

**Epping Forest District Council**

# **Safeguarding Strategy**

## **2015 - 2018**

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<b>Author(s)</b>	Julie Chandler Lynn Maidment	<b>Policy Lead Officer</b>	Julie Chandler

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## **Introduction**

The Epping Forest District Council (EFDC) Safeguarding Strategy 2015 –2018 sets out how the Council plans to achieve its safeguarding agenda over the next few years. The Strategy highlights the areas that the Council will focus on and details how it will improve current safeguarding arrangements and maintain standards of effectiveness for those safeguarding standards already fully met. The Strategy also sets out key priorities for continual monitoring and improvement, details the visions and values that the Council has for safeguarding and how they will be achieved in its day to day business.

## **Aims of the Strategy**

This strategy sits beneath the EFDC Safeguarding Policy and accompanying Procedures, which provide a framework against which staff and Members at all levels within the Council can be supported in understanding their individual and collective responsibility with regard to safeguarding.

It serves to ensure that the Council fulfils its Mission Statement which summarises its overall vision:

*“Epping Forest District Council is committed to safeguarding and promoting the welfare of all children, young people and adults with needs for care and support, as service users, residents and visitors to the area. The Council acknowledges the importance of working with partner agencies to ensure that children have safe, healthy and happy childhoods and that young people and adults with needs for care and support are given the support they need to enjoy quality of life and well-being”.*

This Mission Statement is under pinned by the following

- valuing, listening to and respecting children, young people and adults with needs for care and support as well as promoting their welfare and protection;
- ensuring safe and robust recruitment, supervision and safeguarding training for all staff working with the public;
- provision of a current and comprehensive Safeguarding Policy and related Procedure which is accessible and promoted to all staff;
- efficient and effective reporting of concerns, incidents and allegations;
- strategic planning and decision-making which considers the impact on children, young people and adults with needs for care and support.

The Strategy is relevant to all Council services, functions and contracted services working on behalf of the Council and it is designed to enhance the aims and objectives outlined in the Council's Corporate Plan and individual Directorate Business Plans. It will be implemented in line with criteria outlined in the West Essex Stay Safe Group Action Plan and those of the Essex Safeguarding Adult and Children Boards. It ensures that The Southend, Essex and Thurrock (SET) Procedures in regard to the promotion of safeguarding and inter-agency working are incorporated in every area of the Council's work.

The Strategy also compliments the priorities and objectives of other local initiatives such as the Epping Forest District Community Safety Partnership; the Police and Crime Commissioner's Police and Crime Plan; and the Clinical Commissioning Group's Health and Wellbeing Strategy.

## **Background**

Safeguarding Children (and young people) from harm, has been a legislative requirement for all public and voluntary sector organisations since 1989, when the Children's Act was initially introduced. The Act has been regularly reviewed and updated and now the Council has a statutory duty to protect children and young people from harm, under Section 11 of the Children Act 2004. It is also required to co-operate and provide information to Essex County Council under section 47 of the Children Act, where a Child Protection investigation is conducted.

Prior to 2015, the Safeguarding of adults who were deemed 'vulnerable' was not covered by legislation, although public sector organisations did follow guidance provided by Social Care. However, from 1<sup>st</sup> April 2015, the Care Act (2014) introduced a set of new legislative requirements for adults identified with needs for care and support'. The main responsibility for the Council under this new legislation is related to self-harm or neglect, which can be identified through home visits to tenants and private homes.

Until May 2014, all of EFDC's statutory safeguarding work was carried out by officers undertaking other full time roles and this meant that relatively limited time could be allocated to the safeguarding agenda and a focus mainly on reactive and essential work. If staff had any safeguarding concerns they were required to contact Social Services and/or the Police themselves to make a formal report or seek advice and to complete the necessary referral forms.

However, with the range of new and emerging safeguarding issues and a more specific focus on the ability of district councils to fulfil their duties and responsibilities in 2103/14, the Council agreed funding for the appointment of a Safeguarding Officer and part-time Administration Assistant, to enable the Council to improve its ability to meet safeguarding requirements. These posts were agreed for a two-year period and were assigned to the Community Safety Team, within the Community Directorate.

## **Current performance**

The Council demonstrated its commitment to the ever-increasing safeguarding agenda by adding a new Safeguarding risk to the Corporate Risk Register in 2014. This was in respect of the Council being unable to fulfil its duties and responsibilities under Section 11 and 47 of the Children Act 2004. With the introduction of the Care Act (2014) which relates to care of adults with needs for care and support, it is possible that additional risks may be identified for the Council.

Since 2014/15, it was made a requirement that all Directorate Business Plans must contain details of the Council's regard to safeguarding and the Council revised its Recruitment Policy to meet criteria outlined by the Essex Safeguarding Boards and added a Safeguarding Issues section in the PDR guidance documents to ensure that it is discussed as part of the PDR process.

Over the last three years, the Section 11 Audits that the Council has been required to complete have changed year on year and in 2014, there was an additional requirement to submit comprehensive evidence to demonstrate how the Council is carrying out its statutory obligations, both effectively and appropriately. In addition, evidence related to the various assessment themes, such as minutes of meetings, policies and procedures etc. was required as part of the submission and generated a very significant amount of extra work.

Local authorities were given a three month window to collate all of the necessary information and produce the various new documents required. These included the revision of existing policies and the creation of a range of new policies and procedures. Also, due to many changes in the safeguarding agenda both locally and nationally and the emergence of new priority issues, the Council needed to review its existing main Safeguarding Policy and Procedures as part of the audit.

The 2013/14 safeguarding audit demonstrated that the Council was only partly meeting its responsibilities; with 55% effectiveness in some areas and 'not meeting' some key requirements. However, since the establishment of the new Safeguarding posts, a wide range of work has been undertaken on child and adult safeguarding across the organisation. This, and the inclusion of safeguarding responsibilities within Job Descriptions, has significantly helped to increase the Council's ability to improve in 2014/15 with an average of 80–85% effectiveness and several areas reaching 100% compliance.

The biggest improvement was the introduction of a single point of contact for all safeguarding referrals across the Council managed by the Safeguarding Officer. The Safeguarding Team now monitors the number, frequency, quality and type of referrals that are being sent from the organisation to external agencies.

The ability to interrogate new data enables the Team to identify training requirements for Council staff. This has already led to the commissioning of tailored training to help address emerging issues such as hoarding and mental health awareness. The team leads on all safeguarding issues across the Council and provides advice and support to all staff with any concerns, whether about colleagues or local residents. The Council's main safeguarding report form was additionally revised to enable staff to provide more information to the Safeguarding Team in order to send accurate and effective referrals to external agencies.

There is now a confidential data recording and storage system maintained by the Safeguarding Team which enables a joined-up approach to safeguarding between teams to ensure issues don't get missed or 'fall through the cracks.' The data also provides statistics to the Safeguarding Lead Officers and Corporate Safeguarding Group to keep track of performance, emerging trends and help identify new training requirements.

However, there are some areas where the Council still needs to improve, especially regarding Senior Level Commitment to safeguarding. Work to address this has already taken place with the majority of the Leadership Team and Elected Members now having participated in Safeguarding Training. The Safeguarding Team has identified gaps in provision with the Council and offered solutions for improvements, as can be seen within this strategy.

### **The future safeguarding agenda**

The Council has identified 5 key priorities that will form the main focus of its future safeguarding work. This is in addition to the tasks already identified as important by the Section 11 Audit, where the Council is not fully meeting its duties and responsibilities. However, these priorities may be increased as and when local and national themes start to emerge as needing more urgent attention.

The safeguarding duties and responsibilities for tier 2 local authorities are continually increasing and the Care Act includes a range of changes in the way that Councils need to work, to address duties for adults with needs for care and support. These changes will impact directly on the work of the Housing Services teams and the content of the Council's new Safeguarding Policy, which will need to be updated as soon as the Care Act has been launched.

The Council's Safeguarding Officer has already started undertaking work to address outstanding actions arising from the assessment process and there are many areas of corporate safeguarding practice that need ongoing maintenance, including:

- training provision for staff, Elected Members and new recruits;
- recruitment and induction;
- coordination and confidential recording/storing of safeguarding referrals;
- provision of support and advice to front line staff; and
- regular reporting and discussion on new legislation and local/national safeguarding matters.

The volume of referrals and concerns that are raised within the Council is continually increasing and with new issues emerging and greater responsibility under the Care Act, it is unlikely that this volume will reduce. The main priority areas and emerging local and national themes are currently:

- Domestic Abuse
- Child Sexual Exploitation
- Honour Based Abuse including Female Genital Mutilation and Forced Marriage
- Prevent (radicalisation of vulnerable people by extremist groups and organisations)
- Human Trafficking and Modern Slavery
- Hoarding

There is already a comprehensive body of work being undertaken to address these issues and any outstanding work required is highlighted in the Safeguarding Strategy Action Plan at the end of this document.

## **Key Priorities**

The main Council priorities are:

### **1. Senior Leadership Commitment**

All organisations that work with children, young people and adults with needs for care and support should have a shared commitment to safeguarding and promoting their welfare and the leadership and commitment of Members and senior officers is the first priority to be achieved. District councils have a key role to play in the safety and welfare of vulnerable people, especially when they are providing services in the social environment, such as leisure and housing. Support at a senior and executive level is essential to champion this cause and build in the structures, systems and resources to achieve this.

The Leadership Team and Elected Members recognise the important role they play in ensuring the safeguarding agenda is driven across the whole organisation. They also understand the Council's responsibility to work in partnership and share information with other agencies such as Essex Social Care and Essex Police. This work includes Member representation on the Corporate Safeguarding Group, regard to safeguarding in meetings, dissemination of information through service teams and inclusion of safeguarding within service strategies and business plans. Members also have a role in scrutinising services, including cross-cutting reviews of services which impact upon children, young people and adults with needs for care and support.

EFDC senior management commitment to safeguarding is demonstrated by the appointment of designated safeguarding officers from within the existing workforce. These 'champions' have a sound working knowledge of the safeguarding agenda and ensure:

- effective communications with staff
- training needs are identified and met
- working relationships are promoted
- managers are held accountable for the contribution of their services to safeguarding and promoting the wellbeing of children, young people and adults with needs for care and support.

### **2. Safe Recruitment**

All employers must undertake appropriate checks for employees working with children, young people and adults with needs for care and support. It is an offence to knowingly give a job to someone who is inappropriate to work with these groups. The Council has adopted the Essex Safeguarding Children Board's Recruitment and Employment Standards and takes all reasonable steps to ensure that unsuitable people are prevented from working with vulnerable groups, regardless of their position.

### **3. Learning, Development and Education**

The successful implementation and embedding of a safeguarding policy is dependent on the level of understanding and recognition of the importance of safeguarding by all staff and members. This enables staff to have a clear understanding of the impact that safeguarding will have in their work. Frontline staff come into contact with vulnerable people in many ways, including reception staff, housing and benefit staff, leisure staff, parks and maintenance staff, repairs teams etc. By putting arrangements in place and ensuring all staff are aware of them, staff will know what action to take if they have concerns about the safety and welfare of vulnerable people.

The level to which individual employee training is required is determined in accordance with the training guidance issued by the Essex Safeguarding Children and Adults Boards. All Council staff are required to undertake safeguarding training to a level appropriate to their role. Member training is a vital element of their leadership role as they need to understand the impact of the development of policies and plans which could adversely affect the safety and welfare of vulnerable people in the district.

#### 4. Partnership Working and Information Sharing (internal and external)

The Council works with a variety of different organisations to ensure an effective safeguarding service is provided to vulnerable people including other public and statutory agencies, voluntary and private sector organisations. Local authorities have the lead role in co-ordinating work to safeguard children and adults with needs for care and support but this can only be implemented successfully through multi-agency and multi-disciplinary working. The Council’s Safeguarding Policy and Procedures explain the significant importance that information sharing has in providing a successful safeguarding service.

#### 5. Early Help and Intervention

As community champions, district councils are ideally placed to have first-hand knowledge of the real safeguarding issues that vulnerable people face within their community. They can act as an advocate ensuring that the safeguarding of these groups is given a high priority both within their own organisation and within the broader partnership arrangements.

While other agencies such as health, schools and social care may come into contact with vulnerable people on a more regular basis, council staff can and do make a significant and valuable contribution in terms of providing a broader awareness of a vulnerable person’s welfare. Housing and environmental health staff in particular may be privy to understanding social and living environments which may have a direct impact on a vulnerable person’s safety and welfare that other professionals may not see. All relevant frontline Council staff should be aware of, and make reference to, the Essex threshold document which determines the best response to a child and family where any additional needs are identified. Staff should also be aware of Essex County Council’s Family Operations Hub which offers assistance to determine the most appropriate referral mechanism.

#### Summary of Key Priorities

<p><b>Senior Leadership Commitment</b></p>	<ul style="list-style-type: none"> <li>• Review of the findings of the Rotherham Report to adopt learning and recommendations from mistakes and issues raised.</li> <li>• Ensure that Senior Management and Elected Members have safeguarding training, in order to develop a ‘top-down, bottom-up’ approach to safeguarding across the Council.</li> <li>• Ensure that leadership ‘buy-in’ of the safeguarding agenda is promoted throughout the organisation eg. ensure safeguarding is included in all Directorate Business Plans.</li> </ul>
<p><b>Safe Recruitment</b></p>	<ul style="list-style-type: none"> <li>• Ensure that unsuitable people are prevented from working with vulnerable people through the use of the Council’s Recruitment and Induction Procedures.</li> <li>• Risk Assess all job descriptions to identify which roles are likely to involve regular substantial unsupervised contact with children and adults with needs for care and support.</li> <li>• Where relevant, carry out checks with the Disclosure and Barring Service (DBS) for new employees.</li> <li>• Promote safe procedures for recruitment, appointment and induction of all staff and volunteers working for the Council.</li> <li>• Ensure all contractors provide copies of satisfactory recruitment policies and procedures, and where they do not have these, a commitment to ‘buy in’ to the Council’s own policies.</li> </ul>

<p><b>Learning, Development and Education</b></p>	<ul style="list-style-type: none"> <li>• Provide safeguarding training to all Council staff appropriate to their roles to ensure they understand their responsibilities with regard to safeguarding.</li> <li>• Develop the range and availability of specialist and tailored training for staff, with levels provided according to staff contact with the public. Include 'e' learning and higher level training provided by external partners.</li> <li>• Review and develop existing initiatives provided by the Council such as Crucial Crew and Reality Roadshow, in order to address emerging safeguarding issues for children and young people living in the district.</li> <li>• Raise safeguarding awareness in all forms of licenced services eg. taxi drivers, fast food outlets, hotels, pubs, clubs etc. for both children and young people (potential Child Sexual Exploitation) and the elderly (in respect of financial abuse and exploitation).</li> </ul>
<p><b>Partnership Working and Information Sharing</b></p>	<ul style="list-style-type: none"> <li>• Build trust and behaviours that support strong partnership working across all Council directorates and external agencies.</li> <li>• Participate in further joined up working with County and other local forums as appropriate.</li> <li>• Work to improve internal staff communication in respect of issues that often interlink, such as noise nuisance, ASB, benefit fraud, domestic abuse and child protection.</li> <li>• Develop staff confidence to refer safeguarding concerns to the Safeguarding Team, whether or not these are deemed necessary to refer to Social Care.</li> <li>• Improve the quality of information sharing both internally and externally.</li> </ul>
<p><b>Early Help and Intervention</b></p>	<ul style="list-style-type: none"> <li>• Work together to support safeguarding through the effective implementation of early intervention and prevention strategies eg. ensure relevant staff made aware of Effective Support for Children and Families in Essex Guide and familiarise themselves with the Threshold Levels for referrals.</li> <li>• Promote staff vigilance in respect of the Councils' role within early intervention, in order to identify safeguarding issues early on, whether by phone contact with a member of the public, or where staff meet people face to face.</li> <li>• Ensure that the Council addresses new issues such as self-neglect and hoarding, which needs careful intervention by staff to prevent escalation of problems.</li> <li>• Ensure all relevant staff are familiar with the Family Operations Hub and how it can help with referrals.</li> <li>• Provide Council-wide awareness of the new Care Act (2014), launched in April 2015.</li> </ul>

### **Partnership working and links to the local community**

Safeguarding and promoting the welfare of children, young people and adults in need of care and support does not lie solely with one agency but is the product of effective joint working between agencies and professionals that have different roles and expertise. Epping Forest District Council works in conjunction with a number of different organisations in order to meet its statutory obligations and many of these partnership objectives overlap.



Therefore the EFDC Safeguarding Strategy has been written to take account of a number of different safeguarding drivers that the Council must take into consideration.

Some partnerships which have a direct bearing on the Strategy are:

- Epping Forest District Community Safety Partnership: a multi-agency platform responsible for delivering local strategic priorities to make the district safer.
- MARAC (Multi-Agency Risk Assessment Conference): forum for agencies working to improve support to high risk victims of domestic abuse.
- Anti-Social Behaviour Co-ordinating Group: multi-agency meeting to discuss ASB cases in the district which also deals with hate crime.
- West Essex Domestic Abuse Forum: multi-agency partnership to disseminate good practice and information.
- West Essex Stay Safe Group: responsible for developing an action plan to improve safeguarding practice across the West area of the district and for considering actions to address emerging issues.
- Essex District, Borough and City Council Local Authority Leads Group: responsible to Essex Safeguarding Children and Adults Boards, with a remit to coordinate effective working across Essex and sharing of best practice across the safeguarding agenda.

### **The role of Essex County Council**

Essex County Council has responsibilities as the Children's Services Authority and as provider of Adult Social Care for Essex. It has a duty to conduct enquiries where there is reasonable cause to suspect a child who lives in, or is found in a local authority area, is suffering from or likely to suffer significant harm in the form of physical, sexual, emotional abuse or neglect. There is now a duty under the new Care Act to conduct enquiries regarding adults in need of care and support.

### **The role of the Essex Safeguarding Boards**

**Essex Safeguarding Children's Board (ESCB)** is a statutory multi-agency organisation, which brings together agencies who work to safeguard and promote the welfare of children and young people. The objective of this Board is to coordinate and oversee the work of local partners and agencies in regard to safeguarding and to advise and direct improved safeguarding practice.

**The Essex Safeguarding Adults Board (ESAB)** was made a statutory agency with similar responsibilities to the ESCB after the introduction of The Care Act (2014) in April 2015. It is a forum for agreeing how the different services and professional groups should cooperate to safeguard adults with needs for care and support across Essex.

### **The SET Procedures**

These are the multi-agency child and adult protection guidelines for Southend, Essex and Thurrock which reflect all relevant law, regulation, statutory and non-statutory Government guidance and best practice. The Procedures have been adopted by the Safeguarding Boards of Southend, Essex and Thurrock and all member agencies of these Boards must work to these guidelines and make respective changes in their organisations to implement them. They are also applicable to all those who work with children, young people and adults in need of care and support in these three areas, whether in a paid or unpaid capacity.

### **Partnerships within the Council**

Although it is essential for the Council to work with external partners and stakeholders within the district, it is equally important to adopt a joined-up approach to working within the Council. It is not uncommon for some households who are experiencing complex issues to come into contact with a number of different Council teams at the same time unbeknown to each other. Information therefore needs to be shared following government guidelines so that appropriate interventions can be used and referrals made to the correct external agencies.

## **Managing the Strategy**

The evolving nature of the national safeguarding agenda, alongside the local agenda, dictates that the Safeguarding Strategy will need to be revisited and reviewed annually by the Safeguarding Lead Officer. The impact of these agendas will be re-evaluated at appropriate stages and emergent issues considered and addressed.

On-going monitoring is carried out as part of the Council's commitment to robust safeguarding by the Corporate Safeguarding Group. This consists of representatives from each Directorate, who have responsibility for ensuring that all colleagues across the Council are aware of safeguarding policy and procedures. It is also a forum for sharing best practice, disseminating information across the directorates and identifying any weaknesses in the Council's work.

The Council will be required to participate in the next Section 11 Audit to meet the criteria set out by the Essex Safeguarding Boards and will need to have demonstrated improvement in those areas which didn't fully comply in 2014/15.

Other monitoring mechanisms include:

- Direct engagement with Essex Safeguarding Boards and sub groups.
- Monthly provision of referral statistics to the Safeguarding Leads.
- Recording and monitoring of staff training at different levels.
- Reporting to the Council's Senior Management Team and Leadership Team on specific issues.
- Learning from Special Case Reviews/Domestic Homicide Reviews.

### **Safeguarding Strategy Action Plan**

The Safeguarding Strategy will be delivered by the Safeguarding Strategy Action Plan (see Appendix One).

The objectives have been identified as a result of the 2014-2015 Section 11 Audit and the Safeguarding Team's on-going evaluation of Council services.

The Action Plan also takes account of emerging local and national themes disseminated via local strategic partnerships.

## Appendix One: EFDC Safeguarding Strategy Action Plan 2015-2018

<b>Key Priority One: Senior Leadership Commitment</b>				
<b>Objective</b>	<b>Tasks</b>	<b>Staff</b>	<b>Deadline</b>	<b>Resources/Comment</b>
Review the findings of the Rotherham Report to adopt learning and recommendations from mistakes and issues raised.	<ul style="list-style-type: none"> <li>Evaluate the report and identify issues that are relevant to EFDC.</li> <li>Brief relevant teams affected on report eg. Licencing Officers; Environmental Health; Housing; Community Development Team.</li> <li>Attend relevant workshops and briefings held by external partners such as the Safeguarding Boards.</li> <li>Provide relevant Child Sexual Exploitation Awareness training for specific teams affected by the issues raised eg. Licencing and Environmental Health.</li> </ul>	<ul style="list-style-type: none"> <li>- LM/CW/JC</li> <li>- CW/JC</li> <li>- LM/CW/JC</li> <li>- LM/CB/JD</li> </ul>	<ul style="list-style-type: none"> <li>- End June 2015</li> <li>- End July 2015</li> <li>- On-going</li> </ul>	CSE Training Course (external provider).
Ensure that Senior Management and Elected Members have safeguarding training.	<ul style="list-style-type: none"> <li>Liaise with the Members Support Officer to book training sessions for Members.</li> <li>Liaise with Exec. Assist to Chief Exec. To get list of Leadership Team members who have not had safeguarding training.</li> </ul>	<ul style="list-style-type: none"> <li>- LM/KP</li> <li>- LM/MS</li> </ul>	<ul style="list-style-type: none"> <li>- On-going</li> <li>- On-going</li> </ul>	
Ensure leadership 'buy-in' of the safeguarding agenda is promoted throughout the organisation.	<ul style="list-style-type: none"> <li>Promote safeguarding structure and areas of responsibility throughout EFDC via face to face team briefings; tailored training sessions; PR campaigns eg. article in District Lines, group emails and report to Management Board.</li> </ul>	<ul style="list-style-type: none"> <li>- LM/CB/PD</li> </ul>	<ul style="list-style-type: none"> <li>- On-going throughout year</li> </ul>	

<b>Key Priority Two: Safe Recruitment</b>				
<b>Objective</b>	<b>Tasks</b>	<b>Staff</b>	<b>Deadline</b>	<b>Resources/Comment</b>
Ensure unsuitable people are prevented from working at EFDC through the use of the Council's Recruitment/Induction Procedures.	<ul style="list-style-type: none"> <li>Ensure Job Descriptions contain appropriate safeguarding sections or copy.</li> <li>Liaise with the Essex HR Partnership to ensure kept informed of new trends and best practice.</li> <li>Utilise sample questions at interviews to test interviewees suitability for roles that have direct contact with the public</li> <li>Fulfil Safer Recruitment guidelines by insisting on last employer references</li> </ul>	<ul style="list-style-type: none"> <li>- HR/Managers</li> <li>- HR</li> </ul>	<ul style="list-style-type: none"> <li>- On-going</li> <li>- On-going</li> </ul>	
Risk Assess all job descriptions to identify which roles are likely to involve regular substantial unsupervised contact with children and adults with needs for care and support.	<ul style="list-style-type: none"> <li>Maintain database and carry out regular reviews.</li> </ul>	<ul style="list-style-type: none"> <li>- HR/Managers</li> </ul>	<ul style="list-style-type: none"> <li>- On-going</li> </ul>	
Where relevant, carry out checks with the Disclosure and Barring Service (DBS) for new employees.	<ul style="list-style-type: none"> <li>Liaise with Managers responsible for hiring new staff to determine whether a DBS check is required.</li> <li>Maintain database to ensure checks are carried out in a timely manner and that reviews undertaken for each post that meets the 'Regulated Activity' criteria.</li> </ul>	<ul style="list-style-type: none"> <li>- HR/Managers</li> <li>- HR</li> </ul>	<ul style="list-style-type: none"> <li>- On-going</li> <li>- On-going</li> </ul>	
Promote safe procedures for recruitment, appointment and induction of all staff and volunteers working for the Council.	<ul style="list-style-type: none"> <li>Operate quality monitoring systems to ensure all practices continue to meet Safeguarding Board requirements (Section 11 Audit) and any revised legislation.</li> <li>Liaise with the Learning and Development Manager to ensure all relevant staff get appropriate induction paperwork and safeguarding training for their level.</li> </ul>	<ul style="list-style-type: none"> <li>- HR</li> <li>- LM/JD</li> </ul>	<ul style="list-style-type: none"> <li>- On-going</li> <li>- On-going</li> </ul>	
Ensure all contractors provide copies of satisfactory recruitment policies and procedures, and where they do not	<ul style="list-style-type: none"> <li>Identify all EFDC staff who have responsibility for commissioning contracted services and/or monitoring contracts.</li> <li>Undertake a 'mapping' exercise to identify all relevant contractors.</li> </ul>	<ul style="list-style-type: none"> <li>- LM/CB</li> <li>- LM/CB</li> </ul>	<ul style="list-style-type: none"> <li>- July '15</li> </ul>	

have these, a commitment to 'buy in' to the Council's own policies.	• Contact each organisation to ask to see their policy and evaluate.	- LM	Sept '15	
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**Key Priority Three: Learning, Development and Education**

Objective	Tasks	Staff	Deadline	Resources/Comment
Provide safeguarding training to all Council staff appropriate to their roles to ensure they understand their responsibilities with regard to safeguarding.	<ul style="list-style-type: none"> <li>• EFDC Managers to identify appropriate staff via the PDR Process.</li> <li>• Safeguarding Officer to liaise with Learning and Development Manager to ensure the provision of appropriate training courses with suitable trainers.</li> <li>• Carry out short, tailored versions of the Integrated Training Course for specific teams within EFDC.</li> </ul>	<ul style="list-style-type: none"> <li>- JD/Managers</li> <li>- LM/JD</li> <li>- LM/PA/CB</li> </ul>	- On-going	
Develop the range and availability of specialist and tailored training for staff, with levels provided according to staff contact with the public. Include 'e' learning and higher level training provided by external partners.	<ul style="list-style-type: none"> <li>• Monitor the Safeguarding Board websites and briefing notes for new training courses.</li> <li>• Keep apprised of training courses advertised by National Organisations such as Amnesty International.</li> <li>• Discuss specialist training requirements with relevant managers when new and/or emerging issues arise eg. Rotherham report and Child Sexual Exploitation.</li> </ul>	<ul style="list-style-type: none"> <li>- LM</li> <li>- LM</li> <li>- LM</li> </ul>	- On-going	
Review and develop existing initiatives provided by the Council such as Crucial Crew and Reality Roadshow, in order to address emerging safeguarding issues for children and young people living in the district.	<ul style="list-style-type: none"> <li>• Evaluate sessions provided and if they meet the needs of emerging issues.</li> </ul>	- GW/CW/LM	- On-going	
Raise safeguarding awareness in all forms of licenced services eg. taxi drivers, hotels, for both children and young people (Child Sexual Exploitation) and the elderly (in respect of financial abuse and exploitation).	<ul style="list-style-type: none"> <li>• Identify staff who need specific training.</li> <li>• Provide relevant Child Sexual Exploitation Awareness training for specific teams affected by the issues raised eg. Licencing and Environmental Health.</li> <li>• Source e-learning for staff on financial abuse and exploitation via national websites.</li> </ul>	<ul style="list-style-type: none"> <li>- LM/CW/GW</li> <li>- LM/CW/GW</li> <li>- LM/CB/JD</li> </ul>	<ul style="list-style-type: none"> <li>- Sept '15</li> <li>- Sept '15</li> <li>- ASAP</li> </ul>	

**Key Priority Four: Partnership Working and Information Sharing**

Objective	Tasks	Staff	Deadline	Resources/Comment
Build trust and behaviours that support strong partnership working across all Council directorates and external agencies.	<ul style="list-style-type: none"> <li>• Safeguarding Officer and/or Safeguarding Administration Assistant to attend team briefings to discuss safeguarding issues and answer questions on policy and procedures.</li> </ul>	- LM/CB	- On-going	
Participate in further joined up working with County and other local forums as appropriate.	<ul style="list-style-type: none"> <li>• Identify appropriate forums and nominate staff to attend on behalf of EFDC eg. Hoarding Protocol Meetings.</li> </ul>	- JC/CW	- On-going	
Work to improve internal staff communication in respect of issues that often interlink, such as noise nuisance, ASB, benefit fraud, domestic abuse	<ul style="list-style-type: none"> <li>• Devise internal protocols/information sharing agreements between teams to ensure appropriate partnership working takes place.</li> </ul>	- CW/LM	- July '15	

and child protection.				
Develop staff confidence to refer safeguarding concerns to the Safeguarding Team, whether or not necessary to refer to Social Care.	<ul style="list-style-type: none"> <li>• Ensure Safeguarding Policies and Procedures kept up to date and uploaded onto the Intranet.</li> <li>• Safeguarding Officer and/or Safeguarding Administration Assistant to attend team briefings to discuss safeguarding issues and answer questions on policy and procedures.</li> </ul>	- LM/CB - LM/CB	- On-going	
Improve the quality of information sharing both internally and externally.	<ul style="list-style-type: none"> <li>• Promote the Government Information sharing publications and upload onto the Intranet.</li> <li>• Safeguarding Officer and/or Safeguarding Administration Assistant to attend team briefings to answer questions on information sharing.</li> </ul>	- LM/CB - LM/CB	- On-going - On-going	

<b>Key Priority Five: Early Help and Intervention</b>				
<b>Objective</b>	<b>Tasks</b>	<b>Staff</b>	<b>Deadline</b>	<b>Resources/Comment</b>
Work together to support safeguarding through the effective implementation of early intervention and prevention strategies.	<ul style="list-style-type: none"> <li>• Ongoing training and support for all staff who have direct contact with the public</li> <li>• Corporate representatives on Safeguarding Group to disseminate information and updates via team meetings within their directorates</li> <li>• Raise awareness of Essex County Council's Threshold Levels to ensure appropriate referrals</li> <li>• Ensure signposting information is available to all staff eg. Family Solutions, Family Mosaic, Safer Places</li> </ul>	- LM/CB - Corporate Safeguarding Group  - LM/CB - LM/CB L	- ongoing	
Promote staff vigilance in respect of the Councils' role within early intervention, in order to identify safeguarding issues early on, whether by phone contact with a member of the public, or where staff meet people face to face.	<ul style="list-style-type: none"> <li>• Ensure that all staff working with children, young people and adults with needs for care and support are confident in identifying potential safeguarding issues amongst service users and addressing these needs via signposting or referral</li> <li>• Ensure that staff working in the Council's Sheltered Housing Schemes and Norway House receive higher level training in order for them to be able to act expediently in safeguarding cases</li> </ul>	- LM/CB - - - LM/DP/RW?	- Ongoing  ongoing	
Ensure that the Council addresses new issues such as self-neglect and hoarding, which needs careful intervention by staff to prevent escalation of problems.	<ul style="list-style-type: none"> <li>• All new safeguarding issues to be addressed via review of current policies and procedures and development of guidelines for staff where appropriate</li> </ul>	- LM/CW & corporate colleagues	As issues arise	
Ensure all relevant staff are familiar with the Family Operations Hub and how it can help with referrals.	<ul style="list-style-type: none"> <li>• Promote the service via email and ensure up to date documentation added to the Safeguarding folder on the Intranet.</li> </ul>	- LM/CB/CW	- On-going	
Provide Council-wide awareness of the new Care Act (2014), launched in April 2015.	<ul style="list-style-type: none"> <li>• Briefing paper to be produced, which highlights the key implications of the Care Act for the Council. This to be circulated via corporate representatives</li> </ul>	- LM/CW	July '15	

**Staff Key:**

LM = Lynn Maidment – Safeguarding Officer; CB = Claire Baccarini – Safeguarding Administration Assistant; JC = Julie Chandler – Assistant Director, Community Services and Safety; CW = Caroline Wiggins – Community Safety Manager; PA = Patrick Arnold – Community Safety Officer; JD = Julie Dixon – Learning & Development Manager; Gill Wallis – Community Health and Wellbeing Manager; KP = Kim Partridge – Member Support Officer; MS = Mary Syme – Executive Assistant to the Chief Executive.