

# Brighton & Hove Local Safeguarding Children Board Business Plan 2016 - 2019



## Our Strategic Intent

1. Strategies & action plans for the priority areas developed & implemented
2. Prevalence of priority area abuse known & understood
3. Priority areas audited as part of planned audit schedule and quality of partners engagement and interventions analysed to evidence impact and outcomes for children and young people
4. Preventative interventions are promoted through targeted awareness raising sessions and communications on the priority areas, including to the wider community

## What children and young people in Brighton & Hove told us

Listening to children & young people and involving them in discussions about how to protect themselves from harm, is a vital aspect of safeguarding. As such we felt it was crucial to have conversations with children about the Board's priorities for the next three years. We spoke to some year six children from primary schools in Brighton & Hove, asking them to rate how important they think our priorities are on a scale of 1-5. They held very strong views and enjoyed the discussion. They told us that it was very important that children are talked to about the issues the Board have identified and listened to when they have concerns. The children said that they felt very responsible and proud that their views were valued and being listened to, and we are grateful for their feedback.

### Participation & Engagement

The Board think it is important that we tell children, families and professionals about all the work we do to keep children safer. We also think it is important that we listen to what children and their families think about the help they get from services. It is important that we use learn from this and make our services better.

Children agreed and said that it is important that we tell people about the work of the Board, rating it 4 out of 5. They said that it is very important that feedback from families and children is heard and responded to by agencies, and rated this 5 out of 5

Children should be involved as they have just as important views as adults, especially as it is concerning them.

Definitely they need to know there are people there to help them

Mega important. People need to know what there is to support them

How else do you get better at things? You need to listen to know what the problems are and what help they need

It must be really hard not to have parents that love and care for you and so you would need help from somewhere else

It would change someone's life for the better if they got help

If there are no groups to tackle neglect then children who are being neglected will carry on being neglected

### Neglect

One of the problems that the Board would like to tackle is child neglect. We have chosen Neglect because it is the most common form of child abuse and one of the top problems affecting children in Brighton & Hove. Neglect happens when parents or carers can't or won't give a child what they need, for example; clean, warm clothing, enough food, protection from dangerous situations or enough attention given to a child's health and diet. Sometimes this is because the adult does not have the skills or support they need, and sometimes it's due to other problems such as mental health issues or drug and alcohol problems.

Children rated neglect as a very important concern with a score of 4.5 out of 5

## Sexual Harm & Violence

Another problem the Board would like to tackle is sexual harm and violence towards children. We want to find out how many children are harmed in this way so we can look at ways to stop it happening. This will include a focus on child sexual abuse (CSA) and child sexual exploitation (CSE). We asked children what they understood about this abuse and gave definitions and signposts to support.

Children said that Sexual Harm is very important to focus on stopping and scored it 5 out of 5

Both of these are really important because kids need protecting. They need to be talked to about this so they know how to keep safe and make the right choices and decisions

I think it means stuff that can happen online too. Stranger danger: my Mum has talked about being safe.

I think it means adults forcing children to do sexual acts. Lots on the news and in the papers.

I didn't know it can be through pictures

## Early Help

The Board want to focus on making sure that 'early help' works well. This means it wants to make sure children and families get the help and support they need when they need it. This will help to stop problems getting worse and harming children.

Children think that Early Help is important, and scored in 4.5 out of 5.

I think people should get help if they need it. Like when you have cancer you need to see a doctor - if you need help because you can't do something for yourself or your family you help to make things better

I agree but I also think people should learn how to help themselves too. People can't get help with everything

It is important for children to get help early so things don't get worse for them



If you have any feedback on our Business Plan please contact us at [LSCB@Brighton-Hove.gov.uk](mailto:LSCB@Brighton-Hove.gov.uk), or speak to the named representative from your organisation.

Keep up to date with the work of the Board and the latest safeguarding news by following us on twitter [@LSCB\\_Brighton](https://twitter.com/LSCB_Brighton) or visit our website: [www.brightonandhovelscb.org.uk](http://www.brightonandhovelscb.org.uk)

## Priority Area 1: Neglect (Emotional Harm, Domestic Violence & Abuse, Parental Mental Health & Substance Misuse)

We are focusing on Neglect because it is one of the highest category for children and young people in Brighton & Hove on a Child Protection Plan.

**Outcome for children:** Children in households where neglect is a feature are helped and when necessary protected.

	Objectives	Accountability	Success Criteria	Progress
1.1	LSCB to develop and implement a Multi-Agency Neglect Strategy & Action Plan.	Board – working group to be agreed.	LSCB has in place a multi-agency Neglect Strategy which sets out the strategic aims and objectives of Brighton & Hove's approach to tackling neglect. <sup>1</sup>	
1.2	LSCB to understand the numbers of children for whom neglect is a feature, the prevalence of parental factors and the effectiveness of the safeguarding system in reducing neglect.	Monitoring & Evaluation	<p>LSCB dataset Part B includes information on the numbers of children experiencing neglect at each level of the continuum of need, supporting the LSCB to understand the prevalence of all children in receipt of services for child neglect.</p> <p>LSCB Monitoring &amp; Evaluation receive analysis and scrutinise data in relation to the impact of adverse parental factors which supports their understanding of the impact and extent of these factors in relation to child neglect.</p> <p>Partner agencies contribute to the LSCB Annual Report and provide a narrative on activity undertaken by their agency to tackle child neglect and the impact of it.</p>	
1.3	Quality of Care Assessment Tool to drive improvement in the quality of assessments, planning and the management of risk for children who are neglected.	Monitoring & Evaluation	<p>The Quality of Care Tool is evaluated and shows that practitioners are better supported to measure progress and track monitor the impact of interventions.</p> <p>The quality of assessments in neglect cases is sound, taking account of family history and consideration of the</p>	

<sup>1</sup> The LSCB Neglect Strategy should be considered alongside other key strategies, policies and procedures, including the Brighton and Hove's Early Help Strategy, Children's Services Threshold Document and Pan Sussex Procedure 3.1 Recognition of Abuse and Neglect.

	Objectives	Accountability	Success Criteria	Progress
			impact of neglect on the child.	
1.4	LSCB Neglect training offer to be delivered and evaluated.	Learning & Development	LSCB Learning & Development receive analysis and evaluation of the impact of training in improving the quality of professional practice and of the experiences of children.	
1.5	The particular vulnerabilities of families experiencing mental health difficulties, domestic abuse, or who are impacted by the misuse of substances/alcohol, to be understood by the workforce. <sup>2</sup>	Learning & Development	LSCB Learning & Development review & receive evaluation of safeguarding training (including Disguised Compliance).  Multi-professional learning opportunities for staff and volunteers are maximised.	
		Participation & Engagement	LSCB communications under the theme of Neglect produced & evaluated, this ensures resources are of sufficient use to professionals.	
1.6	LSCB to understand, and challenge, the effectiveness of interventions in reducing the impact of neglect.	Monitoring & Evaluation	Multi-agency case re-audit identifies how multi-agency support, at all levels of the continuum of need, leads to a reduction in risk/ need associated with neglect. Where parents are not engaging with plans or outcomes for children are not improving, professionals are observed to be making consistent challenges. (ref LSCB Neglect Audit 2014).	
		Board	LSCB challenges the effectiveness of multi-agency working and interventions to tackle neglect.	
1.7	LSCB to understand the impact of Operation Encompass and be assured that Early Help and support is offered to children following an incident of domestic violence.	Monitoring & Evaluation	Evaluation of the introduction and impact of Operation Encompass.  Audit and tracking review of notifications referred to schools establishes outcome of notifications and support provided to children. Evaluation report referred to LSCB.	

<sup>2</sup> [This includes non-compliance and disguised compliance by parents]

## Priority Area 2: Sexual Harm and Violence towards children (Child Sexual Abuse & Child Sexual Exploitation)

**We must identify the extent of sexual harm and violence towards children and to tackle it across all agencies to protect children. Conscious of the risks to children who are alone, we will pay particular attention to work with those who go missing from care, home and education.**

**Outcome for children:** Children and young people in Brighton & Hove are protected from sexual harm and violence.

	Objectives	Accountability	Success Criteria	Progress
<b>Child Sexual Abuse</b>				
2.1	LSCB to develop and implement a Multi-Agency CSA Strategy & Action Plan.	Board – working group	LSCB has in place a multi-agency CSA Strategy which sets out the strategic aims and objectives of Brighton & Hove’s approach to tackling CSA.	
2.2	LSCB to collect child sexual abuse data (including historic child sexual abuse information)	Monitoring & Evaluation	<p>LSCB dataset includes information on the numbers of children who have experienced sexual harm and violence, supporting the LSCB to understand the prevalence of all children in receipt of services for sexual abuse.</p> <p>LSCB Monitoring &amp; Evaluation receive analysis and interrogate data to scrutinise how partners use their own information to promote service improvement for vulnerable children, including in respect of sexual abuse and the impact of that.</p>	
2.3	LSCB to scrutinise the quality of safeguarding work through audit and consultation.	Monitoring & Evaluation	<p>Audit tools measures practice and impact, not just process. There is evidence that; the child’s history informs risk assessment, each relevant child in the family is considered in their own right, the level of risk is understood from the child’s perspective and there is a clear shared understanding of risk between agencies.</p>	
2.4	LSCB to support the workforce to understand, recognise and contribute to joined up working when children and young people have been sexually abused.	Learning & Development & Participation & Engagement	<p>LSCB has learning and development opportunities that raises staff awareness and understanding of:</p> <ul style="list-style-type: none"> <li>• the signs and symptoms of sexual abuse</li> <li>• how to respond to allegations of sexual abuse, and</li> <li>• the sexual abuse medical pathway.</li> </ul>	

	Objectives	Accountability	Success Criteria	Progress
2.5	LSCB to seek annual assurance on SARC deliverables in respect of its clinical, forensic, therapeutic and wider safeguarding aspects.	Board via Sussex SARC Board	The Forensic Paediatric Child Sexual Abuse Service meets all the assessed needs of children and young people <sup>3</sup> (including therapeutic needs) in Brighton & Hove (both forensic and historic concerns regarding CSA).	
<b>Child Sexual Exploitation</b>				
2.6	LSCB to deliver upon objectives as set out in the LSCB Vulnerable Children & Child Sexual Exploitation Strategy.	CSE & Vulnerable Children Strategic Group	CSE & Vulnerable Children Strategic Group reviews its own, and the CSE: Prevent & Early Identification & CSE: Protect & Pursue, workplans which ensures delivery of objectives relating to; <ul style="list-style-type: none"> <li>• Strategic Commitment Across all Agencies</li> <li>• Identification - Improve Awareness, Understanding &amp; Recognition</li> <li>• Prevention - Communication</li> <li>• Protection - Improve Effectiveness of Interventions – Support for Victims and Families</li> <li>• Disruption - Improve the prosecution of perpetrators</li> </ul>	
		CSE & Vulnerable Children Strategic Group	Multi-agency information collated supports disruption activities and prosecutions.  Effectiveness of disruption activities scrutinised and inform effectiveness of impact.	
2.7	LSCB to know the numbers of children who are victims of CSE and the effectiveness of its strategy to reduce it.	Monitoring & Evaluation	LSCB dataset includes relevant data; numbers of children at all levels of the continuum who are victims of CSE & vulnerable groups.  Partner agencies contribute to the LSCB Annual Report and provide a narrative on activity undertaken by their agency to tackle CSE.	

<sup>3</sup> accessibility / acceptability – SARC up to the age of 14 years of young people with severe learning disability up to 19 years

	Objectives	Accountability	Success Criteria	Progress
			Multi-agency audit evaluates the response, including the effectiveness of response, provided to children when CSE has been identified.	
		Learning & Development	LSCB Learning & Development provide focussed, multi-agency training on CSE and evaluates impact.	
2.8	LSCB to understand the numbers and needs of children who exhibit risk factors in relation to CSE and is assured that local services respond quickly to these needs	CSE & Vulnerable Children Strategic Group	Data in relation to the prevalence of CSE risk factors is examined.	
		Monitoring & Evaluation	Multi-agency audit evaluates the response, including the effectiveness of response, provided to children when CSE has been identified as a risk.	
2.9	LSCB to make sure that strategic and operational responses to CSE are informed by voices of children, who have experienced CSE.	CSE & Vulnerable Children Strategic Group  Monitoring and Evaluation	Victims of CSE or families of CSE victims are engaged and their perspective informs strategic and operational activity of LSCB.  Audits evaluate how the voices of children have informed, influenced, changed and impacted on the CSE activity of LSCB.  Children and young people's views and experiences are used to inform and improve prevention and support service provision.	
2.10	LSCB to ensure children who are victims, or potential victims, of CSE or children who go missing are provided with necessary and effective support and interventions.	Board	LSCB reviews provision of support services so that Return and Support Services commissioned for children who go missing, are of good quality	

### Priority Area 3: Early Help, Pathways, Thresholds and Assessments

It is vital that we have a clear articulation of our Early Help arrangements and that we focus significant effort on prevention as opposed to the incidence of abuse. Additionally that we fully understand the quality of child protection referrals, their assessment and the effectiveness of pathways.

**Outcome for children:** Emerging problems and potential unmet needs are identified so that families and children receive the right support at the right time.

	Objectives	Accountability	Success Criteria	Progress
3.1	LSCB to understand the effectiveness of Early help provision & the MASH.	Monitoring & Evaluation	<p>LSCB Monitoring &amp; Evaluation receive analysis and data in relation to the Quality Assurance Framework for the MASH &amp; EHH, which includes quantitative and qualitative information and data, to evaluate effectiveness and operation in practice.</p> <p>LSCB Monitoring &amp; Evaluation scrutinises the quality of safeguarding work through multi-agency quality assurance activity and consultation.</p>	
3.2	LSCB to ensure families and children's views and experiences of early help intervention and support influences service delivery.	Monitoring & Evaluation	<p>LSCB seeks the views of children and families on their experiences of services to contribute to measuring the impact and effectiveness of early help intervention and support</p> <p>LSCB Monitoring &amp; Evaluation promotes the use of systems to gather feedback from children and parents in the evaluation and improvement of safeguarding services.</p>	
3.3	LSCB to make sure thresholds & referrals between early help and statutory child protection work are appropriate, understood and are operating effectively to meet a range of needs in different communities.	Monitoring & Evaluation and Board	<p>The LSCB challenges across the Partnership and gains assurance that policies and procedures concerning thresholds are reviewed and maintained, to ensure children receive the right service at the right time.</p> <p>The LSCB works with other boards, such as the Health &amp; Wellbeing Board, which encourages wider organisations to recognise their responsibilities to safeguard children and ensure safeguarding is 'everybody's business'.</p>	.

	Objectives	Accountability	Success Criteria	Progress
		Monitoring & Evaluation	<p>LSCB audit activity demonstrates improved understanding of thresholds across partner agencies.</p> <p>LSCB dataset shows increased level of appropriate and timely referrals.</p>	
		Learning & Development	<p>LSCB Learning &amp; Development assured that professionals have access to up-to-date learning and development opportunities in relation to clarifying thresholds and referral pathways. Impact of Learning and Development on practice is audited to ensure outcomes for parents, carers, children and young people are being improved.</p>	

## Priority Area 4: Governance, Quality Assurance & LSCB Scrutiny

**We must challenge each other and seek evidence of the effectiveness of all that we do to keep children and young people safe in Brighton & Hove.**

**Outcome for children:** Board business is coordinated and ensures the effectiveness of what is done by partner agencies.

	Objectives	Accountability	Success Criteria	Progress
4.1	LSCB Management Information should direct the work of the LSCB and be effective in improving safeguarding services.	Monitoring & Evaluation	<p>LSCB has a multi-agency dataset that is both comprehensive and user-friendly, contributing to the Board's understanding of key safeguarding challenges.</p> <p>LSCB has effective mechanisms for receiving analysis of data that enables LSCB to; scrutinise, hypothesise, test, challenge and act to ensure delivery of more effective safeguarding services.</p>	
4.2	LSCB Quality Assurance activity should direct the work of the LSCB and be effective in improving safeguarding services.	Monitoring & Evaluation	<p>Multi-agency Audit Forward Plan and thematic datasets are aligned, supporting the delivery of LSCB priorities and highlighting deficit areas or weaknesses in existing systems and processes.</p> <p>Audits make recommendations for action leading to improvement</p> <p>LSCB has receipt, oversight and scrutiny of single agency child protection and safeguarding quality assurance activity.</p> <p>Learning and Improvement activity is embedded within services, single and multi-agency, across the partnership.</p>	
4.3	The LSCB to have a clear understanding of the quality and timeliness of their partners contributions to safeguarding arrangements.	Board	Section 11 self-assessments include learning and response to QA and Case Reviews findings. The LSCB scrutinises and challenges the quality and efficacy of safeguarding governance via s11 and s175 audits.	

	Objectives	Accountability	Success Criteria	Progress
4.4	The LSCB to improve the accessibility of safeguarding and child protection policies, procedures and expectations for working practices.	Pan Sussex Procedures Group	Procedures are up to date, visible and accessible for frontline professionals and managers.	
4.5	The LSCB should have a comprehensive understanding of key findings and lessons arising from audit and review and monitor agreed actions	Monitoring & Evaluation	The Improvement Framework supports an overarching analysis of key findings and lessons from LSCB activity. Agreed actions are monitored in terms of their <ul style="list-style-type: none"> <li>• implementation</li> <li>• progress and</li> <li>• impact</li> </ul>	
4.6	The LSCB should be sighted on the work of the Corporate Parenting Board, Prevent Board Safeguarding Adults Board and Health & Wellbeing Board.	Board	The LSCB has agreed protocols in place with other Boards in the City.  Other Boards receive and note annual reports , learning from case reviews and quality assurance activities from which they implement recommendations and actions pertinent to them.	
4.7	The LSCB should build on its culture and confidence of self-challenge.	Board	The LSCB can demonstrate through its 'Challenge Log' cross agency challenge.	

## Priority Area 5: Participation & Engagement

It is important that the work of the Board is effectively communicated across our target audiences so that they feel informed about work we do to improve safeguarding in Brighton & Hove. Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 provides that LSCBs are responsible for “communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so”.

**Outcome for children:** Learning from LSCB reviews is known, understood and influences the practice of staff across the partnership and learning and improvement is informed by feedback from those who access and deliver safeguarding and child protection services in Brighton & Hove.

	Objectives	Accountability	Success Criteria	Progress
5.1	The LSCB to ensure children, their families, the community (including different sections of the community) and staff at all levels have opportunities for their views and opinions to be heard in respect of their experiences of hearing about, receiving and providing safeguarding services and these contribute to learning and best practice.	All Subcommittees	<p>Audits and other programmes of activity undertaken by the LSCB evidence active engagement with children, families and staff to understand their perspective of service delivery, service support and interventions.</p> <p>LSCB actively engages with Brighton &amp; Hove’s children’s and young people’s forums to review how the voice of the child should be better integrated into the work of the LSCB.</p> <p>LSCB encourages partner agencies to evidence;</p> <ul style="list-style-type: none"> <li>• what is being done to obtain the voice of the child, including children from Hard to Reach Groups</li> <li>• how children and young people’s voices are being used in the development of practice and setting of priorities</li> <li>• the impact of how this is making a difference and how agencies know this.</li> </ul>	

	Objectives	Accountability	Success Criteria	Progress
5.2	The LSCB to have wider communications with children and young people, their families, members of the public and staff, at all levels, about the role of the Board in promoting safeguarding and supporting and challenging agencies to work together.	Participation & Engagement	The profile of the LSCB in its role promoting safeguarding and supporting and challenging agencies to work together is raised and messages from the LSCB are disseminated .  Targeted audiences <sup>4</sup> have an improved understanding of the Brighton & Hove LSCB values.	
5.3	The LSCB to cascade learning from Case Reviews, child deaths and quality assurance activity to the workforce to ensure that the workforce understand what is required to improve safeguarding and child protection systems.	Participation & Engagement Subcommittee  Board Learning & Development Subcommittee	The LSCB holds regular learning events linked to findings and produces accessible learning briefings for the workforce.	

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<sup>4</sup> see LSCB Communication Strategy 2014-16