



**Southampton
Local
Safeguarding
Children Board**



Business Plan 2015-18

June 2017 Update

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 agreed to develop a three year plan to enable a 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 the Southampton LSCB journey of continuous improvement, and a strong will of partners to move to a position ultimately of outstanding practice and influence on children's outcomes. The LSCB strives to improve outcomes for children, young people and their families in Southampton.

This plan should be viewed alongside the LSCB's Annual Reports which highlight the child's journey through safeguarding services in Southampton, alongside the outcomes for children, young people and their families in Southampton – presented to the LSCB throughout the financial years that precede the current time. These can be viewed for further context on the LSCB website: www.southamptonlscb.co.uk.

This plan also integrates actions required to implement:

- Findings from local learning opportunities such as Serious Case Reviews, partnership reviews and multi-agency audits
- Ofsted's recommendations from their review of the LSCB in July 2014
- LSCB Business Plan from the previous period
- Southampton Neglect Strategy
- Southampton Missing Exploited and Trafficked Children Plan.

Thematic Priorities:

The LSCB has decided to continue with the same four priorities from 2016 – 17 for 2017 – 18. This was agreed at the Business Planning Day in March 2017 and is largely due to the fact that these issues remain at the forefront in Southampton and require a dedicated multi-agency focus. Agreed priorities for the year are:

Priority Area:		Which of the existing / Business as Usual priorities do these link to?
1.	Develop responses to encourage a 'think family' approach where there is adult mental health, substance / alcohol use and domestic abuse and this is impacting on Childrens safety	1, 4
2.	Improve identification and responses to neglect of children in Southampton	1, 4
3.	Focus on improving safety and outcomes for vulnerable children including; <ul style="list-style-type: none">• Looked after Children• Those at risk of going missing, being exploited or trafficked (MET)	3, 5
4.	Improve communication between services at senior and practitioner level	2, 4

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The LSCB will take a leadership role in quality assurance of partnership work in these areas, where necessary the LSCB will take a coordinating role in delivery of work. The LSCB will theme its meetings to focus on these priority areas.

Business as Usual & 3 Year Priorities:

The LSCB set the following priorities as overarching for the 3 year period in 2015. Actions from the previous Business Plan that contained these have been reviewed and where action has been delivered, is planned or this is now considered 'business as usual' for the LSCB these have been mainstreamed into the LSCB activities. Outstanding actions are threaded into the plan that follows.

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

In addition to the action plan that follows, the LSCB delivers much 'business as usual' according to its statutory role set out in Working Together 2015. The LSCB has a set of Key Documents and Policy and Procedures which detail how this business as usual will take place these can be reviewed for further details using this link www.southamptonlscb.co.uk. The 'business as usual' work for the LSCB is briefly set out below:

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 Framework 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. This 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. The LSCB also collates a range of key service level information and data regarding local safeguarding services which is scrutinised at 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.

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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. This Strategy is due to be updated in 2017 – 18 and this activity will be included in the action plan below.

Diversity: Board member agencies are committed to recognise and coordinate responses to key safeguarding issues for all communities. The LSCB has been working in partnership with the LSAB to coordinate work around this area and continues to work on this priority.

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:

The table that follows 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 partnerships and strategic boards will also support the delivery and quality assurance of these. As we are part way through a three year Business Plan, the table below also details our current progress. Some previous actions have been adapted to ensure that they are current.

Where relevant, task and finish groups will be established to deliver actions and the sub groups of the LSCB will develop projects and work to implement these. 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.

Progress against this plan will be reviewed and monitored by the Executive Group, with Chairs of the relevant sub groups reporting on progress against 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.

The LSCB will deliver thematic meetings during 2017 - 18 which will focus on the identified 4 priority areas.

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Priority 1: Develop responses to encourage a 'think family' approach where there is adult mental health, substance / alcohol use and domestic abuse and this is impacting on Childrens safety					June Progress 2017
ACTION	BY WHO	BY WHEN	WHAT WILL SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
<p>Deliver regular programme of learning and development opportunities on key areas impacting on Childrens safety including;</p> <ul style="list-style-type: none"> - Domestic & Sexual violence and abuse - Substance misuse (including new psychoactive substances – NPS) - Alcohol use - Mental Health - Disability – including learning disability 	L&D	<p>Programme fully developed by September 2017</p> <p>Review April 2018</p>	<p>Improved local professional and community knowledge and recognition of the impacts of 'trigger trio' issues leads to increase referrals at an earlier stage.</p> <p>Better informed assessments and planning considering all family issues ensure children and young people are protected from harm earlier in their experiences.</p> <p>Less children harmed where there are trigger trio issues within the family.</p>	<p>Increase in knowledge of local professionals identified in LSCB surveys and feedback via other channels.</p> <p>Communities' awareness of impact of adult issues on Childrens safety – increase in notifications to front door services for these issues.</p> <p>Increase in acknowledgement of trigger trio issues reflected in Child Protection data Earlier intervention leads to lower Child Protection and Children looked after.</p> <p>Less referrals to LSCB / LSAB and Safe City for case reviews due to trigger triosues.</p>	<p>Substance Misuse, Alcohol Use and Adult Mental Health training is a regular feature. Domestic and Sexual Violence Training is offered by the PIPPA Service – a course that the LSCB has quality assured. Further work required to develop training on disability and child mental health.</p>
<p>Ensure that the learning from audits and case reviews is disseminated regularly to the local network of professionals across adult and child services, volunteers and communities through the following methods:</p> <ul style="list-style-type: none"> - 6 Step Briefings - Newsletter articles - Workshops - Online videos 	SCR	<p>Regular programme of activity agreed and set up by January 2018</p>			<p>Newsletter is published quarterly. Training programme includes learning from case reviews and audits. 6 Step Briefings and online videos to become a regular method of distributing learning.</p>
<p>Ensure that the joint working procedures are reviewed and fit for purpose</p> <p>Facilitate the creation of the Southampton 'local' version of this document</p>	LSCB	<p>January 2018</p>			<p>JWP agreed and published. A local version to be written for Southampton professionals.</p>

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Priority 1: Develop responses to encourage a 'think family' approach where there is adult mental health, substance / alcohol use and domestic abuse and this is impacting on Childrens safety					June Progress 2017
ACTION	BY WHO	BY WHEN	WHAT WILL SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
Deliver a joint audit with LSAB on transition from children's services to adult services, with a focus on mental health	M&E	January 2018			Audit scheduled for Q3 2017-18
Review the methods and structure of how safeguarding children concerns are responded to within adult focussed services through: <ul style="list-style-type: none"> - a themed LSCB meeting on think family / trigger trio issues - Links to the LSAB work and plans - Ensure appropriate reference to children's safeguarding in adult Safeguarding training - Regular review of adult services case review actions and section 11 activity 	LSCB L&D M&E	June 2017 January 2018 October 2017 and annually thereafter			Themed meetings at LSCB have taken place and ongoing links with LSAB are made where appropriate. L&D Group will review the new Adult Safeguarding content by Jan 18. Section 11 process ongoing
Receive 6 monthly assurance updates on progress of MASH (Multi Agency Safeguarding Hub) and developments to include adult focussed services	LSCB	July 2016 February 2017 & 6 monthly after.			Complete. Progress and review of MASH fed back to LSCB regularly. This now incorporated MARAC/MASH progress updates.
Promote whole family approach in training and awareness raising opportunities including Weekly Wednesday Workshops and a joint Safeguarding Week.	L&D	April 2017			Complete. Threaded through all training and Safeguarding Week was a joint event across both Boards.

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Priority 2: Improve identification and responses to neglect of children in Southampton					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT WILL SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
Establish a neglect task and finish group to lead on seeking assurance and coordinating action in this priority area	Exec	Establish July 2016 Review October 2016	A coordinated city wide response ensures children and young people are protected from neglect and the harm this causes as early as possible	Increase in knowledge of local professionals identified in LSCB surveys and feedback via other channels.	Complete. Established and ongoing
Develop a programme of regular neglect training with key professionals	NT&F L&D	Commence July 2016 review October 2016			Complete. Quarterly training underway.
Neglect Task and Finish Group to be developed in order to: <ul style="list-style-type: none"> - Agree multi-agency definition of neglect - Revise multi-agency neglect strategy - Refresh the neglect toolkit in line with changes to Threshold 	NT&F	January 2018	Improved local professional and community knowledge and recognition of the impacts of neglect issues leads to increase referrals at an earlier stage.	Communities' awareness of impact of neglect on Childrens safety – increase in notifications to front door services for these issues.	Task and Finish group have begun this work.
Ensure that multi-agency responses to child neglect are good quality and appropriate through case audits, learning from reviews and through quantitative feedback at Board level	NT&F	January 2018			A review of neglect cases has taken place. JTAI Neglect Audit underway. LSCB Themed meeting takes place annually.
Develop data set to understand the extent of neglect and hold board members to account, regarding their performance in responding to neglect	NT&F	January 2018	Better informed assessments and planning considering impact of neglect on children safety protects children from harm earlier in their experiences.	Earlier intervention leads to lower Child Protection and Children looked after.	Dataset discussed at Neglect T&F. Group to agree whether an ongoing dataset is achievable.
Explore methods of enabling peer challenge in cases of neglect in terms of thresholds – including use of 4LSCB escalation procedures	NT&F	January 2018			Under review at Neglect T&F
Coordinate focussed activities during Safeguarding Week and on other key dates to raise public awareness of 'what to do if you are	NT&F LSCB	June 2016			Complete. Safeguarding Week complete

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worried about a child' focussing on neglect indicators			Less children harmed due to neglect.		
Theme LSCB meeting to gain assurance focussed on Neglect issues, gain input from children, young people and families in this process.	NT&F LSCB	October 2016			Complete. LSCB Meeting complete and agencies provided assurance re. neglect.
Deliver an Annual Conference focussing on an area of cross partnership concern – 2016 / 17 Neglect	NT&F LSCB	April 2017			Complete. Neglect Conference took place in Dec 16.

Priority 3: Focus on improving the safety and outcomes for Looked After Children and children at risk of going missing, being exploited or trafficked.					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT DOES SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
Seek assurance from the Local Authority of plans to safely address number of children looked after.	LSCB	December 2016	Earlier intervention prevents more children becoming	CLA Numbers reduce.	Complete. Regular assurance and progress being fed in to the LSCB.
Continue to seek assurance of progress as this work develops from the Corporate Parenting Committee	LSCB	December 2016	Looked After by the Local Authority.	Attainment data to the LSCB shows reduced / no gap in performance of CLA compared to other children at all Key Stages.	Complete. Feedback from CPC and from CSF to Board regularly.
Hold a themed LSCB meeting for this area, seeking assurance from partners on how outcome improvements are planned. Invite Children that are or have been looked after to contribute to the meeting	LSCB	December 2016	Outcomes for Children that are looked after by the local authority are improved.		Complete. Themed meeting has taken place. A care leaver attended and shared his story.
Improve links between LSCB and Corporate Parenting Committee setting up regular channels for future communication and peer support and challenge	LSCB	September 2017	The gap of educational achievement for CLA compared to other children is closed.		CPB to be added as a regular feature to LSCB agenda.
Use a CLA data to monitor key indicators at the LSCB meeting, to include the attainment levels for Children Looked After (CLA) at all school levels and Further and Higher Education	LSCB	December 2016	Children are protected from harm earlier in their experiences		Complete. Data monitored via LSCB dataset at M&E and LSCB meetings.

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Priority 3: Focus on improving the safety and outcomes for Looked After Children and children at risk of going missing, being exploited or trafficked.					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT DOES SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
Ensure that Education have a detailed action plan to address attendance rates and attainment – where information demonstrates ‘gap’ against national averages and for priority groups including CLA.	ET&F LSCB	September 2017	A coordinated community response ensures that Communities, families and services work together to protect children from harm and exploitation Communities, parents and services have higher awareness of protection of children online.	Less children at risk of CSE and trafficking as demonstrated in MET Group data Quality of responses demonstrated by auditing activity.	Fed in to ET&F and LSCB. Assurance of groups work due to be received by Board in September 17.
Seek the views of children and young people in designing work to raise aspirations and build resilience in this area	LSCB	January 2018			Linking with Children in Care Council and Youth Participation Officer to increase this work.
Regularly review the quality of Partners work to protect children at risk of going Missing, being exploited and trafficked via delivery of the Missing Exploited and Trafficked (MET) Action Plan – through audit and data activities.	MET	6 monthly update to LSCB from April 2016 December 2016 6 monthly audits by MET group.			Complete. Assurance from services bought to Board and constantly under review through MET Strategic Group.
Work with key stakeholders including Schools and Social Care to ensure a strategic and quality response to Online Safety Issues, linked to Online Safety Thematic Review and work of Education Task and Finish Group.	ET&F SCR	January 2018			Thematic review has been written. Work with schools and other professionals to take place, to identify future actions.
Link to local and national initiatives and guidance to provide clarity to communities and key services regarding online Safety / prevention of exploitation	MET	January 2018			To be linked with the work above.
Deliver a thematic review to include an audit of recent cases where peer to peer online exploitation or abuse was alleged, with specific	SCR	Report to LSCB in September 2016			Report written and agreed by SCR Group. Learning and feedback to be shared in Q1 2017/18.

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Priority 3: Focus on improving the safety and outcomes for Looked After Children and children at risk of going missing, being exploited or trafficked.					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT DOES SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
focus on issues of self-harm or suicide ideation to identify areas of learning.					
Develop a system to monitor and quality assure Foster Carers and Independent Fostering Agencies used by Southampton	M&E	April 2018	The LSCB has a full picture of the quality of Foster Carers in Southampton	Detailed qualitative and quantitative data to demonstrate strengths and weaknesses	M&E to review this

Priority 4: Improve communication between services at senior and practitioner level					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT WILL SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
Further develop communications systems to gain views of multi-agency frontline professionals and convey key messages: <ul style="list-style-type: none"> • Staff survey • Focus groups • Team visits by Board members • Information exchange opportunities such as Weekly Wednesday Workshops • Newsletter, website and social media. 	LSCB	Developed by October 2016	Improved two way communication between LSCB and the local professional network increases recognition of the impacts of key safeguarding issues leads to increase intervention at an earlier stage.	Increase in knowledge of local professionals (including volunteers) identified in LSCB surveys and feedback via other channels. Board assurance is raised in key board member services including education settings.	Complete. This is in place and accepted as Business as usual for the team.
Regular communication with other key partnerships including LSAB, Safe City Partnership, Health and Wellbeing Board and Scrutiny Panels regarding issues of concern for the LSCB and develop peer scrutiny across these boards.	LSCB (Via Partnership Chairs Group)	October 2016 – through partnership chairs group	Peer review and scrutiny of cross partnership issues demonstrated through professional understanding of key		Complete. This work is occurring but ongoing.

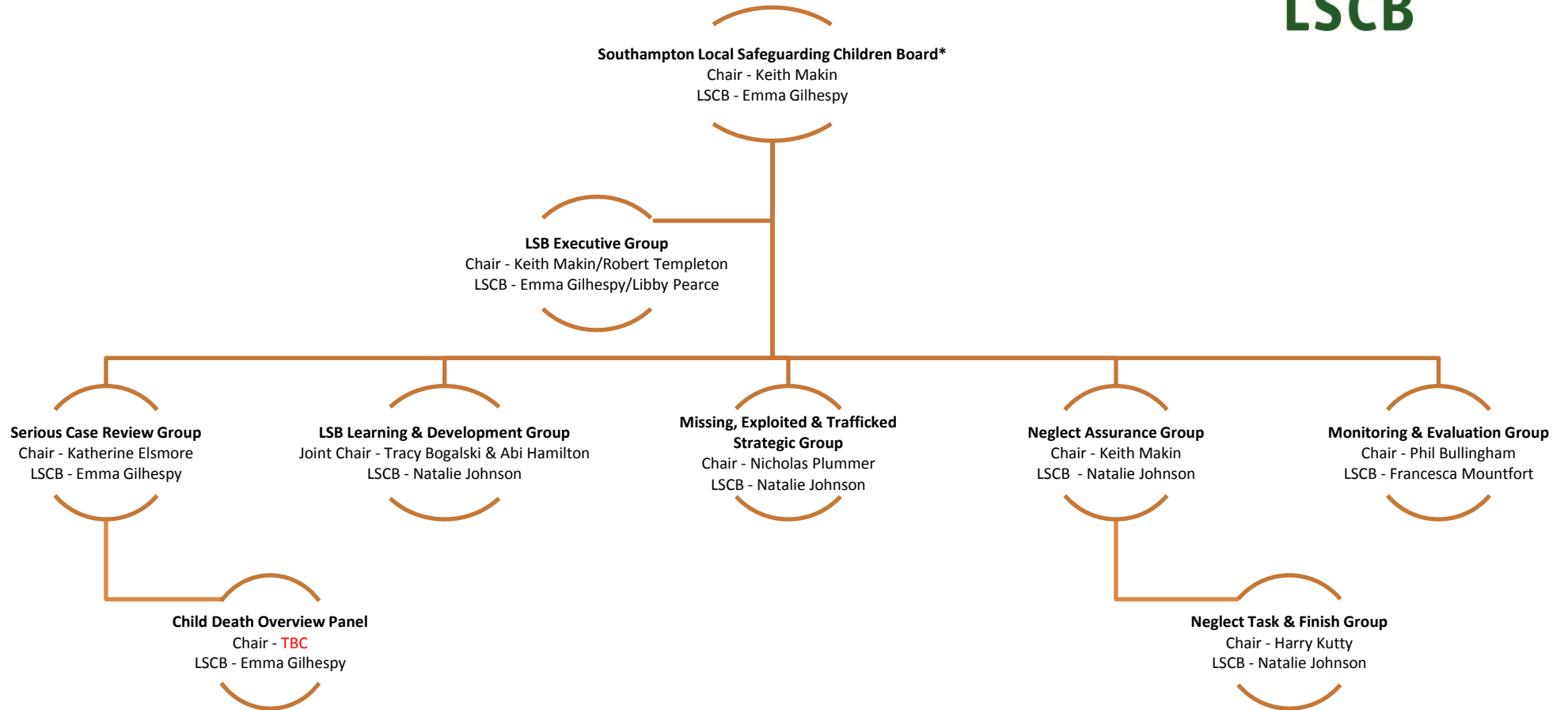
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Priority 4: Improve communication between services at senior and practitioner level					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT WILL SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
			issues and increased safety of those at risk of harm.		
Hold a themed LSCB meeting and invite professionals to feed into this meeting	LSCB	February 017	Professional engagement in LSCB work is clear and professionals including volunteer's knowledge of the Board and key safeguarding issues is higher.		Complete. Themed meeting took place in March 2017 and included feed in through the professional's survey.
Regularly refresh 4LSCB procedures and highlight key documents via a launch	LSCB	October 2016	High level of awareness of good practice guidance and procedures for key safeguarding issues is demonstrated by professionals including volunteers		6 monthly process for updated 4LSCB Procedures in place. Briefings sent out to highlight any changes .
Work with Education leads within Local Authority to design best system for gaining assurance regarding safeguarding responses in education settings in Southampton – including duties under Section 156 of Education Act	ET&F M&E	September 2016	Increased knowledge and understanding of key safeguarding risks and indicators of harm / neglect in education settings.	Board assurance is raised in key board member services including education settings.	Self-assessment tool produced and launched with all schools in Southampton.

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Priority 4: Improve communication between services at senior and practitioner level					June Progress 2017
ACTION REQUIRED	BY WHO	BY WHEN	WHAT WILL SUCCESS LOOK LIKE?	HOW WILL WE KNOW?	
Deliver audits to seek assurance of current quality of practice in the following issues. Develop learning and improvement plans as a result: <ul style="list-style-type: none"> - Neglect - Supervision - Missing, Exploited and Trafficked cases (x2) - Female Genital Mutilation - Transition from children to adult services (joint with LSAB) 	M&E	January 2018	Assurance of key issues is sought and action plans in place and monitored by the LSCB. Improvements are evident in assurance work of the board where issues identified and actions taken in these key safeguarding areas.	Improvements in outcomes data for children where these safeguarding issues are present (through LSCB data set).	Audit schedule in place and audits underway as planned.
Work with Board Members to ensure the needs of diverse communities are met when responding to safeguarding concerns	DT&F	January 2018	Board members demonstrate confidence in responses to individual / diverse needs.	Increase in knowledge of local professionals (including volunteers) identified in LSCB surveys and feedback via other channels.	Diversity Advisory Group in place. This group will work to ensure that Board member agencies are meeting the needs of diverse communities.
Embed a quarterly process for multi-agency professionals to come together and discuss a variety of topics in relation to safeguarding	L&D	January 2018	Regular opportunities for networking and sharing best practice	Increase in awareness of other agencies roles and responsibilities	LSB Team to coordinate these events

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Glossary / Key to abbreviations:

Board: The full board
LSCB: Local Safeguarding Children Board
LSAB: Local Safeguarding Adult Board
Exec: Executive
L&D: Learning and Development Group
M&E: Monitoring & Evaluation Group
SCR: Serious Case Review Group
MET: Missing, Exploited & Trafficked
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
LSB: Local Safeguarding Boards Team
NT&F: Neglect Task & Finish Group
DT&F: Diversity Task & Finish Group
ET&F: Education Task & Finish Group.