



**SOUTHEND ON SEA
LOCAL SAFEGUARDING CHILDREN BOARD**

**ANALYSIS OF PROGRESS AND REVISED BUSINESS
PLAN**

2011 – 2014

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SECTION 1 – Introduction

Introduction from the Chair of Southend Local Safeguarding Children Board (LSCB)

I am pleased to introduce this business plan, which is co-ordinated with the Children's Plan to ensure the profile of safeguarding is as strong as possible throughout all service delivery in Southend. This is especially important given the high degree of commitment in Southend to Early Intervention and Prevention, ensuring that effective and timely family support is available to reduce risks, and to address the needs of vulnerable children and young people. Current budgetary pressures and restrictions on spending mean that safeguarding needs to be ever more at the forefront of everyone's mind within the partnership, to ensure the maximum contribution of each agency, and the best overall efficiency and effectiveness of the services.

I believe the Local Safeguarding Children's Board continues to develop its approach in assisting all partners to co-ordinate children's safeguarding, and in monitoring the effectiveness of, and opportunities for, improvements in front line practice. Nevertheless, the ongoing financial constraints, and the impending reorganisations, for example of Health Services in Southend and nationally, will pose challenges to the LSCB and its partners, both in terms of ensuring that good safeguarding practice is maintained and that the opportunities for achieving good outcomes for children and young people, and their families, are identified. I am confident that the LSCB will continue to rise to this challenge.

I would like to thank all members of the LSCB for their contribution and hard work throughout the last year, and Southend Council for its support, from numerous sources, to myself in the role of Independent Chair, and for the Board itself. I look forward to working together with partners in Southend in taking forward these challenges.

Christine Doorly

Independent LSCB Chairperson,

Southend Local Safeguarding Children Board

Background

The Southend Local Safeguarding Children Board (LSCB) Business Plan reflects the requirements in 'Working Together to Safeguard Children' (HM Govt 2010, paragraph 3.107) and is based upon the objectives in Chapter 3 of that guidance.

The LSCB Business Plan is comprehensively reviewed annually to ensure it continues to inform the work of the LSCB and takes into account changing priorities, legislation and guidance locally, regionally and nationally.

This Business Plan also links to the priorities in the 'Southend on Sea Children and Young People's Plan', which identifies the following 'stay safe' strategic objectives:

- Continue to improve the safeguarding of children and young people in Southend through multi-agency work
- Reduce the need for children and young people to be Looked After
- Reduce the number of children and young people who have experienced bullying including face to face, text or internet
- Reduce the impact of Domestic Abuse on children and young peoples' life chances

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

The LSCB has agreed that its reporting year will run from October to September annually. Each October the LSCB will prepare an Annual Safeguarding Children Report on the safeguarding children performance of partners in Southend. The Annual Report will be approved by the LSCB and submitted to the Health and Wellbeing Board; chief executive, lead member and cabinet of Southend Borough Council; and Children's Partnership in December of each year. The timing of the annual report will allow for its use in informing the Health and Wellbeing Board; Borough Council; and Children's Partnership strategic priorities for the following financial year. This Business Plan's Work Action Plan will therefore cover the period from October 2011 to September 2012.

SECTION 2 – What Have We Achieved in 2010/11?

The Children's Partnership

The Annual Children's Services Assessment published by Ofsted in December 2010 found that in Southend "arrangements for keeping children and young people safe are almost always good". The assessment also found that arrangements for ensuring children and young people are safe in the community are strong, and, for example, partners continue to be more effective than in similar areas at reducing the number of children who are killed or seriously injured on the roads. Also relatively low numbers of children are admitted to hospital because they have been injured either accidentally or deliberately.

Ofsted has also undertaken two unannounced inspections of contact, referral and assessment arrangements within local authority children's services, published in June 2010 and May 2011 respectively, which found much that is strong, and no issues that seem to be putting children whose circumstances make them vulnerable, at risk of harm. It also found that good partnership working and a well-established common assessment process are being used to provide effective early support to families whose circumstances make them vulnerable.

The findings, published in May 2011, identified the following areas for development for the Children's Partnership:

- Most assessments are of a satisfactory standard and some are good. However, the quality is too variable. Some assessments are not sufficiently comprehensive and some lack rigorous analysis. This was an area for development at the previous inspection.
- Notifications of domestic violence incidents by the police to the referral and assessment services are not consistently timely, resulting in delayed assessment in some cases. The council and its partners are taking appropriate action to resolve this. In some cases the referral assessment service response to domestic violence notifications is not sufficiently timely.

The LSCB

In its business plan for 2010/11 the LSCB identified a key three part theme of "recognition, communication and response across the stages of intervention and throughout the age range" which was the focus of activity for all of the LSCB sub groups. This theme was

identified from the learning from two serious case reviews completed by the LSCB in 2009/10. Some elements of this key theme continue to require development and therefore recognition, communication and response across the stages of intervention and throughout the age range will continue to be a priority for the LSCB in the coming year.

Some of the achievements of the LSCB during 2010/11 include:

- Good engagement from its partners and improved governance arrangements, including the appointment of a Youth Lay Member and a Community Lay Member to the Board and extension of the membership of the LSCB Scrutiny Panel to include non executive members of partner agency boards in addition to elected council members.
- Implementation of the anti-bullying strategy and subsequent reduction in number of children who report as having experienced bullying
- Co-ordinating the quality assurance of safeguarding and child protection training across Southend, Essex and Thurrock and obtaining accurate information from partners on numbers of staff trained to the appropriate level.
- Implementation of the recommendations of working groups on meeting the safeguarding needs of children with disabilities and to ensure that issues of equality and diversity are incorporated into the work of member agencies.
- Launch of the Integrated Locality Working toolkit which is key to strengthening safeguarding practice in universal and targeted services
- 100% of member agencies submitted self-evaluations of safeguarding efficacy

Areas for development identified by the LSCB include:

- Improve the quality of information provided in child protection referrals by all partner agencies.
- Contributions of key professionals to initial and review child protection conferences

- Critical analysis of information submitted to child protection conferences to ensure plans are effective
- Reducing the length of time children require child protection plans.
- Reducing the numbers of children killed or seriously injured in road traffic accidents
- Children feeling unsafe when travelling on public transport
- Embedding the domestic abuse strategy
- Embedding the Family Group Conference service to prevent the need for children to be removed from their family/network
- Engagement with fathers and other male carers in the child protection process

Review of 2010-2011 Business Plan Achievements:

Objective & Link to Key Theme Parts A, B & C	Achievement	Issues for Revised Business Plan
1	Continue to develop a shared understanding of the coordinating, monitoring and scrutinizing role of the LSCB and the safeguarding agenda with engagement across all partners	
1.1 A, B & C	LSCB conference with all partners, promotes understanding of the LSCB's key theme	Board members agreed that due to budget constraints a conference would not be held and that promotion of the key theme would be integrated into the development work undertaken by the LSCB and its partner agencies. Three multi agency training sessions have been held on the key theme. Evidence from Ofsted inspections and the LSCB performance management framework indicates improved understanding of the key theme of recognition, communication and response across the stages of intervention
1.2	Ensure effective engagement of partner agencies.	The reputation of the LSCB is good and is seen as a strength within the partnership and beyond, with safeguarding children being seen as everyone's responsibility. 87% of partner agency representatives attended 67% or more of Board meetings
1.3	LSCB to provide an annual report to the Children's Partnership Board on its performance in safeguarding children in Southend.	Annual report submitted to the Children's Partnership Board in June 2010 and an interim report in February 2011.
		As agencies address their fiscal and reform challenges over the next year, the LSCB will have an important role in ensuring that the impact of changes in one area are not seen in isolation and in particular that their unintended consequences to other areas of provision are explored and that any consequent damage is anticipated and mitigated
		The LSCB will provide an annual report to the Health and Wellbeing Board and Children's Partnership in November 2011.

1.4	LSCB to report to the Children's Partnership Board on progress in addressing the key theme of Recognition, Communication and Response across the Stages of Intervention and Throughout the Age Range	Included in work plans for all LSCB sub groups. Progress included in reporting by all sub groups to LSCB Executive to inform annual report.	Progress to be identified in annual report published November 2011.
2	Develop the interface between adult and children's services and safeguarding boards		
2.1	Establish strategic links between the LSCB and Southend Safeguarding Vulnerable Adults Board (SVAB)	The appointment of the LSCB independent chair, Christine Doorly, to also chair the SVAB from April 2010 has improved the strategic links between the Boards.	Joint meeting of LSCB and SVAB to consider the proposed business plans for both Boards to ensure maximum cooperation and co-ordination of priorities and objectives
2.2 A, B & C	Continued development of a coordinated and integrated approach to the safeguarding of children and adults.	An LSCB and SVAB leadership workshop was held in November 2010 to <ul style="list-style-type: none"> • learn from best practice about what works well in the two Safeguarding Boards • identify any transferable systems or other efficiencies between the two Boards • identify areas of activity which could be joined up or amalgamated • support sub group chairs and other members in their roles within the Boards 	The Training Sub Groups and Community/Communications Groups for both LSCB and SVAB to arrange joint meetings to identify areas for combined working and report back to the Executive groups.
2.3	Adult services' practitioners receive safeguarding children training to an appropriate level	Accurate information is now being received from partners on numbers of staff working with children and families trained to the appropriate level. (see 7.4)	100% of LSCB partners to provide accurate training performance information

3	Coordinate and challenge safeguarding policy and practice to ensure partner agencies meet their statutory duties by continuing to implement the performance management framework		
3.1 A, B & C	Implement the revised performance management framework to monitor the effectiveness of safeguarding services in partner agencies	<ul style="list-style-type: none"> • Audits of 'the implementation of child protection plans by Core Groups'; 'Communication and information sharing in the S47 assessment process'; Child Protection Conferences and Plans; Exit from the Child Protection Process; Domestic Abuse Referrals completed. All recommendations from 2009/10 audits being implemented appropriately. Recommendations from 2010/11 audits being implemented appropriately. • 100% of partner agencies are providing quarterly performance information regarding their effectiveness in safeguarding children • No complaints under the SET Child Protection Procedures have been received 	<ul style="list-style-type: none"> • Audit programme to be reviewed to ensure it reflects learning and areas for development identified locally, regionally and nationally. • Further development of qualitative as well as quantitative partner agency performance information
3.2 A, B & C	Continued development of the single agency annual report and Section 11 audit return process	100% of partner agencies present an annual report and section 11 audit return to the LSCB Executive.	Evidence of continued improvement in safeguarding efficacy of all partner agencies

3.3 A, B & C	The LSCB monitors safeguarding performance of partner agencies against an agreed suite of data	100% of partner agencies provide as a minimum safeguarding performance data including: <ul style="list-style-type: none"> • % of relevant staff with a current CRB • % of staff trained in safeguarding to an appropriate level • Number of allegations against staff • Number of child protection referrals 	Further development of individual partner agency performance data suites to provide qualitative as well as quantitative information
3.4	Develop and implement plan of audits to monitor safer recruitment processes in agencies	All partner agencies report CRB compliance in quarterly reports.	Audit of safer recruitment practice placed on hold pending new guidance from government
3.5 A, B & C	Implement plan of multi-agency audit with flexibility to add additional audits as required by the Board	In addition to audits of the child protection process audits regarding 'the identification and response to domestic abuse' and the implementation of recommendations from the themed report on agencies working with significant men in families have been undertaken in response to Ofsted assessments and learning identified from serious case reviews	Further developing the involvement of front line practitioners in the audit programme to facilitate learning
4	Review and update child protection policies, protocols and procedures		
4.1 A, B & C	Ensure the effective dissemination of the new 2010 SET Child Protection Procedures	Revised SET Child Protection Procedures published May 2011 distributed to partner agencies for dissemination. Procedures placed on LSCB web page and partner agency information systems	Ensure practitioners working with children and families are aware of the revised procedures and how they can be accessed.

4.2 A, B & C	Ensure that services which cross Southend, Essex and Thurrock boundaries have consistent policies and protocols	Revised SET Child Protection Procedures published May 2011	Re establishment of the SET Procedures working group to ensure consistent policies and procedures are in place across the SET LSCBs
4.3 A, B & C	To promote the resources and safeguarding standards made available by the National Safeguarding Unit for the Third Sector to community, voluntary and private organisations	Safeguarding standards launched April 2011. Children and Young People Safeguarding Network identifying initial organisations to confirm their compliance with the standards	Work with the Safe Network to promote and implement the safeguarding standards with third sector organisations in Southend
4.4	To ensure the LSCB's involvement and influence on the LSCB's key themes in local community safeguarding events	LSCB attends community events including Stay Safe and Community in Harmony.	Continue to raise the profile of the LSCB and its priorities at community events
5	Deliver a general public awareness campaign on safeguarding children as well as on specific areas of safeguarding		
5.1 A, B & C	Raise public awareness of general safeguarding children issues within the community	Campaign re reporting child abuse and neglect – posters distributed by partners, including specific campaign for local football clubs supported by Southend FC	Targeted road safety awareness campaign to be developed
5.2	Implement a public awareness campaign on the dangers of co sleeping with babies	Safe Asleep campaign launched in partnership with FSID. Leaflet distributed to all new parents by health visitors	Impact of campaign to be measured from Child Death Review data
5.3	Implement a public awareness campaign promoting safety in the home for younger children	Safety in the home campaign leaflets and information posters distributed to all GP surgeries and Children's Centres – reduction in numbers of children admitted to hospital during period of campaign	Ongoing refresh of campaign to maintain improvements in child safety
5.4	To continue to work to increase the numbers of private fostering arrangements known to the local authority	8 private fostering arrangements identified currently. Leaflet campaign to raise awareness during Fostering Week, included	Ongoing targeted work to maintain awareness particularly among practitioners, who make most notifications of private

		8000 leaflets mailed in wage slips to all council staff and email distribution by other partners.	fostering arrangements
5.5	To continue to raise awareness of safer recruitment and selection in the children's workforce, and specifically the new vetting and barring scheme, and develop robust quality assurance processes to support safer recruitment practices in partner agencies.	Vetting and Barring Scheme suspended by government. Briefing distributed to all partner agencies regarding current position on safer recruitment and selection. CWDC online safer recruitment course being promoted to partner organisations. 100% of schools comply with the requirement to have at least one CWDC accredited trained person on recruitment panels.	On receipt of new government guidance raise awareness with partner agencies and the community of any new requirements
6	Use the views of children and others on safeguarding gathered from the participation activity of the Children's Partnership		
6.1	Ensure the views of children and others influences the work of the LSCB and its partners	'Your Say' survey responses considered by LSCB and its partners. Appointment of Youth Lay Member and Community Lay Member to the Board ensures views of children and the community influence the work of the LSCB, which informs the Children's Partnership	Support to lay members to ensure effective communication of views between children and the community and the LSCB
7	Promote the Southend, Essex and Thurrock (SET) workforce development/training strategy and training framework and implement training standards for safeguarding children, ensuring that appropriate multi-agency training is available to meet the needs identified by partner agencies		
7.1	Disseminate SET training framework expectations and standards across the range of LSCB agencies in Southend including the voluntary sector	Training framework and standards revised in line with government guidance and distributed to all partners. Safeguarding Peer Review in April 2010 found that the "quality of safeguarding training is good and has assisted effective working relationships"	Support to third sector organisations to implement SET training framework expectations and standards

7.2 A, B & C	Safeguarding training needs are identified by the LSCB	LSCB Training Sub Group identifies training needs from serious case reviews and findings from audits.	Development of systems to identify training needs through the implementation of the performance management framework
7.3 A, B & C	Ensure that appropriate multi agency training is available	Training programme developed and distributed to all partner agencies. Peer Safeguarding Review found quality of multi agency training was good.	Continued development of training programme to reflect local and national priorities
7.4 A, B & C	Identify the percentage of staff in member agencies who have received an appropriate level of safeguarding training	Southend Hospital 88%; Essex Probation 74%; 95% of lead GPs; SEPT 96.2%; SEE CHC 65%; SBC Early Years 97%; Schools 96%; Southend Adult and Community College 66%	Essex Police and Specialist Services have action plans in place to provide training performance information
7.5	Implement an LSCB audit and approval scheme for quality and delivery of single-agency and multi agency training and report the outcome to the Executive	Quality assurance process developed and implemented. Approval of training and facilitators is undertaken by LSCB Training Sub Group	Ensure all single agency and multi agency safeguarding training and facilitators of partner agencies are quality assured by the LSCB
7.6 A, B & C	Develop and implement an LSCB audit of supervision and appraisal of the safeguarding workforce	Audit of supervision of the safeguarding workforce completed.	Develop appraisal audit tool for dip audit by partner agencies with report to LSCB Training Sub Group
8	Ensure the implementation of national and local recommendations of practice change/development approved by the Executive		
8.1 A, B & C	Ensure the implementation of national and local recommendations of practice change/development approved by the Executive	Working groups have reported on 'Safeguarding of Disabled Children' and 'Agency Engagement of Significant Men in Families'.	Implementation of recommendations from working groups

9	Learn lessons from case reviews undertaken as directed by the Chair of the Board and monitor the implementation of recommendations		
9.1 A, B & C	Undertake serious case reviews in accordance with government guidance when a child dies or suffers serious harm as a result of suspected or confirmed child abuse, or when a child protection issue is likely to be of major public concern and; a) make recommendations to the Board to improve practice b) report any public health or safety concerns raised by the review	No serious case reviews undertaken in the period. Southend LSCB's use of Ofsted feedback to improve learning from future serious case reviews and independent auditing of serious case review recommendation implementation identified nationally as good practice.	Ensure the LSCB is suitably positioned to implement any changes required to the process for undertaking serious case reviews as a result of the recommendations made to the government by Munro regarding the implementation of a Systems Approach
9.2 A, B & C	Undertake alternative review processes of cases, as directed by the Board, when they don't meet the threshold for serious case reviews, but where there has been serious risk of harm or injury to a child and where there have been interagency difficulties and lessons to be learned	Two case reviews have been completed and implementation of recommendations monitored. All recommendations progressing appropriately.	Development of alternative process for undertaking case reviews based on root cause analysis and systems approaches.
9.3 A, B & C	Monitor the implementation of recommendations from reviews undertaken by the Board	Monitoring implementation of recommendations from serious case reviews and other case reviews indicates appropriate progress in all cases. Internal audit teams of partner agencies audited the implementation of recommendations from one serious case review with report to LSCB. Resulting action plan monitored by LSCB. Identified as good practice nationally.	Improve scrutiny by LSCB Case Review Panel of evidence of implementation of recommendations.

10	Learn lessons from multidisciplinary reviews of child deaths undertaken as directed by the Chair of the Board, and monitor the implementation of recommendations		
10.1	To implement with Essex and Thurrock the Child Death Review and Rapid Response process, and report findings to the Strategic Child Death Overview Panel.	Child Death Review and Rapid Response processes are good. Findings are reported at each Board meeting	Development of qualitative information to inform LSCB activity to reduce future deaths
10.2	Identify actions to prevent other deaths and improve the health and safety of children	Child Death Review findings inform development of public awareness campaigns, including Safe Asleep leaflet and poster campaign.	Monitor outcomes of LSCB activity to reduce child deaths through the Child Death Review process
10.3	Provide better information to parents on the reasons why their children have died and improve the support provided to families whose children have died	Local Child Death Review Panel has worked in partnership with Havens Hospice to provide appropriate information and support to families. Training also provided to Rapid Response Teams regarding support to bereaved parents	None identified

Section 3 – Business Plan Objectives 2011/2014

Strategic Priorities for 2011-2012:

A	Recognition, Communication and Response across the Stages of Intervention and Throughout the Age Range
B	Reduce the number of children and young people who have experienced bullying including face to face, text or internet
C	Reduce the impact of Domestic Abuse on children and young peoples' life chances

Objectives for 2011-12

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
2.	Continue to develop the interface between adult and children's services and safeguarding boards
3.	Continue to develop and implement the performance management framework to coordinate and challenge safeguarding policy and practice and to ensure partner agencies meet their statutory duties
4.	Review and update child protection policies, protocols and procedures to reflect national and local recommendations of practice change/development approved by the Executive
5.	Deliver general public and professional awareness campaigns on safeguarding children as well as on specific areas of safeguarding
6.	Ensure the LSCB and its partners gather and use the views of children and others to safeguarding services
7.	Continue to promote the Southend, Essex and Thurrock (SET) workforce development/training strategy and training framework and implement quality assurance process for safeguarding children training and facilitators
8.	Ensure lessons are identified and learned from case reviews undertaken as directed by the Chair of the Board, and monitor the implementation of recommendations
9.	Ensure lessons are identified and learned from multidisciplinary reviews of child deaths undertaken as directed by the Chair of the Board, and monitor the implementation of recommendations

Section 4 Work Action Plans 2010/11

Key Theme: Recognition, Communication and Response Across the Stages of Intervention and Throughout the Age Range					
Objective & Link to Key Theme Parts A, B & C	Actions Required	Outcome Measurement	Timescale	Responsibility for Implementation	
Coordinating work to safeguard and promote the welfare of children					
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				
1.1	Ensure effective engagement of partner agencies.	Bi annual review of attendance and representation at all LSCB sub group meetings.	Reports to LSCB and national inspectorates for partner agencies. "Good" attendance standard 66%	April 2012 October 2012	LSCB and Sub Groups
		Support to lay members to ensure effectiveness of role	Effective engagement of lay members. Improved communication between LSCB and community evidenced by Board minutes	June 2012	LSCB Chair LSCB Business Manager

1.2	LSCB to provide an annual report to the Health and Wellbeing Board; Chief Executive, Lead Member and Cabinet of Southend Borough Council; and Children's Partnership Board on effectiveness of safeguarding children in Southend.	Annual Safeguarding Report prepared and agreed by LSCB.	Annual Report tabled at Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership. Report informs Children's Partnership Board's strategic priorities	Report prepared October 2011 and 2012. Report to LSCB November 2011 and 2012 Report to Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership December 2011 and 2012	LSCB Chair LSCB Business Manager
1.3	LSCB to report to the Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership on progress in addressing the key theme of Recognition, Communication and Response across the Stages of Intervention and Throughout the Age Range	Report to Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership December 2011 and 2012.	Reports tabled at Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership Reports inform Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership strategic priorities	Final report to LSCB November 2011 and 2012 Final report to Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership December 2011 and 2012	LSCB Chair LSCB Business Manager

2	Continue to develop the interface between adult and children's services and safeguarding boards				
2.1 A & C	Establish strategic links between the LSCB and Southend Safeguarding Vulnerable Adults Board (SVAB)	LSCB/SVAB Chair to promote the development of strategic links	Minutes of LSCB and SVAB indicate development of strategic links	Ongoing	LSCB/SVAB Chair
		Continue to develop the information sharing mechanism between LSCB and SVAB	Information sharing mechanism identifies strategic partnership working between the two Boards		LSCB Business Manager & SVAB Manager
2.2 A, B & C	Continued development of a coordinated and integrated approach to the safeguarding of children and adults.	LSCB and SVAB to review together local and national priorities, policies and procedures to ensure an integrated and coordinated approach to safeguarding	Joint meeting of LSCB and SVAB to align business plans and identify opportunities to integrate and coordinate policies and procedures	October 2011	LSCB and SVAB Chair
					LSCB Safeguarding Disabled Children Sub Group
2.3 A & C	Children and Adult Services' practitioners receive safeguarding children training to an appropriate level	LSCB to monitor the percentage of practitioners who have received training at an appropriate level	LSCB and SVAB Training Groups coordinate collection of performance information reports from Training Sub Group to LSCB Executive and Board	April 2012 September 2012	LSCB Training Sub Group
3	Continue to develop and implement the performance management framework to coordinate and challenge safeguarding policy and practice and to ensure partner agencies meet their statutory duties				
3.1	Implement the performance	Implement the performance	The LSCB is informed of the	September 2012	LSCB Chair

A, B & C	management framework to monitor the effectiveness of safeguarding services in partner agencies	management framework to inform the LSCB; Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership of the effectiveness of safeguarding services	effectiveness of the safeguarding services of its partner agencies and produces a statutory annual report for the Health and Wellbeing Board; Cabinet of Southend Borough Council; and Children's Partnership of safeguarding performance in Southend		All LSCB Sub Groups
3.2 A	Continued development of the single agency annual report and Section 11 audit return process	Rolling programme of single agency annual safeguarding reports and section 11 audit return updates on progress to Executive	The LSCB Executive reports 100% of LSCB partner agencies are meeting or exceeding their Section 11 responsibilities	Ongoing	LSCB Executive Chair
			The Executive submits quarterly summary reports to the Board identifying any concerns or improvements in safeguarding children practice	Quarterly	
3.3 A, B & C	The LSCB monitors safeguarding performance of partner agencies against an agreed suite of data	Monitoring Sub Group receives quarterly safeguarding performance information from all partner agencies. Suite of data to be developed to include qualitative as well as quantitative performance information in recognition, communication and response across the stages of intervention.	100% of LSCB partner agencies producing a quarterly report on safeguarding performance.	Quarterly	LSCB Monitoring Sub Group

		Monitoring Sub Group prepares quarterly report to Executive on partner agency safeguarding performance	Any performance issues identified and supported by the LSCB		
		Safeguarding in Schools Group audits safeguarding children compliance of all schools	100% of schools compliant	Annual Rolling Programme	LSCB Safeguarding in Schools Sub Group
3.4	Develop and implement plan of audits to monitor safer recruitment processes in agencies	Develop plan for auditing safer recruitment processes in partner agencies and implement, with reports to the LSCB Executive	100% of partner agencies meet or exceed standards for safer recruitment	Plan Developed within 4 months of publication of revised government guidance	LSCB Monitoring Sub Group
				Ongoing monitoring of safer recruitment compliance in Schools	LSCB Safeguarding in Schools Sub Group
3.5 A, B & C	Implement plan of multi-agency audit with flexibility to add additional audits as required by the Board	Programme of multi agency audits developed and implemented, with reports to LSCB Executive	Reporting of findings and recommendations for action to LSCB Executive as evidenced in minutes	Programme Developed by May 2010	LSCB Monitoring Sub Group
				Implementation from July 2010	LSCB Safeguarding in Schools Sub Group
4	Review and update child protection policies, protocols and procedures to reflect national and local recommendations of practice change/development approved by the Executive				
4.1 A, B	Ensure the effective dissemination of the new 2011 SET Child Protection	2010 SET Child Protection Procedures to be made available to all partner agencies	Dip sample of partner agency practitioners with report to LSCB Executive indicates over	Dissemination of procedures and completion of	SET Procedures Work Group

& C	Procedures	and the community	70% are aware of and use the new procedures	briefing programme by December 2011	LSCB Training Sub Group
		Briefings to be undertaken to launch new procedures		Dip sample completed and findings reported March 2012	LSCB Training Sub Group
4.2 A, B & C	Ensure that services which cross Southend, Essex and Thurrock boundaries have consistent policies and protocols	Policies and protocols to be reviewed by the SET Procedures Work Group regularly to take account of local and national priorities and guidance	Policies and protocols are consistent and implemented across the SET LSCBs, and are in line with local and national priorities and guidance	Ongoing	SET Procedures Work Group
		Updated policies and protocols to be disseminated to partner agencies			LSCB Training Sub Group
4.3 A, B & C	To promote the resources and safeguarding standards made available by the National Safeguarding Unit for the Third Sector to community, voluntary and private organisations	Children and Young People Safeguarding Network (CYPSN) to publicise the resources and standards available via the Safe Network website	Increased awareness and use amongst community, voluntary and private organisations of the safeguarding resources available	Ongoing	LSCB Community Sub Group
			25 third sector organisations report compliance with safeguarding standards.	March 2011	
5	Deliver general public and professional awareness campaigns on safeguarding children as well as on specific areas of safeguarding				
5.1 A, B & C	Raise public awareness of general safeguarding children issues within the community	Use community events, publications and web sites to deliver safeguarding children messages to the public	Improved public awareness of the LSCB and its purpose to promote the safeguarding of children	Ongoing	LSCB Community Sub Group

5.2	Continue to implement a public awareness campaign on the dangers of co sleeping with babies	Continue to implement pilot media campaign, to inform parents and carers of the dangers of co sleeping with babies. Campaign outcomes to be reviewed with intention of roll out across SET LSCB area	Reduction in number of deaths where co sleeping is identified as a contributing factor, as evidenced by the Child Death Review process	Ongoing. Review of outcomes March 2012	LSCB Community Sub Group
					Child Death Review Panel
5.3	Continue to implement a public awareness campaign promoting safety in the home for younger children	Ongoing refresh of media campaign, to promote safety in the home in partnership with CAPT and other organisations	Reduction in number of injuries to young children caused by accidents in the home as evidenced by hospital performance information.	Ongoing. Review of outcomes March 2012	LSCB Community Sub Group
5.4 A	To continue to work to increase the numbers of private fostering arrangements known to the local authority	Review and further development of the strategy for increasing numbers of private fostering arrangements known	Report to Board shows increase of arrangements known to 9	Ongoing	LSCB Community Sub Group
					Lead Social Worker for Private Fostering
5.5	To continue to raise awareness of safer recruitment and selection in the children's workforce and develop robust quality assurance processes to support safer recruitment practices in partner agencies.	Training in safer recruitment and selection to be offered to all LSCB partner agencies	Over 70% of staff requiring this training at level 4 have completed appropriate training	Ongoing	LSCB Training Sub Group
		Ongoing programme of CWDC approved training for schools	All schools have at least one recruitment panel member who have successfully completed the course	Ongoing	LSCB Safeguarding in Schools Sub Group
		Monitor the safer recruitment practices of partner agencies through quarterly safeguarding	Performance information evidences that 100% of LSCB partner agencies implement	Ongoing	LSCB Training Sub Group
					LSCB Monitoring Sub Group

		performance reporting	safer recruitment practices		
5.6 B	Continue to implement the anti bullying strategy	Ongoing programme of activities with partners to reduce bullying, including cyber bullying	Your Say survey indicates further reduction in numbers of children reporting that they have been bullied	Ongoing	LSCB Safeguarding in Schools Sub Group LSCB E Safety Sub Group LSCB Safeguarding Disabled Children Sub Group
5.7 A & B	Develop and implement an e safety strategy	Strategy is developed to improve the safety of children online	Your Say survey indicates reduction in number of children reporting cyber bullying.	Ongoing	LSCB E Safety Sub Group
6	Ensure the LSCB and its partners gather and use the views of children and others to safeguarding services				
6.1	Ensure the views of children and others influences the work of the LSCB and its partners	Gather and utilize information from the participation activity of the members of the Children's Partnership	Young people's views influence the work of the LSCB	Ongoing	LSCB Business Manager
7	Continue to promote the Southend, Essex and Thurrock (SET) workforce development/training strategy and training framework and implement quality assurance process for safeguarding children training and facilitators				
7.1 A, B & C	Continue to promote the SET training framework expectations and standards across the range of LSCB agencies in Southend including the voluntary sector	SET training framework standards to be applied to LSCB multi agency and single agency training delivered by partner agencies	SET training standards are mapped to all safeguarding training delivered by the LSCB and its partner agencies.	Ongoing	LSCB Training Sub Group

7.2 A, B & C	Safeguarding training needs are identified by the LSCB	Partner agencies report safeguarding training needs analysis to Training Sub Group to inform LSCB Training Programme.	Safeguarding training needs are identified	Ongoing	LSCB Training Sub Group
		Training needs are identified from serious case reviews and other local priorities			
7.3 A, B & C	Ensure that appropriate multi agency training is available	Training programme is disseminated to all partner agencies, including the voluntary and private sectors	Partner agencies report that over 70% of staff and volunteers are trained to a level appropriate to their role as reported to the Board	Ongoing	LSCB Training Sub Group
7.4 A, B & C	Identify the percentage of staff in member agencies who have received an appropriate level of safeguarding training	Partner agencies to report percentages of staff receiving appropriate training on a biannual basis	The LSCB and Children's Trust can ensure that staff and volunteers working with children are appropriately trained	April 2012 September 2012	LSCB Training Sub Group
7.5 A, B & C	Implement an LSCB audit and approval scheme for quality and delivery of single-agency and multi agency training and facilitators	Audit and approve single and multi agency training	The LSCB provides details of approved training and facilitators on its web age	Initially by December 2011 then ongoing	LSCB Training Sub Group
		Audit and provide a list of approved training facilitators			
7.6 A & C	Develop and implement an LSCB audit of appraisal of the safeguarding workforce	Develop audit process and implement across the children's workforce in LSCB partner agencies	The LSCB is able to monitor the provision of appraisal and the implementation of any actions identified	Programme Developed by January 2012	LSCB Training Sub Group
				Implementation from February 2012	

			Disseminate the key findings from serious case reviews		
8	Ensure lessons are identified and learned from case reviews undertaken as directed by the Chair of the Board, and monitor the implementation of recommendations				
8.1 A & C	Undertake serious case reviews in accordance with government guidance when a child dies or suffers serious harm as a result of suspected or confirmed child abuse, or when a child protection issue is likely to be of major public concern and; a) make recommendations to the Board to improve practice b) report any public health or safety concerns raised by the review	Review any referrals and further information received and advise the LSCB chair in making any decision regarding the commissioning of serious case reviews	Serious case reviews undertaken by the LSCB effectively identify lessons to be learned and are of good quality.	Ongoing	LSCB Case Review Panel
		Develop the serious case review process in line with government guidance to improve the identification and implementation of lessons learned			
		Establish a serious case review panel, with appropriate representation to undertake any serious case review			
		Quality assure serious case reviews to ensure they are compliant with national guidance and effectively identify lessons to be learned			
8.2 A &	Undertake alternative review processes of cases, as directed by the Board, when they don't meet the threshold for serious	Review any referrals and further information received and advise the LSCB chair in making any decision regarding the	Case reviews undertaken by the LSCB effectively identify lessons to be learned and are of	Ongoing	LSCB Case Review Panel

C	case reviews, but where there has been serious risk of harm or injury to a child and where there have been interagency difficulties and lessons to be learned	commissioning of case reviews.	good quality		
		Develop alternative processes for undertaking case reviews based on root cause analysis and systems approach models			
		Develop the scoping and terms of reference for any case review			
		Commission reviews from relevant agencies and quality assure case review reports and recommendations before reporting to the Board			
8.3 A & C	Monitor the implementation of recommendations from reviews undertaken by the Board	Receive action plan progress reports and supporting evidence ensuring timely implementation of recommendations from serious case reviews and case reviews.	Recommendations from serious case reviews and other case review processes are effectively implemented within timescales	Ongoing	LSCB Case Review Panel
		Exceptional reporting to Executive and Board of recommendation implementation progress			
9	Ensure lessons are identified and learned from multidisciplinary reviews of child deaths undertaken as directed by the Chair of the Board, and monitor the implementation of recommendations				

9.1 A	Identify actions to prevent deaths and improve the health and safety of children	Preventable and potentially preventable deaths are examined and appropriate actions identified to ensure any risk factors are addressed. Recommendations to prevent future deaths are made to the LSCB and Children's Trust	Reduction in future preventable deaths caused by similar risk factors	Ongoing	Local Child Death Review Panel
					Strategic Child Death Overview Panel

Section 5 – Financial Provision

LSCB Budget 2011/12

Projected Income	
Partner Agency Contributions	76225.00
Estimated Additional Income	
Income from LSCB training	7000.00
Income from Schools Forum	10000.00
Reserves	1588.00
Total Estimated Income	94813.00

Estimated Expenditure	
Salaries	
Independent Chair	12240.00
Business Manager (additional 2.5% for incremental uplift)	57956.00
LSCB Administrator	11812.00
Child Death Reviews	
Contribution to Administration Support (additional 2.5% for incremental uplift)	5305.00
Serious Case Reviews to be funded separately using existing contribution formula as required	00.00
Advertising and Publicity	
Children & Young People Safeguarding Network Campaigns	1500.00
Training	
E-Academy	5000.00
Training Expenses (covered by charges)	00.00
Conference Expenses	00.00
Meeting Expenses	1000.00
Total Estimated Expenditure	94813.00

Section 6 - LSCB Forward Plans as of October 2011

LSCB Full Board Forward Plan 2011-2012

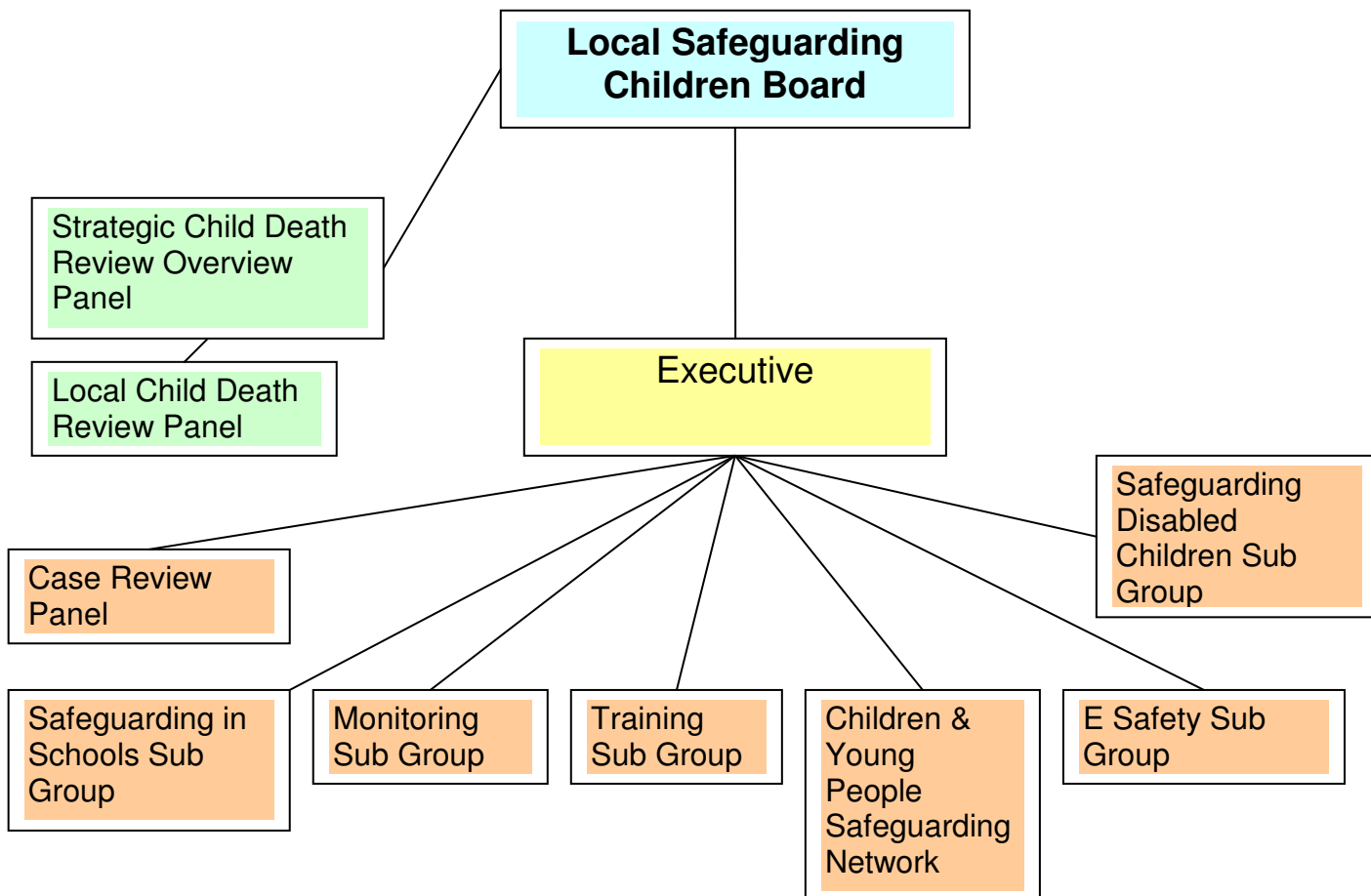
November 11	March 12	July 12
Monitor Key PIs	Monitor Key PIs	Monitor Key PIs
Annual Report October 2010 to September 2011	Update on DAAT review of the first year of focused inquiry into drug related deaths in Southend	Consider Revised Business Plan Oct 12 – Sept 13
Agree budget proposals for 2012/13 consider contributions for 2012 to 2015		C&YP Plan
Review of performance management framework.		
Approve proposed audit programme for 2012/13		
Findings from single agency safeguarding performance reports	Findings from single agency safeguarding performance reports	Findings from single agency safeguarding performance reports
Attendance Report	Attendance Report	
Report from Strategic Child Death Review Panel	Report from Strategic Child Death Review Panel	Report from Strategic Child Death Review Panel
Monitoring Sub Group Audits Report	Report on review of Serious Case Reviews	
Executive Summary Report	Executive Summary Report	Executive Summary Report

LSCB Executive Forward Plan 2011 – 2012

	Oct 2011	Dec 2011	Jan 2012	March 2012	May 2012	July 2012	Sept 2012
Agency Annual Safeguarding Reports and S11 Audit	CAFCASS	Integrated Youth Service	SEE College	SEPT	SBC Early Years	Ambulance Trust	Southend Hospital
	SEE Community Healthcare	Fire and Rescue Service	SBC Children & Learning	PCT Commissioning Arm		Essex Police	Local Authority Commissioned Services
			Essex Probation	SAVS			
Other Reports/ presentations			Commentaries for the Care Quality Commission		Outcome of GP Audit	DAAT Harm Reduction Report	Report on integrated locality working
	Children Missing from Home/Care	Domestic Abuse Strategy Group Update	Children Missing from Home/Care	Domestic Abuse Strategy Group Update	Children Missing from Home/Care	Domestic Abuse Strategy Group Update	Management of Allegations of Abuse
Audit Reports	Exit threshold/decision making	Communication and Information Sharing in the S47 assessment process	Audit of Partner Engagement of Significant Men in Families	Exit from Child Protection Process	Recognition of Abuse/Neglect and Quality of Referrals		Core group Activity; audit reports
	Domestic Abuse Referrals Audit	Implementation of Child Protection Plans by Core Groups		Child Protection Conferences and Plans			
Sub Group Reports	Monitoring SG; Training SG, Case Review Panel; E Safety SG;	Monitoring SG; CYPSN; Safeguarding in Schools Sub Group; Safeguarding Disabled Children Sub Group	Monitoring SG; CYPSN; Safeguarding in Schools Sub Group; Safeguarding Disabled Children Sub Group	Monitoring SG; Training SG, Case Review Panel; E Safety SG;	Monitoring SG; CYPSN; Safeguarding in Schools Sub Group; Safeguarding Disabled Children Sub Group	Monitoring SG; Training SG, Case Review Panel; E Safety SG;	Monitoring SG; CYPSN; Safeguarding in Schools Sub Group; Safeguarding Disabled Children Sub Group

	Attendance reports for all groups	Report on complaints to LSCB		Attendance reports for all groups	Report on complaints to LSCB		
	Single Agency PI Report – Monitoring Sub Group		Single Agency PI Report – Monitoring Sub Group		Single Agency PI Report – Monitoring Sub Group		Single Agency PI Report – Monitoring Sub Group
Business Plan	Annual Safeguarding Report					Draft Business Plan 2010/13	
C&YP Plan		C&YP Plan Consultation	Review of progress on LSCB CYPP actions		Review of LSCB CYPP actions		Review of progress on LSCB CYPP actions

Appendix 1 - Structure of the LSCB



Membership of the Overarching Board

The membership as determined by the 'Children Act 2004', Section 13 (3) requirements and 'Working Together Guidance 2010'.

Role	Organisation
INDEPENDENT CHAIR	N/A
Corporate Director of Children and Learning and Vice Chair	Southend Borough Council, Children & Learning
Head of Children's Specialist Services (also represents YOS)	Southend Borough Council, Children & Learning, Specialist Services

Role	Organisation
Community Lay Member	N/A
Youth Lay Member	Southend Youth Council
Lead Member (Participant observer and representing LSCB Scrutiny Panel)	Southend Borough Council
Chief Inspector, Southend Police Station	Essex Police
Assistant Chief Officer	Essex Probation Service
Chief Nurse and Director of Commissioning	South East Essex PCT
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	St Thomas More School
Primary Head Teachers Representative	Edwards Hall Primary School
Group Manager, Learning Disabilities & Resources	Southend Borough Council, Adult and Community 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)
Director Children & Young People	South East Essex Community Healthcare
Group Manager for Specialist Resources & Quality Assurance (chair of the Executive Group)	Southend Borough Council, Children & Learning, Specialist Services
Independent Schools Representative	St Michael's School School

Role	Organisation
Special Schools Representative	To be identified
Assistant Chief Fire Officer	Essex County Fire and Rescue Service
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 - Group Manager, Specialist Resources and Quality Assurance	Southend Borough Council, Specialist Services
	Vice Chair – Lead Nurse for Safeguarding	South East Essex Community Health Care
Monitoring Sub Group	Chair - Group Manager, Fieldwork Services	Southend Borough Council, Specialist Services
	Vice Chair- Offender Manager	Essex Probation Service
Training Sub Group	Chair - Continuing Professional Development Manager	Essex University (Southend Campus)
	Vice Chair - Innovation and Employer Responsiveness Director	Southend Adult and Community College
Community Sub Group	Chair – Assistant Director of Public Health	South East Essex PCT
	Vice Chair- Safeguarding Lead	Southend Football Club
E Safety Sub Group	Chair - Safeguarding and Child Protection Coordinator	Southend Borough Council, Specialist Services

	Vice Chair – ICT Business Partner	Southend Borough Council, Children & Learning
Safeguarding in Schools Sub Group	Chair - Head of School Support and Preventative Services Vice Chair – Position Vacant	Southend Borough Council, School Support and Preventative Services
Case Review Panel	Chair - Assistant Director Women’s and Children’s Services Vice Chair - Head of CAIU	Southend University Hospital NHS Trust Essex Police
Local Child Death Review Panel	Chair – Director of Public Health Vice Chair - Designated Doctor for Child Deaths	South East Essex PCT Southend University Hospital NHS Trust
Safeguarding Disabled Children Sub Group	Chair – Paediatric Consultant Vice Chair – Position Vacant	Southend University Hospital NHS Trust