies on issues relating to children and families and to the coherent programme of work the Board is carrying out. We feel that we have been able to contribute an independent view of issues under discussion, to seek clarification and to challenge when we feel professionals are being defensive or insular. We recognise that there is a limit to what can be achieved at large Board meetings and hope this year, our day jobs permitting, to take part in more sub-group activities.'

What The Board wants to do next

- Strengthen the **voice of children** and young people on the ISCB and sub-groups
- Be as a board that LSCB business, actions and learning are effectively and consistently communicated back to agencies. The ISCB business unit will ask agency-representatives to audit and review their mechanisms in order to update The Board's **communication strategy**.
- Working Together to Safeguard Children (2015) placed new duties on authorities to assess the arrangements for **children leaving care**, young people returning to the care of their parents, and looked after children placed outside the boundaries of the Authority. The board will seek assurance that arrangements are in place to safeguard this vulnerable group of children.
- The Board wants assurance that **MASH** (Multi-agency Safeguarding Hub) arrangements are effective. It will be useful for the Quality Assurance sub-group to receive quarterly updates from the MASH and for The Board to receive an annual report.
- **Progress report regarding PREVENT duties.**
- Improve co-operation with **Youth Justice Board**.
- The Board to urgently receive the Violence Against Women and Girls Strategy (**VAWG**)
- ISCB and partners to consider the implications of the Wood Review on LSCBs and what arrangements need to be made locally.

- A more wide-reaching strategy around Domestic Violence.
- Enhance its work with vulnerable adolescents.

Key activities of sub-groups

Missing and CSE sub-group and CSE sub-group

The Board, through the work of its Missing and CSE sub-group, continues to challenge all member agencies to identify, address and respond to children who were at risk of going missing or who are at risk of sexual exploitation. The sub-group is well attended and has developed a strategy and an overarching action plan based on the Promotion, Prevention and Protection of children at risk.

The group has seen over the last year considerable activity, oversight and influence on the development of:

- A more robust tracking system of children missing from education, which lead to increased involvement of the Multi Agency Support Hub (MASH) to ensure children who are missing from education are located.
- A *Missing from Care Panel* is now overseeing prolific missing individuals who are Looked After (placed in either Islington or outside.)
- A far more intuitive and practical Children Services system (and related data) allows

for greater accountability and scrutiny around young people at risk. This has also fostered better Targeted Youth Support connections and ability to undertake missing debriefs.

The board has oversight of the first CSE children's home in London and the challenge of managing behaviour and practices within the home, as the risk to young people increased in the first 6 months of operation.

This year we have altered the structure and agenda of MASE meetings bring it into line with National Guidance. There is now attendance, on set days, of police leads for missing and CSE to assist partner case discussions

We are continuing CSE training and Operation MakeSafe processes.

Last year, in partnership with the Local Authority, we delivered a successful and well-attended CSE conference for schools and the community.

The Board now also has the benefit of the council-funded CSE analyst who has already aided the understanding sexual exploitation in Islington, including:

- Better diversion with perpetrators.
- Better intelligence to assist prevention.
- Cross-London information sharing and cross-boundary work that needs embedding.

- Analysing the low reporting of male victims.
- Investigating the benefits of moving a young person away from the Borough safeguard them.
- Determine if exclusions from education and school-breakdowns are risk factors.
- Exploring what interventions and awareness programmes are available for risky internet use.

Further work around sexual exploitation

- Recommendations from *MsUnderstood* report to be considered and incorporated into the sub-group's action plan.
- Sub-group to consider if suitably robust multi-agency arrangements are in place to safeguard trafficked children.
- Refresh the CSE strategy and multiagency action plan.

Children Missing from Education.

The sub-group has been effective in undertaking its required responsibilities. During the reporting period there have been:

- 54 Missing Pupil Alerts,
- 33 children found and returned to school,
- 13 children not found (5 have moved to unconfirmed destination abroad and 8 whose whereabouts remain unknown).

Those whose location is either not confirmed or their whereabouts unknown, has had full investigation using all available data held by children services, education and police.

The sub-group has assured itself that a range of robust procedures are in place to prevent pupils from going missing from education.

Children Missing from Care

Over the last three years, the number of children going missing has continued to increase. This rise is due to:

- The specific needs of looked after children.
- The increase in older looked after children who are engaged in significant risky behaviour and who are at risk of sexual exploitation and/or involved with gangs or offending behaviour that increases their vulnerability.
- Opening of a children's home within Islington that specialised in dealing with CSE cases
- Better reporting and monitoring.

The Looked After Children's service response to children missing from care has improved. There is greater management oversight over safety planning and the teams are proactive in pursuing court orders where appropriate to protect children.

Over the last year there has been successful recovery and secure orders submissions in order to remove children from risky situations and people. Good working relationships are developing across the Safeguarding Partnership.

Child Sexual Exploitation

In the reporting year there were 28 Crimes relating to suspicion of sexual exploitation, which is a reduction CSE reports compared to the previous year (40).

This reduction may be attributable to individuals who have had CSE concerns in the last year would have their initial CSE CRIS re-

opened (from previous years) and updated

Seven victims have had a positive intervention. In Islington, which means that an individual has actively engaged with some sort of diversionary activity or support mechanism. There are, however, vast discrepancies of definitions used across borough as to what they are claiming as a successful intervention.

Six reports have had a disruption to a suspect. This includes any order served to a suspect (e.g. Abduction Notice Orders) or the suspect has been arrested and charged with an offence as a consequence of a sexual exploita-

Children who went missing - key data and trends for 2015/16

Missing from care

- 429 recorded missing episodes
- Relating to 81 young people, average of 19 episodes each
- 145 (34%) were referred to TYS for a Return to Home Interview
- 75 (52%) RHIs were completed
- 22 (15%) RHIs were attempted
- 48 (33%) RHIs were refused

Young people go missing more often and for longer periods when they are looked after.

Many young people told their foster carers that they were going out (but not where) and did not consider themselves as missing.

Missing from home

- 252 recorded missing episodes
- Relating to 144 young people, average of 1.75 episode each
- 147 (58%) were referred to TYS for a Return to Home Interview
- 109 (74%) RHIs were completed
- 13 (9%) RHIs were attempted
- 25 (17%) RHIs were refused

tion investigation.

MASE

The Missing and CSE sub-group continues to work closely with the police, children's social care and key partner agencies on the development of Multi-Agency Sexual Exploitation meetings (MASE). In 2015/16, there were **35 MASE CSE** referrals accepted, of which **8** cases are ongoing.

- Of these referrals, 33 are for CSE victims and 2 are for CSE perpetrators.
- **20** MASE referrals have had a positive intervention.
- 5 reports have had a disruption to a suspect. This includes any order served to a suspect (e.g. Abduction Notice Orders) or the suspect has been arrested and charged with an offence as a consequence of a sexual exploitation investigation

Quality Assurance sub-group

This sub-group has continued to monitor practice across agencies by scrutinising multi-agency data. This group prepares and commissions the Core Business Report, which it scrutinises prior to making it available to the ISCB.

On the basis of this report, The Board raised concern around the number of initial child protection conferences taking longer than 15 days to achieve. As a result of the challenge work was undertaken to find out the reasons

why this practice is delayed. The Board, in particular, wanted re-assurance that the delays were not leading to any drift or delay where there were child protection concerns.

The QA sub-group received the following audit reports:

- *Education Performance Report* - a comprehensive report outlining the action taken to support schools in improving and ensuring safeguarding remains a priority schools.
- *Section 47 audit* - children's social care had undertaken an audit of 48 cases. In 50% of cases an initial child protection conference was held within 15 days. Of the delayed cohort, only 7 out of 24 had recorded explanation for the delay. No child, however, was identified as being at risk due to the delay in achieving the conference. Administrative problems were found to be the cause for some delays in conference being achieved and arrangements are in place to address those reasons.
- *Multi Agency Audit of unborn children subject to CP plans* noted that there were robust planning for assessments, 50% of children went to formal parenting assessment and / or into court. The audit showed good reflection on child development and research and it was clear from the case record who is in the network and in the family. There was no drift in the plans and supervision was good, leading to good outcomes for the child. However, 60% of cases did not reach the conference within the

timescales of The Board's procedures and 3 were only three weeks before the birth leaving very little time for intervention.

- *Children looked after by other local authorities place in Islington* - There were 60 children looked after by other local authorities placed in Islington and 13 children with child protection plans. The Authority Safeguarding and Quality Assurance service has checked whether these children were known to local agencies e.g. school and health services. The intention is to ensure that these children are receiving universal services.
- *Audit of the effectiveness of supervision group for the named and designated doctors for child protection and looked after children.*
- Children's social care had undertaken a *dip-sample of cases to determine whether health partners are being appropriately involved in strategy discussions.* Unfortunately the outcome was not positive and showed only 4 out of 10 case included discussions with health. Systems were put in place to improve this area of work.
- *Child Reports to conference* - overall the provision of reports to conference is improving and chairs are taking a more robust approach to ensuring that reports are received in advanced of the conference taken place.
- *Multiagency-audit on parental mental health and safeguarding.* Good working together arrangements between agencies on statutory services were found. Information

sharing was less robust between universal services. There was poor usage of the joint supervision policy and management oversight was variable.

- *Audit of housing protocol for children living at height* - following the multi-agency management reviews into a child that fell from a balcony and new multi-agency housing protocol was introduced between children's social care, housing and health. The audit showed that the protocol has being working effectively to rehouse children where there is serious safeguarding risk.
- Strategy discussions and the involvement of health - a dip sample was undertaken of 14 cases of strategy discussions held in August 2015. The findings were that in 10 out of 14 cases there was evidence that the views of health professionals had been sought during the s47. However only 5 (out of 14) showed that health partners were consulted about the decision to commence a s47 enquiry.
- An audit of community health practice around *female genital mutilation* discovered that notification stop after hospital involvement and no alert was raised in the community. Further work is necessary within health services (re-audit in 6 months)
- *Reports to conference* - education has undertaken an audit of school attendance and has written to all schools who have not attended or provided a report within the correct timescales. This related to 45 schools and 81 case conferences, some head

teachers have requested that they are included in the invite and this has been agreed.

- *Clinical Audit of Child Protection cases where there were 2 or more child protection medicals* - 10 children from London Borough of Islington and 21 children from London Borough of Haringey were considered. In the view of auditors 7 out of the 10 children who had repeat medicals had improving life experiences. Most of the medicals undertaken related to females in Islington and mainly for physical abuse. There was no significant differences between the two boroughs, the conclusions of the audit were that the paediatric reports were generally of good quality.

Policy and Practice sub-group

The sub-group has undertaken work to update and review the following areas:

- ISCB Website updated to include information on schools, PREVENT and gangs.
- The *Sample Safeguarding Policy* has been amended for private and voluntary organisations
- Consulted on a health substance misuse policy
- Consulted with education about supervision for designated staff in schools, which lead to a pilot.
- Development of a multi-agency gangs protocol.

- Discussion NHS Female Genital Mutilation policy.
- Updated child protection conference report.
- Feedback and contribution to Pan-London child sexual exploitation policy (the London Safeguarding Children Board)
- Survey of Board members compliance with DBS and repeat DBS checks
- The Policy and Practice sub-group received the pilot result on the Signs of Safety /Strengthening families child protection conference model and recommended its implementation to The Board.
- The group has consulted on and contributed to the Children and Young People's Health Strategy (2015 – 2020) Improving the health of Islington's children and young people developed by Islington Clinical Commissioning Group and Islington Council
- There were a reported 6,354 website hits to the ISCB website during the period April 1, 2015 to March 31, 2016.

Training and Workforce Development sub-group

The board asked the sub-group to develop and publish a Multi- Agency Training Programme that is in keeping with Pan-London Procedures, Competence Still Matters (training strategy) and ISCB priorities, this has been done.

As before, training demand for board course remained very high, and particularly high for

designated safeguarding lead training. Early years settings, children centres and schools have taken the majority of places.

In the previous annual report, the sub-group planned to lobby the schools training officer to join forces with The Board, to enable schools to benefit multi-agency training. This has the added benefit of education staff meeting and training with other professionals and settings.

The Board is delighted that we have achieved this goal. The sub-group has continued its efforts in this respect, and health staff will in future also benefit from multi-agency training. The sub-groups should report on these developments in the next annual report.

The sub-group has extended invitations to Islington police (safe schools officers) and police managers have agreed that this is an achievable goal.

Course administration remained a considerable burden on The Board's resources, but the sub-group is pleased that the Training Portal has been installed and is working well. In the short term, it is adding to the administrative burden because of: overlapping systems, staff training to use the new system and allowing time for agencies to create online accounts. In future, it should, however, reduce the burden on the ISCB co-ordinator.

Feedback and evaluation from agencies are that ISCB training courses are of a high calibre

and very well presented. We have reviewed all ISCB courses to ensure that changes in procedures, legislation, local SCR learning as well as national learning are incorporated.

Schools training update

The Safeguarding in Education Training and Development Officer provide a report on safeguarding training delivered to all school staff and school governors (that have direct or indirect contact with children and young people) which is in compliance with the ISCB training strategy.

Training was offered to primary, secondary and special schools, Pupil Referral Units, alternative provision settings and colleges. The offer included whole-day safeguarding training, half-day safeguarding training and twilight sessions for up to 2 hours

Training to schools included information on:

- Understanding of safeguarding roles and responsibilities
- Learn what child abuse and neglect is, including identification of signs and indicators
- Maintain a child focus and dealing with disclosures
- Risk factors/family history that correlate with risk.
- Recording and sharing information.
- How to respond to concerns about children.
- Making a referral when concerned.

- Conflict resolution and escalating concerns.
- ISCB Thresholds and case studies.
- Learning lessons from serious case reviews.
- The management of allegations against staff.

Total number of school delegates trained at Group 1/2 level was 1185, in 38 settings

The education training officer is now co-delivering (Group 5) multi-agency *Designated Safeguarding Lead* training in partnership with Islington Safeguarding Children's Board. This training is specifically for designated safeguarding leads and covered the following areas:

- Key responsibilities of their role in relation to safeguarding and child protection.
- Ensuring that agencies responds appropriately to concerns regarding children and allegations against staff and volunteers.
- How to offer guidance and advice to colleagues regarding appropriate levels of intervention when a concern about a child arises.
- Thresholds for intervention and the duty to refer to Children's Social Care.
- Ensure that appropriate action is taken whenever child protection thresholds are crossed.

The table below summarises how many school staff are in receipt of training, and how many requires training or a refresher. The board is

delighted that school staff now participate in multi-agency training as well. It is reassuring that safeguarding leads (group 5) are up to date with training.

Group	N of staff	Trained	Training required
Group 1	2242	1508	734
Group 2	1045	899	146
Group 3	3108	2803	305
Group 5	306	298	8
Group 6	244	231	13

CSE training

ISCB has run several CSE training courses and has done much awareness raising for all agencies. All police officers have now had CSE awareness raising sessions.

In February 2015 a CSE awareness day was held with partners and the community to identify delivery options across the area. All secondary schools in Islington have received the *Chelsea's Choice* play to raise awareness of sexual exploitation of children.

Additional Training and awareness has been provided as part of Operation MakeSafe, which has been in place all year.

Taxi drivers, hoteliers, GP surgeries and those working in licensed premises were provided with bespoke CSE-awareness training by specially trained officers, allowing them not only to recognise those scenarios which should raise concerns; but also what action should be taken if they suspect a child is at risk.

Islington's Specialist Private Fostering, Trafficking & CSE Social Worker continues to offer advice and consultation to social workers, as well as providing training (internally and to partner agencies) to increase knowledge and raise awareness of sexual exploitation. As a result of this hundreds of staff across TSCFS, health, housing, targeted youth, youth offending, voluntary sector and the faith sector have received CSE awareness raising training. All training for designated staff includes a briefing on sexual exploitation.

[The Home Safe: Domestic Violence \(DV\) Prevention Education Programme for Schools](#)

This prevention programme is available to early years settings (staff training/parent workshops only), primary, secondary and special schools, Pupil Referral Units (PRU's), youth

[Case Review sub-group](#)

In the previous annual report, the sub-group reported that SCRs for Child F and Child E were

hubs, Alternative Provision (AP) settings and colleges. The offer includes:

- Consultation with relevant safeguarding staff.
- Staff training.
- Pupil lessons.
- Parent workshops.
- Targeted work with children and young people at risk of /experiencing abuse.
- Resources and materials.
- Advice, sign-posting and support.

The last academic year has seen a continuation in the trend of increased school up-take of this prevention programme, particularly amongst primary schools. However, the prevention work in school's still remains inconsistent; some schools demonstrate a clear commitment to the ethos of the prevention programme, whilst others show a lack of willingness to include the work of the programme into their teaching, staff training or parent engagement framework. A notable gap is the participation of single-sex boys' schools in the borough.

Next steps for the Home Safe project

- Engagement of non-participating school in Domestic Violence work
- underway. The former was published in February 2016 and the latter in July 2016.

Multi-agency briefing sessions are underway to disseminate learning and the sub-group is tracking implementation of agency action plans.

Both serious case review reports have been written in such a way that professionals are able to easily identify the learning points in the review.

In response to a referral from the CDOP chair, the sub-group has also commissioned a multi-agency knife-crime review to better understand the circumstances in which young people are seriously harmed or killed by their peers. This review is looking at learning from young people who we were present at the time of the injury. A few young people were witnesses to the murder of an Islington young person, and the review had to be postponed until after completion of court proceedings.

Child death overview panel

Islington Safeguarding Children Board In its 8th year of working, Child Death Overview Panel continues to be well attended by a core group of professionals from health, social care and the police. Additional members from other services (e.g. Education, housing, Community Children's Nursing Team and the Life Force Team) are invited to attend depending on the cases being discussed.

The CDOP annual report is currently being produced with figures.

Other steering groups / task and finish groups

Harmful practices steering group

This sub-group, previously held, by the Safer Islington Partnership (SIP) did not function for a period due to changes in organisational structures and staff.

The ISCB has now taken over governance of the group and it has begun preparation of its work plan.

The ISCB cannot yet be sure that there is a coordinated multi-agency response to safeguard young women from female genital mutilation in Islington. Nor does it have assurance that agencies are compliant with DfE's statutory guidance and duties. The ISCB and other strategic boards and partners should considering developing a multi-agency female genital mutilation strategy.

The sub-group and partners should agree a two-year work plan to raise awareness about harmful practices, including FGM.

Designated Safeguarding Lead (DSL) Group Supervision Pilot in Schools

A pilot programme was offered during the spring term to Safeguarding Leads from both primary and secondary schools, which provided a regular opportunity for them to consult and discuss cases of concern with an experienced professional from the Educational Psychology Service.

The pilot was created because of feedback from safeguarding training and challenge from the ISCB Policy and Practice sub-group about the requirement that:

“The designated safeguarding children professionals and deputies should be provided with relevant child protection training. Designated safeguarding children professionals and their deputies must undergo regular supervision and refresher training in child protection.⁸”

Supervision is now recognised as having value for all professionals with safeguarding responsibilities, including DSLs. The innovative idea aimed to support all DSLs through offering a consultative and reflective group to discuss dilemmas in practice, specific topics, child protection cases and learning from serious case reviews will hopefully be developed further and be launched in all Islington’s schools.

Local Authority Designated Officer

The LADO has undertaken a substantial amount of awareness-raising with all agencies and as a result a significant increase in referrals to the LADO was seen in 2015-2016.

The productions of ISCB posters about the LADO continue to be distributed in council buildings, community centres, housing offices, youth centres, early year’s settings, custody suites,

prisons, GPs, dentists, opticians and pharmacists.

Provision of advice and consultation to named staff has continued this year. The LADO and the delegated Child Protection Co-ordinators have provided, in the main, named staff with advice and consultation regarding matters that do not reach the LADO threshold.

Referrals increased last year from the previous year. The LADO and her team have endeavoured to increase agencies’ confidence and experience with such work by further widening out the network practice meetings, and providing advice, consultation and training. There are a variety of professionals that come into contact and work with children as a part of their role.

It appears since last year that allegations made in regards to professionals’ personal lives has increased (16), however previously this category was not separated from allegations in the workplace.

The number of referrals for education and foster carers has remained similar to the previous year. There has been a huge increase from early years and referrals made in relation to professionals’ personal lives.

Referrals from health remain the same. It is clear more awareness raising needs to take place within health as a whole. However the designated officer in Whittington Health provides an appropriate level of screening prior to

⁸ London Child Protection Procedures: 3.3.8 and Working Together to Safeguard Children, March 2015: Chapter 2 paragraph 4

referrals reaching the LADO, which may also explain this effect.

The LADO and her team have provided a substantial amount of advice and consultation to cases which later transpire to not meet the criteria for LADO intervention.

Individual cases have led to wider learning and have enhanced and improved the LADO process both in terms of safeguarding children and the rights of the employer.

Private Fostering

The numbers of known privately fostered children remain low and have decreased over the period where there has not been a dedicated worker in post.

A new dedicated worker is now in place and there will be a complete audit of cases within Targeted and Specialist Children and Families Service. Also to be conducted is an awareness raising campaign within the service. Stronger links are to be forged with other service areas within the Borough of Islington to ensure there is a proper understanding of Private Fostering.

ISCB Budget and resources

Funding of LSCBs continues to be challenging and collectively the London LSCB chairs are disappointed that the MPS continues to choose to fund partnership safeguarding in London at a level which is 45% less than all the other large urban Metropolitan Police Forces in England.

Safeguarding is a complicated and demanding partnership arrangement that needs appropriate resourcing if it is to be effective. If the ISCB is to carry out its statutory duties, it needs to be properly supported.

The guidelines which we adhere to (Working Together to Safeguard Children (2015)) makes it clear that funding arrangements for Safeguarding should not fall disproportionately and unfairly on one or more partner to the benefit of others. In London this burden does fall unfairly on Local Authorities because the MPS does not provide rational or reasonable levels of funding to local safeguarding boards.

In previous years, the board agreed that further capacity should be provided to the ISCB business unit to support the more ambitious work

plan around quality assurance and audit. Regrettably, additional funding that did not materialise and considerable expenditure in relation to SCRs and two judicial reviews have meant this ambition could not be realised, in addition to placing significant pressure on the ISCB's current resources.

Historically, The Board understood that NHS (England) London should contribute financially to the Board and the contribution from the Islington CCG has been reduced as a result. It appears that the total funding should be provided by local CCGs. This matter needs to be clarified as a matter of urgency.

The Safeguarding structures in London are due to change in the next two years. When they do there will still be a need to resource whatever arrangements are put in place. The police are a key partner in the future arrangements for safeguarding and we ask that the MPS and The Mayor's Office for Policing and Crime increase their funding to a level which is fair to the other partners and which will assist in keeping London's children safe.

	2014/15	2014/15	2015/16	2015/16	2016/17
INCOME	Projected	Actual	Projected	Actual	Projected
Balance brought forward					
Balance 2013/14	£28,221.15	£28,221.15	£0.00	£0.00	£0.00
Agency contributions					
London Borough of Islington	£118,754.00	£118,754.00	£118,754.00	£74,100.00	£118,754.00
DSG Grant	£0.00	£0.00	£50,000.00	£50,000.00	£50,000.00
Islington CCG	£6,500.00	£6,500.00	£10,000.00	£10,000.00	£10,000.00
NHS England (London)	£6,500.00	£0.00	£10,000.00	£0.00	£0.00
Camden & Islington NHS Trust	£5,500.00	£5,500.00	£7,500.00	£7,500.00	£7,500.00
Whittington NHS Trust	£10,000.00	£10,000.00	£15,000.00	£15,000.00	£15,000.00
Moorfields NHS Trust	£5,000.00	£5,000.00	£7,500.00	£7,500.00	£7,500.00
National Probation Trust	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,500.00
Community Rehabilitation Company	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00
MPS (MOPAC)	£5,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00
Cafcass	£550.00	£550.00	£550.00	£550.00	£550.00
Fire Brigade	£0.00	£0.00	£550.00	£550.00	£550.00
Subtotal	£159,804.00	£153,304.00	£226,854.00	£172,200.00	£217,354.00
Other income					
None	£0.00	£0.00	£0.00	£0.00	£0.00
Subtotal	£0.00	£0.00	£0.00	£0.00	£0.00
Total income	£188,025.15	£181,525.15	£226,854.00	£172,200.00	£217,354.00

EXPENDITURE	Expected	Actual	Difference	Difference	Difference
Staff					
Salaries, 2.5 staff	£148,984.94	£148,984.94	£134,663.90	£134,663.90	£134,663.90
Chair	£0.00	£0.00	£23,316.88	£23,316.88	£23,316.88

Agency (training)	£0.00	£0.00	£0.00	£0.00	£0.00
Sessional worker	£8,824.11	£4,045.05	£8,824.11	£6,716.63	£5,000.00
Subtotal	£157,809.05	£153,029.99	£166,804.89	£164,697.41	£162,980.78

Board training					
Facilities & refreshments	£2,262.50	£4,762.00	£2,262.50	£2,262.50	£2,262.50
ISCB Conference	£0.00	£0.00	£0.00	£0.00	£0.00
Trainers	£0.00	£1,818.00	£0.00	£1,818.00	£0.00
Subtotal	£2,262.50	£6,580.00	£2,262.50	£4,080.50	£2,262.50

Other expences

SCRs	£0.00	£13,351.40	£13,432.75	£13,432.75	£12,000.00
Training portal licence	£0.00	£0.00	£0.00	£0.00	£12,000.00
Legal costs	£0.00	£19,327.99	£9,389.69	£9,389.69	£1,500.00
Board development	£599.75	£1,231.74	£599.75	£599.75	£599.75
Stationary	£880.76	£2,412.00	£880.76	£880.76	£880.76
Printing	£0.00	£0.00	£0.00	£0.00	£0.00
Travel	£203.00	£220.00	£203.00	£203.00	£203.00
Subtotal	£1,683.51	£36,543.13	£24,505.95	£24,505.95	£27,183.51

Total expenditure	£161,755.06	£196,153.12	£193,573.34	£193,283.86	£192,426.79
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Income	£188,025.15	£181,525.15	£226,854.00	£172,200.00	£217,354.00
Expenses	£161,755.06	£196,153.12	£193,573.34	£193,283.86	£192,426.79
Balance	£26,270.09	-£14,627.97	£33,280.66	-£21,083.86	£24,927.21

Key Messages

Messages for all partner agencies and strategic partners

- Support and champion staff sharing and recording information at the earliest opportunity, including information that may be found in email.
- Proactive management oversight and challenge decisions that fail to adequately promote the needs of children and young people and their parents or carers.
- Make sure that help for parents and children is provided early and as soon as problems emerge so that they get the right help at the right time.
- To ensure that the priority given to child sexual exploitation by the Safeguarding Board is reflected within organisational plans and that partner play their part in the work of The Board's sub-groups.
- To ensure that work continues to address the harm caused by domestic abuse and that the local approach is co-ordinated within and between agencies.
- To ensure work being undertaken to tackle neglect is evaluated and evidence of its impact on children and young people informs both strategic planning and service delivery.
- To ensure that the impact and harms of parental substance abuse is assessed and that children are consistently offered therapeutic support to address the harm this may have caused them.
- To focus on young people who may be at risk and vulnerable because of disabilities, caring responsibilities, radicalisation and female genital mutilation.
- Make sure that young people who transition into Adult Services for the first time get the help they need and that there is clarity about the different processes and timescales involved.
- Partner agencies commissioning and delivering services to adults with mental health issues need to ensure mechanisms are in place to enable monitoring and reporting of their performance in respect of safeguarding children and young people.
- Agencies to ensure that performance information is developed collected and monitored in order for agencies to report their progress against The Board's priorities.

Key Messages for Politicians, Chief Executives, Directors

- Ensure that the protection of children and young people is considered and takes ac-

count of the ISCB priorities in developing and implementing key plans and strategies.

- Ensure your workforce is aware of their individual safeguarding responsibilities and that they access ISCB safeguarding training and learning events as well as appropriate agency safeguarding learning.
- Ensure your agency is meeting the duties of Section 11 of the Children Act 2004 and that these are clearly understood and evaluated.
- Keep the Safeguarding Children Board informed of organisational restructures and projects and assess the risk it may cause on safeguarding young people and partnership working arrangements.
- Ensure systems are embedded to routinely consider ethnicity, disability, gender and the rights of children in all planning and commissioning of services.
- Organisations to have a robust corporate safeguarding policy in place, that sets out governance arrangements around child protection and safeguarding in their organisation.
- Ensure organisations have robust systems in place to reflect the voice and experiences of children.
- Using the ISCB safeguarding courses and learning events to keep themselves up to date with lessons learnt from research and serious case reviews to improve their practice.
- Familiar with the role and purpose of the ISCB.
- Aware of the Pan-London Child Protection Procedures and how to apply them.
- Aware of the Islington Safeguarding Board website and visit it regularly to keep up to date (www.islingtonscb.org.uk).
- Familiar with, and routinely refer to, The Board's threshold document and assessment procedures to ensure that the right help and support is provided to keep children safe.
- Clear who their board representative is, and know how to use them to promote the rights of vulnerable children and raise the voice of professionals.
- Aware of their agencies whistle-blowing procedures and know how to use them.

Key Messages for the children and adult's workforce

Members of the children's workforce from all agencies and voluntary sector should be:

ISCB Annual Report Conclusions

This report has provided an assessment of the effectiveness of local arrangements to safeguard and promote the welfare of Islington's children. It shows that safeguarding activity is progressing well locally and that the Islington Safeguarding Children Board has a clear consensus on the strategic priorities for the coming year as articulated in the ISCB Business Plan 2015-2018

The ISCB has worked well in fulfilling its statutory functions under the revised Working Together to Safeguard Children (2015). Statutory and non-statutory members are participating towards the same goals in partnership and within their individual agencies.

There continues to be challenges for The Board, which include:

- Evaluating the effectiveness of our local approach to early help to be assured that timely responses to any child care concerns are made appropriately and therefore reduce the need for statutory interventions
- We need to raise the profile of the ISCB with the wider communities of Islington. Along with our ongoing communications strategy, we have appointed two new lay members to assist in this task.
- We need to facilitate new ways of getting feedback from the public and frontline staff on 'what works' and what could be done better or differently
- Public services will continue to be operating in an environment of financial constraint, which looks to be even more challenging in future years, as a Board we must continue to ensure the safety of children is not compromised
- Partner agencies need to ensure their in-house safeguarding training arrangements are effective and consistent with the ISCB Training Strategy. In addition, The Board needs to develop more sophisticated means to effectively evaluate the impact of training.
- Our response to children affected by neglect, child sexual abuse and child sexual exploitation in terms of identification and interventions needs to be constantly reviewed and improvements made where necessary.
- Our response to families affected by domestic violence needs to remain a high priority. Islington has the second highest rate of reported domestic violence offences in North London and therefore continues to be of concern for many children and families

- We need to strengthen our approach to understanding e-safety as the advancements in social media technology have created new negative opportunities for children and young people to harm each other by 'cyber bullying'.
- The Board needs to fully understand the impact of serious youth violence, knife-crime and gang-related activity across Islington in order to put in place strategies and action plans which will help to protect and safeguard young people from harm. The introduction of the 'Islington Gang Protocol' will be closely monitored to ensure the work is coordinated and effective in safeguarding and protecting children and young people from significant harm.
- The Board needs to reflect the voice and experiences of young people more effectively.

The Board has done well to monitor and evaluate the effectiveness of safeguarding within Islington with the limited resources that have been made available. This work needs to be kept constantly under review to ensure our monitoring and evaluation functions are properly resourced to be able to help inform The Board of what difference it is making to keep children safe in Islington

The ISCB sub-groups will be the main drivers for ensuring the business plan is implemented. The plan will be regularly reviewed at main

LSCBs meetings and kept under regular review in the Sub-Groups

We are confident that Islington Safeguarding Children Board partner agencies will continue to:

- identify and act on child protection concerns,
- work effectively to share information appropriately,
- collectively make decisions about how best to intervene in children's lives where their welfare is being compromised, and
- collectively monitor the effectiveness of those arrangements.

The *London Child Protection Procedures and Practice Guidance* to keep children safe are well embedded in Islington, which allow agencies to have a clear reference point to undertake single-agency and multi-agency work. We are confident that these ensure children are best protected from harm and their families offered the right support when they most need it. Our local policies and procedures also enable the right decisions to be made about the safe recruitment, induction and supervision of front-line staff, as well as respond to allegations against staff.

Our learning culture has been enhanced by a programme of undertaking both single-agency and multi-agency case audits. These give a valuable insight into the child protection system and how single agency service delivery and working together impacts on outcomes for children.

Our aim year on year is to make sure that children in Islington are best protected from harm. This can only be achieved through ensuring the right systems are in place, that agencies work well together for each individual child and family and we develop our learning culture. We need to be constantly reflecting whether children in the area are safe and, if not, what more can be done to reduce incidents of child maltreatment and intervene when children are at risk of suffering significant harm. We will continue to raise awareness within our local community that safeguarding children is everybody's business.