



**Southwark Safeguarding
Children Board**

Annual Report 2015-16

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Introduction and Foreword from Independent Chair of the Southwark Safeguarding Children's Board

Southwark's Safeguarding Children Board (SSCB) continues to drive local multi agency working to ensure continuously improving services and outcomes for children and young people at risk of or experiencing harm or neglect. A culture of shared responsibility and problem-solving has been honed across the partnership and supports our response to changing needs and pressures, including challenges arising from budget pressures and learning from serious case reviews. The SSCB continues to cultivate a mature ethos of joint working and partnership dedicated to understanding how effectively do we safeguard, how we can do things differently and what it means for the development of our local workforce.

This year's report shows evidence of the board's development in both the range and depth of its activities and in the context of challenges which face the children's safeguarding agenda. During this year, I became chair across both the Children and Adult's Safeguarding Boards, the latter of which has recently subsumed the local Community Safety Partnership – Safer Southwark. This move will provide ample opportunity to look and work differently across partners of areas of shared concern, most notably knife crime and supporting vulnerable parents to look after their children, and is actively shaping our priorities from 2016 onwards. This year has been a busy one, where we have chosen to take an in-depth look at key challenges, working together to come to shared solutions and accountability, most notably regarding child sexual exploitation and our local performance management framework. This sits alongside our work to ensure our statutory responsibilities are being met such as in regard to section 11 and new safeguarding areas such as Female Genital Mutilation and PREVENT.

Over 2015/16, the SSCB has supported and challenged safeguarding practice and key local priorities, leading to improved partnership ways of working and enabling the partnership to adapt to changing needs. Key SSCB achievements during 2015/16 include:

- Key principles and values for staff and volunteers working with children developed by the Changemakers, a group of young people who support the SSCB;
- Streamlined changes to operational models of work around child sexual exploitation and multi-agency governance, following the SSCB's root and branch review of multi-agency CSE arrangements;
- Better joined-up working with adult safeguarding board across areas of common interest, including female genital mutilation, parental mental health and risks from radicalisation; enabled by a shared independent chair;
- Stronger focus and visibility on multi-agency performance management, enabling the Board to provide assurance and challenge practice of how partners safeguard children.

This report reviews the activity taken by the partnership over the past year, and sets out our priorities for the forthcoming year.

Michael O'Connor, Independent Chair

Responsibilities

The SSCB will ensure all agencies are aware of and undertake their key safeguarding responsibilities:

- All those who work with children and young people know what to do if they are concerned about possible harm.
- When concerns about a child's welfare or concerns about harm are reported, action is taken quickly and the right support is provided at the right time. This covers the spectrum from early help when issues first arise through to emergency action needed to keep children and young people safe.
- Agencies that provide services for children and young people ensure they are safe and monitor service quality and impact.

Key Strategic Questions for the SSCB

- **Is the help provided effective?** How do we know our interventions are making a positive difference? How do we know all agencies are doing everything they can to make sure children and young people are safe? This includes early help.
- **Are all partner agencies meeting their statutory responsibilities** as set out in Working Together 2015 chapter 2?
- **Do all partner agencies quality assure practice** and is there evidence of learning and improving practice?
- **Is training on early help and safeguarding monitored and evaluated** and is there evidence of training impacting on practice? This includes multi-agency training.

2016/17 SSCB Priorities

Thematic priorities

- CSE and children and young people who go missing
- Preventing extremism
- Female Genital Mutilation
- Knife crime
- Early Help and neglect
- Supporting vulnerable parents

Priority groups

- Safeguarding children with SEND
- Looked after children
- Private Fostering
- Community, faith and voluntary sector involvement

Learning & Development

- Serious Case and Management reviews (Child U)
- Learning and development framework
- SSCB training programme and its impact
- Embedding performance and quality framework

Governance & Review

- Changes to LSCBs (Wood review)
- National safeguarding policy developments and new requirements
- Inspections of safeguarding arrangements and practice
- New local partnership arrangements

Chapter 1 – Local Safeguarding Context

1.1 Local profile of children and young people in Southwark

As the 12th most deprived borough in the capital, Southwark has London's highest rate for health-related out-of-work claims, more than double the proportion of local pupils claiming a free school meal than national peers and a higher than national average rate of child poverty. Homelessness is double the national average and half the borough's residents live in council or supported rented accommodation. The majority of wards in Southwark appear in the bottom quarter in England for wellbeing scores, with only a handful ranking better than the national average. Major health indicators such as mortality and life expectancy have improved, although significant inequalities remain evident across the population, with educational achievement, access to employment and housing quality varying across council wards, gender and socio-economic status. Southwark's residents are highly mobile and ethnically diverse, with multi-faceted and interwoven complexities including high levels of no recourse to public funds, substance misuse, domestic abuse, mental health concerns, and housing risks such as overcrowding and rent arrears. In this context Southwark has significant demand on its children's safeguarding services, with higher numbers of children in care and children on child protection plans, as well as of contacts, referrals and assessments for children's assessment and intervention services than statistical neighbours.

Approximately 61,700 under 18 year olds live in Southwark, almost 20% of the total population

35% of Southwark live in the most deprived areas in England

Southwark is the 9th most densely populated local authority in England and Wales (more than twice as dense as London on average)

A greater proportion of Southwark's children are entitled to free school meals (18.2% of primary school children, compared to 15.6% nationally, and 29.4% of secondary school children, compared to 13.9% nationally)

Children and young people from minority ethnic groups account for 65% of all children living in the area, compared with 22% in the country as a whole

The rate of children in care by 31st March 2015 is 77 per population of 10,000 0-17 year olds

301 children became the subject of a child protection plan during 2015/16

There were 4,196 referrals to children's social care during 2015-16, an increase of over 54% from 2014-15

1.2 Southwark Safeguarding Children Board

Southwark has a long history of effective partnership working at all levels, strategic to operational. A strong Safeguarding Board sits at the heart of our partnership arrangements, and has supported and challenged key local priorities including new social work model to work with families at risk of neglect and a new operating model for child sexual exploitation. Our partnership arrangements remain fresh and adapt to meet changing needs and new statutory requirements, for example, working jointly across children and adult safeguarding boards, in areas of common interest such as female genital mutilation (FGM), parental mental health and preventing extremism, as well as sharing training and workforce development. Both boards are now chaired by the same independent chair and we have subsumed the local community safety partnership – Safer Southwark into the adult safeguarding board arrangement to provide a joined up focus on vulnerable adults in the community such as those at risk of mental health, exploitation and abuse; and most notably a shared concern around youth violence and knife crime.

The SSCB has recently refreshed its multi agency Performance Management Framework (PMF) providing a stronger data set to challenge local practice, provide greater assurance and understand impact of key developments locally. We consistently use performance intelligence and learning from practice to support and challenge how we can do things differently taking an in-depth look at a number of areas to drive improvements and set priorities. For example, working jointly with the local authority children's service, the Safeguarding Board oversaw a partnership-wide root and branch review of our approach to child sexual exploitation (CSE) arrangements, resulting in changes to our strategic and operational frameworks supporting much greater visibility and partnership wide grip of the issue locally. Early findings from our Serious Case Review Child U have led us to challenge and refocus our early help offer especially around adolescents. For next year, we have planned audits of the efficacy of the pathways and processes to access safeguarding services including testing the effectiveness our multi-agency safeguarding hub (MASH) arrangements, and how we currently work as partners to support at risk adolescents.

Our priorities for 2016/17 sit within this context; the SSCB will continue to respond to local and national challenges considering ways multi-agency partners can better work together to tackle shared areas of work. Our thematic priorities for 2016/17 are:

- Delivering on the review of CSE and young people who go missing
- Preventing extremism – joint priority with Southwark Safeguarding Adults Board (SSAB) and Tackling Female Genital Mutilation
- Knife Crime – joint priority with SSAB
- Refocusing our early help offer particularly in the context of child U, including testing and improving partners understanding of thresholds and the effectiveness of our MASH arrangements
- Revisiting work on supporting vulnerable parents, especially those who are hard to engage and where children are at risk of neglect, or where parents have substance misuse issues or suffering domestic violence

Chapter 2 – Progress on Thematic Priorities 2015/16

The SSCB has worked closely with partners across core thematic priority areas during 2015/16. Five priority areas were identified: children at risk of sexual exploitation and who are missing, preventing violent extremism and female genital mutilation, improvement in the identification and challenge of multi-agency performance issues, and Families Matter. Activity undertaken by the Board in relation to these areas, the impact of the work and next steps identified by the SSCB are reviewed below.

2.1 Child sexual exploitation and young people who go missing

What have we done?

Over 2015-16, the SSCB, jointly with the local authority children's service, undertook a multiagency wide stocktake to better understand CSE locally and to understand what was working well, and where we needed to work differently to have the most impact. The establishment of a phase one problem profile found although there were many signs of good practice there was a need to better improve understanding of the prevalence locally and ensure consistency and impact of practice in a number of areas. More notably was the need for streamlining our governance, both strategically and operationally, to make sure the right partners were involved at the right level for most impact. This included bringing together working arrangements regarding victims and perpetrators to provide a more tactical response to the issue locally.

A pledge from all agencies to tackle the issue and a large scale training programme for staff is resulting in improved understanding and identification of CSE locally. We have driven an extensive CSE media campaign, including digital media, outdoor advertising, e-newsletters to thousands of residents and articles and advertisements in the local press. The education and training subgroups have supported targeted prevention activity for young people through new PSHE curriculum for Southwark primary and secondary schools. Close links through the SSCB with the local authority's community safety and community engagement divisions have facilitated work with faith and community groups, and local organisations such as taxi firms, hotels and businesses to raise awareness of CSE, and have built in safeguarding mechanisms within the licensing process. In addition the establishment of MASH as the agreed multi agency, single point of referral for all CSE and missing concerns, aligning partnership activity for children who are missing education and those at risk of CSE and bringing together intelligence across perpetrators and victims, is ensuring risk is thoroughly assessed, activity prevented and disrupted and more timely and effective support is provided to victims.

The adoption of a comprehensive CSE Performance Management Framework developed to support and challenge work in this area is already showing signs of improvement including more robust practice that is better tracking, identifying and reducing risk for young people at risk of CSE while providing more consistent support for victims and those going missing.

Throughout 2016/17 the Board will continue to lead extensive activity across the partnership to build on the strong foundation of multi-agency work around child sexual exploitation (CSE) created in the year.

What difference has it made?

- ✓ Following the SSCB stocktake review of CSE, the partnership now has a clear understanding of strengths and areas for development of multi-agency work around CSE, leading to streamlined operational and governance arrangements to support practice and challenge impact.
- ✓ Development of a phase one problem profile and CSE performance management framework.
- ✓ There is increased awareness of risks of CSE and missing across the partnership, with 3879 colleagues from partner agencies have completed CSE multi-agency training programme, with 83% reporting positive impact on learning objectives.
- ✓ Digital awareness raising campaign targeted at parents from resulted in over 4000 visits to CSE web page.
- ✓ Outdoor advertising at 50 key locations in the borough has supported knowledge about child sexual exploitation in local communities.
- ✓ New multi-agency CSE operational group provides quality assurance of current CSE cases, risk management and intervention, including discussion of perpetrators and victims in the same place
- ✓ Increased number of CSE interventions/disruptions carried out during 2015, as compared with 2014, making Southwark the 4th highest of all London boroughs.
- ✓ During 2015, Southwark arrests relating CSE more than doubled compared to the previous year and was higher than both local statistical neighbours.

Next Steps

Over 2016-17, the SSCB will be building on these strong foundations with the following priorities:

- Strengthening CSE governance across the partnership including establishment of a Director-level MASE to embed strong local leadership and drive strategic developments around our local approach to CSE, including training, prevention, and tactical action;
- Embedding management oversight and improve intelligence through a multiagency operational MASE Group working with victims and perpetrators;
- Developing a wide-ranging approach to disruption across local services and partners;
- Reconfigure local provision to strengthen support offered to victims and those at risk of CSE including reviewing the impact of return home interviews and specialist interventions.

2.2 Preventing Violent Extremism

What have we done?

During 2015-16, the SSCB has driven the development of Southwark's multi-agency approach to preventing violent extremism in relation to safeguarding children, young people and families. Key partners from children's social care, police, health and the council's communities team have worked together to ensure robust multi-agency collaboration and safeguarding response to young people vulnerable to extremism. Training has also been introduced to ensure the wider partnership and local communities are able to spot the signs and make referrals through the MASH. As a vital partner, work has been undertaken with local schools to explore implications for them, and the SSCB will be organising further designated safeguarding days on PREVENT. A proactive approach has also been taken with frontline health partners, including dedicated workshops with GPs and practice nurses and Prevent staff champions in health agencies to coordinate concerns.

What difference has it made?

- ✓ Our spotlight on PREVENT has raised awareness across the partnership of the ways in which young people can become vulnerable to radicalisation and how to discharge safeguarding responsibilities to mitigate risks and support victims.
- ✓ New multi-agency local practice guidance on extremism and radicalisation to support practitioners in understanding and responding to risks.
- ✓ Nearly all Southwark secondary schools have been trained in workshops to raise awareness of prevent, enabling teachers to spot risks.
- ✓ 92% of Southwark CCG staff had undertaken mandatory Prevent awareness training programme by March 2016.
- ✓ Referrals and support to children in connection with the Prevent agenda are improving with evidence of increasing identification and numbers of referrals during 2015/16 at earlier stage

Next Steps

The Board will continue to drive a strong safeguarding approach to preventing violent extremism by:

- Ensuring online training is rolled out across the partnership;
- Exploring targeted training with primary schools and key children's social care practitioners;
- Delivering a joined up approach across SSCB and Adult's Safeguarding Board on PREVENT agenda including in the wider context of protecting vulnerable children and adults from risk of exploitation.

2.3 Female Genital Mutilation

What have we done?

The SSCB is committed to working together with all partners to ensure that early help and intervention be provided to enable and support vulnerable female children and reduce the prevalence of female genital mutilation. Over 2015-16, the SSCB, led by the Health sub-group, has engaged with strategic partners to raise awareness of the risks of FGM and has worked diligently to prevent and detect FGM. To ensure an effective approach to FGM that responds to local need, the SSCB and Southwark Safeguarding Adults' Board (SSAB) jointly with Lambeth Safeguarding Children and Adults' Boards and public health have evaluated local practice on FGM. As a result, the SSCB, together with Lambeth Children's Safeguarding Board have agreed a shared intervention framework for identifying and responding to FGM, and essential guidance to support practitioners in assessing risks has been developed. Health partners are key to providing vital support to women with FGM and intervening to prevent girls and women at risk of FGM from being harmed; therefore, the training of health professionals has been prioritised and referral and information pathways in acute hospitals has been developed. FGM was also the focus of this year's SSCB annual conference, which was jointly undertaken with the SSAB. Partners were able to participate in a range of workshops delivered by professionals from across the partnership and voluntary sector, including the council, the police, health, schools, HSCIC, Solace, Africa Foundation and a faith leader, demonstrating the commitment from all agencies to work together to eradicate FGM.

What difference has it made?

- ✓ Southwark and Lambeth have developed a shared intervention framework for identifying, assessing and responding to FGM and Southwark's multi-agency FGM guidelines have been updated and widened to include adults.
- ✓ We have developed stronger multi-agency working around FGM, including being one of the first local authorities to use court orders to act against concerns over FGM
- ✓ Over 34 different organisations attended the SSCB's annual conference on FGM this year, and there was strong engagement in understanding the core issues around FGM and exploring practical steps to improve practice.
- ✓ SSCB partners found the SSCB conference informative, inspiring, empowering and engaging, and the conference resulted in stronger commitment from participants across the partnership to raising awareness and disseminating lessons learnt and good practice.
- ✓ 290 FGM notifications for over 18s during 2015/16.

Next Steps

Going forward, the Board will work on strengthening understanding of FGM across the multi-agency partnership and evaluating support to victims, including:

- Developing assurance that women and girls are receiving appropriate support and risk assessment led by the health subgroup;
- Further training and practice events, including lunchtime learning sessions, will be developed;
- Supporting knowledge of FGM with education partners, integrating it into curriculum.

2.4 Review of multi-agency performance framework

What have we done?

Over 2015/16, the SSCB has strengthened management and oversight of safeguarding in order to identify and challenge key issues as they arise for individual agencies and/or as partners. The Board has worked to extend its data and performance reporting across partner agencies, developing a new robust performance management framework. This has provided the basis for support and challenge where more multi-agency effort is needed to bring about improvements in practice and outcomes for children and families.

The SSCB has assessed effectiveness of safeguarding practice and priorities using a new performance management framework, answering the key questions:

Are we making a difference?

Are we doing the right things well?

The new performance management framework has supported the SSCB to use evidence from performance and intelligence to identify areas where greater alignment of partnership activity could improve outcomes, such as domestic abuse, parental substance misuse and private fostering. It also supports dialogue around how local services, such as those commissioned, can provide more targeted support to those children receiving statutory intervention.

The SSCB has identified that over a third (37%) of children social care assessments included domestic violence as a key factor during 2015/16. The Board has explored how prevention work can be used to raise awareness of domestic abuse and seek support before it escalates, targeting key community settings, young people and vulnerable groups. Support for children and young people affected by domestic abuse has therefore been prioritised and the SSCB has supported work with schools to promote awareness of healthy relationships and combat domestic and dating abuse and provided challenge to the Council's domestic abuse strategy to ensure this. The Board has worked to strengthen referral pathways with the co-location of independent domestic violence advocates within the MASH, facilitating effective information sharing. Specialist intensive interventions targeted at mothers and children affected by domestic violence have been commissioned, which supports parental understanding of domestic abuse and safeguarding risks to children. The Board is now challenging how our specialist commissioned services can support those children receiving statutory intervention, such as how we can use these services in a greater capacity for non engaging parents, and those at risk of care proceedings.

The Board has led questioning of the take-up of substance misuse services for the year, for parents, in light of local prevalence of this issue within child protection work. This has led to work between the drug and alcohol service and children social care to review interfaces, pathways and take-up of services, which has identified some areas of good practice, but also those where more impact could be achieved. The SSCB will work closely with Southwark Safeguarding Adults Board (SSAB) to jointly address these issues and will undertake a deep dive and multi-agency audit later in the year.

Following last year's challenge in this area by the SSCB there has been significant improvements to the number of notifications of private fostering, following last year's very lower figures, although figures still remain low (up to 12 in 2015/16 from 3 for 2014/15). 41 children were in a private fostering arrangement during 2015/16. A review by the health

subgroup identified that private fostering notifications emerge through the single assessment process of referrals for other safeguarding concerns, rather than as private fostering notifications in their own right. Consequently, the SSCB has challenged children's social care, health and education partners to explore appropriate identification and referral routes and jointly identify best way forward as part of their 2016/17 work programmes under the subgroup structure.

What difference has it made?

- ✓ The co-location of independent domestic violence advocates with the MASH has enabled closer working between partners and resulted in domestic abuse concerns being considered in a high number of cases.
- ✓ A renewed focus on children and young people affected by domestic abuse can be evidenced by the marked increase in the number of CAF referrals (297) from the specialist domestic abuse provider to MASH, compared to 198 referrals in 2014/15. Work to strengthen impact of commissioned services for those families within statutory support services being a priority for the coming year.
- ✓ There has been greater awareness across the partnership of raising concerns about domestic abuse, evidenced by a 25% increase to Southwark's specialist domestic abuse service, with 1664 referrals in 2015/16 compared to 1324 in the previous year. Of 1664 women referred for domestic abuse support, 61% had children.
- ✓ 301 Southwark pupils have participated in awareness raising programmes at schools during 2015/16. Secondary school pupils in particular have found these programmes helpful, and in response to demand, healthy relationship and consent workshops was delivered to a further 200 students. Many of these young people have since felt able to voice their knowledge of others whose relationships were unhealthy.
- ✓ A review of pathways and interfaces between substance misuses services showing early signs of improving experience and take-up for those families at risk

Next Steps

During 2016/17, the Board will continue to use performance management to

- Scrutinise and challenge areas that require multi-agency attention including a greater focus on parental issues that impact on safeguarding, reviewing the interfaces between domestic abuse, substance misuse and mental health services in regard to safeguarding services. This will include review and audit as appropriate of each independently and/or jointly;
- Strengthen the impact of commissioned services for those families within statutory support services.

2.5 Families Matter

What have we done?

Families Matters is Southwark's current framework to ensure provide children and young people and families receive support at times of need and to address and resolve issues early on. The SSCB has provided constructive support and challenge to partners about the impact of services within Families Matter. The multi agency performance management framework and the findings of the most recent serious case review – Child U – recommend that further work is needed on the pathways and interface between universal, early help services and statutory services require a closer look in some areas.

What difference has it made?

- ✓ Re-launched of Southwark's multi-agency threshold guidance to identify children at risk at an early stage across all agencies and ensure full assessment of needs and referral to relevant services for intervention and support.
- ✓ Early indication of some improvements in the understanding thresholds and the contribution of universal and early help services in reducing inappropriate referrals, although this remains a board priority.
- ✓ Reduction in the demand for some statutory services such as the rate and number of children looked after.
- ✓ During 2015-16, 743 families were supported across a broad range of needs including family therapy, educational welfare, physical health and mental health.

Next Steps

During 2016/17, the SSCB will

- Continue its spotlight on supporting and challenging the system in understanding thresholds and quality of referrals, including evaluating partners use of the re-launch threshold document;
- Refocus our offer on tackling signs and symptoms of early neglect and supporting partners to more effectively meet emerging needs in early help services where children do not meet the threshold for statutory intervention;
- Building on early finding of child U to better understand and drive local reconfigurations around how key partners including secondary schools, police, youth offending and community safety services work together to support adolescents at risk; and testing MASH effectiveness and impact;
- Joint work between Adult and Children Boards to develop a local response to rising concerns around knife and violent crime within the community, particularly affecting young people aged 14-25 years and vulnerable parents who misuse substance, and/or suffer from mental ill health and/or domestic abuse.

Chapter 3 – SSCB governance and accountability

3.1 SSCB governance arrangements

The SSCB is chaired by an independent chair and meets six times a year. In addition, the Board holds regular themed in-depth partnership boards to explore key issues in greater detail. Topics in the last year included safeguarding in health and impact on children and young people. There is good representation from partner agencies on the Board, and membership of the Board has been strengthened over the past year. A list of membership as at April 2016 can be found at Appendix 1. During 2016/17, the SSCB will review its scope and membership in line with forthcoming government changes to local safeguarding children's boards.

The SSCB's sub-groups play a vital role in taking forward the work of the Board. During 2015/16, the following sub-groups met regularly:

- Child Death Overview Panel (CDOP)
- Serious Case Review (SCR)
- Child Sexual Exploitation (CSE) and children missing from home, care and education
- Education
- Health (with oversight of FGM)
- HR and safeguarding
- Community Engagement
- Practice, Development and Training (PDT)
- Audit and Learning
- Chairs of subgroups

The Board has strong relationships with other key strategic bodies in Southwark, including the Health and Wellbeing Board, the Corporate Parenting Committee, Southwark Safeguarding Adults Board and the Safer Southwark Partnership (the local Crime and Disorder Partnership).

3.2 Quality assurance and improvement

The SSCB's clear vision and priorities for safeguarding children in Southwark is underpinned by a well established multi agency infrastructure that enables the Board to assure the work and practice of its partners, in line with its responsibilities and priorities. Partner agencies own review of safeguarding practices, alongside board led multi-agency audits, serious case reviews, section 11 assurance and sub-group work programmes are all key processes used by the Board to oversee and challenge partnership work (see figure 1).

Data and performance monitoring is a key component of this infrastructure, providing a basis for challenge and analysis of where things are getting better and where more multi agency effort is needed to bring about improvements in practice and outcomes for children and families. In the past year, the Board has been working to extend and strengthen its data and performance reporting across partner agencies. The range of safeguarding performance data has been reviewed by the Board and is used to better support the challenge approach by the board using data and intelligence. This has resulted in a streamlined approach to managing multi-agency performance against statutory safeguarding responsibilities and

setting priorities through performance led practice improvement areas. The board has used this approach to bring together information and experiences across performance, quality and inter agency governance arrangements to undertake, for example, a root and branch review of child sexual exploitation. This holistic approach is leading to in-depth looks at local practice that support social care improvements as well as strengthening the evidence base for challenge and dialogue with partners around practice improvements within the governance framework of the SSCB. This will be further developed over the forthcoming year, with other priorities which will benefit from being reviewed in this way, such as the board's work around early help, thresholds, and vulnerable parents.

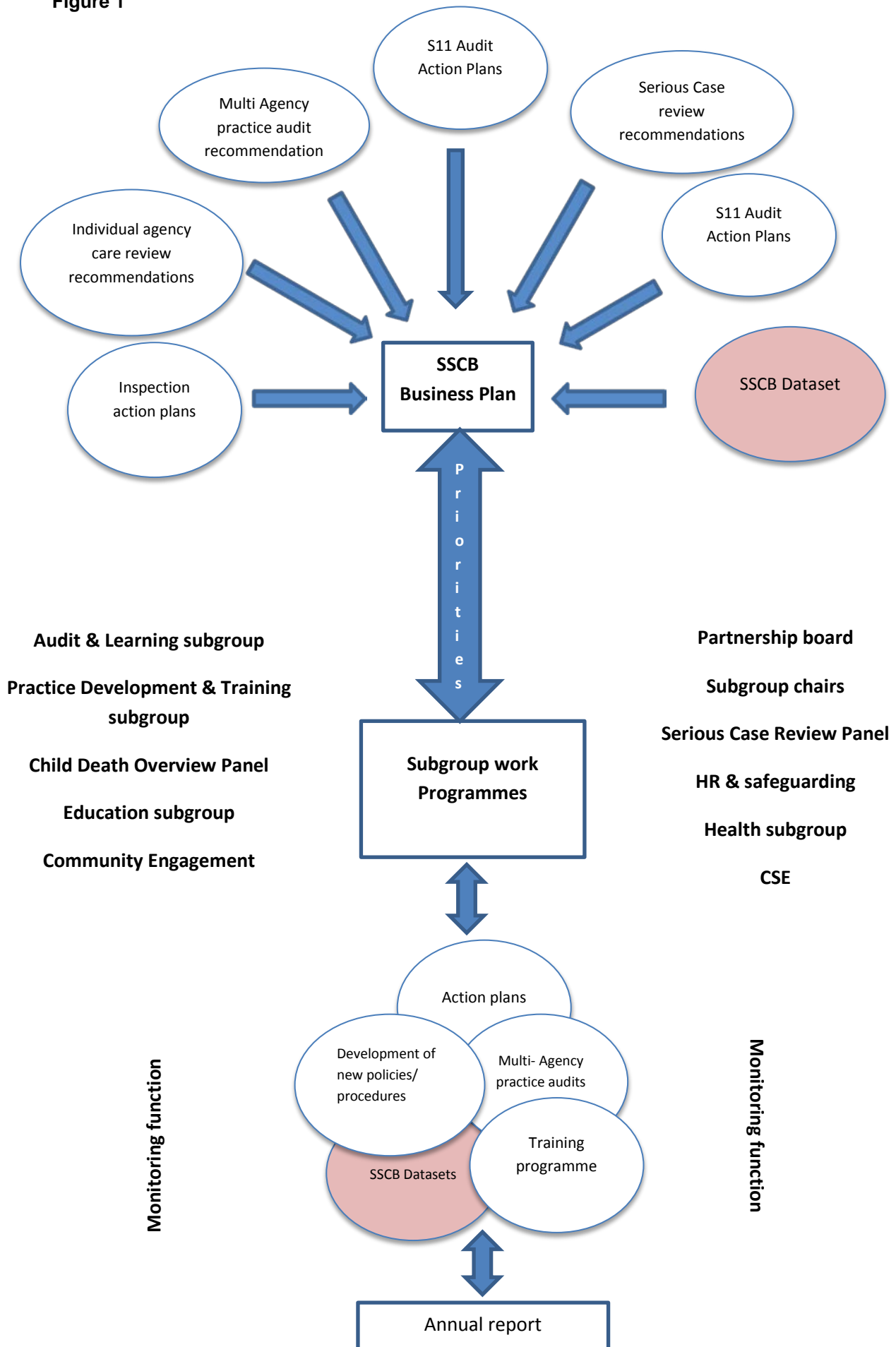
In accordance with section 11 of the Children Act 2004 and duties under chapter 2 of Working Together to Safeguard Children, SSCB partner agencies have self-assessed the effectiveness of their arrangements for safeguarding children. The SSCB has evaluated the extent to which partners are fulfilling these statutory functions through Challenge Panels, using peer scrutiny to ensure strong agency leadership and engagement. A range of services and agencies took part in the challenge panels, and the Board has worked with partners in learning, improvement and embedding best practice. The Board has thereby supported agencies to improve outcomes of service delivery in safeguarding, ensuring children are safe and staff and volunteers are well supported in their work.

Emerging findings from 2015-16 section 11 review:

- Strong multi-agency work has taken place to address FGM.
- Improving and more robust partnership infrastructure around tackling CSE especially between police and social care. Work in hand to continue to embed our support offer to victims and approach to perpetrators.
- Effective and rapid partnership response and support has been provided to emerging safeguarding concerns, for example, the close of Kids Company.
- Information-sharing improvements particularly understanding risks and ensuring information and intelligence is shared appropriately, especially between statutory agencies at the right threshold.
- Partnership work around CSE will continue to be Partners identified a need to thoroughly explore safeguarding needs in cases, including through a wider consideration of family members.

The SSCB has also led partners in a programme of multi-agency audits. During 2015/16, six multi-agency audits were undertaken and learning identified is being embedded to improve in safeguarding practice. The CSE multi agency audit was a key example of where the multi agency review added value and challenge to practice, such as bringing together work regarding victims and perpetrators. Other common themes emerging are information shared consistently, timely completion of reports, and developing training to ensure key messages on specialist issues, such as parental mental health, are further embedded in agencies.

Figure 1



3.3 Learning and development

The SSCB is committed to ensuring that everyone working with children, young people and families in our community, has the right skills and knowledge, to provide the right support and interventions to protect them from harm. As a result, the SSCB launched its multi-agency training strategy in 2015. The strategy underpins the SSCB's learning and development framework which together provide a clear and transparent framework for workforce development standards so that all multi-agency organisations in our community have employees and volunteers with the right skills and knowledge to be confident to safeguard children, young people and their families. The strategy is led and implemented by the SSCB's Practice Development and Training sub-group who oversee multi agency safeguarding training to ensure key priorities are met. This year's offer has included core safeguarding practice and training on key priority areas including child sexual exploitation, neglect and female genital mutilation.

Over 2016/17, the Practice and Development sub-group will be implementing the London Safeguarding Boards evaluation tool to evidence the impact from training, and will review training content to ensure it continues to add value to professional's knowledge and awareness of safeguarding. The effectiveness of multi-agency training will be reviewed, including how it complements single agency training.

3.4 Voice of service user and engagement

The SSCB has continued to improve engagement with children and young people over 2015-16, ensuring the voice of users is central to our safeguarding work. The Board has worked to refresh and re-launched the Change makers group. The Changemakers has supported SSCB partners in developing vital tools, including key principles and values for staff and volunteers for working with children on safeguarding. This ensures professionals keep these principles in mind in their work with young people and are being rolled out across all partners. The Changemakers have also provided essential perspectives on young people's views of safeguarding and healthy relationships, which have been used in understanding key challenges such as e-safety.

Southwark Changemakers

Principles and values for staff and volunteers working with children

Attitude: The best way to have a positive relationship with young people is to be approachable (smile) and real

Relationship: Taking time to get to know young people won't ever hurt. Make us feel like you care and don't be a robot reading everything from a script

Respect: Listen to young people just as you would to an adult. Don't be quick to judge, hear our story from us first

Competent: Know your stuff and don't cut corners because your work must always be thorough. It's our life you're dealing with; we are more than a case

Unique: Don't assume we are in a certain way because of our life stories. We are all unique and deserve to be treated as such

Southwark has a well-established Local Authority Designated Officer (LADO) service that manages allegations against people who work with children. Southwark LADO has continued to strengthen work with children's social care and partners so agencies can ensure a robust approach. The LADO has effective working relationships with partners and is an active member of the pan-London LADO group, ensuring best practice, good communication and effective information-sharing. A third fewer referrals were made to the LADO during 2015/16 (99 referrals); relating to both professionals who work with children and carers. A significant number of complaints were linked to physical restraint, particularly in relation to schools and the LADO will work with schools on safer working practices around vulnerable children. The LADO will engage with agencies to ensure robust safeguarding policies and practices, including those who have made low levels of referrals.

During 2015/16, the Board has also refreshed the SSCB website. The new website is now a useful interactive tool for multi-agency and voluntary sector partners, including advertising learning events. Communications colleagues are also now represented at the SSCB to capitalise on opportunities for raising awareness of safeguarding issues among staff and in the community. The SSCB will also work more closely with voluntary sector and community groups to have a more coordinated approach and raise awareness of safeguarding over 2016/17.

3.5 Financial arrangements

The SSCB receives financial contributions from a number of agencies and other forms of in-kind support.

Contribution	Total
SLAM	£5,000
Southwark CCG	£20,000
National Probation Service	£1,000
Community Rehabilitation Company	£1,000
Police	£5,000
London Fire Brigade	£1,000
CAFCASS	£550
LB Southwark – Children’s Services budget	£123,000
LB Southwark training	£50,000
Sub-total contributions	£206,550
LB Southwark - contribution for admin costs of joint CDOP panels	-£5,000
Total from contributions	£201,550

Chapter 4 – what happens when a child dies or is seriously harmed?

4.1 Child death review

The SSCB has continued to work with Southwark Child Death Overview Panel to ensure that safeguarding issues are fully addressed and learning is used to prevent future deaths. The Lambeth and Southwark Child Death Overview Panel (CDOP) reviews all deaths in children and young people up to the age of 18 years who are normally resident in Lambeth and Southwark. The CDOP also provides a rapid response to unexpected deaths. The process aims to identify if deaths were potentially modifiable, and to use learning from the process to prevent future deaths. From 1st April 2012 onwards the Lambeth and Southwark CDOP has run two panels in parallel: a Neonatal Death Overview Panel (NDOP), which reviews deaths in children up to 28 days of age and a CDOP, which reviews deaths in children aged over 28 days. These parallel panels were established as the majority of deaths are in children aged under one year and within this group over half are under 28 days, however deaths involving older children typically involve a wider range of professionals and the board's composition was established to reflect this.

For Southwark, between 1st April 2015 and 31st March 2016 11 new deaths were reported comprising of six neonates and five children. 17 Southwark children died and 82% of these deaths occurred within a hospital. The most common classification of death was neonatal death (12 deaths; 70%). Two (12%) cases had modifiable factors, which is lower than the national figures of modifiability which is 24%. Progress has been made following recommendations from 2014-15, including:

- Sudden unexpected death in infancy (SUDI): regular workforce training in relevant services (e.g. health visiting) is in place
- Domestic violence and risk to children – Key points have been increased safeguarding training for GP's and for other professionals delivering services on behalf of the council and key partners as well as improved information sharing between services
- Youth violence – the Southwark Anti-Violence Unit (SAVU) provides multi-agency support for men aged 16-24 affected by gangs and serious youth violence. A mental health practitioner is due to be added to the team shortly and several other small projects were commissioned in 2015/2016 including a mentoring project for gang associated females and self-esteem workshops for young people
- Safety in the home for young children: training for health visiting and related staff is ongoing by partner agencies. Considering NICE guidance on preventing injuries (including falls) is a part of audit work being done with King College Hospital.

During 2015-16, two main recommendations will be taken forward. Firstly, a haemoglobinopathy needs assessment will be conducted including mapping service provision and a review of commissioning with the aim of informing service development and quality of care. Secondly, to implement the new NICE (National Institute for Health and Care Excellence) guidance will be implemented on recognition, diagnosis and early management of sepsis to improve the outcomes from sepsis.

4.2 Case Reviews

The SSCB undertakes reviews of 'serious cases' where abuse or neglect is known or suspected and the child has died, is seriously harmed and there are concerns about how organisations or professionals worked together to protect the child. Southwark uses the Welsh care review model, which is systems based and utilises a strengths-based approach. Colleagues have been actively engaged through this process which promotes reflection, debate and challenge.

During 2015/16 we commenced a serious case review, which is currently being concluded. Emerging learning points include:

- Improving information-sharing, particularly understandings of thresholds across the system;
- Broad understanding of safeguarding issues and risks, including the around the wider family especially siblings;
- Working together around reducing the risk of serious youth violence and knife crime.

The SSCB ensures key learning from case reviews are shared and understood by key partners and cascaded across individual agencies. An extensive learning event to share key messages from the current case review took place earlier in the year, chaired by the Independent Chair of the SSCB and widely attended by key partners and stakeholders. The learning event provided a holistic picture of the case from a multi-agency perspective and strengthened the learning experience. An action plan of the current serious case review will be developed and overseen by the Serious Case Review sub-group, who will ensure that recommendations are implemented and learning is cascaded.

Chapter 5 Conclusion

Statement of Sufficiency

On the basis of the work undertaken by Southwark Safeguarding Children's Board over the past year, as presented by the information in this annual report, the Board is assured that overall partners continue to work together to protect children in a committed and effective way and fulfils its statutory responsibilities in accordance with the Children Act 2004 and the Local Safeguarding Board Regulations 2006. This report demonstrates that the Board has coordinated and monitored the effectiveness of the work of partner agencies to safeguard and promote the welfare of children in Southwark and has challenged agencies to improve coordination and learn from review and audit.

Appendix 1 – SSCB Membership

Chair: Michael O'Connor, Independent Chair of SSCB

Vice Chair: David Quirke-Thornton, Strategic Director of Children's & Adults Services, Southwark Council

Membership of the SSCB

The following organisations/services are represented on the SSCB:

- Children's & Adults Services, Southwark Council
- Public Health, Southwark Council
- Housing and Community Services, Southwark Council
- Probation
- Metropolitan Police
- Southwark Clinical Commissioning Group
- SLAM NHS Foundation Trust
- Guy's & St Thomas' NHS Foundation Trust
- King's College Hospital NHS Foundation Trust
- Community Action Southwark
- Primary and Secondary Schools
- Voluntary and Community sector
- Lay Members.

Frequency of meetings

The SSCB meets 6 times per year.

Contact:

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