

<b>1. Priority: Development of the new safeguarding arrangements for Oldham</b>					
<b>Aim:</b> To have a new model of accountability for safeguarding children supported by relevant agencies identified with a role in safeguarding and promoting the welfare of children.					
<b>Link to strategic aim:</b> The public feel confident that children are protected					
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress and Evidence RAG
1.1 Establish a task and finish group to develop the statement of future arrangements for Oldham	April 2018*	Lisa Morris	A task and finish group will have been established with relevant partners engaged	This will ensure that key agencies are committed and contribute to a shared responsibility and co-ordinated response to safeguarding children and young people from the start of the process.	Complete
1.2 Development of a proposal for future arrangements	September 2018	Task and Finish group	Partnership proposal will have been developed	This will clearly outline the role and commitment of safeguarding partners and relevant agencies to work	Options paper is currently being finalised and will be sent to LSCB members on 17 September for

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				together to achieve the best outcomes for children and young people.	consultation
1.3 Consultation on proposed future arrangements with a wide range of key stakeholders including children and young people	October 2018	Task and finish group	Key stakeholders will have had the opportunity to comment and contribute to the proposal	This will ensure that children and young people have the opportunity to be involved in the development of the arrangements that will aim to co-ordinate safeguarding services across partners in Oldham.	This action is dependent upon the completion of 1.2
1.4 Independent scrutiny of proposed arrangements	December 2018	Task and finish group	Proposals will have been independently scrutinised and open to challenge	This will ensure that the proposed arrangements for Oldham are effective in safeguarding and promoting the welfare of all children in the area.	This action is dependent upon the completion of 1.3
1.5 Submission of proposed arrangements to secretary of state	January 2019	Lisa Morris	Proposal submitted		This action is dependent upon the completion of 1.4

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1.6 Publication of proposed arrangements	April 2019	Lisa Morris	Arrangements publicised	This will provide reassurance to children and young people that partners will work together to ensure the best outcomes are achieved and will be subject to independent scrutiny in order to ensure high quality provision.	This action is dependent upon the completion of 1.5
1.7 Implementation of proposed arrangements	July 2019	Task and finish group	New arrangements implemented		This action is dependent upon the completion of 1.6

*\*Please note these dates are subject to change as they are dependent upon when the revised regulations have been through parliamentary debate and vote.*

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<b>2. Priority: Enhancing the partnership's role in challenge and scrutiny</b>					
<b>Aim:</b> To continue to develop the Board's learning and improvement process leading to improved practice across all partner agencies					
<b>Link to strategic aim:</b> Partners hold one another to account effectively					
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
2.1 Develop a performance and quality assurance framework for the Board	June 2018	Lisa Morris Audit & Scrutiny subgroup Performance subgroup	A clear framework, is owned and understood by all key partner agencies, that enables the Board to fulfil its duty to challenge effectively	The framework supports the Board's challenge and scrutiny function ensuring that partners are working together effectively and achieving the best outcomes for children and young people in Oldham	Final draft has been approved by LSCB Executive pending a final addition relating to "what good looks like" which is being developed by the audit and scrutiny panel. This will be complete by 13 September 2018
2.2 Develop of a greater understanding across all agencies of "what good looks like"	September 2018	Audit & Scrutiny subgroup Training	A consistent, multi-agency agreed vision of good practice	A consistent vision of what good looks like will support practitioners across the partnership to achieve the	This work is underway but was not finalised in readiness for the Audit and Scrutiny meeting in July

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		subgroup		<p>best outcomes for children and young people.</p> <p>It will also enable practitioners to effectively challenge each other if they feel that decision making and practice is unlikely to achieve a good outcome.</p>	<p>2018. Once finalised it will be added to the learning and improvement QA framework. This will be completed within timescale for the target date. This will be complete by 13 September 2018</p>
2.3 Embed a culture of effective and confident challenge across safeguarding partners	March 2019	<p>Audit &amp; Scrutiny Subgroup</p> <p>Performance subgroup</p> <p>Training subgroup</p>	Partners feel confident and competent to challenge and be challenged	<p>Effective and confident challenge across the partnership will ensure that practitioners are able to reflect on decisions and seek to continuously improve practice resulting in the best outcomes for children and young people.</p>	<p>Trainers have been identified to deliver the professional challenge session. A date for delivery is being agreed.</p> <p>The impact of the training will be monitored via the training subgroup and via the Multi Agency Case Evaluations undertaken by the Audit and Scrutiny subgroup.</p>

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<p>2.4 Encourage transparency and escalation of concerns via agreed pathways</p>	<p>March 2019</p>	<p>Policy &amp; Procedures subgroup</p>	<p>Partners understand the escalation pathway and feel confident escalate their concerns</p>	<p>Clear understanding and use of the escalation policy ensures that professional disagreements are resolved in a timely manner and that partners continue to work together to achieve the best outcomes for the child</p>	<p>A briefing paper is being drafted in relation to the escalation process.</p> <p>The escalation policy for resolving professional disagreements has been re-circulated to LSCB representatives via email on 3 July 2018.</p> <p>The escalation policy was presented to school safeguarding leads on 16 June 2018.</p>
<p>2.5 Invite and engage with independent scrutiny of the work of the Board and its partners</p>	<p>March 2019</p>	<p>Audit &amp; Scrutiny subgroup Performance subgroup SCR subgroup</p>	<p>The Board and its partners receive independent evaluations of the work and drive improvement based on recommendations</p>	<p>Independent scrutiny supports partners to continually drive improvement in their response to safeguarding and promoting the welfare of children and young people</p>	<p>A series of SCRS have been commissioned by the LSCB following screening by the SCR Panel.</p> <p>The Audit and Scrutiny panel recently received a presentation from the YJS following a recent peer</p>

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					<p>evaluation and inspection.</p> <p>The Multi Agency Case Evaluation (MACE) relating to children associated with gangs was completed in June and the overview report was presented to the LSCB in July 2018.</p>
<p>2.6 Support the development of multiagency supervision for case holders working across the system, sharing the learning from the pilot and developing opportunities for training.</p>	<p>December 2018</p>	<p>Serious Case Review subgroup</p>	<p>Professionals are given the opportunity to discuss cases and identify ways to improve the multi-agency response</p>	<p>Multi-Agency supervision provides an opportunity for a core group of professionals to reflection on a case they are working with. The aim of supervision is the improvement of the quality of work to achieve the agreed outcomes for children</p>	<p>Multi agency supervision is being piloted currently with cases being identified by Children’s Social care. Review date has slipped from July but will be completed by October 2018</p>

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### 3. Priority: Complex and Contextual Safeguarding

**Aim:** To have a clear understanding of the scale of complex and contextual safeguarding within Oldham, with a clear multi- agency response to raising awareness with children and young people, assessing their needs and providing appropriate support.

**Link to strategic aim:** Early identification of safeguarding issues

Objective	Date for completion	Who Responsible / linked plan	Outcome measure	What difference will it make for children and young people?	Progress & Evidence RAG
3.1 Develop a profile analysis for each of the elements of complex safeguarding: <ul style="list-style-type: none"> <li>• CSE</li> <li>• Forced Marriage/ HBV/ FGM</li> <li>• Radicalisation</li> <li>• Modern day</li> </ul>	July 2018	Performance subgroup to lead and task to:  MFH/CSE subgroup	Partners have a clear understanding of the profile of the issues and the levels of concern within in Oldham	Understanding the profile of these new and emerging issues allows partners to develop a consistent and effective multi agency approach to safeguarding children and young people	Each of the relevant subgroup chairs has been asked to undertake a profile analysis of the specific areas of complex safeguarding.
	August 2018	DV Partnership			An annual report regarding CSE and profile analysis for Oldham was presented to the MFH/CSE/E-safety subgroup in July 2018.
	August 2018	Prevent steering			A report relating to

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slavery <ul style="list-style-type: none"> <li>Organised and gang crime</li> </ul>	August 2018	group  Challenger silver group			Prevent and radicalisation has been submitted by Ass. Dir for Communities and Early Intervention and will be considered by the Performance subgroup at the next meeting in September 2018.
	July 2018				An annual report relating to domestic abuse which will include forced marriage, honour based violence and female genital mutilation is being written by the DV partnership in readiness for October 2018
					No information received relating to organised and gang crime. This has been chased up with DCI Jim

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					Faulkner
					No information received relating to organised and gang crime. This has been chased up with DCI Jim Faulkner
3.2 Develop a complex and contextual safeguarding strategy for Oldham	May 2018	Lisa Morris	Partner agencies understand and own a multi-agency approach to addressing complex and contextual safeguarding	A clear strategy supports the development of a multi agency response to new and emerging safeguarding concerns	The item was discussed at the LSCB Executive Board in June. It was acknowledged that there are various strands of work looking at youth violence and complex safeguarding both at a local and GM level however the Board felt that work on a local activity map should


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					<p>progress which will inform the development of the strategy along with the profile analyses.</p> <p>Activity mapping session planned for 21 September</p>
3.3 Identify existing groups across the Partnerships to own and progress work relating to the elements of complex safeguarding	April 2018	Lisa Morris	Each issue is placed with the most appropriate subgroup to progress the work	a clear structure for addressing issues of complex safeguarding ensures that the partnership response is co-ordinated and effective	 <p>Complex safeguarding structure</p> <p>Proposed structure developed</p>
3.4 Embed clear lines accountability for reporting with regards complex safeguarding	May 2018	Lisa Morris	Governance for complex safeguarding is clear and partners understand where responsibilities for work streams lie	Clear accountability allows the Board to effectively challenge and scrutinise the multi agency response to complex safeguarding resulting in improved provision for children and young people	Clear terms of reference for complex safeguarding are being developed to ensure clear governance
3.5 Implement the peer on peer pathway and	July 2018	Policy and Procedure	A clear multi agency process is	A clear pathway ensures professionals are able to	Peer on peer guidance has been signed off and

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<p>ensure professionals are aware of the process</p>		<p>subgroup</p>	<p>embedded which allows agencies to develop plans to address instances of peer on peer abuse/ violence</p>	<p>recognise and respond to peer on peer abuse effectively.</p>	<p>the first briefing session was attended by 37 multi agency professionals on 2 July 2018.  Second briefing is planned for September 2018.</p>
<p>3.6 Work in partnership with schools to support the delivery of key messages relating to complex and contextual safeguarding</p>	<p>August 2018</p>	<p>Safeguarding and wellbeing in education partnership</p>	<p>Schools/colleges with have a clear and consistent process for the delivery of key safeguarding messages to children of all ages.</p>	<p>Delivery of key messages in schools highlights emerging concerns for children and young people and ensure children, young people, parents and practitioners are aware of and understand these issues and to respond effectively</p>	<p>Peer on peer guidance was presented to the safeguarding leads network event on 16 June.  Three schools are currently piloting the harmful sexual behaviours audit toolkit – supported by member of the LSCB.  Ongoing input from members fo the LSCB team and Community Safety team to deliver</p>

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					<p>messages relating to consent, knife crime, relationships and sex education.</p> <p>Current mapping exercise underway with schools to identify all inputs relating to safeguarding and any gaps.</p>
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#### 4. Priority: Domestic Abuse

**Aim:** To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children affected by domestic abuse. This will be led by a clear domestic violence and abuse strategy that is fully reflective of children’s safeguarding priorities.

**Link to strategic aim:** Excellent practice is the norm across all practitioners in Oldham

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
4.1 Work closely with the Community Safety	May 2018	Lisa Morris	Safeguarding is a key consideration within	Embedding safeguarding children within the domestic	Governance of the DV Partnership has been

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<p>and Cohesion Partnership and the Safeguarding Adults Boards to ensure that safeguarding is integral in the Domestic Violence and Abuse Strategy for Oldham</p>		<p>DA Partnership</p>	<p>all domestic abuse related priorities and work streams</p>	<p>abuse strategy will ensure that the impact of domestic abuse on children and young people is fully considered in assessments and provision of services.</p>	<p>reviewed. Agreed that it will remain with Community Safety and Cohesion Partnership with secondary reporting into both children and adult safeguarding boards.</p> <p>Director of Children’s Social Care and Early Help will now chair the DV Partnership meetings and a refreshed strategy and action plan is underway.</p> <p>LSCB manager is part of a small task and finish group reviewing DV Partnership to ensure that safeguarding children is integral to the strategy and action</p>
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					plan.
4.2 Work with the Domestic Violence Partnership to review the use of Domestic Abuse, Stalking and Harassment and Honour Based Violence (DASH) risk indicator checklist across agencies to support understanding of risk	September 2018	DA Partnership	A better understanding of how well the DASH RIC is being used by professionals and agencies understanding of risk	A review of the use of the DASH risk assessment will ensure that all agencies are effectively assessing the risk to families as a result of domestic abuse enabling more timely and effective risk management and interventions	Update provided at the DV Partnership stated that the MARAC would not be externally reviewed by Safe Lives due to changes due to take place locally relating to to GMP investigation safeguarding review which will impact on the way in which MARAC will work locally. As such this action needs to be addressed separately by the DV Partnership.
4.3 Review multi-agency access and impact of training in line with the domestic abuse competency	August 2018	Training subgroup	An understanding of the level of training being accessed by professionals, the appropriateness of	The framework ensures that practitioners are supported to access the appropriate level of training resulting in a more competent response to	The domestic abuse competency framework has been finalised and is with PR for graphics.

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framework			the access and the impact on their work	safeguarding children and young people who have experienced domestic abuse	<p>The training offer has been mapped against the framework and a gap relating to perpetrator typologies has been identified. The LSCB training consultant is working with CRC to develop a training session.</p> <p>The training subgroup will monitor agency attendance against the competency framework to ensure appropriate training is being accessed.</p>
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## 5. Priority: Children missing from education including elective home education

**Aim:** All children in Oldham are accessing suitable education and where children are electively home educated that this provision is of a suitable standard.

**Link to strategic aim:** Information is shared effectively

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
5.1 Embed robust reporting processes from schools with regards children missing from education including elective home education	July 2018	Safeguarding and Wellbeing in education partnership  Performance subgroup	Partners have a clear understanding of the number of children missing from education and are able to identify possible safeguarding concerns as a result	Clear sharing of information from schools ensures that appropriate enquiries can be made in a timely manner and safeguarding concerns identified at the earliest opportunity.	Draft flowchart was presented to the safeguarding and wellbeing in education subgroup on 10 July. Few minor amendments to be made. Awaiting sign off by Director of Children's Services.  A new live data system is due to be implemented by LA education colleagues which will

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					allow the inclusion team to access live attendance data.
5.2 Develop local guidance for education establishments about what to do if children are missing from education	June 2018	Safeguarding and Wellbeing in education partnership	Schools/ colleges are aware of and understand the process they must follow when children are missing from education	Schools are clear and confident in the responsibility to share information with the local authority in order to promote early identification of safeguarding concerns	Draft flowchart was presented to the safeguarding and wellbeing in education subgroup on 10 July. Few minor amendments to be made. Awaiting sign off by Director of Children's Services
5.3 Support the development of processes which allow the local authority to undertake welfare checks before a child is taken off roll from school	September 2018	Safeguarding and Wellbeing in education partnership	A process is embedded across all schools and colleges that allows appropriate safeguarding checks to be undertaken before a child is taken off roll	This will ensure that any safeguarding concerns have been identified prior to children being taken off roll	This has been factored into the the flowchart for school notifications when a child is missing from education.
5.4 Explore options to	December	Safeguarding	Partners recognise	This supports a more holistic	Ass. Dir. For

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<p>establish a threshold and response for “educational neglect” when a child is regularly missing from education and/or there are concerns about safeguarding</p>	<p>2018</p>	<p>and Wellbeing in education partnership</p>	<p>the links between safeguarding and children missing from education and an appropriate multi agency response is made available</p>	<p>assessment of any potential safeguarding concerns for children who are missing from or not accessing education.</p>	<p>Safeguarding and Partnerships has met with Head of Inclusion and Head of School Improvement to progress this. It was agreed that current practice would be mapped as there are existing links between inclusion team and the MASH that can be enhanced.</p> <p>LSCB manager is scoping existing arrangements with other LSCBs in GM.</p>
<p><b>6. Priority: Transitions</b></p>					

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<p><b>Aim:</b> To have a clear transitions process from children's services to adult services that ensures that that agencies work together to develop a transition plan that begins at an early stage, involves the young person and their family/carers and ensures that appropriate safeguarding information is shared.</p> <p><b>Link to strategic aim:</b> Information is shared effectively</p>					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
6.1 Develop a joint Transitions subgroup with the Safeguarding Adult's Board	May 2018	Lisa Morris	A joint group is established to ensure a full understanding of safeguarding issues relating to transitions	This will ensure appropriate professionals are working together to improve the response to transitions in Oldham	Following a discussion at the LSCB Executive Board it has been agreed that the Transitions work should be lead by both an Adult and Children's Social Care lead therefore Service Manager for Integrated Services will lead this work on behalf of Children's Social Care.
6.2 Review current policies and pathways for identified areas	June 2018	Transitions group	Each area identified in the strategic plan is reviewed and action	The review will ensure eisting pathways are feective and result in the best outcome	Work is progressing but there has been some confusion regarding leads

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relating to transitions			plans established where necessary	for children and young people	therefore LSCB business manager has requested a meeting with adult and children's social care to progress this.
6.3 Involve children and young people, family and carers in the review of existing policies and pathways	September 2018	Transitions group	Policies and pathways are appropriate to meet the needs of the people that they serve	This will ensure that the response to transitions is reflective of the needs and children and young people	POINT are involved in the Transitions group and will be the conduit to engaging and involving parents, carers and young people in this work.
6.4 Establish clear policies regarding information sharing about safeguarding concerns when children are moving to adult services	March 2019	Transitions group Policy and Procedures subgroup	Clear policies are established and partners, families and communities are aware of what they are	Clear policies relating to sharing of information will ensure that safeguarding concerns are managed and considered effectively at the point of transition	This action is dependent upon the completion of actions 6.2 and 6.3.

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## 7. Priority: Understanding the impact of trauma on children and young people

**Aim:** To have professionals appropriately trained to utilise a continuum of tools including the ACES toolkit and the TSCC in order to fully assess the impact of trauma on children and young people and to commission appropriate support to meet the needs identified.

**Link to strategic aim:** Excellent practice is the norm across all practitioners in Oldham

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
7.1 Work with partners from the local authority and health to understand the range of trauma tools available and how they can best be utilised.	July 2018	Training subgroup	A clear understanding by partners of the range of tools available to assess trauma in children and young people	The development of trauma tools will enable more effective support of children's emotional and mental wellbeing	This work will now be overseen by the Children's emotional wellbeing and mental health partnership to ensure that it is co-ordinated with other ongoing pieces of work relating to social, emotional and mental health across the partnership.  The LSCB business

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					manager has been invited to join the partnership and LSCB training consultant will continue to lead on this work.
7.2 Provide cost benefit analysis for both ACES toolkit used within the Family Nurse Partnership and the TSCC used within Children’s Social Care, Healthy Young Minds and Youth Justice Service.	August 2018	Training subgroup	An understanding of the benefits across agencies of using trauma tools to appropriately assess need	This will support future commissioning of improved trauma responses for children and young people	Information about cases from services that have used TSCC is being gathered in order to undertake a cost benefit analysis. A similar approach is underway via FNP evaluation regarding ACES.
7.3 Work with commissioning colleagues to develop a business case for continued workforce	October 2018	Training subgroup	Appropriate levels of support are available following trauma assessments	Increasing the range of practitioners trained to use trauma tools will increase the availability of the support for children and young people	A bid is being developed by the LA and CCG into the Governments domestic abuse and

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<p>development in relation to use of the tools and to ensure appropriate support is available to meet the needs identified.</p>					<p>children fund which will seek funding to expand on the TSCC pilot and commission specialist support for children and young people. Deadline is 19 September 2018</p>
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**8. Priority: Child's Lived Experience**

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<p><b>Aim:</b> To be confident that all professionals recognise and fully reflect the child’s lived experience, including those who are non- verbal and that all children and young people have the opportunity to be involved in the work of the board and its partners.</p> <p><b>Link to strategic aim:</b> Learning is promoted and embedded</p>					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
8.1 Change our terminology to refer to the “Child’s lived experience” rather than the child’s voice	July 2018	All subgroups	A greater understanding across professionals of the need to reflect the experience of the child, irrelevant of whether this is communicated verbally	This will support practitioners to consider the experiences of a child rather than solely focusing on the verbal communication	All LSCB documentation is being updated to reflect the terminology “child’s lived experience”  This will go live when new website is launched.
8.2 Continue to assess the child’s lived experience via multi agency case evaluations and	March 2019	Audit and Scrutiny subgroup	To ensure that the child’s lived experience is reflected across all agencies’ work	this continued assessment will lead to improved practice with the child at the centre of decision making	Child’s lived experience is included in all multi agency case evaluations and is a key feature in serious case reviews and

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serious case reviews					other reviews.  This will be reflected in the annual report from the two relevant subgroups.
8.3 Support the development of a new assessment model for use across the partnership	March 2019	Policy and Procedures subgroup	A holistic model of assessment that is owned and utilise by all partner agencies	A consistent model will ensure holistic assessments are undertaken by all agencies resulting in better outcomes for children.	The proposed model of Signs of Safety has been approved by the LSCB and project plan is being developed. Due to begin in September 2018 and is likely to take approximately 18 months to embed across the partnership.
8.4 Explore opportunities to work with wider groups of children and young people to support the work of the Board	September 2018	Lisa Morris	Wide range of young people are involved in and are able to influence the work of the Board and its partners.	A wider engagement with children and young people will ensure that we have a better understanding of the needs and wants of children and young people, leading to improved practice across the	Safeguarding lead for schools is currently exploring with schools how to engage school councils in the work of the Board.  The development of

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				agencies	social media platform(s) will seek to engage children and young people in the work of the Board
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