

**SOUTHEND ON SEA  
LOCAL SAFEGUARDING CHILDREN BOARD**

**REVISED BUSINESS PLAN**

**2015 – 2018**

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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 2013) 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 also links to the safeguarding priorities in the ‘Southend on Sea Children and Young People’s Plan’, which identifies the following strategic objectives:

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.southend.gov.uk/lscb](http://www.southend.gov.uk/lscb))

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 of each year 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 2015 to March 2018.

## SECTION 2 – Progress Against the 2013/14 Priorities

The achievements identified in the LSCB's annual report for 2013-14 against key priorities are as follows:

	<b>Priority</b>	<b>Outcome/Impact</b>
<b>A</b>	Developing a culture of communication between all stakeholders to safeguard children	The majority of practitioners have received appropriate training in the recognition, communication and response to child abuse and neglect. The LSCB Learning and Improvement Framework has evidenced that information is shared appropriately to safeguard children
<b>B</b>	Reduce the number of children and young people who have experienced bullying including face to face, text or internet	A pilot project is being undertaken with schools to establish baseline data of children's experience of bullying with ongoing data collection evidencing that children's experience is improving as a result of the pilot
<b>C</b>	Reduce the impact of Domestic Abuse on children and young peoples' life chances	The Domestic Abuse Strategy focuses on prevention of domestic abuse as well as reducing risk to victims and interventions with perpetrators. Further work is required by the LSCB and its partner bodies to ensure a reduction in the impact of domestic abuse. The development of a Joint Domestic Abuse Triage Team has improved information sharing to safeguard children from domestic abuse
<b>D</b>	Support families at the earliest opportunity to prevent their needs escalating	Completion of a Common Assessment Framework (CAF) or Early Help Assessment (EHA) enables practitioners to identify the needs of children and families effectively. Feedback from children and families is positive about the early help and intervention they receive, finding it timely and effective.

		They spoke highly of the lead professional role to guide them through a helpful process where reports and reviews are clear and helpful.
<b>E</b>	Reduce the number of children killed, seriously and slightly injured in road traffic collisions	Partners have undertaken significant road safety awareness raising with children and young people. The number of children killed or seriously injured has continued to decline, from 8 in 2012-13 to 6 in 2013-14, however the number of slight injuries for the same period has increased from 50 to 62. The LSCB will review and develop its road safety awareness strategy to seek to reduce the number of slight injuries.
<b>F</b>	Identify and provide early support to children at risk of sexual exploitation, to prevent harm and reduce the impact on their life chances	The LSCB's CSE & Missing Group ensures that children identified as being at risk of sexual exploitation are receiving support that is appropriate to their needs by reviewing the partnership response for all children and young people identified as being at risk of CSE on a monthly basis. A risk assessment tool and awareness training for children's practitioners and the wider workforce ensures children at risk of CSE are identified.

### **Key Successes in 2013-2014**

- Children and their families are positive about the early help and intervention they receive
- 525 children have a Child in Need Plan in place
- All children in need of support at stage 2 & 3 had a CAF or Early Help assessment and a Child in Need Plan was in place
- Child in Need Plans are SMART, with specific, achievable, measurable objectives and appropriate timescales
- Practitioners have a good understanding of thresholds for making safeguarding children referrals

- Children's Services are able to make informed, effective decisions regarding the protection of children
- The number of known Private Fostering arrangements has increased to 10 in October 2014, compared to 7 in October 2013, representing a 43% increase.
- A significant improvement in the quality of Child Protection and Child in Need Plans
- 80% of looked after children feel very safe in their home and feel well looked after
- 92.1% of single social work assessments in September 2014 were completed within 40 days
- Child Sexual Exploitation (CSE) Champions report increased confidence in identifying young people at risk of CSE; sharing intelligence; and using referral pathways
- The 2 year average child death rate per 100,000 in Southend has reduced by 26% between 2009/2011 and 2012/14.
- High rate of appropriate training of staff in all partner agencies

#### **Key Areas of Challenge and Development to be carried forward into 2014-2015**

- Bi-annual meetings of partnership board chairs, facilitated by the local authority chief executive, to enhance strategic communication and development
- To reduce the numbers of young people admitted to hospital as a result of substance misuse and self harm
- To reduce the numbers of young children admitted to hospital as a result of accidental poisoning
- Implementation of the revised Domestic Abuse Strategy across Southend, Essex and Thurrock and resolution of the operational issues relating to the functioning of the MARAC
- Strengthening of operational links and working practices; training of wider population; and improving data flows and mapping of intelligence around Child Sexual Exploitation
- Improving access to specialist support services for victims of sexual violence and exploitation
- Improving awareness of female genital mutilation, forced marriage, trafficking and modern slavery and support to victims and those at risk
- Increase recruitment and retention of foster carers, as identified by the Corporate Parenting Group

- The development of any proposals to ensure improve information sharing through the development of a Multi Agency Safeguarding Hub (MASH)
- Ensuring the re-commissioning of forensic and ongoing support services for child victims of sexual abuse provide appropriate, accessible, and joined up pathways for children and young people
- Continue to develop focus across all services on achievement of outcomes for children and young people
- Embed more strongly the children's voice across all services
- Use of the big lottery funding to improve safeguarding children outcomes for those living in the areas of highest deprivation
- Ensuring safeguarding children practice of all LSCB partners is responsive and accessible to the increasingly diverse population of Southend
- Ensuring the continued improvements in the quality and implementation of Child in Need Plan

## Section 3 – Business Plan Objectives 2015 - 2018

### Priorities for 2015-2018:

	Priority	Projected Outcome/Impact Measurement
A	<b>Developing a culture of communication between all stakeholders to safeguard children</b>	LSCB Learning and Improvement Framework evidences that information is shared appropriately to safeguard children
B	<b>Reduce the number of children and young people who have experienced bullying including face to face, text or internet</b>	Baseline data established evidencing children's experience of bullying with ongoing data collection evidencing that children's experience improves
C	<b>Ensure that the Domestic Abuse Strategy is effectively implemented to reduce the impact of Domestic Abuse on children and young peoples' life chances</b>	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 domestic abuse on victims
D	<b>Support families at the earliest opportunity to prevent their needs escalating</b>	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	<b>Reduce the number of children killed, seriously and slightly injured in road traffic collisions</b>	Quantitative data evidences a decrease in the number of children killed, seriously and slightly injured in road traffic collisions
F	<b>Identify and provide early support to children at risk of sexual exploitation, to prevent harm and reduce the impact on their life chances</b>	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
G	<b>Ensure that looked after children are safeguarded effectively</b>	Qualitative and quantitative data evidences that looked after children feel safe and that are supported appropriately to fulfil their potential
H	<b>Identify and provide support to vulnerable adolescents to ensure they are safeguarded effectively</b>	Qualitative data from vulnerable adolescents evidences improved support and outcomes



## Objectives for 2013-14

	<b>Objective</b>	<b>Projected Outcome/Impact Measurement</b>
1	Continue to build on the 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 and safeguarding boards	LSCB Annual Report evidences impact of integrated approach by adult and children's services and boards to identified key cross cutting issues, including domestic violence, exploitation, FGM, forced marriage and modern slavery
3	Develop a 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
4	Review and update child protection policies, protocols and procedures to reflect national and local recommendations of practice change/development approved by the Executive	Policies, protocols and procedures support the effective safeguarding of children
5	Deliver public and professional awareness campaigns on safeguarding children	The LSCB Annual Report evidences the effectiveness and impact of targeted campaigns with measurable outcomes
6	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
7	Continue to promote the workforce development/training strategy and training framework and implement quality assurance processes for safeguarding children training and	All training delivered by the LSCB and its partner agencies and training facilitators are quality assured and approved by the LSCB.

	facilitators	Evaluations of training evidence that service delivery and practitioner confidence is improved
8	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
9	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
10	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.
11	Ensure the LSCB and its partners work together to ensure the effective implementation of the SET Domestic Abuse Strategy	<p>LSCB Learning and Improvement Framework evidences that information is shared appropriately and in a timely way to reduce risk to children</p> <p>Quantitative and qualitative data evidences improvement in the timeliness of information sharing and risk reduction of cases addressed through MARAC</p> <p>Qualitative data from prevention and perpetrator schemes evidences improvement in perception of impact of domestic abuse on victims</p>

## Section 4 – Financial Provision

### LSCB Budget 2015/16

#### Income from Partner Agency Contributions

Agency	Proposed %age	Proposed Contributions for 2015/16
<b>Southend Borough Council</b>	49.5%	<b>£42672</b>
<b>Essex Police</b>	16.5%	<b>£14224</b>
<b>CCG</b>	26.0%	<b>£22414</b>
<b>National Probation Service</b>	7.2%	<b>£6207</b>
<b>CAFCASS (+ reserves)</b>	0.7%	<b>£550.00</b>
	0.1%	<b>/£140</b>
<b>Total</b>	100%	<b>£86207</b>

#### Projected Budget Considerations 2015-16

<b>Estimated Income</b>	
Proposed funding by partners	£86207.00
Income from LSCB training	5000.00
Income from Schools Forum ( <i>subject to confirmation</i> )	10000.00
2014/15 outturn	70561.00
<b>Total Estimated Income</b>	<b>171768.00</b>

<b>Estimated Expenditure</b>	
<b>Salaries</b>	
Independent Chair	15000.00
Business Manager (0.5)	32000.00
LSCB Administrator (0.5)	12050.00
LSCB & SVAB Administrator (0.5)	10878.00
<b>Child Death Reviews</b>	
Contribution to Administration	6400.00
<b>Serious Case Reviews</b> to be funded separately using existing contribution formula as required	00.00
<b>Advertising and Publicity</b>	
Community Sub Group Campaigns	6500.00
Child Sexual Exploitation	5000.00
<b>Training</b>	
E-Academy	10000.00
Free Training for Community and Voluntary	2000.00

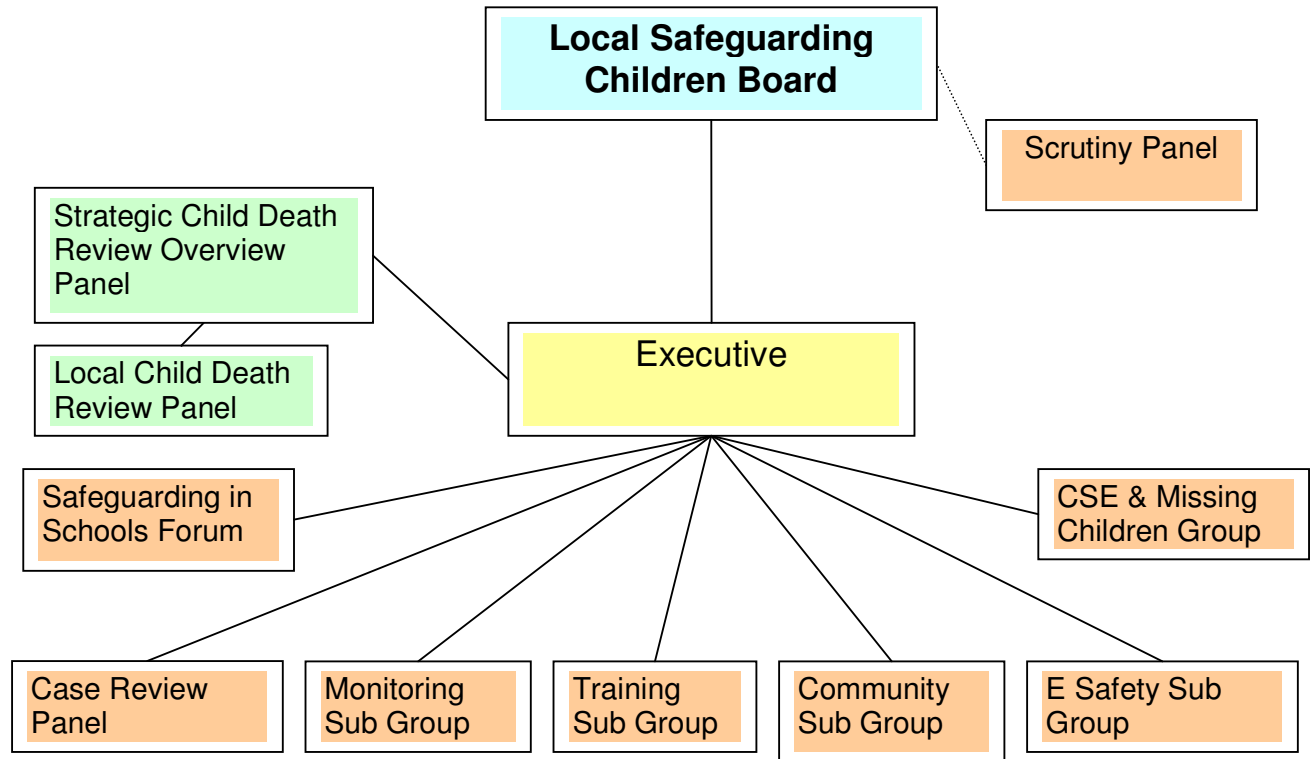
Organisations	
<b>E Safety</b>	
Walk on Line Roadshow	5000.00
<b>Meeting Expenses</b>	1000.00
<b>LSCB &amp; SVAB Website</b>	
Estimated set up cost, hosting, and maintenance	3000.00
<b>Total Estimated Expenditure</b>	<b>108828.00</b>

## Section 6 - LSCB Forward Plan 2015

### LSCB Full Board Forward Plan 2015

<b>March 15</b>	<b>May 15</b>	<b>July 15</b>	<b>November 15</b>
Monitor Key PIs	Monitor Key PIs	Monitor Key PIs	Annual Report October 2014 to September 2015
Review Business Plan Priorities for April 15 – March 16		Annual Report from Strategic Child Death Review Panel	Agree budget proposals for 2016/17 consider contributions for 2016 to 2017
C&YP Plan Consultation	C&YP Plan		
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 Member	N/A

<b>Role</b>	<b>Organisation</b>
Lead Member (Participant observer and representing LSCB Scrutiny Panel)	Southend Borough Council
Assistant Chief Officer	Essex Probation Service
Executive Nurse	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
Superintendent	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	Alleyn Court School
Special Schools Representative	Lancaster School
Assistant Chief Fire Officer	Essex County Fire and Rescue Service

<b>Role</b>	<b>Organisation</b>
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

<b>Sub Group</b>	<b>Chair &amp; Vice Chair</b>	<b>Organisation</b>
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
Training Sub Group	Chair - Continuing Professional Development Manager  Vice Chair – Named GP	Essex University (Southend Campus)  Southend CCG
Community Sub Group	Chair – Assistant Director of Public Health  Vice Chair- Safeguarding Lead	Southend Borough Council  Southend Football Club
E Safety Sub Group	Chair - Safeguarding and Child Protection Coordinator  Vice Chair – ICT Business Partner	Southend Borough Council, Department for People, Children’s Services  Southend Borough Council, Department for People



CSE & Missing Children Group	Chair - Specialist 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