



END OF YEAR PROGRESS REVIEW 2015-16

Essex Safeguarding Children Board Business Plan 2015 – 2017

Statutory duties

The ESCB focuses on carrying out its statutory duties as set out in Working Together 2015 in order to safeguard children and young people.

In addition to its statutory duties, the Board will also implement and embed key improvement priorities for the next two years. These will form the basis of the work of the Board and its sub committees for the period 2015 – 2017.

Progress key

Red	no progress urgent action required
Amber	on target not yet completed
Green	completed

Key Improvement Priorities

Improvement priority: 1	Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, FGM, adult mental health and substance misuse			
Lead group	Domestic Abuse: PPC Strategic Group, Mental Health and Substance Misuse: HWBB/ESAB FGM – Public Health			
What difference do we want to make?	To reduce the impact of these issues on safeguarding children and young people			
How will we measure our success?	Dataset, case studies, training evaluations, feedback from young people			
The actions we will undertake in order to realise this priority are...				
Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Develop and agree joint working protocol and activities between Boards	ESCB working with appropriate Board – led by ESCB Business Manager	Board members as required	Autumn 2016	Draft joint working Protocol currently under consultation with other strategic Boards for agreement and publication in 2016.
Attend appropriate meetings/boards to identify joint areas of work and actions	ESCB representative (Business Manager/Independent Chair or other nominated representative) at appropriate Board		Ongoing	OPCC leading a multi-agency group to consider issues of Forced Marriage, FGM and HBA with regular reporting back to the ESCB and ESAB. MARAC arrangements

				under review. New model to be implemented July 2016. Continues to be monitored by the ESCB.
Review and revise protocols and procedures as appropriate	ESCB Policies, Procedures & Practice Development sub-committee		At each meeting as appropriate	<p>SET Child Protection Procedures refreshed up to twice a year.</p> <p>ESCB Policy & Procedures Sub-committee also published:</p> <ul style="list-style-type: none"> - Pre-birth assessment multi-agency guidance - Supervision of parents of children in hospital where there are safeguarding concerns - Practice guidance and care pathway for children and young people admitted to psychiatric in-patient units in Essex - E-safety policy - Prevention of Youth Suicide toolkit - Safer Recruitment Top Tips
Develop and deliver an ESCB core multi-agency training and development programme - this to	Learning Development sub-committee (ESCB)	Training representatives who are not included in the	From May 2015	Full programme in place and also covers lessons learnt from SCRs and

include evaluation of effectiveness of the training		Learning Development sub-committee		<p>other Reviews. .</p> <p>New projects include a pilot programme in West Essex running bite sized sessions delivered by practitioners based on lessons arising from Serious Case Reviews.</p> <p>A well-established evaluation and monitoring process is in place. This will be further developed via a working group arising from the new joint (Children & Adults) Learning and Development sub committee and is focussing on obtaining evidence of impact of learning via a variety of methods specified in the ESCB and ESAB learning and improvement frameworks.</p> <p>Ongoing priority</p>
Monitor impact on children and young people using evaluation methods in the improvement framework	ESCB Performance, Audit & Quality Assurance sub-committee		Ongoing	<p>A revised performance framework was published April 2016 and monitored via the PAQA Sub committee.</p> <p>In July 2015 the Board signed off a strategy for embedding the voice of</p>

				young people in the work of the ESCB. This has had significant impact already with feedback from young people on Gangs, CSE and Suicide and Self-Harm (aligned to the Business Priorities) and fed into work streams. This work will continue into 2016 -17.
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Improvement priority: 2	Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety			
Lead group	ESCB in partnership with the Children's Partnership Board CSE – SET Strategic CSE Group			
What difference do we want to make?	To raise awareness amongst professionals, the community and young people about the impact of risk taking activities and how to effectively deal with them.			
How will we measure our success?	Have a better understanding of the scope and prevalence, through training evaluation, ongoing assessment and case audits			
The actions we will undertake in order to realise this priority are...				
Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Develop an effective SET strategy on CSE and missing children ensuring there is a co-ordinated multi-agency response to child sexual exploitation, based on a robust, thorough risk assessment of the extent and nature of child sexual exploitation locally	SET Strategic CSE Group		September 2015	SET CSE Strategy finalised in November 2015 and available on the ESCB website. Progress has not been swift therefore there has been recognition of the need for an Essex-led multi-agency CSE Action Plan to coordinate responses to CSE and Missing. The ESCB created a CSE & Missing Sub-committee in January 2016 (Action Plan to be agreed by March 2016) The ESCB CSE Project Manager has coordinated a review of multi-agency

				arrangements in tackling CSE and a new document "Essex CSE & Missing Arrangements" has been launched, setting out multi-agency responsibilities and terms of reference. This will also coordinate future profiles exploring the extent and nature of CSE within Essex and a reporting mechanism agreed into the CSE & Missing Sub-committee.
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Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
SET CSE action plan to be in place to include: cross authority working, establishing and monitoring prevalence across SET, training and development, impact monitoring of responses to tackling CSE, raising awareness and communications	SET Strategic CSE Group	Supported by relevant other committees depending on work area	April 2015	SET CSE group under review with consideration for new terms of reference. As above, Essex activity around CSE will now be addressed via the ESCB CSE & Missing Sub-Committee. The CSE Self-Assessment Checklist has been completed by the group (Jan 2016) which will inform priorities for an Action Plan to be agreed in March 2016.
Continue to promote the youth suicide prevention toolkit	ESCB Communications Officer	Education safeguarding officer, agency safeguarding leads, partnership leads, stay safe groups	From April 2015	The Youth Suicide Prevention Toolkit was developed in 2015 for schools and is available via the ESCB website. This toolkit is currently being reviewed in a wider context as Strategic Child Death Overview Panel working group have agreed to look at what could be done to reduce the risk of youth suicide. In addition a working group via ECC Commissioning has received funding to review

				the effectiveness of the toolkit and explore ways of developing SET cross agency guidance around suicide and self-harm.
Promote and embed the ESCB e safety policy	ESCB Communications Officer	Education safeguarding officer, agency safeguarding leads, partnership leads, stay safe groups	From April 2015	The E-Safety policy is promoted through the ESCB website and news bulletin. This policy was the 3 rd highest clicked link in June 2015 bulletin, with 269 views on the website

Improvement priority: 3	Effective arrangements are in place to respond to early signs of need including neglect.			
Lead group	ESCB			
What difference do we want to make?	Reduce the prevalence of neglect by raising awareness amongst the community, young people and professionals			
How will we measure our success?	Impact of awareness training, data monitoring, case audits, feedback from young people			
The actions we will undertake in order to realise this priority are...				
Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Annual ESCB conference based on theme of neglect to raise awareness amongst professionals	ESCB Business Manager with working group reps from Learning Development and Communications sub-committees		Delivery of conference November 2015	A successful conference was delivered to over 200 delegates with positive evaluations from attendees. Following feedback from the conference a new 'Neglect' webpage was developed (on ESCB website) which received 750 hits in the first 5 months.
Training and learning events including lessons from Serious case reviews	Learning and Development sub-committee		September 2015	Partnership briefings delivered on SCR J and further learning events are planned for other SCRs and related reviews. The ESCB annual conference in 2016 will focus on the learning from these

				reviews. An SCR Practice Learning Bulletin is also planned in Autumn 2016. Work underway with the Stay Safe Groups to develop ways of capturing how the learning from SCRs is impacting on practice. This will become part of conversations at all future Practitioner Forums.
Develop an ESCB strategy to tackle neglect informed by learning from research, serious case reviews and OFSTED thematic reviews	ESCB Policies, Procedures & Practice Development sub-committee		October 2015	Current ESCB Neglect practice guidance being updated.

Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Monitoring of data and cases to assess the impact of interventions to respond to neglect	ESCB Performance, Audit & Quality Assurance sub-committee		Ongoing from May 2015	A new ESCB Performance Framework and Multi-Agency Dashboard was introduced in 2016, to both streamline and strengthen the current performance monitoring which includes children in need, children subject to child protection plans, early help etc. This will continue with key themes being reported via the Performance, Audit and Quality Assurance sub committee and any risks highlighted for action to the Board.
Review pre-birth assessment protocols and practices to incorporate lessons learned from SCRs	ESCB Policies, Procedures & Practice Development sub-committee		From June 2015	Completed and published on the ESCB website.
Embed the use and awareness of the ESCB Early Support document	All agency representatives across the ESCB Monitored via ESCB Performance, Audit & Quality Assurance sub-committee		Ongoing from April 2015	Document published and on the ESCB website and promoted via local partnerships.

Improvement priority: 4	ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children , young people and their families and the wider community			
Lead group	ESCB Communications sub-committee ESCB Learning Development sub-committee			
What difference do we want to make?	Raise awareness of safeguarding amongst practitioners and the wider community to reduce impact of risk to the safety and wellbeing of children and young people			
How will we measure our success?	Impact of awareness training, data monitoring, case audits, feedback from children and young people their families and carers			
The actions we will undertake in order to realise this priority are...				
Key action	Lead officer	Other resources	Timescale	Progress update and impact
Development and implementation of updated website	ESCB Communications Officer	Communications sub-committee	May 2015	New ESCB website formally launched in November 2015. Ongoing feedback is obtained and monitored, and quarterly usage statistics reported to the Communications sub committee. Effective use of the website has been made for high profile campaigns such as safer sleeping and the SET CSE Campaign "I Didn't Know..." web-based campaign.

<p>Training and awareness raising events – planned as part of the ESCB training programme and evaluated appropriately</p>	<p>ESCB Practice Development Manager</p>	<p>Learning Development sub-committee in partnership with relevant partner organisations including the voluntary sector</p>	<p>May 2015 for core ESCB training programme, updated during the year as needs arise</p>	<p>Evaluation of the learning and development programme 2015-16 available via the ESCB annual report.</p> <p>The 2016-17 programme is in place and following the merger of the ESCB and ESAB learning and development sub-committee further joint learning opportunities for the coming year are being considered building on the existing joint programme.</p> <p>A task and finish group is also focussing on monitoring and evaluation.</p> <p>NWG Gold Membership has also been bought for ESCB partners providing unlimited access to training, resources and research around CSE.</p>
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Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Identification of and implementation of appropriate communications activity during the year such as monthly bulletins so that the LSCB provides information to children, young people, parents/carers, professionals, agencies and organisations that work with children and young people as well as the local community	ESCB Communications Officer	Communications sub-committee working with appropriate agency leads	Ongoing	Bi-monthly ESCB e-bulletins are issued to over 2500 recipients and published on the website and Twitter. The new bulletin system has seen the click rate increase from 7% to 18%. The CSE campaign - targeted at key audiences (community, parents, young people), saw a massive 11,425% increase in web hits to the Police CSE pages. Posters and taxi stickers were welcomed by local districts and schools who are displaying them in key locations to continue raising awareness after the campaign week.
Delivery of ESCB annual conference	ESCB Business Manager	Supported by ESCB Practice Development Manager, Communications Officer and Learning Development sub-committee	November 2015	The ESCB Conference on Neglect was successfully delivered in November 2016 to over 200 delegates, and widely reported in the press and on social media. This resulted in:

				<p>Twitter impact: 2,414 impressions (amount of people that would have seen our tweets). This was a 309% increase on previous month.</p> <p>Profile visits increased by 228% to 375.</p> <p>Planning is well underway for the 2016 conference on Learning from Serious Case Reviews.</p>
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Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Local priorities and commissioning activity is underpinned by comprehensive needs assessment i.e.: (1) The JSNA comprehensively addresses the safety and wellbeing of children and young people and 2) Partner agencies address child safeguarding in strategic plans/commissioning activity (monitored via S11 audit).	ESCB presence on JSNA group via the ESCB Business Manager ESCB Performance Analyst to lead analysis of S11 audit supported by ESCB Performance, Audit & Quality Assurance sub-committee	Agencies to complete section 11 audits and ensure commissioning arrangements include safeguarding and promoting the welfare of children and young people	April 2015 onwards	Partner agencies (including schools and colleges) have fully engaged with the S11 Safeguarding Audit and self-assessed against safeguarding standards agreed by the ESCB, and developed their individual action plans for areas requiring further development. The ESCB Performance, Audit and Quality Assurance (PAQA) Sub committee continues to monitor and reports to the Board. In 2016 a workshop was delivered via the Children & Adults Safeguarding Boards to gain feedback into strategic planning of the Health and Well-being Strategy linked to the JSNA. This is ensuring that safeguarding forms a key part of planning and commissioning.
The needs of children and young people are addressed in strategic plans/priorities –	ESCB Business Manager	Participation team and other sub committees	April 2015 onwards	Young people have worked on key projects

<p>include YP in the monitoring and further development of ESCB work</p>	<p>ESCB Performance, Audit & Quality Assurance sub-committee (for monitoring activity)</p>	<p>as required</p>	<p>over 2015-16, helping the Board to further understand issues and feed into work streams around Gangs, Self-Harm and CSE.</p> <p>For example, a workshop was undertaken with Young People (October 2015) to explore their views of CSE and how plans/activities can be shaped to include the views of Young People.</p>
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Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Frontline practitioners and their managers inform and influence work of LSCB via channels such as case audits, training audits and practitioner forums as outlined in the ESCB learning and improvement framework	ESCB Business Manager ESCB Performance, Audit & Quality Assurance sub-committee (for monitoring activity)	Partnership leads, Practice Development Manager and Learning Development sub-committee (the latter specifically around the evaluation of training activities).	Ongoing	A comprehensive programme is in place and ongoing for gaining practitioner feedback. For example: <ul style="list-style-type: none"> - Practitioner Forums are held quarterly and feedback is acted upon as appropriate and an action log kept. - 2 day themed Multi-Agency Case Audit on CSE was undertaken with recommendations made to the (ESCB) CSE & Missing Children Sub-Committee (March 2016). Evaluations / evidence of impact are fed into the PAQA Sub-committee which reports to the Board.
Premises Licences granted under the Licensing Act 2003 which serves alcohol promote the safety and wellbeing of children and young people.	ECC Lead for Safeguarding Children in partnership with the District Council Licensing		Ongoing	Essex County Council Local Authority Designated Officers (LADOs) work with the district council licensing

	Officers		<p>authorities to ensure that all new licences intending to sell alcohol consider the protection of children from harm.</p> <p>Over the period 2015–16 the LADOs considered 176 new licensing applications in order to assess the risks to children and young people.</p> <p>In 2016 the Essex LADO also joined the SET Taxi Licensing Forum with a view to strengthening links with transport agencies across Essex and join up key areas of work, raise awareness and especially help to identify potential /actual exploitation of young people.</p>
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Improvement priority: 5	Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning			
Lead group:	ESCB			
What difference do we want to make?	To co-ordinate local work to safeguard and promote the well-being of children and to ensure the effectiveness of that work.			
How will we measure our success?	Monitor the work of the Board to ensure all statutory processes and procedures are followed such as for CDOP and SCR and that there is a focus on challenging practice and continual improvement and learning			
The actions we will undertake in order to realise this priority are...				
Key action	Lead officer	Other resources	Timescale	Progress update and impact
Review and revise the constitution including the TOR of the Board and its sub committees to ensure that governance arrangements enable LSCB partners to fulfil their statutory responsibilities. Also to reinforce the role of the lay member.	ESCB Business Manager and Safeguarding Service Manager	All agency representatives on the ESCB, Independent Chair, ESCB legal representative, lay members	June 2015	The governance review is completed and in place with the aim of further enhancing the effectiveness of the ESCB and its sub committees. The constitution has been revised in line with these new arrangements and is now on the ESCB website. 4 new lay members have been recruited and a full induction programme is in place for Board members and lay members to support members of the ESCB and its sub committees in carrying out their roles on the Board. Role descriptions of Board

				members and the Chair as well as Terms of Reference are included in the constitution to clarify further roles and responsibilities.
Annual appraisal of LSCB Chairperson	Independent Chair to meet with ECC Chief Executive		Annually	Completed annually. Also forms part of revised constitution which describes roles and responsibilities of the chair.

Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
Maintain a risk register and areas of action and challenge to ensure that the ESCB is aware of issues to address and that updates are provided to the ESCB.	ECC Lead for Safeguarding Children	Supported by ESCB Business Manager and monitored via ESCB Performance, Audit & Quality Assurance sub-committee	May 2015 onwards	The ESCB Risk Register is in place and remains a standing item at all ESCB quarterly meetings. In addition a Challenge Log also records examples of effective challenge and intervention of the ESCB (refer to annual report 2015-16 for examples)
Ensure all agencies have escalation policies and whistleblowing processes in place and that all understand the role of referral to the LADO.	All agency representatives		April 2015 onwards	The findings of the S11 audit identified this as an area requiring more promotion to raise awareness. As a result further information has been made available on the ESCB website, including a 'Whistle-blowing' poster.
Ensure that the methods in the ESCB learning and improvement framework are and utilised in measuring impact of the work of the Board including progress against actions of the Business Plan.	ESCB Performance, Audit & Quality Assurance sub-committee		April 2015 onwards with standing item at ESCB Board meetings for reporting progress against priorities	All activities of the ESCB are monitored and align with the ESCB Performance Framework and Business Plan Priorities. A new process for mapping indicators of need across Essex is

				<p>underway and already proving a useful tool not only for the ESCB but also for commissioners.</p> <p>This work will continue to develop further in 2016 - 17.</p> <p>.</p>
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Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
The LSCB effectively prioritises its work taking into account local and emerging national issues with Board development days held to identify and review LSCB priorities and agree how these will be delivered.	ESCB Independent Chair supported by ESCB Business Manager	All agencies to attend	April 2015 onwards – development days 6 monthly	ESCB member Development Days were held in April and October 2015 to develop and finalise the new governance arrangements and enhance the effectiveness of the ESCB. The ESCB Business Plan priorities are formed on emerging local issues and national priorities. It continues to be monitored closely and reviewed annually. This is further influenced via the local links with the Stay Safe Groups, Practitioner Forums and feedback from young people and facilitates the flow of information between the ESCB, local areas and service users.
The ESCB ensures robust policies and procedures are in place and that those policies and procedures are monitored and evaluated for their effectiveness and impact and	ESCB Policies, Procedures & Practice Development sub-committee monitored via ESCB Performance, Audit & Quality Assurance sub-			SET Child Protection Procedures refreshed up to twice a year. ESCB Policy & Procedures Sub-committee also published:

<p>revised where improvements can be made. This includes clear strategies around effective information sharing across agencies.</p>	<p>committee</p>			<ul style="list-style-type: none"> - Pre-birth assessment multi-agency guidance - Supervision of parents of children in hospital where there are safeguarding concerns - Practice guidance and care pathway for children and young people admitted to psychiatric in-patient units in Essex - E-safety policy - Prevention of Youth Suicide toolkit - Safer Recruitment Top Tips
<p>Through its annual report, the LSCB provides a rigorous and transparent assessment of the performance and effectiveness of local services and the ESCB</p>	<p>ESCB Business Manager</p>	<p>Reports from sub committees. Supported by ESCB Business support unit. ESCB Independent Chair</p>	<p>June 2015 and annually thereafter</p>	<p>The ESCB Annual Report 2015 was produced following the requirements of Working Together 2015 and will continue to do so in 2016.</p>

Key action	Lead officer/group	Other resources	Timescale	Progress update and impact
CDOP and SCR sub-committees to carry out their duties to ensure that they are meeting statutory requirements	Chairs of CDOP and SCR sub-committees supported by SCR and CDOP Manager	Supported by ESCB Business Manager and ESCB Business support unit	April 2015 onwards	<p>The Child Death Overview Panel (CDOP) has been proactive in developing its processes and raising awareness with the following changes:</p> <ul style="list-style-type: none"> - Discussion with HM Coroner around how Post Mortem results are shared and discussed with families. - Development and launch of a furniture safety campaign including producing guidance on furniture safety in the home for families - Learning from a local hospital Serious Incident Report regarding diagnosis of a rare condition shared across SET area hospitals and nationally <p>A Working Group has</p>

				<p>been formed to consider in depth all cases of children who have taken their own lives in SET areas over the last 3 years to see if there are any further lessons that can be learned to prevent any future deaths.</p> <p>The ESCB Serious Case Review Sub-committee continues to carry out its statutory duties with 3 x SCRs and 1 x Partnership Learning Review completed in 2015-16.</p>
To develop and implement a robust and proportionate SCR process across Essex	SCR sub-committee, ESCB SCR Manager	Supported by ESCB Business Manager and ESCB Business support unit	April 2015	<p>The ESCB Serious Case Review Toolkit is now in place to help all agencies fully understand the process in Essex. This has been well received by agencies, lead reviewers and practitioners.</p> <p>Monitoring of agency implementation of SCR recommendations via action plans and impact now follows a clear and robust process to ensure that all agencies are making and evidencing practice improvements identified in the SCRs.</p>

<p>All member agencies to ensure key messages from the Board and lessons and actions from SCRs are disseminated and implemented across their agencies.</p>	<p>Board members</p>		<p>Ongoing</p>	<p>The ESCB website is the main hub for communicating safeguarding information, and also highlights the work of the Board. The review of ESCB governance arrangements and revised Constitution clearly sets out this expectation of ESCB partner agencies and its members to share and embed lessons learnt from Serious Case Reviews and other important information. These are supported by multi-agency briefings delivered by the ESCB.</p> <p>Implementation of SCR recommendations are tracked via agency action plans and dip sample audits are routinely undertaken by the ESCB Business Unit and reported to the SCR Sub-committee.</p>
<p>Production of a Business Plan setting out key priorities for the work of the Board and its sub groups</p>	<p>ESCB Business Manager</p>	<p>Input and support from Board members</p>	<p>April 2015</p>	<p>The ESCB Business Plan priorities are reviewed quarterly and align with each of the Sub-</p>

				committee work-plans.
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Business Plan Principles

Development of the Plan

The improvement priorities in this plan have been identified as a result of:

- Areas of concern in Essex
- Themes from serious case reviews and other reviews,
- National and regional priorities
- Practice issues identified from cases and those involved in working with children young people and their families.
- Issues raised by families, children and young people.

All agencies have contributed to the priorities identified for inclusion in this plan.

Our partner agencies include:

- Social Care
- Health
- Police
- Probation
- District and Borough Councils
- Voluntary Sector
- Education
- Prison Service
- Adult services

Involvement of other Boards

This Plan does not exist in isolation and the ESCB is committed to working with its partners to support effective safeguarding practice. The ESCB will therefore work with other Boards as appropriate to ensure that joint initiatives are implemented to support children, young people and their families.

Flexibility

The Business Plan will also be flexible to respond to additional and emerging themes and requirements over the 2 year period – this may include additional or amended objectives depending on circumstances.

Monitoring and evaluation

Progress against the Business Plan will be reviewed 6 monthly with all sub group chairs being responsible for ensuring their sub group actions are being actively addressed as part of work plans for their group. Feedback on progress will be requested from sub groups on a quarterly basis.

Underpinning the business plan evaluation will be the principle of involving young people in the assessment of impact and development of initiatives – this will be achieved via a variety of means including consultation, problem solving and focus groups.

Learning and Improvement

The focus of the Business Plan will be on learning and improvement of multi-agency working to safeguard children and young people. All agencies therefore participate in the sub groups as active members and ensure that actions arising from the Business Plan are implemented in their agencies.