Royal Greenwich JTAI Action Plan August 2018

1. Across the multi-agency partnership, the risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education is consistently understood, recognised and responded to.

JTAI Findings:
- The understanding and response to risk is variable across all of the agencies and for some children not sufficiently explored or known because information sharing is not robust enough.
- Community health services support children through universal and early help services to identify emerging risks of exploitation. However, there is no specific emphasis on exploitation as a significant priority issue and the low numbers of referrals of missing or exploited children to the MASH from health services reflect this.
- Additionally, work needs to be undertaken with child and adolescent mental health services staff to further develop the understanding of exploitation and the links with mental health.
- Traditional methods of assessment, planning and intervention may not always effectively reach or have positive impact of high risk adolescents.

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<td>1.1 Across the multi-agency partnership, there is good understanding and awareness of the risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education.</td>
<td>The GSCB/Safeguarding Arrangements will continue to provide and promote training and awareness raising sessions. The Strategic Safeguarding Adolescent Group, now known as Strategic Multi Agency Child Exploitation Group (SMACE) will disseminate tools, research and learning from other local authorities and nationally to promote awareness and understanding. The awareness of risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education will be promoted in schools via the established Designated Safeguarding Leads network, school based safeguarding training and the GSCB School Safeguarding Group. The awareness of risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education will be also be shared via the established forums with Independent Fostering Agencies, care providers and semi-independent units and incorporated into our in-house fostering development workshops.</td>
<td>The Strategic Multi-Agency Child Exploitation Group (SMACE) Co-chairs – Senior AD Social Care and Police</td>
<td>Immediate/on-going</td>
<td>Attendance at training, and feedback/ evaluation of it</td>
<td>Safer Greenwich Partnership Community Safety Strategy 2017 to 2020</td>
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<td></td>
<td>Wider analysis of available data to inform an action plan if needed. This will include an analysis of: • Referrals made by health agencies to Early Help and CSC re adolescent risk</td>
<td>Jane Downing – Oxleas, Anita Erhabor – CCG and Karen Scholtz, CSC and Sue Regan, Early Help</td>
<td>Oct 2018</td>
<td>Audit of referrals - defined outcome measures to be developed as part of audit action.</td>
<td>Children’s Services Business Plan – Focus area: Safeguarding, managing risk and demand – C1</td>
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<th>Thresholds for referrals to Early help and Children’s Social Care are understood and applied.</th>
<th>Referrals logged by Early Help CSC from health Single agency analysis in relation to exploitation awareness Disseminate the Adolescent Risk Identification Tool now named Contextual Risk – Early Identification Tool, and support with targeted workshops Review and refresh the GSCB Threshold document in light of the new Working Together and Early Help arrangements and promote discussion and use</th>
<th>Jane Downing – Oxleas GSCB/Safeguarding Arrangements</th>
<th>Jan 2019 Sept 2018</th>
<th>Results from review of front doors. Single agency audit evidence and outcomes Feedback from workshops GSCB/ Safeguarding Arrangements online survey – exploitation</th>
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<td>1.3 The multi-agency response to adolescent risk is:</td>
<td>Informed by information from all agencies as well as children and their families Actions are timely in response to rapidly changing information Plans to reduce risk are SMART</td>
<td>The Strategic Multi-Agency Child Exploitation Group (SMACE) Co-chairs – Senior AD Social Care and Police</td>
<td>Jan 2019 August 2018</td>
<td>Outcome measures to be implemented as part of framework Upcoming Youth Violence, Vulnerability &amp; Exploitation Strategy - Identifying and supporting those young people at risk of being involved in gangs and serious youth violence. Youth Justice Board Plan 2018 to 2019</td>
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<td>1.4 Research and tools are available to inform practice in relation to multi-agency contextual safeguarding in relation to adolescent risk</td>
<td>GSCB/Safeguarding Arrangements disseminate and make available on their website a range of research, tools and factsheets including: Contextual Risk – Early Identification Tool, Neglect tools that identify adolescent neglect Domestic Violence, professional curiosity &amp; Disguised Compliance fact sheets</td>
<td>GSCB/Safeguarding Arrangements</td>
<td>Sept 2018</td>
<td>GSCB/Safeguarding Arrangements online survey – to gauge understanding and awareness of the risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education. GSCB/Safeguarding Arrangements Section 11 audit will assess confidence in identifying and responding to adolescent risk</td>
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2. Risk assessments, plans and interventions are **aligned across the partnership and agile in response to rapid changing situations**. All work is underpinned by **robust and timely information sharing and outcome focussed plans to reduce risk**.

**JTAI Findings:**

- The attendance of health practitioners at child protection conferences is variable. When practitioners do not attend, reports are not always provided, and this impairs the ability of the conference to make fully informed decisions.
- Reports and documents from conferences are not always included in health records. This means that health practitioners are not fully aware of emerging concerns or progress made on plans for children at risk of exploitation.
- Community health services support children through universal and early help services to identify emerging risks of exploitation. However, there is no specific emphasis on exploitation as a significant priority issue and the low numbers of referrals of missing or exploited children to the MASH from health services reflect this.
- While many assessments are thorough, timely and accurately reflect the issues for the child and family, some others do not include enough analysis of historic factors or multi-agency information, which would enrich the understanding of the child’s situation.
- Assessments do not always include sufficient analysis of the complex and dynamic nature of children’s needs and the impact on children and their families.
- There is a lack of information from health to inform assessment, planning and the appropriate delivery of services to meet the needs of those children at risk of exploitation.
- Thorough, prompt and comprehensive risk assessment completed by the school had accurately identified risks of child sexual exploitation, going missing and potential gang involvement, reflected in escalating criminal behaviour. However, a key risk not sufficiently identified was non-school attendance.
- While multi-agency plans are in place for children at risk from child sexual exploitation and exploitation from gangs, they do not always evidence a strong enough grip or focus to allow services to keep pace with changing events in a young person’s life. The complexity of these particular issues is not always recognised in plans and is therefore not making enough difference for children and their families.
- Decision-making had been mostly appropriate to the level of risk presented, although these risks were not always addressed in a timely manner.
- When a new concern is referred to social care about a child whose case is already open it is not always prioritised to lead to a timely response.
- More timely, co-ordinated response to children who go missing and a more tailored approach to meeting individual needs, reducing risk and improving outcomes.

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| **2.1 Child Protection Conferences have the right professionals present and the right information available to enable robust, informed decision making in relation to adolescent risk and vulnerability.** | Audit to be completed on health attendance at Child Protection Conferences. Focus to include:  
- Were the right health practitioners invited?  
- Did the right health professionals attend?  
- Was relevant information made available to the Conference to understand risk, inform decision making  
- Sample of cases to be looked at to assess whether health needs were robustly addressed in plans to improve the outcomes for children  
- Findings to be reported to Strategic Multi-Agency Child Exploitation Group (SMACE)  
- SMACE to develop and monitor any resulting actions | Henrietta Quartano, Head of Quality Improvement, Jane Downing – Oxleas | Oct 2018 | Audit outcomes on health attendance and sample audit of agency records | |
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<tr>
<th>2.2</th>
<th>Child &amp; Family Assessments by CSC are timely, reflect key risk factors, analyse historical information and are holistic and informed by information from multi-agency partners. Assessments address the complex and dynamic nature of children’s needs and the impact on children and their families. Our work with adolescent risk is underpinned by a whole family approach, which considers needs and risks including siblings and parental capacity to protect. Child facing and adult facing services practice is underpinned by a whole family approach.</th>
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<td>All professionals are alert to the additional risks of non-school attendance and fixed term exclusions and respond appropriately. All professionals are alert to the additional risks of non-school attendance and fixed term exclusions and respond appropriately. Ensure that across the partnership education is understood to be a key protective factor for children. Need to map out existing processes and systems across education, health and social care and understand the interface and gaps. Where needed develop new systems and guidance. Ensure that across the partnership there is effective information sharing where attendance drops or there are fixed term exclusions. That delays in meeting educational need are minimised. Children are robustly supported to reintegrate into school.</td>
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<td>2.4</td>
<td>Multi-agency plans including CAMHS Care Plans, EHCP, Child Protection Plans, Child in Need Plans and Looked After Children Care Plans are aligned and evidence a clear focus on reducing risk and include consideration of likely future risk to keep pace with changing events in a young person’s life. Review existing systems and guidance to ensure that they support practitioners to be aware of other plans and understand the need to align these.</td>
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<th>Review of existing practice guidance in CSC on assessments to determine whether it captures sufficiently assessing adolescent risk, to include: - Management oversight - Decision making involving all partners including health - Use of chronologies - Risk ID Tool - Think fathers - Regular updating assessments - Professional curiosity - Non-school attendance - CME - Asking the right questions - Reflective practice opportunities - Role of GP Ongoing single agency audits to determine whether there has been improvement. Launch the GSCB and Adult Safeguarding Board joint “See the Adult, See the Child” protocol and support awareness and understanding through workshops.</th>
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<th>Henrietta Quartano - Head of Quality Improvement Review every 3 months Children Social Care Quality Assurance Framework evidencing improvement Single agency audit to determine whether there has been improvement.</th>
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<td>2.3</td>
<td>Joanne Burgess - Head of Performance Analysis, David Borland - Head of Joint Commissioning Tracy Russell - Senior AD for Inclusion, Learning and Achievement Patricia Denney - Senior AD for Social Care Dec 2018</td>
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<tr>
<td>2.4</td>
<td>Patricia Denney - Senior AD for Social Care, Jane Downing – Oxleas, Tracy Russell - Senior AD for Inclusion, Learning and Achievement Oct 2018</td>
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| 2.2 | GSCB/Safeguarding Arrangements Sept 2018 |  |
| 2.3 |  |
| 2.4 |  |  |

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| 2.5 When new information is shared with CSC on allocated cases this is shared promptly with partner agencies leading to a timely response | Review guidance and practice regarding timely information sharing by CSC:  
- Management oversight of new concerns including Police Merlins on open cases  
- Clear timescales  
- Information sharing with partner agencies  
- Agile, adaptive plans  
This will need to be incorporated into the work on formalising a multi-agency practice framework for adolescent risk | Patricia Denney - Senior AD for Social Care, | Dip sample of Merlins to evidence improvement in management oversight  
Quarterly Quality Assurance Audit: Child Protection Plans, Child in Need Plans and Looked After Children Care Plans |

| 2.6 More timely, co-ordinated response to children who go missing and a more tailored approach to meeting individual needs, reducing risk and improving outcomes | Multi-agency task & finish group to focus on developing practice framework:  
- Focus on why adolescents go missing not on what happens when missing  
- Purpose of RHIs, safe & well checks and other interviews with YP – could a different approach be taken  
- Trigger for trigger plans  
- Safety planning with adolescents  
Use the learning from the pan-London Rescue & Response project to feed into local learning. | Henrietta Quartano - Head of Quality Improvement | Jan 2019  
Outcome measures to be implemented as part of action plan including No of return home interviews and other related measures |
3. Professionals across the multi-agency network are alert to the wide ranging and multiple needs and risk factors. When children are being exploited or involved in risk taking behaviour, alongside assessing and reducing risk, professionals must be alert to and address additional needs. Equally professionals must be aware that children with additional needs such as Autistic Spectrum Disorder or mental ill-health, can be more vulnerable to the risk child sexual exploitation, exploitation associated with gangs risks and missing from home, care or education.

JTAI Findings:
- There is a lack of information from health to inform assessment, planning and the appropriate delivery of services to meet the needs of those children at risk of exploitation.
- While many assessments are thorough, timely and accurately reflect the issues for the child and family, some others do not include enough analysis of historic factors or multi-agency information, which would enrich the understanding of the child’s situation.
- Assessments do not always include sufficient analysis of the complex and dynamic nature of children’s needs and the impact on children and their families.
- Decision-making had been mostly appropriate to the level of risk presented, although these risks were not always addressed in a timely manner.
- The EHCP was delayed, potentially contributing to increased risk.
- The local area does not consistently provide alternative education quickly enough for children on education, health and care plans (EHCP) when they have been excluded from school.
- The young person has recently started attending specialist provision. However, they are not yet accessing a full curriculum in helping to reduce risk-taking behaviours.
- The local area does not consistently provide alternative education quickly enough for children on education, health and care plans (EHCP) when they have been excluded from school.

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<td>3.1 Across the multi-agency partnership, there is good awareness that children with additional needs can be more vulnerable to exploitation.</td>
<td>Existing processes and systems across education, health and social care are mapped to understand the interface and gaps. Where needed new systems and guidance are developed to ensure that across the partnership there is a shared understanding of the additional vulnerabilities of children with additional needs and with EHCP. A good awareness that education is a key protective factor for children. That delays in meeting educational need are minimised. Children are robustly supported to reintegrate into school. That systems allow us to see quickly: Which children have additional needs including EHCP. Where educational needs are not being met either through delays in EHCP or provision of schooling.</td>
<td>Joanne Burgess - Head of Performance Analysis, David Borland - Head of Joint Commissioning, Tracy Russell - Senior AD for Inclusion, Learning and Achievement, Patricia Denney - Senior AD for Social Care</td>
<td>Dec 2018</td>
<td>Outcome measures to be implemented as part of mapping exercise. Dip sample of cases to ensure we responses have been information shared, timely responses, outcomes improved.</td>
<td>Special Educational Needs and Disabilities Strategy, SEND improvement plan, Accessibility Strategy for Educational Settings in the Royal Borough of Greenwich (2016-2019), Children’s Services Business Plan – Focus area: Safeguarding, managing risk and demand – C3</td>
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4. Individual and strategic interventions are informed by a strong analytical understanding that informs a well-developed local problem profile.

JTAI Findings:
- There is a lack of analytical capability within the borough police, which hampers the police’s ability to research and analyse a range of information and data sources. This means that, for example, there is currently no supporting local police problem profile in relation to children going missing and at risk from exploitation. There is more to do to understand the extent and nature of child sexual exploitation and children going missing, as at present police practice and awareness is under-developed.
- The MPS has a central pan-London audit function which has examined cases thematically. Themes include child sexual exploitation and missing children. These audits are designed to identify good practice and areas for learning and improvement. The MPS safeguarding performance dashboard provides information both for frontline staff and managers on a range of safeguarding areas. While it holds comprehensive information on missing children, it is less well developed for examining or auditing the theme of child sexual exploitation.

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| 4.1 Across the multi-agency partnership, interventions, both individual and strategic, are informed by a clear analysis of available data and a local problem profile. Data and analysis is available in “real time” across the range of risk factors to inform multi-agency responses to reduce individual risk | Greater analytical capacity is needed across the partnership. Funding to be identified from across the partnership to recruit to a dedicated analyst to support this work  
- Agreed data set to be developed  
- Information held by all partners about this cohort needs to be pulled together  
- Using the existing Family Information Hub (FIH) to be considered  
- The FIH to be used to inform individual/tactical interventions  
- The FIH to be used to develop a local problem profile to inform strategic actions  
Review of the GRASP to be completed:  
- Focus to be on whether there is an impact on reducing risk and improving outcomes for young people  
- Findings to be reported to Strategic Multi-Agency Child Exploitation Group (SMACE)  
- SMACE to develop and monitor any resulting actions | The Strategic Safeguarding Adolescent Group (SMACE) Co-chairs – Senior AD Social Care and Police  
Henrietta Quartano - Head of Quality Improvement | Jan 2019 | Data set completed to inform measures.  
Well informed agile, problem profile and information available for individual risk reduction | Children’s Services Business Plan Focus area:  
Performance, quality assurance and Evaluation  
Community Safety and Environment Scrutiny Panel Work program: Service Performance Reports – changes to reporting on police crime  
Children and Young People Plan: Fundamentals – Prevention  
Youth Justice Plan |
5. The GSCB/Safeguarding Arrangements, supported by the work of the Strategic Multi-Agency Child Exploitation Group, robustly monitors the progress and impact of this action plan and other activity to reduce risk and improve outcomes for young people affected by child sexual exploitation, association with gangs and at risk of exploitation and missing from home, care or education

JTAI Findings:
- It is a positive step that missing and exploited children have been a priority for the GSCB for three years. The GSCB has a business plan that identifies tasks and actions to be completed by agency, sub group or individual as well as timescales for completion. It is acknowledged, however, that it is not always possible to link action taken by the board with improved outcomes for children and young people and the impact on frontline practice.

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| 5.1 The impact of strategies and tools on improving practice and outcomes for children is evidenced and understood. | • Embed the SMACE  
• Evaluate the impact of the Contextual Risk - Early Identification Tool  
• Extend the GSCB Annual Conference to the JTAI cohort  
• Review current GSCB/Safeguarding Arrangements training offer on having difficult conversations with young people and parents | Nicky Pace, Independent Chair of the Safeguarding Children’s Board | Jul 2019 | Evidence to be included in report on outcomes; which will be informed by overall work of this action plan. | Children’s Services Business Plan Focus area: Quality of Practice and Service Delivery - D1-D3 |

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