

Local Children's Safeguarding Board Strategic Plan 2018-19

Please find attached a copy of the Southend Local Safeguarding Children's Board Strategic Plan for 2018/19.

The plan lays out the Boards vision for safeguarding children and young people and along with a summary of its strategic priorities for the fiscal year 2018/19. These include:

- Improving collaborative working across the system;
- Ensuring learning and improvement around neglect is effectively driving positive changes in the safeguarding system;
- Tackling exploitation with the Community Safety Partnership – particularly around County Lines child exploitation, knife crime, child sexual exploitation, modern slavery and gangs
- Ensuring the system has learning and improvement plans in place that drive positive changes in the system for children with disabilities
- Ensuring the Board understands and, can robustly assess, the impact of the wider environment within which it operates, in order to maintain a progressive, strategic, outward-looking and continuous-improvement focused outlook
- Developing the LSCB and broader governance arrangements

The LSCB is a statutory body created under the Children Act 2004 with responsibilities for coordinating and ensuring the effectiveness of the safeguarding system.



Southend Local Safeguarding Children's Board

Strategic Plan 2018-19

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1. Introduction from Chair

This strategic plan has been developed at a time of significant change in the Safeguarding governance arrangements in Southend. We had already recognised that some of the themes identified in Alan Wood’s 2016 review of Local Safeguarding Children Boards were evident within our own arrangements; not least that we had become overly bureaucratic and had been trying to focus on too many priorities in the time available to the Board and its sub-groups. We also wished to remove some of the separation between the Adult and Children’s agendas and take a more holistic approach to family settings.

In addition, an Ofsted review of the Council’s Children Services in July 2016 concluded that the Board “requires improvement” and noted in particular that the Board had “a systemic weakness” in terms of its structure.

A formal proposal was subsequently submitted to undertake a root and branch review of the Borough’s governance arrangements and strategic plan. This commenced under my stewardship and included a review of the strategic plan; which at that point was set for the period to 2019. Given the dynamic nature of the environment we work in – and in particular the recently released ‘Working Together to Safeguard Children: revisions to statutory guidance’ - we have decided to make this new strategy a ‘living document’ which will be subject to continual review. We trust that our new structure and focus will continue to improve the wellbeing and safeguarding of our Borough’s children.

Liz Chidgey

Independent Chair

May 2018

2. Executive Summary

This document outlines the priorities of the Board in its ambition to ensure that the safeguarding of children in the area is as robust as it can be and details the arrangements that we are putting in place to achieve this. All partners are determined that, collectively, they will continue to progress towards achieving excellence in safeguarding the children of Southend and the Board has an integral role in supporting this.

There are of course always many things that need to be done and this document serves to highlight those that we consider to be our current priorities as well as detailing how we will continue to work on all areas within our remit that impact on the safety of our children.

The current priorities include the following:

1. Cross cutting system improvements – Assuring that the three main partners (SBC, Health, Police) improvement plans are implemented and to ensure improvements in collaborative working across the system.
2. Driving National Priorities - In addition to key local priorities, three areas of national focus were identified:
 - Neglect – ensuring that an effective safeguarding learning and improvement plan is in place and monitoring the impact of this.
 - Exploitation – delivering a response on County Lines child exploitation, knife crime, child sexual exploitation, modern slavery and gangs in partnership with the Community Safety Partnership under a joint Violence & Vulnerability priority
 - Children with disabilities – the Board will require an audit of practice and seek assurances that an appropriate learning and improvement plan is in place.
3. System Changes – Understanding and assessing the impact of the wider environment; maintaining a progressive, strategic, outward-looking and continuous-improvement focused outlook.
4. Developing the LSCB and broader governance arrangements

3. Operating Context

The LSCB is a statutory body created under the Children Act 2004. Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and*
- (b) to ensure the effectiveness of what is done by each such person or body for those purposes.*

Statutory Duties

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives are as follows:

- 1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;*
 - (ii) training of persons who work with children or in services affecting the safety and welfare of children;*
 - (iii) recruitment and supervision of persons who work with children;*
 - (iv) investigation of allegations concerning persons who work with children;*
 - (iv) safety and welfare of children who are privately fostered;*
 - (vi) cooperation with neighbouring children's services authorities and their Board partners;**
- (b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;*
- (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;*
- (d) participating in the planning of services for children in the area of the authority; and*
- (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.*

An LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

In order to fulfil its statutory functions an LSCB should:

- *assess the effectiveness of the help being provided to children and families, including early help;*
- *assess whether LSCB partners are fulfilling their statutory obligations*
- *quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and*
- *monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.*

The Southend Local Safeguarding Children's Board is chaired by an Independent Chair, Elizabeth Chidgey, and meets four times a year bringing partners together from Southend Borough Council, Southend Clinical Commissioning Group, Essex Police, Essex Fire and Rescue Services, East of England Ambulance Trust, Health Trusts, Probation Services, the voluntary sector and lay members, representing health, care and support providers and the people who use those services across Southend.

The Chair is accountable to the Chief Executive of the local authority in chairing the LSCB and overseeing its work programme. However, she is accountable only to the Board for the decisions she takes in that role. The role of Vice-Chair is undertaken by the Deputy Chief Executive, Southend Borough Council.

The LSCB has an Executive chaired by the Independent Chair, three sub-groups and three forums chaired by middle and senior managers from across the partner agencies.

Strategic Links to other Boards and Partnerships

The Chair of the LSCB is also the Chair of the local Safeguarding Adults Board and a member of the Southend Health and Well-Being Board (HWB). She meets regularly with the Local Authority Chief Executive, the Deputy Chief Executive, the Lead Member for safeguarding children and the Leader of the Council and with the Council's Scrutiny Committee. Links are also maintained through representation on the Community Safety Partnership and Essex and Thurrock Safeguarding Children Boards as well as

Regional and National meetings of Children's Board chairs.

Health and Well-being Board: As a member of the HWB, the LSCB Chair ensures that the HWB is effectively considering children's safeguarding in the decisions it makes. The HWB also uses the LSCB as a 'critical friend' in safeguarding children considerations and decisions, including the development of the Health and Wellbeing Strategy; the Joint Strategic Needs Assessment; key Commissioning Strategies; and service re-design. The Chair presents the LSCB's annual report on the effectiveness of safeguarding children in Southend to the HWB each January and the HWB ensures that the Police and Crime Commissioner is also present at this meeting.

Success for all Children Group & the Corporate Parenting Group: The LSCB has a direct relationship with the Success for all Children Group (SACG) and the Corporate Parenting Group (CPG). The SACG and CPG report to the HWB and have responsibility for shaping and delivering the health and wellbeing agenda for children and young people, including looked after children. The LSCB holds the SACG and CPG to account for ensuring that the safeguarding of children is considered in the decisions they make and their strategic priorities. The LSCB considers the annual reports from the SACG and CPG and their priorities for safeguarding children and looked after children and makes recommendations accordingly.

Community Safety Partnership: The LSCB also has a direct relationship with the Community Safety Partnership (CSP). The LSCB seeks assurance that the CSP is appropriately considering children's safeguarding in both its strategic plans and the decisions it makes. The LSCB works in partnership with the CSP in tackling exploitation through as joint priority under Violence and Vulnerability and specifically seeks assurance regarding the development and implementation of the local Domestic Abuse Strategy and the implementation of lessons learned from domestic homicide reviews. The LSCB and CSP work together where statutory requirements dictate that Domestic Homicide Reviews and Child Serious Case Reviews regarding the same case are to be conducted in parallel.

Joint LSCB & SAB Scrutiny Panel: For a number of years an LSCB Scrutiny Panel, consisting of elected members of Southend Borough Council, has scrutinized and contributed to the work of the LSCB. The Panel has been recognized by Ofsted as a model of good practice. Since September 2016, the Panel has also scrutinized the work of the Safeguarding Adults Board (SAB).

Southend, Essex and Thurrock (SET) local authorities work in partnership to provide a common approach to safeguarding children across the county through the SET Child Protection Procedures, cross-system policies and guidance. The procedures set out what should happen in the local area when any child or young person is believed to be in need of safeguarding support. This includes a framework for confidentiality and information sharing across agencies.

4. Our Vision

The Safeguarding Children Board (SCB) aims to ensure its members work together effectively to:

- keep children safe from maltreatment, neglect, violence and sexual and criminal exploitation;
- ensure they are secure, stable and cared for, and
- help reduce the likelihood of them suffering from accidental death and injury, bullying and discrimination, crime and anti-social behavior.

Our arrangements for safeguarding children are underpinned by three key principles:

- **safeguarding is everyone's responsibility:** for services to be effective each citizen, professional and organisation should play their full part; and
- **a child-centred approach:** for services to be effective they should be based on a clear understanding of the needs and views of children.
- **A focus on continuous improvement:** ensuring that we are always both challenging and supporting each other to make the safeguarding system and the environment within which it operates as optimum as possible

5. Key risks and challenges for Safeguarding Children in Southend

- Identifying, engaging and affecting change with vulnerable young people at risk from one or more types of exploitation including CSE, exploitation linked to drugs, radicalisation and other criminality, and those for whom there may be emerging concerns.
- Ensuring there is clear governance in relation to the oversight of young people at risk of exploitation and work with potential perpetrators.
- Developing system wide solutions to safeguarding challenges within healthcare changes arising from the Transforming Care Programme.
- On-going financial and capacity issues across the health and care economies will challenge both commissioners and provider health organisations.
- Maintaining Board attendance and contribution whilst responding to increased demands on LSCB resources
- Maintaining an engaged and informed workforce able to respond to Safeguarding requirements
- The implementation of Working Together 2018 multi-agency safeguarding arrangements and changes to LSCB funding nationally
- Dealing with the increase in the number of children in need. In the period 2016-17 there was an 11.8% increase in the number of children starting an episode of need (from 971 in 2015/16 to 1,101 in 2016/17) and a 46.5% decrease in the number of children ending an episode of need (from 1,010 in 2015/16 to 689 in 2016/17); reflecting a trend that has been seen nationally.

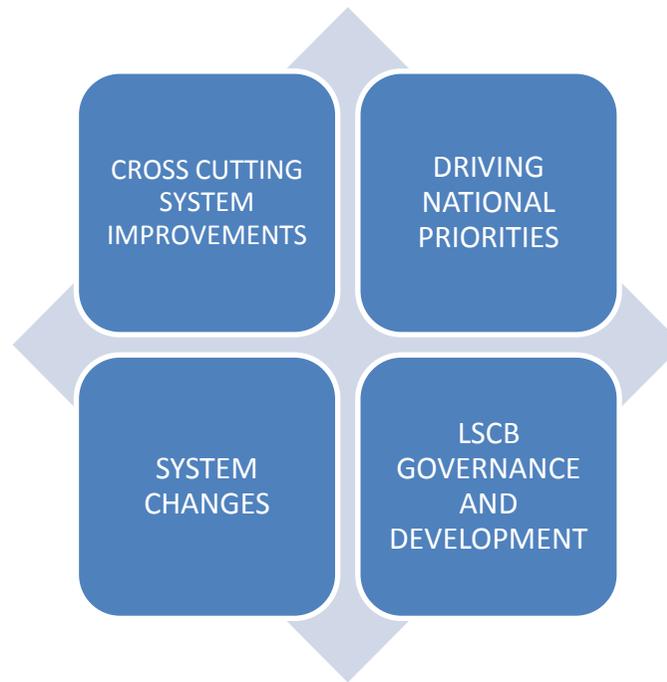
All partners recognise these themes and issues and have included work in their own, current safeguarding plans. In addition, the Council and partners are moving towards an approach based on shared themes and work programmes rather than each Board

having exclusive areas of responsibility. The review of the LSCB Governance over the past year has been part of this as well as a root and branch review of the Southend Community Safety Partnership. Here, a new structure is currently being consulted upon which proposes to more formally bring together cross cutting priorities and includes wider partnership engagement across Essex at strategic level. The proposal also includes the first joint priority being 'Violence & Vulnerability', which brings together work on Knife Crime/Child Sexual Exploitation/Modern Slavery and Gangs into one focused priority for all the Boards.

6. Key priorities for the immediate future

Arising from the strategic review, it was recognised that the previous strategic plan was felt to contain too many priorities and activities, and future plans should be more focused and strategic. It was also recognised that priorities can be subject to rapid change and therefore strategic priorities should be subject to continuous review rather than set for a fixed period.

4 areas of focus were agreed as follows:



Based on these the following priorities were agreed:

Cross cutting system improvements

Arising from previous Statutory reviews, the three main partners (SBC, Health, Police) all have their own improvement plans in place for children's services and it is imperative that the LSCB is satisfied that these plans are on track for delivery.

In terms of cross-cutting areas that require closer collaboration, inspectors identified a need to improve collaborative working in three priority areas:

- Casework practice

- Quality of referrals and assessments
- Appropriate interventions – ‘right time, right place’

Suggestions for better co-ordination across the system included identifying the scope for joint/co-located teams, joint funded teams, shared training opportunities and the development of system wide improvement plans and the Board clearly has a significant role in ensuring that these are thoroughly investigated and implemented where appropriate.

Driving National Priorities

In addition to key local priorities, three areas of national focus were identified:

- 1) Neglect – the Board needs to seek assurance that the proposed programme is building on the recent systems audit and that quality is being assured through an effective safeguarding learning and improvement plan in place across the entire system.
- 2) Exploitation – the Board will work with the Community Safety Partnership on a joint Violence & Vulnerability priority to deliver multi-agency responses on County Lines child exploitation, knife crime, child sexual exploitation, modern slavery and gangs. Children with disabilities – the Board will require an audit of practice and seek assurances that an appropriate learning and improvement plan is in place. This will include learning from the national Learning Disabilities Mortality Review, as this covers people aged 4 plus.

System Changes – Understanding and assessing the impact of the wider environment

This theme is specifically included to ensure that the Board remains progressive, strategic and outward-looking as well as continuing to maintain its statutory local focus; and recognises the ever-changing nature of the environment in which safeguarding operates. A key responsibility for LSCB is horizon scanning, anticipating and enquiring into any changes that could impact (both positively or negatively) on the efficacy of Safeguarding in Southend. At present these include:

- The implications of the Wood's review of the role and functions of safeguarding children boards detailed in the subsequent revision of the 'Working Together' guidance. This will include identifying greater areas of synergy with neighbouring authorities and moves have already been instigated to pursue these possibilities further with a summit planned with Essex and Thurrock Councils in Summer 2018.
- Key transformation programmes within partner agencies and their potential impact on safeguarding arrangements. A recent example of this is the Mid and South Essex Sustainability and Transformation Partnership, which published a consultation in November 2017 on working together on a single plan to improve health and care for services in 9 districts and boroughs in the area.
- Key commissioning plans – seeking assurance that any implications for safeguarding have been identified are being managed
- The impact of resource changes, funding plans and any associated restructure or modification of services that could impact on the effectiveness of safeguarding arrangements.

Developing the LSCB and broader governance arrangements

Continuing the work commenced during the review of 2017 with the implementation of revised membership of LSCB and its sub-groups, a programme of induction, development and related activities will need to be put in place to ensure that Board Members are appropriately skilled and knowledgeable. Further work is also required to ensure that the the new arrangements are supported and informed by the local community, including the recruitment of lay members, and the further development of effective interfaces between the Board and local children and young people.

In addition, a performance, risk and quality framework is being developed to support improvements in the effectiveness of the LSCB and provide assurance that the LSCB strategic plan is implemented and monitored within the context of the new arrangements.

Running through each of the above priorities will be the key themes of:

- Clear leadership and direction from the Board
- Ensuring that safeguarding really is understood and implemented as everyone's responsibility
- Prevention, early intervention and transition – removing or reducing the risks to our young people and making them more prepared and resilient to play their own part
- Strengthening engagement from all sectors and building effective networks
- Coordination and alignment with other strategic partnerships and learning from elsewhere

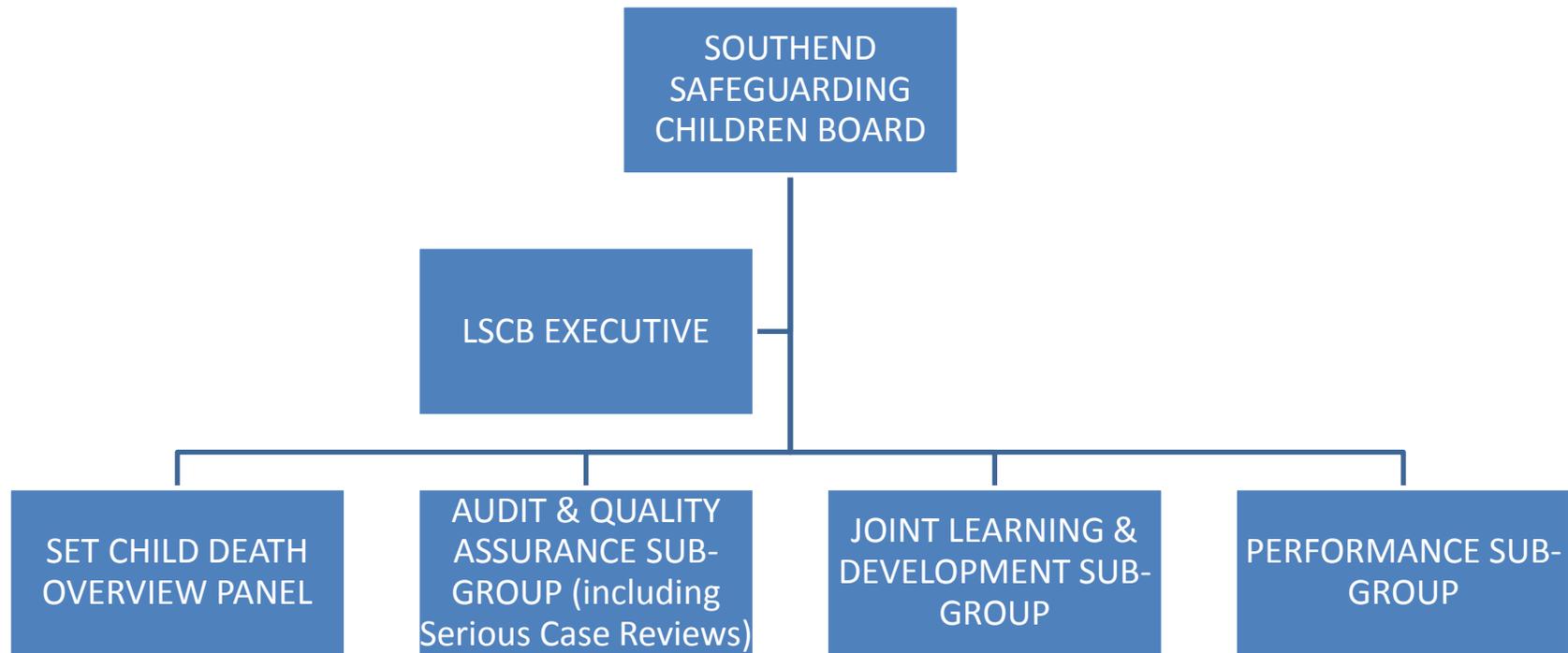
7. Structure of the Local Safeguarding Children's Board

This strategic plan will be implemented through the work of the LSCB's Executive and subgroups, which will each focus on specific priorities and objectives. Progress against the overall strategic plan will be reported to the LSCB by the LSCB Executive at regular intervals and the LSCB Annual Report will provide an overview of the achievements and progress made and identify any areas for further development.

The purpose of the LSCB Executive group is to:

1. Support the Safeguarding Children Board to take a strategic overview of the quality of Safeguarding activity across its areas of responsibility by overseeing the strategic management of safeguarding children work in Southend.
2. Set targets, oversee performance and steer resources within the LSCB vision and to hold partners to account.
3. Ensure that the front-line workforce understand the LSCB structure and strategy.
4. Act as the 'delivery arm' of the Board; whilst also having responsibilities 'upwards' in driving and directing the work of the Board and sub-groups in accordance with the strategic plan.
5. Make recommendations to the Board for improving the safeguarding system.
6. Undertake periodic reviews of the strategic plan and make recommendations accordingly to the Board

The terms of reference for the Board, Executive and sub-groups can be found at www.safeguardingsouthend.co.uk. The sub-groups will develop delivery plans that ensure that the strategic priorities are translated into SMART action plans. These will be regularly monitored by the Executive.



In addition to the formal sub-groups, there are 4 forums that also support the safeguarding agenda:

- 1. Schools Forum:** Meets once a term, and provides an interface between schools and other LSCB partners, supporting schools to stay up to date with safeguarding arrangements, policy and procedures.
- 2. Care Providers Forum:** Meets twice a year and provides an interface between LSCB partners and foster parents caring for Looked After Children, and supporting foster agencies to keep up to date with safeguarding developments, policy and procedures.

3. CSE & Missing Forum. Meets 6 weekly and provides a forum to share information and ensure that operational issues are addressed. Provides qualitative and quantitative information to the Executive regarding the effectiveness of the implementation of the CSE and Missing Children strategies. The Forum scope includes the quality assurance of multi agency processes to safeguard children at risk of CSE and/or who go missing from home or care through an action plan that is reported to the Audit & Quality Assurance Sub-Group.

4. CSE Champions Forum: Meets 3 times a year and supports local CSE champions to keep up to date with developments, policy and procedures in relation to CSE and provides a peer to peer support networking opportunity.

8. Tools to be used to monitor performance

The sub-groups will develop and utilise a range of fit for purpose quality assurance and performance monitoring tools that will enable the Board to answer the key questions identified in its Performance and Quality Assurance Framework. In answering these questions, the Board will be able to robustly assess the quality and effectiveness of the local safeguarding system and the activities it coordinates. These tools will include a risk register that ensures risks to the operation of the LSCB are clearly identified, along with any control measures; a range of performance information - including a dashboard; and a range of audit tools that provide the partnership with a 360 degree view of the multi-agency response to specific issues and identify opportunities to improve the quality of support provided to children and young people.

These tools will include existing feedback mechanisms from across the partnership as well as developing new methodologies that will collectively enable the partnership to hear from key stakeholders: the children and young people who have received – or may in future receive - help from the system, and the professionals working on the frontline in that system.

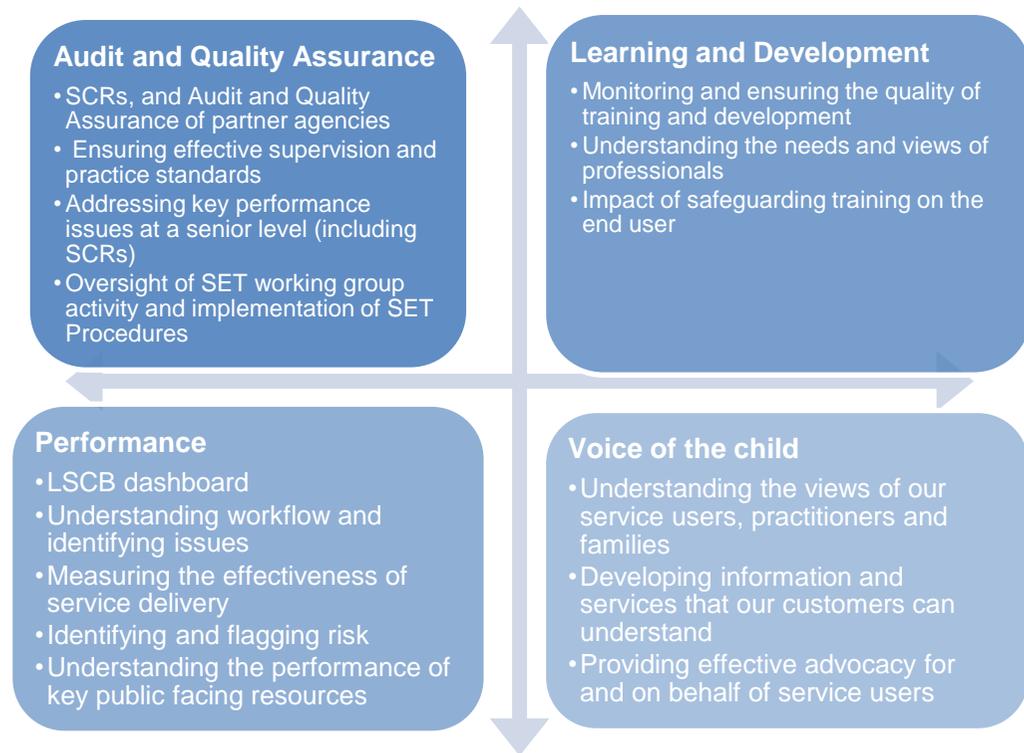
The Performance and Quality Assurance Framework itself addresses the requirement for co-ordinated, effective safeguarding arrangements, and is designed to provide a degree of transparency and accountability across the safeguarding system.

LSCB quality assurance and performance monitoring framework summary (See Appendix 2 for the full document)

Each of the three key sub-groups – AQA, Performance and Learning & Development - will undertake the activities in one of the quadrants of the Quality Assurance (QA) and Performance Framework adopted by the LSCB (see diagram below). All three will contribute towards ensuring that the Board hears the Voice of the Child. Collectively, findings from these activities will enable the Board to effectively monitor both the safeguarding system and the impact that their strategic priorities have had on that system. Moreover these activities will provide the Board with a collective sense of the health of the system and the degree to which the system is ‘inspection ready’.

To be fully effective the framework must be used by partners to professionally scrutinise and challenge each other, and hold each other to account. Only this way, will the Board be able to answer their four key questions with certainty:

1. Are children & young people safe?
2. Are local agencies working effectively, internally and together, to safeguard children and young people?
3. Do younger people and children feel safer as a result?
4. Is the local safeguarding system continuously improving?



The QA and Performance Framework document will also be utilised by the sub-groups to guide the planning and delivery of their activities, including the development of a fit for purpose QA and performance monitoring toolkit.

The Performance sub-group will examine quantitative performance information, whilst the AQA and L&D Sub-Groups will focus on qualitative information. Collectively, this information will enable the Executive to monitor the overall health of the system, (including its propensity for continuous improvement), measure the progress and outcomes from delivering the LSCB strategic priorities, and identify and examine any areas of concern. The Executive can then make recommendations to the Board for improving the system and direct the work of the sub-groups; and will provide a dashboard and summary report to the Board to support it to do this.

9. Staffing Structure and Budget

At the time of writing both the staffing structure and budget are under review

10. How we will deliver our priorities

This Plan is initially programmed to at least cover a period of one year but is to be viewed as 'live' and subject to continual review.

As part of this it is expected that each new sub-group will develop its own work programme which will be fed by – and in turn feed – the priorities identified in this plan.

The strategic plan will be delivered as follows:

- LSCB/LSCB Executive – own the strategic plan and risk register
- A communications plan will be developed for both the LSCB and SAB and monitored by the Executives
- AQA sub-group – Programme of work to be developed
- Joint L and D sub-group – Programme of work to be developed
- Performance Group – Dashboard, Performance Reports to be developed

- CSE & Missing Action Plan – to be monitored by the Executive

The following overarching plan shows how the strategic priorities will be addressed at a high level with more detailed plans to be developed by the relevant sub-groups and task-and-finish groups:

Cross cutting system improvements	ACTIONS	WHEN	WHO
<p>The three main partners (SBC, Health, Police) all have Improvement Plans in place for children’s services and the LSCB needs to be satisfied that these plans are on track for delivery. Inspectors identified a need to improve collaborative working in three priority areas:</p> <ul style="list-style-type: none"> • Casework practice • Quality of referrals and assessments • Appropriate interventions – ‘right time, right place’ <p>Better co-ordinated cross system working including identifying the scope for joint/co-located teams, joint funded teams; shared training opportunities and development of system wide improvement plans.</p>	<ul style="list-style-type: none"> • Monitor delivery of Partners Improvements Plans • Review current casework practise to ascertain evidence of progress in collaborative working and identify areas for improvement • Undertake an audit of referrals with a focus on evidence and impact of collaborative working at the referrals stage • Review interventions to measure levels of ‘right time, right place’ activity in the system and make recommendations for improvements through collaborative working 	<p>Continuously – many have been ongoing for some time. Review of status of all to be undertaken June 2018</p>	<p>Activity led by Business Manager, Audit & Quality Assurance and Learning and Development sub-groups. Overseen by LSCB Executive</p>

<p>3) Children with disabilities – the Board to require an audit of practice and seek assurances that an appropriate learning and improvement plan is in place. (To include learning from the LeDeR review as this cover age 4 plus)</p>			
System Changes	ACTIONS	WHEN	WHO
<p>Horizon scanning and responding to any changes that may impact on the efficacy of Safeguarding in Southend – including:</p> <ul style="list-style-type: none"> • Key transformation programmes • Key commissioning plans • Impact of local resource changes and funding • Statutory requirements and changes in best practice 	<ul style="list-style-type: none"> • Respond to emerging Mid and South Essex STP plans • Engage with Essex and Thurrock Safeguarding Boards on their plans for the implementation of Working Together to Safeguard Children and associated arrangements that may impact on the delivery of Safeguarding Adults Boards 	<p>By March 2018</p> <p>Ongoing with Summer 2018 summit</p>	<p>Chair</p> <p>Chair</p>

Developing the LSCB and broader Safeguarding governance arrangements	ACTIONS	WHEN	WHO
<p>To become a Board that learns together and shares lessons from national and local experience and research and is supported by effective business support.</p>	<ul style="list-style-type: none"> • Finalise implementation of new governance arrangements and recruitment of LSCB Business Manager • Recruit Lay Members • Deliver Board Induction and Development Programme • Implement revised reporting arrangements using new Performance and quality Framework and Dashboard • Regular risk reporting • Develop audit programme • Develop annual work programmes 	<p>June 2018</p> <p>April 2018</p> <p>August 2018 (once summit outcome known)</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>June 2018</p>	<p>Chair/Business Manager</p> <p>Business Manager</p> <p>Business Manager</p> <p>Business Manager</p> <p>Sub groups</p>

APPENDICES

11. Appendix 1 - Terms of reference and work plans

The Terms of Reference and work plans for each of the groups that make up the multi-agency safeguarding children board arrangements can be found at www.safeguardingsouthend.co.uk as can all safeguarding documentation.

12. Appendix 2 - Performance and Quality Assurance Framework

The LSCB Performance and Quality Assurance Framework is designed to enable the LSCB to answer 4 key questions in its statutory assurance role:

1. Are children & young people safe?
2. Are local agencies working effectively, internally and together, to safeguard children and young people?
3. Do younger people and children feel safer as a result?
4. Is the local safeguarding system continuously improving?

It will answer these through scrutiny and challenge of the reports programmed into its Forward Plan, supplemented by an annual programme of multi-agency case audits, together with any additional reports or investigations commissioned during the period.

Through scrutiny and challenge of this information, the LSCB should be able to make a robust assessment of whether children and young people are kept safe; whether they feel safe; whether performance across the system remains stable through planned and unplanned change and events, and whether continuous improvement with tangible results is driving positive change in the system.

How will the LSCB answer the four key questions?

The following presents a snapshot of how the LSCB's planned quality assurance and performance activity will tie together to answer the 4 key questions both in relation to key sectors in the system and the system in its entirety. Each column represents a core area of the system, providing a snapshot of the assurance and monitoring activity that, collectively, demonstrate effective safeguarding.

Each row represents an existing, new area of assurance or monitoring activity, providing a picture of how extensively the activity covers the system.

QA & performance activities	Local Authority	Health	Criminal Justice	Education	Other
Strategic	The LSCB Chair is a member of the Children's Services Improvement Board	The LSCB Chair is a member of the Health & Well Being Board (HWBB)		The LSCB Chair retains oversight of safeguarding in the education sector as a member of the Education Board and through regular communication with Ofsted	
Safeguarding compliance audits					
These should demonstrate compliance with safeguarding requirements, and stability in levels of compliance over time and through periods of planned and unplanned change affecting the system.					
Section 11 audits: (Annual)	Children's Services Early Help & Family Support Early Years Youth Offending Service	NHS England CCG SUHFT EPUT NELFT School Nursing East of England Ambulance Service	Essex Police Essex CRC National Probation Service British Transport Police CAFCASS	South Essex College	Essex Fire & Rescue
Other safeguarding compliance tools		Safeguarding Assurance Tool		Schools Governing Body Return to the LSCB	Annual statement from Southend Association of Voluntary Services

QA & performance activities	Local Authority	Health	Criminal Justice	Education	Other
Inspections and inspection improvement plans (KEY QUESTION 4)	Ofsted Children's Services Improvement Plan	CQC & related improvement plans	HMIC & related improvement plans	Ofsted reports & related improvement plans	
	Cross system, multi-agency improvement plans, including SCR and other multi-agency case review action plans				
Performance reports					
Measuring levels and volumes of activity - both generally and in relation to key elements of the system – and monitoring high level information that indicates the overall health of the system.					
Cross-cutting: LSCB Dashboard	✓	✓	✓	LA data on numbers of referrals from schools	N/A
Agency/sector specific	Journey of the Child (incorporating fostering and adoption) Independent Reviewing Officers Report Training data	Emotional Wellbeing & MH Services NHS Staffing & Training data	Forensic examination of IT equipment Training data	Annual report on schools governing body safeguarding returns (incorporating training data)	
Thematic & multi-agency reports – (KEY QUESTIONS 1 & 2)					
LSCB Audit multi-agency case audits: incorporating the voice of the child	✓	✓	✓	College as required	Other agencies as required
Managing Allegations (LADO report)	✓	✓	✓	✓	✓

QA & performance activities	Local Authority	Health	Criminal Justice	Education	Other
CSE & Missing Children	✓	✓	✓	✓	
Domestic abuse	✓	✓	✓		✓
Independent Reviewing Officers Report	✓				
Serious Case Reviews and other Case Reviews	✓	✓	✓	✓	✓
Journey of the Child (incorporating fostering and adoption)	✓				
Response to FGM	✓	✓			
Review of child deaths	✓	✓			
<p>Voices of children and young people: Partner agency surveys, and other service user feedback mechanisms from across the system, evidence an increased sense of safety among children and young people as a result of system activity. (KEY QUESTION 3)</p> <p>Engagement of frontline staff: seeking the views of practitioners in the system in identifying priorities for action, including feedback from supervision, learning and development activity, serious case reviews and other case reviews, the LSCB Schools Forum and Care Providers (fostering) Forum. (KEY QUESTIONS 1-4)</p>					



Southend LSCB -
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