

Waltham Forest LSCB

Business Plan 2009 – 2010

Final version



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1 The Waltham Forest Local Safeguarding Children Board Business Plan 2009 – 2010

The purpose of the Business Plan is to articulate our vision for safeguarding children in Waltham Forest and to identify the outcomes we intend to achieve as a partnership. The Business Plan will:

- clarify the relationship between this plan and the national policy drivers; the Children Plan and the Stay Safe Action Plan, work relating to Lord Laming's review of safeguarding and findings from the social work task force;
- clarify the relationship between this plan and the key strategic plans in the Borough; and
- set out the work plan of the LSCB.

These relationships are set out diagrammatically in Figure One on page 5

In the autumn of 2008 the events in Haringey created a national focus on safeguarding and resulted in the government asking Lord Laming to complete a progress report on safeguarding. This report was published on the 12th March and all the recommendations were accepted by the Government. In this context our business plan emphasises the core child protection and quality assurance functions, but not at the expense of our preventative responsibilities.

At the time of writing we are awaiting the Government's formal response to Lord Laming's recommendations. However the plan has been shaped by the report and its recommendations. We will adjust and respond appropriately to further guidance relating to

this as well as to matters relating to the social work taskforce as they emerge.

The Children's Plan, published by the government in 2007, set ambitious aims for services for children and young people. Every Local Authority is responsible for delivering on these aims. The Children's Plan will fundamentally shape our Children and Young People Plan 2010 – 2013, currently in development.

The national Stay Safe Action Plan, derived from the Children's Plan, reflects both the importance central government attaches to safeguarding and the distinct role and responsibilities of Local Safeguarding Children Boards in relation to the broader partnership arrangements for children and young people.

The Local Authority together with its partners in the local strategic partnership (LSP) launched the Sustainable Community Strategy

– Waltham Forest our place in London, which sets the vision for what Waltham Forest will look and feel like in the next 20 years. By 2010 our local Children and Young People Plan will be fully aligned to this strategy.

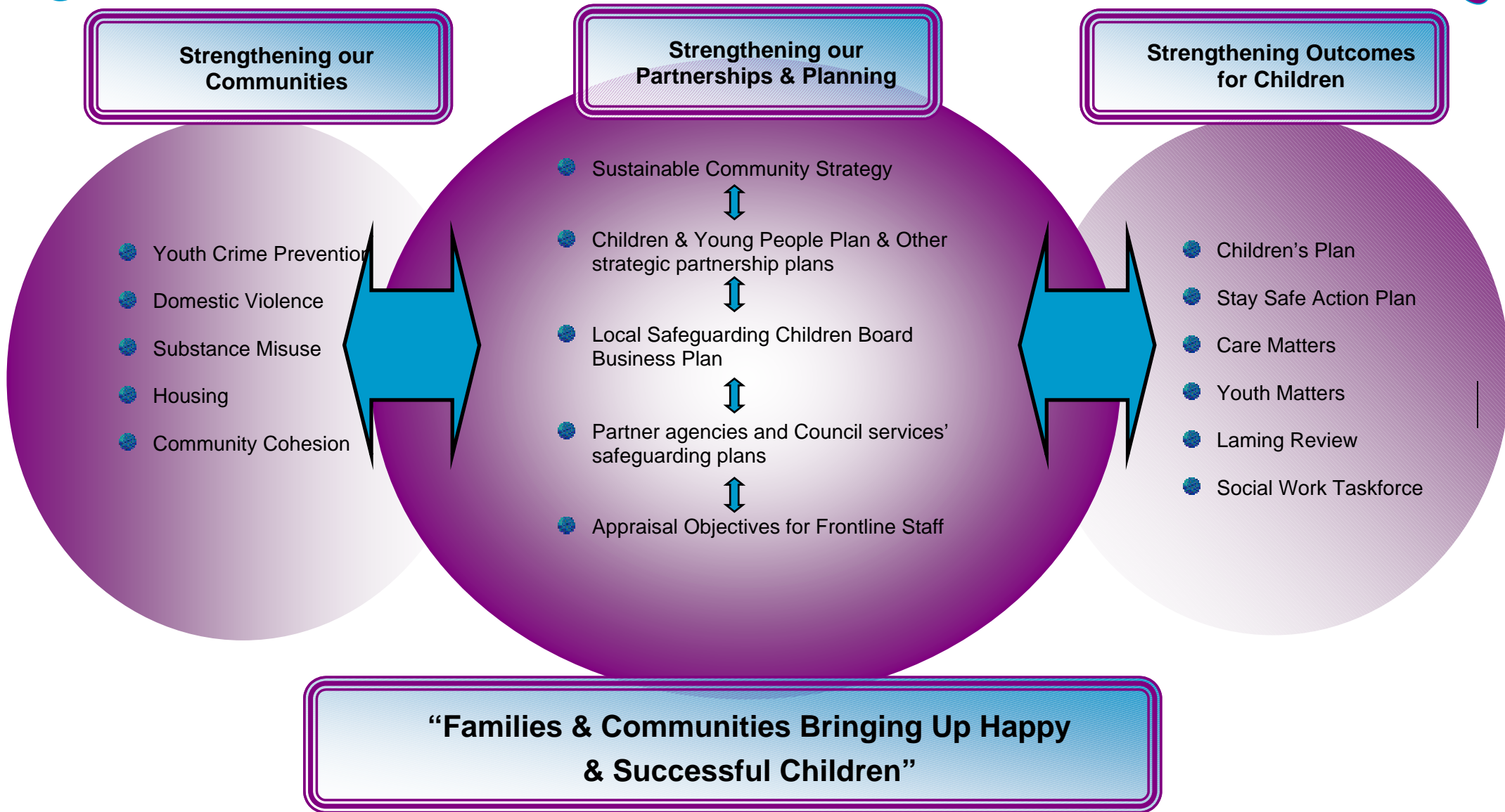
The Local Safeguarding Children Board will influence the development of all elements of the Children and Young People Plan, but we will shape particularly the safeguarding priorities and then monitor their implementation.

In this year's business plan we are also pleased to incorporate the recommendations of the independent review of the LSCB, completed by the NSPCC and LBWF policy and partnerships unit in February 2009. This review was commissioned to enable us to identify areas for improvement as part of our journey from good to excellent.

We believe that the LSCB, going into 2009/10, is a thriving partnership, capable of producing outstanding work.

We are confident that with this year's business plan, the recommendations from our review and our commitment to incorporating new priorities as they emerge, we will be well on the way on the journey from good to excellent.

Government Initiatives Shaping Local Priorities



2 Strategic links

There are three principles to the Waltham Forest Sustainable Community Strategy:

- to manage population growth and change;
- to create wealth and opportunity for residents; and
- to retain wealth in the Borough.

The third aim of the Local Safeguarding Children Board, "... ensuring that children are growing up in circumstances consistent with the provision of safe and effective care," highlights the contribution of the safeguarding board to the delivery of the sustainable communities strategy.

There are five key principles to the national Children's Plan:

- Government does not bring up children – parents do – so Government needs

to do more to back parents and families:

- All children have the potential to succeed, and should go as far as their talents can take them;
- Children and young people need to enjoy their childhood, as well as grow up prepared for adult life;
- Services need to be shaped by, and responsive to, children, young people and families, not designed around professional boundaries; and
- It is always better to prevent failure than to tackle a crisis later.

We fully endorse these principles and our Business Plan is consistent with them.

Our vision for children and young people in Waltham Forest is one of, "families and communities bringing up happy and successful

children". We intend that all of our children will be safe and sound. Achieving this depends upon a whole system approach to safeguarding; this is illustrated on page 8. The outcomes the children and young people trust intends to achieve are set out below.

- Safe roads neighbourhoods and play spaces are for children and young people
- Children are resilient
- Children protected from abuse while families who are struggling to look after their own children are helped
- Reduced harmful behaviours of adults/carers/ parents
- The resilience of children in care is strengthened
 - Ensure a secure base
 - Strengthen social competence

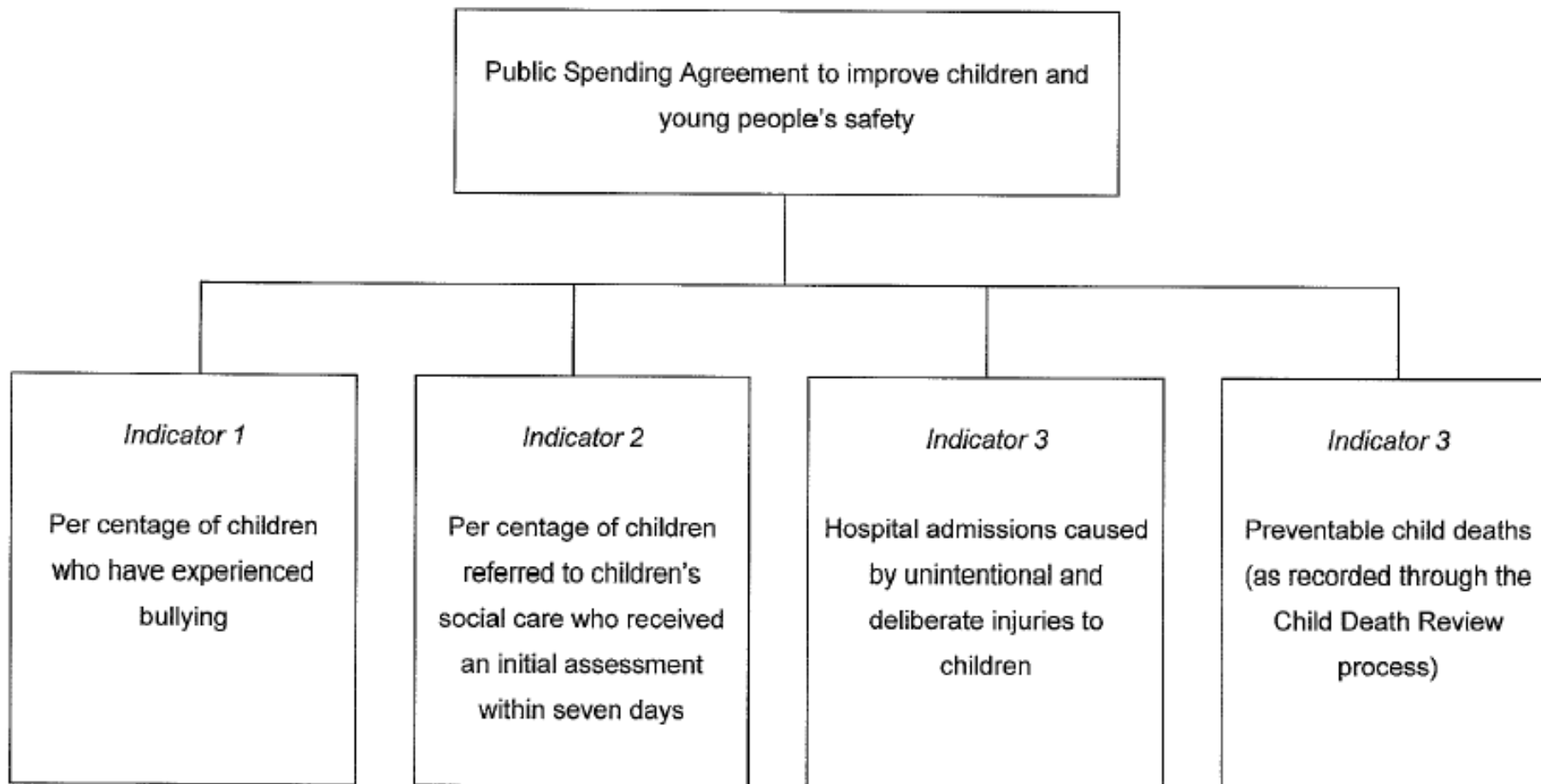
- Sustain friendship networks
- Support the development of positive values
- Support achievement and attainment of children in care

In order to accelerate the improvement of key stay safe outcomes for children and young people, we have agreed with the government a Public Service Agreement (PSA), The PSA has four elements, incidence of bullying, admissions to hospital A&E for deliberate and unintentional injuries, initial assessments completed in timescale and preventable deaths of children and young people. Targets are not set against the performance indicators in the PSA, but the government "... expects to see clear and significant improvements over the period of the Comprehensive Spending Review". We are in the second year of the agreement and the performance report attached to the review of last years business plan shows the excellent progress we have

made. Achieving further improvement in these outcome indicators is a priority for the LSCB

With the exception of the outcomes for children in care, which are the responsibility of the Children in Care Council, the LSCB is the partnership responsible for driving improvements in these outcomes and monitoring the associated performance indicators.

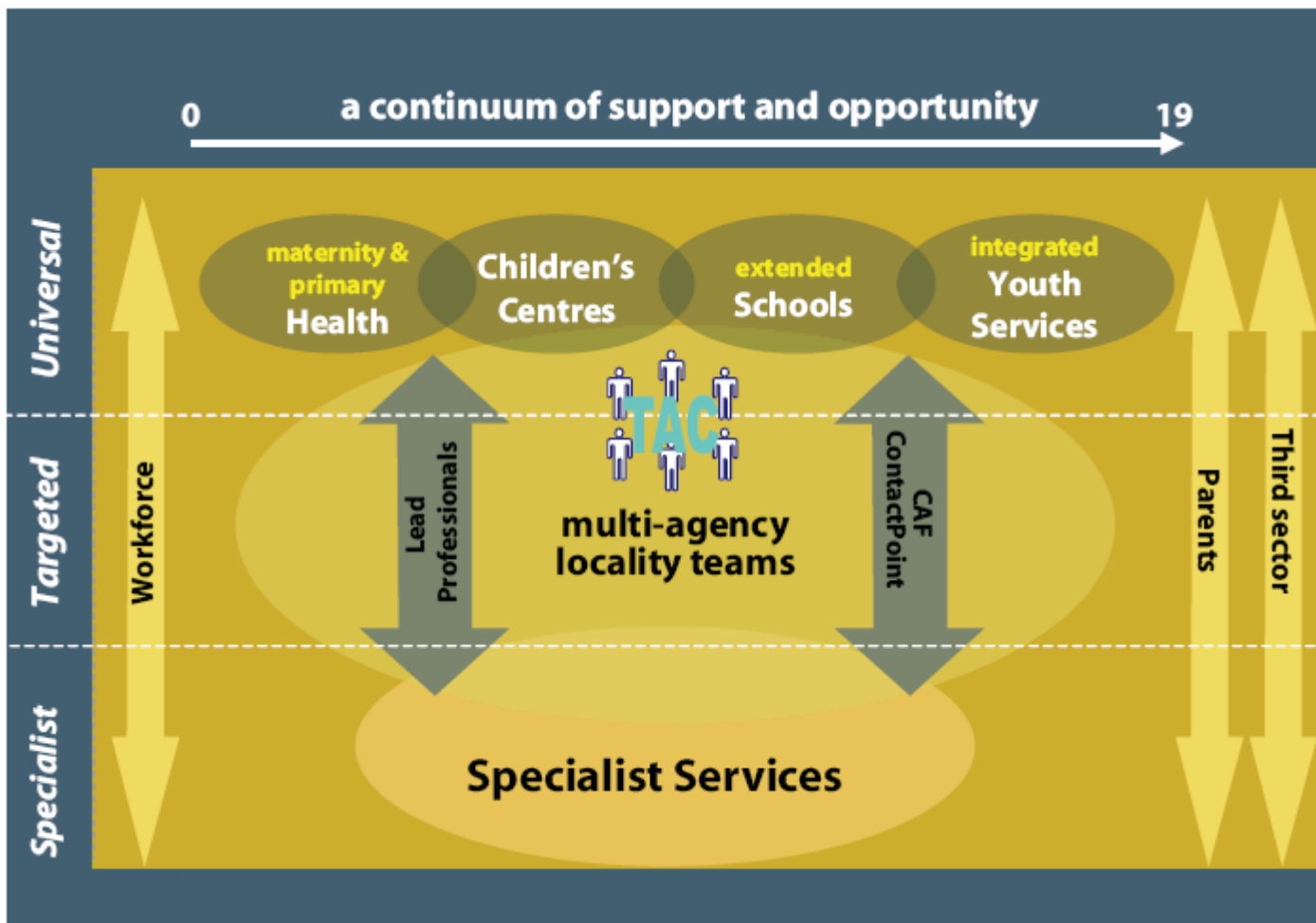
Figure Two



Whole system approach to safeguarding

Our whole system approach to safeguarding is illustrated below.

Figure Two



3 The Priorities for 2009/10

The LSCB has a variety of means by which it sets its priorities including gathering the views of LSCB members and front line staff.

Priorities are also informed by the Staying Safe Action Plan; findings from external inspections; national and regional overviews, for example the National and London studies of serious case reviews.

We also have the recommendations from our independent review and are mindful of the issues relating to the LSCB in the Laming progress report

It is clear that we need to focus our attention on the core business of safeguarding the most vulnerable children and young people. We will ensure effective responsive and preventative safeguarding services. From these drivers we have identified the following priorities for 2009 – 2010.

1. A responsive child protection service

The quality of children protection practice across all agencies, including the quality and timelines of assessments, information sharing, and multi agency working, are key elements in a responsive child protection service. We have adopted a ‘think family’ approach to strengthen partnerships with adult services and we will ensure our quality assurance framework is robust and that all key staff are trained and confident in their role. We will also ensure we build a safer workforce.

2. Early intervention and prevention

Early intervention and prevention and the associated tools of common assessment framework (CAF), lead professional (LP), information sharing and ContactPoint need to be fully embedded into everyday practice in universal and targeted services. We intend to increase the use of CAF and the range of professionals and agencies taking on role of LP. Targeted training, peer support and a

comprehensive communications strategy will support and drive this forward. We will embed the notion that assessment is a process not a form.

3. Communication within LSCB and with partners and stakeholders.

The work of the LSCB is wide ranging encompassing numerous individuals and agencies. The LSCB requires strong strategic and operational communication systems to raise the profile of safeguarding and to promote local and national safeguarding initiatives. The communication strategy will ensure that internal and external stakeholders understand the importance of safeguarding and their role in it.

4. Strengthening governance and leadership of safeguarding

Laming and our independent review of the LSCB made a range of recommendations to strengthen leadership and governance of safeguarding. These will be incorporated into this year’s business plan.

LSCB structure

The LSCB executive group is responsible for the delivery of the business plan, reporting bi-annually to the strategic leadership.

The LSCB has two mandatory panels:

1. Serious Case Review Panel
2. Child Death Overview Panel

Three permanent subgroups:

1. Quality Assurance
2. Policy and Professional Development
3. Communications

And three fixed term subgroups:

1. Early intervention and prevention
2. Children in Care
3. Safer Workforce

The panels and groups report to the executive group via the chairs forum.

4 Terms of Reference

Purpose of the Waltham Forest Local Safeguarding Children Board

Waltham Forest Local Safeguarding Children Board (LSCB) is the lead multi-agency body that is responsible for safeguarding and promoting the welfare of children in Waltham Forest. It has three broad purposes:

- to coordinate the activities of each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in Waltham Forest; and
- to ensure the effectiveness of what is done by each such person or body for those purposes.
- to monitor the performance and quality of each agency

Mandate of the Waltham Forest Local Safeguarding Children Board

The legal basis for the LSCB is section 13 of the Children Act 2004 - Establishment Of Local Safeguarding Children Boards; the work of the board is regulated by Statutory Instrument - The Local Safeguarding Children Board Regulations 2006. This is further expanded in statutory guidance provided by the former Department for Education and Skills, Working Together To Safeguard Children (2006), chapter 3.

The Children Act 2004, section 13 places duties on the Local Authority Children Services to establish an LSCB, and to cooperate with each of the Board partners. There is also a duty on each Board partner to cooperate with that authority. This section prescribes the membership of the Board (see item below). Section 14 sets out the function and procedures of the LSCB, and section 15 the arrangements for its funding.

The Local Safeguarding Children Boards Regulations 2006 came into force on the 1st of April 2006. The regulations cover the composition of LSCB's. They specifically allow two or more Board partners to be represented by the same person, and allow the Local Authority, in consultation with their Board partners, to determine that the LSCB shall include two or more representatives of that Local Authority, or of any Board partner. The Regulations also specify the functions of the LSCB (as defined by section 14 of the Children Act 2004) that form the basis of these Terms of Reference.

Chapter 3 of Working Together To Safeguard Children (2006) gives further clarification on the role, functions, governance and operational arrangements of LSCB's.

Aims of the Waltham Forest Local Safeguarding Children Board

To safeguard and promote the welfare of children. This is defined as:

- protecting children from maltreatment;
- preventing impairment of children's health or development; and
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.

To meet the requirements of Working Together To Safeguard Children (2006), Safeguarding Children – A Summary Of The Joint Chief Inspectors' Report On Arrangements To Safeguard Children and Staying Safe: Action Plan.

To work towards improving the overall wellbeing of all children in Waltham Forest as part of the Waltham Forest Children And Young People Plan.

To coordinate and monitor the child protection system.

Waltham Forest LSCB will:

- a) Be constituted as required by the Children Act 2004, Working Together To Safeguard Children (2006) and Safeguarding Children – A Summary of The 3rd Joint Chief Inspectors' Report On Arrangements To Safeguard Children, and will have appropriate representation from all relevant agencies, including those from the voluntary sector, at an appropriate level of seniority. Those representing Board partners will be able to speak for their organisation with authority, commit their organisation on policy and practice matters and hold their organisation to account.
- b) Ensure that local policies, procedures and protocols are up-to-date, consistent with statute, regulations and national guidance, and are fully owned and signed off by all local agencies involved in or concerned with the

protection of children. Such policies may include:

- The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
- The training of persons who work with children, or in services affecting the safety and welfare of children;
- Local policies and procedures for the recruitment and supervision of persons who work with children;
- The investigation of allegations concerning persons who work with children;
- The safety and welfare of children who are privately fostered;
- Cooperation with neighbouring Local Authorities' Children Services and their Board partners; and delete
- Other policies and procedures that support work to safeguard children and promote their welfare.

c) Work together to promote equality within services that safeguard children and promote their welfare, and take action to address issues of diversity and equality where necessary.

d) Commit adequate resources to fulfil its responsibilities.

e) Put in place objectives and performance indicators for safeguarding children and use management information in respect of child protection and safeguarding children to identify shortcomings and improve services.

f) Have a regular programme to review local services which safeguard children, evaluate performance and take action to improve effectiveness.

g) Contribute, as a formal consultee, to the development of the Waltham Forest Children And Young People's Plan.

h) Have a Business Plan that sets out a work programme for the forthcoming year, including measurable objectives, relevant management information on child protection activity and progress against objectives in the previous year.

i) Have a strategy to raise awareness within the wider community of the need to safeguard children and promote their welfare, and to explain to the wider community how they can contribute to these objectives.

j) Address issues and, as far as possible, seek to establish common procedures and protocols for Board partners to work together and share information.

Knowledge, Skills and Training

Waltham Forest LSCB will:

a. Ensure that single- and multi-agency training on safeguarding and promoting welfare is provided to meet local needs.

b. Work towards the provision of inter-agency child protection training, based upon up-to-date knowledge and skills, for the staff of all Board partners and others working in Waltham Forest to safeguard children and promote their welfare.

c. Seek to ensure that staff have the necessary knowledge and skills to protect children in a manner that is sensitive to issues of race, religion, culture, sexuality, age and disability.

d. Have effective links in place to ensure that it keeps up-to-date with the growing body of research evidence and knowledge that should inform good policy and practice in work to safeguard children, including children from black and minority ethnic groups and those with a disability.

e. Have effective systems in place to ensure that its members and their agencies learn from local and national experience in respect of safeguarding children.

- f. Regularly monitor and evaluate the effectiveness of such training provided.

Child Deaths

Waltham Forest LSCB will:

- a. Collect and analyse information about the deaths of all children in Waltham Forest, with a view to identifying any matters of concern affecting the safety and welfare of children in Waltham Forest.

This will include any case giving rise to the need for a serious case review, and any general public health or safety concerns arising from the deaths of children.

- b. Develop and agree procedures for ensuring that there is a coordinated and timely response by the Local Authority, their Board partners and other relevant persons to an unexpected death of a child.

Serious Case Reviews under Part 8 of Working Together To Safeguard Children

Waltham Forest LSCB will:

- a. Appoint an independent chair.
- b. Have clear criteria, consistent with national guidance and the London Child Protection Procedures, for establishing a Serious Case Review.
- c. Establish, when required, a Serious Case Review Group, involving a minimum of social care, health and education services and the Police.
- d. Set up and conduct Serious Case Reviews in a manner that is sensitive to issues of race, culture, religion sexuality, age and disability.
- e. Require individual agencies to produce management reviews in which they consider their involvement with the child and family, and identify changes that need

to be made in individual and organisational practice.

- f. Commission an overview report that brings together and analyses the findings of the individual management reviews and any other reports commissioned, and include an executive summary that will be shared with the Waltham Forest LSCB.
- g. Carefully consider recommendations from the individual management reviews and the overview report, and identify necessary changes in practice.
- h. Implement required changes in practice within the timescales set out in the action plan.
- i. Monitor action plans arising from Serious Case Reviews and evaluate the effectiveness of their implementation.
- j. Report findings to the children and young people Trust.

Establishing and responding to the views of children, young people, parents and families.

Waltham Forest LSCB will:

- a. Seek, take account of and respond to the wishes and views of parents and carers in respect of their experience of the child protection system.
- b. Established mechanisms in order, to seek, take account of and respond to the wishes and views of children and young people in respect of the planning, delivery and priority setting of services to safeguard children and promote their welfare.

Membership

The membership of the Waltham Forest LSCB is shown below.

Membership will be reviewed at the end of year/task group. Additional representation and advisors will be invited where this is agreed by the Waltham Forest LSCB, either as full or co-opted members.

Responsibilities, structure and accountabilities

All members are required to abide by the Nolan principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

Each board partner is responsible for contributing fully and effectively to the work of the Waltham Forest LSCB. This includes making Waltham Forest LSCB's assessment of performance as objective as possible, and recommending or deciding on the necessary steps to put right any problems. This should take precedence over their role as a representative of their organisation.

Waltham Forest LSCB is accountable for its work to the Local Authority through the

Director of Children and Young People Services. Whilst developing strong working relations with the children and young people Trust and other strategic partnerships, the Waltham Forest LSCB will operate as an independent body, with a distinct and clear identity within the local children's trust governance arrangements, and will not be subsumed by them.

All members, from all levels of the LSCB will be asked to provide a named deputy. Deputies should not attend more than 30% of meetings each year. This is to ensure consistency and continuity in the membership of the Waltham Forest LSCB.

All members will be required to sign a partnership agreement, which sets out member's roles, responsibility and the expectations of being a member of the LSCB.

Each Board partner retains responsibility and lines of accountability for safeguarding and promoting the welfare of children within their services. It is, however, a key responsibility of

the Waltham Forest LSCB to hold partner agencies to account for this work, and to satisfy itself that all safeguarding work is of sufficient quality. While the Waltham Forest LSCB is not accountable for the operational work of partner agencies, and has no power to direct their work, it has a duty to bring to their attention occurrences where the work done falls short of agreed standards, and may offer advice to those agencies to rectify such occurrences. Where improvements fail to be implemented, and an agency's work to safeguard and promote the welfare of children continues to fall below agreed standards, the Chair of the Waltham Forest LSCB will bring this to the attention of the Director of Children and Young People's Service. The Director will then make a decision whether to inform the Chief Executive, of the agency concerned and request that the agency takes action to bring its practice within such agreed standards.

All agency board members are required to be responsive to addressing the performance of

their own representatives, if issues are brought to their attention.

The work of the Waltham Forest LSCB will be set out in a yearly work programme, covering the period from the 1st of April to the 31st of March. The work of the Waltham Forest LSCB undertaken within the sub groups and overseen by the executive group and

The sub groups are accountable for their work to the executive group and the chair of each sub group is a member of the chairs forum, chaired by the LSCB business manager. The forum will meet three times a year, where chairs will present performance reports and have an opportunity to learn from colleagues about work in other sub-groups.

Subgroup members may be co-opted from relevant agencies and bodies from time to time as appropriate, with the agreement of the chair.

Structure

In line with the underlying principles discussed in Lord Laming's progress report and as a recommendation from our independent review we are in the process of recruiting an independent chair that will chair both the strategic leadership board and the executive group.

The Waltham Forest LSCB structure is described below.

Strategic leadership board (SLB)

The SLB will be responsible for: the strategic direction of safeguarding children in Waltham Forest;

- ensuring that the Waltham Forest LSCB fulfils its statutory duties;
- ensuring that the Waltham Forest LSCB is a full contributor to the overall strategic direction for safeguarding children in the Borough; and

- agreeing and reviewing the business plan for the Waltham Forest LSCB.
- responding as required to local or national events.

The Executive Group (TEG)

The TEG will be responsible for:

- the delivery of the Waltham Forest LSCB business plan;
- the delivery of the Waltham Forest LSCB communications strategy;
- reporting to SLB on the delivery of the business plan, and on strengths and weaknesses in safeguarding children across Waltham Forest; and
- ensuring appropriate remedial action agreed by the SLB is taken.

Subgroups

These are

- Quality Assurance
- Early intervention and prevention
- Communications

- Policy and Professional Development
- Children in Care
- Safer workforce

These groups are responsible for achieving actions as defined within the business plan below. Each group will have clear terms of reference and work plan.

Statutory groups Serious Case Review Panel

The Serious Case Review Panel is an *ad hoc* group that will be convened when a child dies and abuse or neglect is known or suspected to be a factor. It may also be convened when a child sustains a potentially life-threatening injury or serious and permanent impairment of health and development, or has been subjected to particularly serious sexual abuse, and the case gives rise to concerns about inter-agency work to protect children. It will be responsible for:

- conducting reviews under Part 8 of the guidance contained in Working

Together To Safeguard Children (2006); and

- further responsibilities as set out in the London Child Protection Procedures.

Child Death Overview Panel

The Child Death Overview Panel will:

- review the deaths of all children aged 0 to 18 years who die within the borough, using information available from those who are involved in the care of the child before and immediately after the death, including the Coroner;
- review the environmental, social, health and cultural aspects of each death, professionals' involvement before the death and responses to each death;
- consider whether, and how, such deaths might have been prevented, and how similar deaths might be prevented in the future;
- identify any patterns or trends in local data and compare them to national and

London data, reporting such trends to the LSCB; and

- advise the Chair of the Serious Case Review Panel if, at any time, it is thought that the criteria for a serious case review might apply.

Meetings times

The SLB will meet as a separate board in the spring, to approve the annual business plan. It will then convene a whole service LSCB event in the autumn

This meeting will review progress against the current business plan and identify priorities for the forthcoming year.

The SLB will meet on an *ad hoc* basis, as directed by either the Director of children and young people services or the chair of the LSCB in response to national or local safeguarding imperatives. For example during 2008/09 the SLB held two extraordinary meetings, one to discuss concerns raised by

health staff about the impact of numbers of health visitors on child protection practice and the other to discuss implications for the LSCB of the events in Haringey.

TEG will meet seven times per year.

The chairs forum will meet three times a year.

Sub groups will meet as frequently as is necessary to discharge their responsibilities.

Workstream groups

The purpose of a workstream group is to conduct a specific piece of work on behalf of a sub group, reporting back to that sub group on the progress made. A workstream group shall be chaired or convened by a member of the sub group to which it reports. Such members may be full or co-opted members. The membership of the workstream group shall be approved by the chair of the sub group to which it reports.

A workstream group shall not have the authority to take decisions on behalf of the LSCB, but must refer such decisions to the sub group to which it reports. This includes the dissemination of any materials for consultation purposes or conducting research on behalf of the LSCB, unless this authority is clearly delegated by the sub group to which it reports. The chair of the sub group is responsible for the work and output of any workstream they establish.

Quoracy

A meeting of the SLB or TE will be deemed to be quorate if two thirds of the members, or their delegated representatives, are in attendance.

A meeting of a sub-group will be deemed to be quorate if representatives from at least three individual organisations/partners including the Chair, are in attendance.

Attendance at LSCB meetings will be monitored and reported back to TEG. Where a member of the Waltham Forest LSCB consistently fails to

attend meetings, the Business Manager will contact the relevant partner agency, requesting action to ensure future attendance or replacement of the member.

Arrangements for chairing the LSCB

It shall be the responsibility of the Local Authority, in consultation with the board partners, to appoint a chair for the LSCB. In light of Laming progress report, an independent chair will be appointed who will report to the director of children and young people service.

The chair of the LCSB is responsible for ensuring that the business plan is in place for the period from the 1st of April to the 31st of March each year, and that it is being implemented satisfactorily.

The independent chair will chair both the SLB and TEG.

In a situation where there is a tied vote of Waltham Forest LSCB members (including the chair) in any group or sub-group on any matter, the chair has an extra, deciding vote.

Administrative Arrangements

Waltham Forest LSCB will be jointly funded by the children's services authority and board partners, and managed through the Local Authority (Children and Young People's Services).

Administrative support will be afforded to:

- the Chair of the Waltham Forest LSCB;
- all meetings of the Waltham Forest LSCB;
- meetings in relation to Serious Case Reviews;
- production of Waltham Forest LSCB child protection leaflets and the website,
- production of the Waltham Forest LSCB business plan;

- production and delivery of the Waltham Forest LSCB multi-agency training plan; and
- production of other materials as agreed by the Business Manager.

All meetings shall be minuted, and minutes circulated to group members within two weeks of the meeting.

The chair of each group will be responsible for agreeing an agenda for each meeting, and for ensuring that this, and supporting papers, are circulated to group members in advance of the meeting.

Funding Arrangements

Each review of the budget should include a request to each board partner to contribute to the funding of the Waltham Forest LSCB, with an explanation as to why funding is necessary.

An end of financial year report will be produced for the SLB, to show any monies brought forward, income from each board partner,

expenditure and balance and a written summary in relation to budgetary matters.

Responsibilities and roles for Waltham Forest LSCB members

The LSCB is the statutory body responsible for safeguarding children and promoting their welfare.

Working Together To Safeguard Children (2006) states that:

‘Members of the LSCB need to be those with a strategic responsibility for safeguarding and promoting the welfare of children within their organisation. They should be able to:

- speak for their organisation with authority;
- commit their organisation on policy and practice matters; and
- hold their organisation to account.

‘The individual members of the LSCB,, should facilitate the LSCB for example, in making the LSCB’s assessment of performance as objective as possible, and in recommending or deciding the necessary steps to resolve any problems. This should take precedence, if necessary, over their role as a representative of their organisation.’

Specific Responsibilities

In addition, members of the Waltham Forest LSCB shall have the following responsibilities:

- to act as a representative of their agency as a whole, rather than the area for which they have direct responsibility;
- to make every effort to attend scheduled meetings and, where this is not possible, to send as named deputy in their place;

- to ensure that the recommendations of, and decisions taken by, the LSCB are formally reviewed by the senior management team within their agency and that decisions are made about how these will be put into practice in the organisation;
- to act as the representative of the LSCB in their own agency; for example, by coordinating agency responses to LSCB consultations and acting as a conduit for publicity and other LSCB communications as appropriate;
- to be clear about their agency’s statutory responsibilities with regard to safeguarding children and promoting their welfare, and their own statutory responsibilities as a member of the LSCB;
- to work cooperatively with other members of the LSCB to safeguard children and promote their welfare;
- to respond to reasonable requests for information about their agency’s to respond to reasonable requests for

- information about their agency's practice with regard to safeguarding children and promoting their welfare; to respond to reasonable requests for information about their agency's practice with regard to safeguarding children and promoting their welfare;
 - to bring to the attention of the LSCB information that may contribute to, or affect, its strategic aims, roles and responsibilities; and
- to act as an ambassador for the LSCB in dealing with colleagues in other Local Authorities

5 Membership of WF LSCB

Strategic leadership board

Chair	Chris Kiernan	Executive Director, Children Services, London Borough of Waltham Forest
	Sally Gorham	Chief Executive, NHS Waltham Forest
	vacant	Interim Executive Director, Adult & Community Services, London Borough of Waltham Forest
	Catherine Geddes	Director of Estates & Facilities and Director of Nursing & Quality, Whipps Cross University Hospital Trust
	Linda Cointepas	Deputy Director, Children and Young People Services, London Borough of Waltham Forest
	John Brouder	Interim Chief Executive, North East London Foundation Trust
	Eirlys Evans	Head of Quality and Board Nurse Advisor, NHS Waltham Forest
	Vacant	Representative VTE& S
	Suzanne Elwick	LSCB Business Manager, London Borough of Waltham Forest

The executive group

Chair	Linda Cointepas	Interim Deputy Director, Children Services, London Borough of Waltham Forest
	Sarah Alexander	Interim Group Manager Protection Partnership and Plans, London Borough of Waltham Forest
	Julie Van Bussel	Head of Provider Services, Outer North London Community Services

	Kay Matthews	Operational Manager for Waltham Forest, North East London Foundation Trust
	DCI Nigel Furness	Met Police Public Protection Unit, Metropolitan Police Service
	Livingston McCoy	Service Manager, CAFCASS
	Leora Cruddas	Head of Education for Communities Services, London Borough of Waltham Forest
	Margaret Young	Safeguarding Adults Service Manager, London Borough of Waltham Forest
	Mary Pilgrim	Assistant Chief Officer, London Probation Service
	Maureen Gabriel	Designated Nurse for Safeguarding, NHS Waltham Forest
	Dr. Christine Sloczynska	Designated Doctor, Child Protection, ONEL CS
	D.I. Mick Thurley	Child Abuse investigation Team, Metropolitan Police Service
	Sarah Thistle	Change for Children Manager, VTE&S
	Wendy Field	Manager Lloyd Park Centre, PVI Representative
	Suzanne Elwick	LSCB Business Manager, London Borough of Waltham Forest

Policy and professional development

Chair	Lydia Sanderson	Principal Manager, Child Protection & Safeguarding Service, London Borough of Waltham Forest
	Joy Edeam	Child Protection Co-ordinator, London Borough of Waltham Forest
	Eartha Eloi	LSCB Administrative and Development Officer, London Borough of Waltham Forest
	Marie Fitzpatrick	Named Nurse, Child Protection, NHS Waltham Forest
	Joanne Guerin	Service Manager, Child & Adolescent Mental Health Services
	DI Tim Cuthbert	Police Public Protection Desk, Metropolitan Police Service
	Teresa McLeary	Named Nurse, Child Protection, Whipps Cross University Hospital Trust
	Helen Richards	Head Assessments and Options, Housing Services, London Borough of Waltham Forest
	Andrew Sinclair	Youth Offending Team Manager, London Borough of Waltham Forest
	Val Wheatle-Fraser	Met Police Training Manager, Metropolitan Police Service
	Chris Kelly	Early Intervention and Prevention Project Co-ordinator, London Borough of Waltham Forest
	Monalesia Earle	Practice Development Manager, London Borough of Waltham Forest

Quality Assurance

Chair	Sarah Alexandra	Group Manager Protection Partnership and Plans, London Borough of Waltham Forest
	Ben Plant	Policy & Performance Officer, London Borough of Waltham Forest
	Margaret Burke	Group Manager Extended Services, London Borough of Waltham Forest
	Linda McKean	Acting Principal Education Welfare Officer, London Borough of Waltham Forest
	Lisa Sharman	Met Police Performance Manager, Metropolitan Police Service
	Deep Harkishin	Social Worker Child & Family Consultation Service, NELFT
	Maureen Gabriel	Designated Nurse for Safeguarding, NHS Waltham Forest

Communications - presently being reviewed

Chair	Kathryn Myers	Head of Corporate Communications, London Borough of Waltham Forest
	Melissa Hoskins	Corporate Communications Manager, London Borough of Waltham Forest
	Suzanne Elwick	LSCB Business Manager, London Borough of Waltham Forest

Serious Case Review Panel

Chair	Linda Cointepas	Interim Deputy Director, Children Services, London Borough of Waltham Forest
	Leora Cruddas	Head of Education for Communities Services, London Borough of Waltham Forest
	Shola James	Legal & Democratic Services, London Borough of Waltham Forest

	Maureen Gabriel	Designated Nurse for Safeguarding, NHS Waltham Forest
	Dr. Christine Sloczynska	Designated Doctor, Child Protection, ONEL CS
	D.I. Mick Thurley	Child Abuse investigation Team, Metropolitan Police Service
	Sarah Alexandra	Group Manager Protection Partnership and Plans, London Borough of Waltham Forest
	Lydia Sanderson	Principal Officer Child Protection & Reviewing Service, London Borough of Waltham Forest
	Suzanne Elwick	LSCB Business Manager, London Borough of Waltham Forest

Child Death Overview Panel Sub-Group

Chair	Kay Eilbert	Consultant in public health, NHS Waltham Forest
	Sabrina Kelly	CDOP Administrator London Borough of Waltham Forest
	Caroline Jones	Named Nurse, Safeguarding Lead, North East London Foundation Trust
	Ann Rowland	Lead Nurse for Paediatrics, Whipps Cross University Hospital Trust
	Teresa Mcleary	Named Nurse Child Protection, Whipps Cross University Hospital Trust
	Dr Paolo Mirto	Locum Consultant Community Paediatrician, NHS Waltham Forest
	D.I. Mick Thurley	Child Abuse investigation Team, Metropolitan Police Service
	D.S. Nigel Furness	Public Protection Unit, Metropolitan Police

	Dr. Nic Wilson	Named Doctor, Child Protection, Whipps Cross University Hospital Trust
	Marilyn Claydon	Head of Nursing, Children Services, ONEL CS
	Dr Christine Sloczynska	Consultant Community Paediatrician, ONEL CS
	Lydia Sanderson	Principal officer, child protection and Reviewing Service, London Borough of Waltham Forest
	Suzanne Elwick	LSCB Business Manager, London Borough of Waltham Forest

Children In Care

Chair	Alison Braden	Group Manager, Placements & Resource Services, London Borough of Waltham Forest
	Martin Stevenson	Operational Manager YOT, London Borough of Waltham Forest
	Insp. Andrew Bovingdon	Met Police Youth Partnership
	Richard Dalton	Team Leader, Children & Young People's Service Careers Service, London Borough of Waltham Forest.
	Kate Gledhill	Children's Rights Officer, Barnardos
	Joanne Guerin	Service Manager, Child & Adolescent Mental Health Services
	Bhup Naran	Manager, Education of Children and Young People in Care Services, VTES
	Carole Parker	Team Manager, Access To Resources Services, London Borough of Waltham Forest
	Dave Bourne	Group Manager, Allocations & Registrations, Housing Services, London Borough of Waltham Forest
	Neville Henry	Smart Care Services Ltd

	Simon Boulton	Designated Nurse for LAC and Young People, NHS Waltham Forest
	Alistair Macorkindale	Head of Community Safety, London Borough of Waltham Forest
	Denise Humphrey	Group Manager Youth Service, London Borough of Waltham Forest
	Leonie Thomas	Senior Practitioner, Education Support Services, London Borough of Waltham Forest
	Patricia Compton	Fast Track Co-ordinator, CAMHS

Early intervention and prevention

Chair	Jaynn Taylor	Group Manager SEN Services CYPS, London Borough of Waltham Forest
	Chris Kelly	Early Intervention and Prevention Project Co-ordinator, London Borough of Waltham Forest
	Sade Ajayi	CYPS Connexions
	Wesley Jago	NHS Waltham Forest
	Geeta Dhir	Senior Educational Psychologist, London Borough of Waltham Forest
	tbc	CYPS Early Years representative, London Borough of Waltham Forest
	tbc	Primary School representative
		Policy and Project Manager, London Borough of Waltham Forest
	Kate Laydon	CPYS Extended Services

	tbc	CYPS SEN Representative
	tbc	Secondary representative
	Ann Rowlands	Lead Nurse for Paediatrics, Whipps Cross University Hospital Trust
	Valerie Sayers	Team Manager (1st response) Social Care, London Borough of Waltham Forest
	tbc	Health Visitor representative, NHS Waltham Forest
Minute taker	Annabelle Stanford	Early Intervention and Prevention Team Admin support, London Borough of Waltham Forest

Safer Workforce Sub group

Chair	Annette Hill	Interim Assistant Director of HR, NHS Waltham Forest
	Alastair Mossman	Deputy Director of Human Resources, Whipps Cross University Hospital Trust
	Phyllis Feldman	Senior HR Advisor, North East London Mental Health Trust
	Sharon Stoby	Personnel Officer, London Borough of Waltham Forest
	Gerry Kemble	CYPS Human Resources, London Borough of Waltham Forest
	Suzanne Elwick	LSCB Business Manager, London Borough of Waltham Forest