



**SOUTHEND ON SEA
LOCAL SAFEGUARDING CHILDREN BOARD**

REVISED BUSINESS PLAN

2016 – 2019

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SECTION 1 – Introduction

Background

The Southend Local Safeguarding Children Board (LSCB) Business Plan reflects the requirements in 'Working Together to Safeguard Children' (HM Govt 2015) and is based upon the objectives in Chapter 3 of that guidance.

The LSCB Business Plan is comprehensively reviewed as part of the Board's annual report on the effectiveness of safeguarding children services, to ensure it continues to inform the work of the LSCB and takes into account changing priorities, legislation and guidance locally, regionally and nationally. The Business Plan also seeks to ensure that the LSCB meets the Ofsted grading descriptors for outstanding effectiveness.

This Business Plan links to the safeguarding priorities of the Health and Wellbeing Board; Community Safety Partnership; and Southend on Sea Children and Young People's Plan.

The Southend LSCB Business Plan is made available to each member agency and is disseminated to the local community. It is available as a downloadable PDF on the Southend LSCB web page (www.safeguardingsouthend.co.uk)

The LSCB's reporting year runs from October to September annually. Each October the LSCB prepares its annual report on the effectiveness of arrangements to safeguard children in Southend. This annual report is approved by the LSCB and submitted to the Health and Wellbeing Board; chief executive, lead member and cabinet of Southend Borough Council; the Local Police and Crime Commissioner; and Success for All Children Group, in December and January annually to inform their strategic priorities, and those of the LSCB, for the following financial year. This Business Plan will therefore cover the period from April 2016 to March 2019.

SECTION 2 – Progress Against the 2014/15 Priorities

The achievements identified in the LSCB's annual report for 2014-15 against key priorities are as follows:

	Priority	Projected Outcome/Impact Measurement	Quantitative Data	Qualitative Data
A	Developing a culture of communication between all stakeholders to safeguard children	LSCB Learning and Improvement Framework evidences that information is shared appropriately to safeguard children	Percentage attendance and/or information sharing at case conferences for each partner agency	An LSCB audit evidences an appropriate level of information sharing to safeguard children
B	Reduce the number of children and young people who have experienced bullying including face to face, text or internet	Baseline data established evidencing children's experience of bullying with on-going data collection evidencing that children's experience improves	Percentage of children reporting they have experienced bullying is 32%	On the whole questionnaire and other feedback provided by children, including those who are looked after, evidences that if they are bullied that this is dealt with appropriately by the relevant agency
C	Ensure that the Domestic Abuse Strategy is effectively implemented to reduce the impact of Domestic Abuse on children and young peoples' life chances	Reduction in the number of children recorded by Essex Police as present during domestic abuse incidents.	Number of children witnessing domestic abuse incidents – data is currently not available from Essex Police due to change in data system	The LSCB will be monitoring qualitative data in the future from prevention and perpetrator schemes to evidence any improvement in perception of impact of domestic abuse on victims
D	Support families at the earliest opportunity to prevent their needs escalating	Qualitative data from children and families receiving an early help offer evidences an improvement in	Percentage of children and their families supported at each level of intervention indicates increase	Qualitative data from children and families receiving an early help offer which was scrutinized by the

	Priority	Projected Outcome/Impact Measurement	Quantitative Data	Qualitative Data
		<p>their perception of the presenting issues at time of referral.</p> <p>Quantitative data evidences a reduction in children supported at stage 4.</p>	<p>in those supported at stages 1 and 2.</p> <p>July 2015: Acute/Stage 4 = 10.9% (8% previous quarter); Complex/Stage 3 = 32.8% (45.8% previous quarter); Vulnerable/Stage 2 = 41.3% (35.3% previous quarter); Universal/Stage 1 = 15% (10.8% previous quarter).</p> <p>Number of children with a child protection plan. 186 at end of June 2015 compared to 161 at end of June 2014</p>	<p>LSCB evidences an improvement in children and families' perception of the presenting issues at time of referral</p> <p>LSCB audits completed evidence that children and families are supported appropriately</p>
E	Reduce the number of children killed, seriously and slightly injured in road traffic collisions	Quantitative data evidences a decrease in the number of children killed, seriously and slightly injured in road traffic collisions	Number of children killed and seriously or slightly injured in road traffic accidents has remained static at 6. Overall trend is downwards since 2011	None
F	Identify and provide early support to children at risk of sexual exploitation, to prevent harm and reduce the impact on their life chances	Qualitative and quantitative data evidences that children identified as being at risk of sexual exploitation are provided with support that is appropriate to their needs	<p>Number of child sexual exploitation (CSE) information reports received by Essex Police regarding potential CSE in Southend or involving children from Southend. Data not currently available</p> <p>Number of children</p>	LSCB CSE & Missing Group identified children at high risk of CSE and ensured they are appropriately supported

	Priority	Projected Outcome/Impact Measurement	Quantitative Data	Qualitative Data
			identified as at high risk of CSE by the CSE & Missing Group as at end of September 2015 was 45	
G	Ensure that looked after children are safeguarded effectively	Qualitative and quantitative data evidences that looked after children are safeguarded effectively	Number of looked after children who report feeling safe in the Voice for All report – data not currently available	Completed LSCB multi agency audits and feedback from children evidences that looked after children are being safeguarded effectively
H	Identify and provide support to vulnerable adolescents to ensure they are safeguarded effectively	Qualitative and quantitative data evidences that vulnerable adolescents are supported and safeguarded effectively	Number of adolescents admitted to hospital as a result of intentional self-injury/harm has increased Reduction in number of young people known to IYSS who re-offend	Audit of support to young people known to Children's Services completed by the LSCB evidences that they are supported appropriately

Key Successes in 2014-2015

- Identification of children and young people at high risk of CSE
- Over 800 children and young people participated in the Prince Charming Project (*an interactive play providing an opportunity for young people to explore domestic abuse within teenage relationships*) and had an impact on their understanding and perception of healthy relationships
- Over a thousand primary and secondary school children and young people participated in an Equality and Diversity programme partly focusing on anti-bullying.
- Over 4000 children and young people attended the Walk On Line roadshow in summer 2015 (*providing advice on E Safety*). Those who attended were more conscious of basic protection strategies such as checking privacy settings in social media profiles and editing lists of contacts to exclude individuals not known off-line;

and were aware of reporting mechanisms for handling nuisance contact requests and abusive posting in public forums.

- Child Death Reviews completed in the period identified that there were no deaths of babies as a result of co-sleeping
- Coroner reports are now shared with paediatricians in order that they can support bereaved parents to understand the findings
- High levels of safeguarding children training of professionals and volunteers
- Core Groups are being held on time and effectively monitoring the Child Protection Plan in more than 90% of cases monitored.
- Over 90% of Child Protection Conference participants who responded said that they felt able to express their views; that clear decisions were made, and the chairing of the meeting was good or very good; and that the length of the meeting was OK.
- Improvement in the general stability of placements for looked after children (long term stability 74%)
- Increase in number of private fostering arrangements known to the local authority
- Effective systems are in place to monitor, identify and locate children that are either at risk of, or have become missing from education

Key Areas of Challenge and Development to be carried forward into 2016-2019

Monitoring this year has shown the following areas of development need to be addressed in the coming year:

- An increase in the number of children and young people admitted to hospital as a result of unintentional or deliberate injuries to 98 (*compared to 49 in 2012/13 and 78 in 2013/1*). 54 admissions had a diagnosis of intentional self-harm, an increase from 37 in 2013-14. Work is required to address the issues of self-harm and mental health, including more exploration and triangulation of the relevant data, and a better understanding of the prevalence and the underlying causes.
- The provision of reports for Child Protection Conferences in advance of meetings to enable families and professionals to participate fully in the process. There need to be improvements in the timeliness and of the reports being provided to the family.
- The analysis of intelligence by Essex Police and mapping of the prevalence of CSE in Southend needs attention in order to build up a richer picture of where the risks

are to be found and hence what type of prevention/disruption/investigative activity is required to address these.

- Commissioning of young people centred support services in respect of CSE is underdeveloped across the partnership. If this was addressed the LSCB view is that there would be a greater capacity to both respond to historic CSE with suitable counselling services, and it may encourage more victims, both current and past, to come forward particularly if there was a third sector "front door". The reason for this is firstly that some CSE victims do not initially see themselves as victims of CSE, and secondly some may be wary of approaching a statutory service in the first instance.
- Mainstreaming of funding for specialist support services for victims of domestic abuse and sexual abuse and exploitation is needed, in order to ensure a secure on-going contract for these services.
- The quality of information shared by Essex Police regarding domestic abuse incidents requires considerable improvement. Children and unborn babies are not always identified by the Police and the flow of information into Children's Social Care has not been reliable. This forms part of the Essex Police improvement plan
- Delays in the consideration of high risk domestic abuse cases at the Multi Agency Risk Assessment Conference (MARAC). These have continued despite the new pan Essex arrangements for triage and as a matter of urgency Southend will now seek a local solution to these on-going delays, to be put in place by the end of March 2016 at the latest.

In addition, the LSCB has identified the following areas as a priority:

- To continue to develop a comprehensive range of services in response to Child Sexual Exploitation, in line with the developing local strategy
- To continue to exercise oversight of the child protection process ensuring its on-going effectiveness and improvement
- To ensure that the early help model is fully integrated with the multi-agency sharing of information and child protection processes, making one unified and comprehensive system to ensure all children and safeguarded and professionals know how and where to get the right help.

- To ensure that the Voice of the Child is increasingly embedded in the way that services are delivered, and that achieving specific outcomes for children are increasingly driving the work of professionals.
- To continue to address and improve the governance of the LSCB in terms of its relationships with other boards and processes in Southend , especially to ensure that cross cutting areas of work such as CSE do get looked at holistically across the partnership, and that potential gaps and overlaps are identified addressed effectively.
- To respond to the Violence and Against Women and girls agenda, including FGM EFM etc. Providing a comprehensive programme of work
- To hold the corporate parent to account in its work with Looked After Children and Care Leavers.

Section 3 – Business Plan Objectives 2016 - 2019

Priorities for 2016-2019:

	Priority	Projected Outcome/Impact Measurement
A	Reduce incidents of self-harm among children and young people	LSCB Learning and Improvement Framework evidences a better understanding of the prevalence and the underlying causes of self-harm among children and young people
B	Reduce the number of children and young people who have experienced bullying including face to face, text or internet	Baseline data established evidencing children's experience of bullying with ongoing data collection evidencing that children's experience improves
C	Ensure that the Violence Against Women and Girls, Modern Slavery and Domestic Abuse Strategies are effectively resourced and implemented to reduce the impact of Violence, Modern Slavery, and Domestic Abuse on children and young peoples' life chances	LSCB Learning and Improvement Framework evidences that information is shared appropriately and in a timely way to reduce risk to children. Qualitative data from prevention and perpetrator schemes evidences improvement in perception of impact of on victims
D	Support families at the earliest opportunity to prevent their needs escalating and ensure early help (including that for young adults) is fully integrated with the multi-agency sharing of information and child protection processes	Qualitative data from children and families receiving an early help offer evidences and improvement in their perception of the presenting issues at time of referral
E	Partners and strategic boards work together to identify, resource, and provide support to children and young people at risk of, or victims of, exploitation (including child sexual exploitation and radicalization), to prevent harm and reduce the impact on their life chances; and to identify and disrupt perpetrators	Qualitative and quantitative data evidences that children identified as being at risk of exploitation (including sexual exploitation), or who have been exploited, are provided with support that is appropriate to their needs Mapping is undertaken of the prevalence of child sexual exploitation Evidence of prosecution and disruption of perpetrators Children and young people at risk of

		radicalization are identified through the PREVENT initiative and supported through the Channel Panel
F	Ensure that looked after children are safeguarded effectively	Qualitative and quantitative data evidences that looked after children feel safe and that are supported appropriately to fulfil their potential

Core LSCB Business Objectives for 2016-19

	Objective	Projected Outcome/Impact Measurement
1	Continue to build a shared understanding of the coordinating, monitoring and scrutinizing role of the LSCB and the safeguarding agenda with engagement across all partners, and particularly new and emerging strategic bodies	LSCB Annual Report evidences improvement in safeguarding children practice by all partners
2	Continue to develop the interface between adult and children's services; safeguarding boards; the Health and Wellbeing Board; and the Community Safety Partnership	LSCB Annual Report evidences impact of integrated approach to identified key cross cutting issues, including domestic violence, exploitation, FGM, forced marriage and modern slavery
3	Continue to ensure that information is shared effectively and in a timely way between professionals and with parents/carers and children and young people to safeguard children and young people	Quantitative and qualitative data through the LSCB's Learning & Improvement Framework evidences that information is shared by professionals and with parents/carers and children, in a timely and effective way to inform the safeguarding process
4	Continue to develop the learning and improvement framework, ensuring lessons are identified and learned from serious and other case reviews, child death reviews, multi-agency audits, the scrutiny of performance information, thematic reviews, and feedback from children and their families about their experience of safeguarding.	LSCB Annual Report evidences a positive impact on the effectiveness of safeguarding of children as a result of the LSCB's challenge based on the findings from its learning and improvement framework
5	Review and update child protection policies, protocols and procedures to	Policies, protocols and procedures support

	reflect national and local recommendations of practice change/development approved by the Executive	the effective safeguarding of children
6	Deliver public and professional awareness campaigns on safeguarding children	The LSCB Annual Report evidences the effectiveness and impact of targeted campaigns with measurable outcomes
7	Ensure the LSCB and its partners facilitate the meaningful participation of children, families and the community to inform the delivery of effective safeguarding services	The LSCB Annual Report evidences the impact of participation and feedback from children, families and the community on the improvement of safeguarding services
8	Continue to promote the workforce development/training strategy and training framework and implement quality assurance processes for safeguarding children training and facilitators	All training delivered by the LSCB and its partner agencies and training facilitators are quality assured and approved by the LSCB. Evaluations of training evidence that service delivery and practitioner confidence is improved
9	Ensure the LSCB and its partners work to coordinate support and reduce risk of harm for children and young people identified as being highly vulnerable	The LSCB and its partners identify highly vulnerable children and young people, and its learning and improvement framework evidences the reduction in risk as a result of a provision of appropriate support
10	Ensure the LSCB and its partners work to identify children at risk of sexual or other exploitation and coordinate support to reduce the impact on their life chances.	The LSCB and its partners coordinate and analyse intelligence to identify children at risk of sexual or other exploitation and appropriate services are identified and/or provided to support them
11	Ensure the LSCB and its partners work together to provide effective early help services to children and their families	The LSCB Annual Report and Learning and Improvement Framework evidence that early help services result in an appropriate reduction in the numbers of children with a child protection plan.
12	Ensure the LSCB and its partners work together to ensure the effective implementation of the Violence Against Women and Girls; Modern Slavery; and SET Domestic Abuse Strategies	LSCB Learning and Improvement Framework evidences that information is shared appropriately and in a timely way to reduce risk to children Quantitative and qualitative data evidences improvement in the timeliness of information sharing and risk reduction of cases addressed through MARAT

		Qualitative data from prevention and perpetrator schemes evidences improvement in perception of impact on victims
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Section 4 – Financial Provision

LSCB Budget 2016/17

Income from Partner Agency Contributions

Agency	Proposed %age	Proposed Contributions for 2016/17
Southend Borough Council	49.5%	£43065
Essex Police and Crime Commissioner	16.5%	£14355
CCG	26.0%	£22620
National Probation Service	7.2%	£6264
CAFCASS (+ reserves)	0.7%	£609
	0.1%	£87
Total	100%	£87000

Projected Budget Considerations 2016-17

Estimated Income	
Proposed funding by partners	87000.00
Income from LSCB training	5000.00
Income from Schools Forum (<i>subject to confirmation</i>)	10000.00
2015/16 outturn	71000.00
Total Estimated Income	173000.00

Estimated Expenditure	
Salaries	
Independent Chair	18000.00
Business Manager (0.5)	34000.00
LSCB & SAB Data and Performance Officer (0.5)	22500.00
LSCB & SAB Administrator (0.5)	11000.00
Child Death Reviews	
Contribution to Administration	8000.00
Serious Case Reviews to be funded separately using existing contribution formula as required	00.00
Advertising and Publicity	
Community Sub Group Campaigns	3000.00
Child Sexual Exploitation	5000.00
Training	

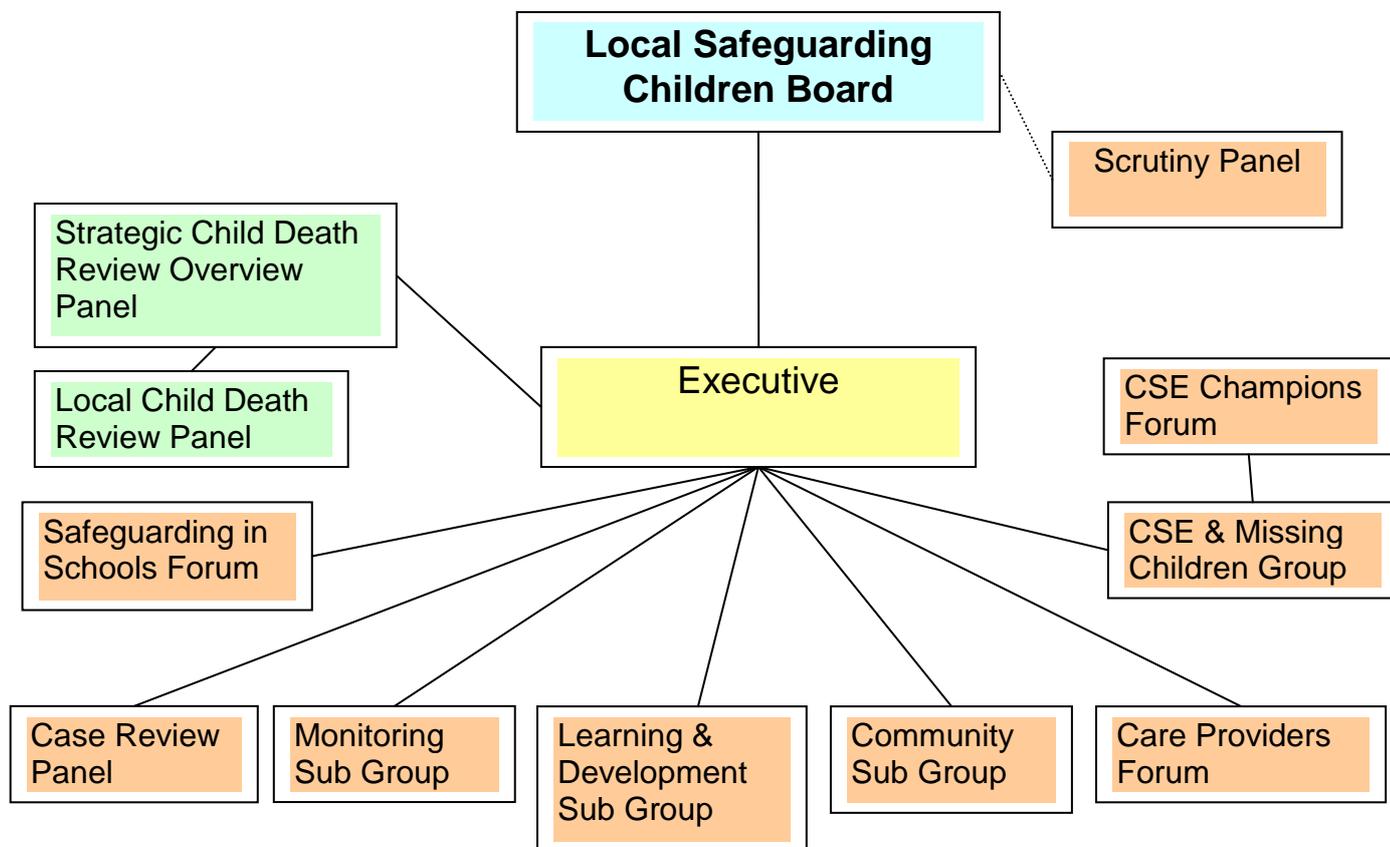
E-Academy	6000.00
Free Training for Community and Voluntary Organisations	2000.00
E Safety	
Walk on Line Roadshow	5000.00
Meeting Expenses	1000.00
LSCB & SAB Website	
Estimated hosting, and maintenance	350.00
Total Estimated Expenditure	115850

Section 5 - LSCB Forward Plan 2016

LSCB Full Board Forward Plan 2016

March 16	June 16	September	November 16
Monitor Key PIs	Monitor Key PIs	Monitor Key PIs	Annual Report October 2015 to September 2016
Review Business Plan Priorities for April 16 – March 19	C&YP Plan	Annual Report from Strategic Child Death Review Panel	Agree budget proposals for 2017/18 consider contributions for 2017 to 2018
Private Fostering Report	Findings from single agency safeguarding performance reports	Corporate Parenting Annual Report	Monitoring Sub Group Audits Report
Corporate Parenting Interim Report	Attendance Report	Report on review of Serious Case Reviews	
Domestic Abuse Strategy Update	Domestic Abuse Strategy Update	Domestic Abuse Strategy Update	Domestic Abuse Strategy Update
Executive Summary Report	Executive Summary Report	Executive Summary Report	Executive Summary Report

Appendix 1 - Structure of the LSCB



Membership of the Overarching Board

Role	Organisation
INDEPENDENT CHAIR	N/A
Corporate Director and Vice Chair	Southend Borough Council, Department for People
Head of Children's Specialist Services (also represents IYSS)	Southend Borough Council, Department for People, Children's Services
Community Lay Member	N/A
Youth Lay Members	N/A

Role	Organisation
Lead Member (Participant observer and representing LSCB Scrutiny Panel)	Southend Borough Council
Assistant Chief Officer	National Probation Service
Chief Officer	Essex Community Rehabilitation Company
Chief Officer	Southend CCG
Assistant Director Women's and Children's Services,	Southend University Hospital NHS Trust
Director of Clinical Governance and Nursing	South Essex Partnership NHS Foundation Trust
Chief Officer	CAFCASS (Child and Family Courts Advisory & Support Service)
Secondary Head Teachers Representative	Shoebury High School
Primary Head Teachers Representative	Edwards Hall Primary School
Group Manager, Learning Disabilities & Resources	Southend Borough Council, Department for People, Adult Services
Head of CAIU	Essex Police
District Commander	Southend Police
Director of Student & Community Services	South Essex College
Chief Officer	Southend Association of Voluntary Services (SAVS)
Specialist Manager for Specialist Resources & Quality Assurance (chair of the Executive Group)	Southend Borough Council, Department for People, Children's Services
Independent Schools Representative	St Pierre School
Special Schools Representative	Lancaster School
Assistant Chief Fire Officer	Essex County Fire and Rescue Service

Role	Organisation
Designated Doctor	Southend University Hospital NHS Trust
Principal Solicitor (to receive papers and be available during meeting by phone for legal advice)	Southend Borough Council

Chairing of the LSCB Sub Groups

Sub Group	Chair & Vice Chair	Organisation
LSCB Executive Group	Chair - Specialist Manager, Specialist Resources and Quality Assurance Vice Chair – Lead Nurse for Safeguarding	Southend Borough Council, Department for People, Children’s Services South Essex Partnership NHS Foundation Trust
Monitoring Sub Group	Chair – Specialist Nurse for Safeguarding Vice Chair- Safeguarding & Child Protection Coordinator	South Essex Partnership NHS Foundation Trust Southend Borough Council, Department for People, Children’s Services
Learning & Development Sub Group	Chair – Safeguarding Nurse Specialist Vice Chair – Safeguarding Adults Nurse Specialist	Southend Hospital Southend CCG
Community Sub Group	Chair – Assistant Director of Public Health Vice Chair- Safeguarding Lead	Southend Borough Council Southend Football Club
CSE & Missing Children Group	Chair – Group Manager, Specialist Resources and Quality Assurance Vice Chair – Position Vacant	Southend Borough Council, Department for People

Case Review Panel	Chair – Designated Nurse Vice Chair - Assistant Director Women’s and Children’s Services	Southend CCG Southend University Hospital NHS Trust
Local Child Death Review Panel	Chair – Assistant Director of Public Health Vice Chair - Designated Doctor for Child Deaths	Southend Borough Council Southend University Hospital NHS Trust