



**Southampton
Local
Safeguarding
Children Board**



Business Plan 2015-18

Southampton Local Safeguarding Children Board Business Plan 2015-18

Introduction

This Business Plan outlines the work to be undertaken by Southampton Local Safeguarding Children Board during a three year period of 2015-2018. The Board has taken the step of developing a three year plan to enable a wider focus on work impacting on the safety and wellbeing of children and young people in the city and the embedding of its key priorities into the business of the LSCB. This document will be reviewed for progress as set out in the information below and actions will be updated annually. It demonstrates a commitment by the LSCB to a journey of continuous improvement, and a strong will of partners to move to a position of Good and ultimately Outstanding practice in the LSCB work and through this to influence the work of the LSCB members. The LSCB will continue to improve and assist in providing the best outcomes for children, young people and their families in Southampton.

This plan is based on analysis of the 'journey' through safeguarding services in Southampton and the outcomes for children, young people and their families in Southampton – presented to the LSCB throughout the financial year 2014-15 as reported in the Annual Report for that year. This can be viewed for further context on the LSCB website: www.southamptonlscb.co.uk.

This plan also integrates the outstanding actions required to implement:

- Findings from local Serious Case Reviews, partnership reviews and multi-agency audits
- Ofsted's review of the LSCB in July 2014
- LSCB Business Plan from the previous period.

'Business as Usual':

This document gives detail of the work that will take place to achieve improved outcomes, against key priorities for the LSCB for this period. In addition to these the LSCB delivers much 'business as usual' according to its statutory role set out in Working Together 2015, which is broadly set out below. The LSCB has a set of Key Documents and Policy and Procedures which detail how this business as usual will take place as referenced below, these can be reviewed for further details, online at www.southamptonlscb.co.uk;

Case Reviews: As Working Together 2015 states: *“Professionals and organisations protecting children need to reflect on the quality of their services and learn from their own practice and that of others. Good practice should be shared so that there is a growing understanding of what works well. Conversely, when things go wrong there needs to be a rigorous, objective analysis of what happened and why, so that important lessons can be learnt and services improved to reduce the risk of future harm to children”*. The LSCB has developed a Learning and Improvement which is shared across local organisations who work with children and families. This framework enables organisations to be clear about their responsibilities, to learn from experience and improve services as a result. The Learning and Improvement work is led by the LSCB's Serious Case Review Group.

Quality Assurance: as detailed in its Quality Assurance Framework the LSCB will carry out a range of activities to ensure that local safeguarding services are safeguarding and promoting the welfare of children and young people. This will be done by such means as Section 11 (of the Children Act) reviews, multi-agency audits relating to key safeguarding themes and regular quality assurance reports to the LSCB's Monitoring and Evaluation Group and Main Board.

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The LSCB also collates a range of key service level information and data regarding local safeguarding services which is scrutinised at the Main Board meetings. The LSCB also collates and publishes a 'challenge log' of issues raised through the board's work. This is published on the LSCB website.

Community Engagement: as detailed in the Communication and Awareness Strategy that is published on the LSCB website, this work is part of key priority areas for the LSCB as detailed in this plan and is business as usual for the LSCB. The work is led by the Community Engagement and Awareness Group which is shared with the Local Adults Board (LSAB).

Learning and Development: The LSCB has an agreed Learning and Development Strategy published on the LSCB website and an annual delivery plan. This work is flexible to adapt to learning opportunities and themes identified in case reviews and quality assurance work. The LSCB focus is on the delivery of multi-agency safeguarding training for professionals as well as the quality assurance of single agency learning and development opportunities. This area is led by the Learning and Development Sub Group which is shared with the Local Safeguarding Adult Board (LSAB).

Monitoring of Success:

Progress against this plan will be reviewed and monitored by the Executive Group, with Chairs of the relevant sub groups leading on key actions reporting on progress against their actions to this group. Where necessary and appropriate the Executive Group will highlight areas of concern and good practice to the full board meetings for further action.

Key to abbreviations:

Board: The full board / LSCB
Exec: Executive
L&D: Learning and Development Group
M&E: Monitoring & Evaluation Group
CEA: Community Engagement & Awareness Group
P&P: Practice & Policy Group
SCR: Serious Case Review Group
MET: Missing, Exploited & Trafficked Group
MASH: Multi-Agency Safeguarding Hub
4LSCB: Hampshire, Isle of Wight, Portsmouth & Southampton
CDOP: Child Death Overview Panel
HWBB: Health & Wellbeing Board
DVA: Domestic Violence and Abuse
FGM: Female Genital Mutilation
CLA: Children Looked After
SBT: Safeguarding Boards Team.

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Key Priority Issues for 2015-18

The LSCB will focus on the areas below in its work. The LSCB will take a leadership role in delivery and quality assurance of partnership work in these areas. The table below summarises the action that will be taken and also indicates who is responsible for leading the action on the priority areas. Individual Board Members and other partnership and strategic boards will also support the delivery and quality assurance of these. Where relevant the sub groups of the LSCB group will develop detailed work plans to implement these priorities alongside other relevant actions that are agreed during the period covered by the Plan. Learning from Case Reviews, Audits, the LSCB Annual Report and other business as usual quality assurance work will influence a review of these priorities as required, this will take place at least annually.

	Summary of Priority Areas	Lead /s
1.	Ensure Safeguarding is a whole city theme	CEA / L&D
2.	Manage and monitor the impact of austerity measures, increasing demand and changes to service provision on safeguarding outcomes for children and young people.	M&E
3.	Coordinate and quality assure responses to prevent and disrupt the exploitation and victimisation of children and young people	MET
4.	Embed key learning from case reviews (including SCR's) and audits into local practice	SCR / M&E / L&D
5.	Ensure a focus on building resilience and raising the aspirations of children and young people in Southampton.	LSCB

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Priority 1: Ensure Safeguarding is a whole city theme				
OUTCOME	ACTION REQUIRED	BY WHO	BY WHEN	MEASURE OF SUCCESS
A coordinated city wide response ensures children and young people are protected from harm as early as possible.	Identify key priority areas for awareness raising using evidence from local data and learning from 4LSCB area CDOP findings, Case Reviews and other learning opportunities.	CEA	July 2015	Increase in the number of campaigns delivered that are linked to findings from learning opportunities. Reduction in levels of incidents linked to themes.
	Link to 4LSCB work to raise awareness of the dangers of co sleeping	CEA	December 2015	Reduced number of incidents and child deaths relating to co sleeping
	Deliver a regular survey of children and young people and their families to identify safety issues and concerns, as well as measuring knowledge of key issues. Explore links to Safe City Partnership annual survey.	CEA	October 2015	Increase in the number of LSCB actions and challenges which include reference to the voices of children, young people and their families, and it is clear that priority setting reflects this.
	Identify a calendar of engagement opportunities with Children, Young People and their Families	CEA	July 2015	
	Ensure Community Engagement work is reflective of our population and that targeted activities happen to engage with 'diverse' groups.	CEA	April 2016	Increase in the number of LSCB actions and challenges which include reference to the voices of children, young people and their families from 'diverse' communities, and it is clear that priority setting reflects this.
	Deliver a local campaign identifying what to do if you are worried about a child or young person.	CEA	April 2016	Regular survey of children, young people and their families reflect an increase in knowledge of what to do if worried about a child or young person.
	Establish robust links with other key partnerships including; Local Safeguarding Adults Board, Safe City Partnership, Health and Wellbeing Board and Scrutiny Panels run by the Local Authority to ensure cross partnership commitment to Safeguarding issues and close scrutiny of LSCB work.	Chair / SBT	October 2015	Increase in the number of appropriate cross partnership challenges (measured in challenge Log for challenges to the LSCB) increases.
	Seek assurance from Safe City Partnership / Health and Wellbeing Board of current work to reduce the number of children killed or seriously injured in road accidents in the city	Chair / LSCB	January 2016	A clear plan of action is in place impacting on improvements to the number of children affected by road accidents.

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	Engage with local media, including community radio and press to help promote awareness of key safeguarding issues and aid in promoting engagement opportunities	CEA	April 2016	Regular survey of children, young people and their families reflect an increase in knowledge of what to do if worried about a child or young person.
	Ensure links to the local authority 'voice of the child' strategy and developments	CEA	October 2016	Number of LSCB actions and challenges which include reference to the voices of children, young people and their families, and it is clear that priority setting reflects this.
	Recruit a lay member to link with children and young people to help inform LSCB work	Chair / SBT	September 2016	Number of LSCB actions and challenges which include reference to the voices of children, young people and their families, and it is clear that priority setting reflects this.
	Deliver an Annual Conference focussing on an area of cross partnership concern	L&D	April 2016	Number of joined up priorities within key partnership plans.
	Positively promote Safeguarding Services and successes including consideration of 'Southampton Safeguarding Awards'	Chair / SBT	July 2016	Improved vacancy and retention rates of staff in key safeguarding services.
	Deliver a survey of professionals working in Southampton to evaluate success of LSCB activity and knowledge	L&D	July 2015	Survey delivered and results reported to the LSCB.

Priority 2: Manage and monitor the impact of austerity measures, increasing demand and changes to service provision on safeguarding outcomes for children and young people.

OUTCOME	ACTION REQUIRED	BY WHO	BY WHEN	MEASURE OF SUCCESS
Changes to provision impact positively to ensure children and young people are protected from	Deliver an audit of Early help cases to evaluate success of current model of provision and inform future work. Focussing on application of thresholds document and management of cases.	M&E	April 2016	Improvements to provision and application of threshold demonstrated in LSCB data and qualitative reports to LSCB.
	Review quality assurance mechanisms to ensure they can clearly demonstrate the impact of service changes on outcomes (section 11 reviews, reports to LSCB)	M&E	October 2015	Increase in cross service challenges demonstrated in the LSCB Challenge Log.

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Priority 2: Manage and monitor the impact of austerity measures, increasing demand and changes to service provision on safeguarding outcomes for children and young people.				
OUTCOME	ACTION REQUIRED	BY WHO	BY WHEN	MEASURE OF SUCCESS
harm earlier in their experiences.	Develop use of multi-agency safeguarding data for the LSCB to further facilitate challenges, including a 'dashboard' linked to priorities and success measures for the LSCB	Chair / Safeguarding Boards Team	December 2015	
	Develop targets within the data set and dashboard to identify clearly what success will look like in terms of outcomes where this is not already identified.	Chair / Safeguarding Boards Team	December 2015	
	Ensure LSCB annual report includes review of audits and reports to LSCB during the year to demonstrate the child's "journey" through the safeguarding system.	Chair / Safeguarding Boards Team	September 2015 / 16 / 17	Data and findings from activities carried out by LSCB during the year are reflected in Annual Report and this influences priority setting and action for the coming year.
	Review contents and publish the LSCB Challenge Log on a quarterly basis to ensure responses to challenges made in main board and sub groups are delivered.	Exec	Quarterly	Increase in number of completed actions following challenges demonstrated in the challenge log.
	Input to a regular meeting 'system chiefs' to provide a cross service opportunity for innovation and development as well as overview and scrutiny of service provision	Chair / Exec	December 2015	Innovation driving changes within services to mitigate any negative impact on children and young people's outcomes

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Priority 3: Ensuring the prevention and disruption of the exploitation and victimisation of children and young people				
OUTCOME	ACTION REQUIRED	BY WHO	BY WHEN	MEASURE OF SUCCESS
Children and young people are prevented from being affected by exploitation and victimisation. Those that experience these issues are protected from harm at the earliest opportunity.	Ensure delivery of the Missing Exploited and Trafficked Action Plan	LSCB	April 2016	Number of actions completed or on target within MET action plan
	Seek assurance of the responses to children and young people that go missing – include the feed in to services from return / safe and well visits. Identify any issues to feed into commissioning cycle for external services as well as improvements to statutory provision.	MET	September 2015	Improvement in identification of risk and this influences assessment and planning in cases where there are repeat episodes of 'missing from home or care'.
	Ensure MET operational group continues to share case level information, risk assessment and response planning.	MET	April 2016	Improved response to children and young people at risk of MET issues due to clearer identification of issues and this influencing risk assessment and safety / action planning by multi agency partners.
	Deliver a quarterly audit of MET cases to scrutinise and seek assurance of responses, report findings and lead improvements to provision as required. Develop action plans as necessary and regularly monitor progress.	MET	April 2016	Number of audits delivered and actions completed that improve quality of provision.
	Link to developments in 4LSCB area regarding trafficking and modern slavery prevention	MET	April 2016	Clarity by partners across 4LSCB area on strategic leadership for trafficking and modern slavery.
	Link to local (e.g. Head start) and other key initiatives nationally to coordinate E Safety work to prevent online exploitation of children and young people	MET	April 2016	Coordinated approach by partner agencies, resulting in clearer identification of and ultimately a reduction of children and young people exploited on line
	Seek assurance of local arrangements to ensure a joined up response to Prevent (Violent Extremism) and represent the safeguarding issues for Children and Young People in this	Chair / LSCB	April 2016	Clarity by partners in Southampton regarding strategic leadership and coordination of responses to prevent violent extremism.
	Lead delivery of a plan to improve and coordinate responses to Female Genital Mutilation (FGM)	P&P	January 2016	Coordinated approach by partner agencies, resulting in clearer identification of and ultimately a reduction of individuals at risk of FGM.
	Review 4LSCB procedures relating to FGM to ensure alignment with current best practice	P&P	April 2016	

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	Identify key group of professionals for targeted workforce development and deliver appropriate level of FGM awareness training	P&P / L&D	January 2016	
	Develop tools to aid workers in identifying risks and responding to FGM.	P&P	January 2016	

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Priority 4: Embed key learning from case reviews (including SCR's) and audits into local practice				
OUTCOME	ACTION REQUIRED	BY WHO	BY WHEN	MEASURE OF SUCCESS
Improvements to practice are swiftly made based on learning from reviews and audits to ensure children and young people are safeguarded.	Ensure learning and improvement plans are clear from case reviews and these are integrated in to overall plans for the LSCB and its partner agencies. Clearly monitor actions until completion as identified in: <ul style="list-style-type: none"> • Family A • Child I and Child M • Child L • Child K • Partnership reviews • Multi Agency Audits 	SCR / M&E	Quarterly review of action plans	Increase in % of SCR and Partnership Review actions completed Increase in % of actions identified in audits completed. Reduction in number of recommendations returning to future audits / reviews
	Continue 6 monthly oversight of progress of the MASH and Early Help services – ensuring attendance at MASH includes adult focussed services	Chair / LSCB	April 2016	Improvements to provision and application of threshold demonstrated in LSCB data and qualitative reports to LSCB.
	Promote whole family approach – identifying further areas for joint development work and informing of transformation plans by the Local Authority	LSCB	April 2016	Services provide holistic assessment and planning for safeguarding children and young people and their families
	Monitor effectiveness of the 4LSCB Joint Working Protocols between adult and children / family services	M&E	April 2016	
	Receive findings of a dual service audit of cases where there is joint working between maternity and children's services – gain 6 monthly update of progress on actions identified	Chair / LSCB	December 2015	Earlier identification, assessment and planning where unborn babies are in need of safeguarding.
	Ensure effectiveness of Rapid Response to Child Death & CDOP arrangements for Southampton	Chair / LSCB	October 2015	Clear guidelines and processes to ensure safe response to child death and to learn from identified themes where modifiable factors are present.
	Request assurance of safe pathways for safeguarding children and young people that are Electively Home Educated – ensuring that safeguarding concerns can be identified and acted upon.	Chair / LSCB	September 2015	Clear guidance and pathway for responding to EHE and safeguarding concerns improves coordinated responses.

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	Implement local multi agency action plan to respond to Neglect to include revised Neglect Toolkit.	P&P	October 2015	Professionals and managers are clearly identifying, assessing and responding to Neglect
	Reinforce links to dental care in identifying abuse and neglect	P&P	October 2015	
	Oversee implementation of the Southampton Against Domestic Violence and Abuse Plan 2015-17 in order to fully integrate a coordinated community response to the issue	DVA / LSCB	October 2015	Professionals and managers are clearly identifying, assessing and responding to DVA
	Build on existing workforce development opportunities to highlight the impact of domestic violence and abuse on children and young people	DVA / L&D	October 2015	
	Regularly review data relating to domestic violence and abuse and gender based violence issues to monitor trends and arising issues	DVA / L&D	November 2015	
	Regularly review education settings (including schools and preschools) safeguarding requirements under Section 156 of the Children Act	M&E	December 2015	% of schools and education settings completing self-audit Increase in number of schools reporting good levels of safeguarding activity LSCB regularly assured of responses in this sector.
	Seek assurance that Agencies have taken required action in terms of individuals, teams or safeguarding practice generally in learning from SCR's	Chair / LSCB	September 2015	Professionals and managers aware of learning from reviews and impact of previous issues on outcomes for children, young people and their families – measured in the Survey of Professionals
	Thread diversity issues, and ensure a focus on diversity as appropriate through the learning and development work of the LSCB	L&D	December 2015	Increase awareness of diversity issues demonstrated in the Survey of Professionals.

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Priority 5: Ensure a focus in Southampton on building resilience and raising the aspirations of children and young people.

OUTCOME	ACTION REQUIRED	BY WHO	BY WHEN	MEASURE OF SUCCESS
Children and young people's wellbeing, achievement in education and safety outcomes are improved.	Monitor school attendance rates – identify issues regarding Children Missing from Education and seek assurance of an action plan to address this	LSCB	April 2016	Clear understanding by LSCB of attendance rates, and actions to address this leading to a reduction in
	Identify through data and dashboard reports to the LSCB the attainment levels for all children and young people at Key Stages in Education, including all school levels and Further and Higher Education	LSCB	October 2015	Improved levels of attainment at all key stages
	Seek assurance on partners work to address the rate of children Not in Education, Employment or Training (NEET)	LSCB	November 2014	Reduction of children and young people that are NEET
	Identify through data and dashboard reports to the LSCB the attainment levels for Children Looked After (CLA) including all school levels and Further and Higher Education	LSCB	October 2015	Improved levels of attainment at all key stages for CLA
	Seek assurance of action plan to address attendance rates and attainment – where information demonstrates 'gap' against national averages and for priority groups including CLA.	LSCB	April 2016	
	Seek assurance from Board members and other key partnerships regarding current work to improve the mental health of children and young people and similarly in reducing self-harm, and take action to address any gaps in this.	LSCB	January 2016	Reduction in hospital admissions for children and young people who experience mental health problems and a reduction in hospital admissions for children and young people that self-harm as reported in the Child Health Profile of the City.
	Receive findings of a review of cases of teenage conception in the city and a partnership action plan to address this	LSCB	July 2015	Improved awareness and identified strategic lead for this issue.
	Monitor actions identified in this review and feedback progress to the LSCB	M&E	September 2015	Improvement in the rate of under 18 conceptions as reported in the Child Health Profile for the City.

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	Seek assurance from Board members and other key partnerships regarding current work to improve the mental health of children and young people and similarly in reducing self-harm, and take action to address any gaps in this.	LSCB	January 2016	Reduction in hospital admissions for children and young people due to alcohol specific conditions as reported in the Child Health Profile annually.
	Seek the views of children and young people in designing work to raise aspirations and build resilience in this area – linked to existing consultation opportunities within the LSCB, the Head Start programme and wider Southampton partnerships.	CEA	April 2016	Improvements in the key indicators as reported in the LSCB Data set and the Child Health Profile for the City.