



## Children and Young People Overview and Scrutiny Committee

**Thursday 19 July 2012 at 7.00 pm**

Committee Rooms 1 and 2, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

### Membership:

#### Members

Councillors:

Mashari (Chair)  
Cheese (Vice-Chair)  
Aden  
Al-Ebadi  
Kansagra  
Matthews  
Mitchell Murray  
Pavey

#### First alternates

Councillors:

S Choudhary  
CJ Patel  
Oladapo  
Denselow  
Baker  
Leaman  
Daly  
Krupa Sheth

#### Second alternates

Councillors:

Hector  
Sneddon  
Harrison  
RS Patel  
HM Patel  
Lorber  
Ogunro  
Hossain

#### Statutory Co-optees

Mrs Shabna Abbasi  
Alloysius Frederick  
Dr Nanda Kumar  
Elsie Points

#### Non-statutory Co-optees

Mrs Hawra Imame  
Dr J Levison

#### Observers

Mr A Carter  
Ms J Cooper  
Mrs L Gouldbourne  
Ms C Jolinon  
Mr B Patel  
Brent Youth Parliament  
representatives

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020 8937 1355 [bryony.gibbs@brent.gov.uk](mailto:bryony.gibbs@brent.gov.uk)

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
<b>1 Declaration of personal and prejudicial interests</b>	
Members are invited to declare at this stage of the meeting any relevant financial or other interest in the items on the agenda.	
<b>2 Deputations (if any)</b>	
<b>3 Minutes of the last meeting held on 13 June 2012</b>	1 - 8
<b>4 Brent Youth Parliament update</b>	
A verbal update will be presented to the committee by representatives of Brent Youth Parliament.	
<b>5 Background of Auditing Practices in Brent</b>	
<b>Report to Follow</b>	
This report will provide details of audits carried out in Brent Schools over the last two years. Members will also receive information on governing practices and support provided to governors, along with an outline of the procedures in place within Children and Families to ensure probity and the practice of correct auditing policies and procedures.	
<b>6 Brent Adoption Service</b>	9 - 14
The committee will receive a presentation on the latest inspection of the adoption service. The presentation will also include an explanation of the new adoption scorecard.	
<b>7 Safeguarding and Looked After Children Inspection Action Plan</b>	15 - 62
This report identifies the level of progress made by the Brent Social Care against the action plan following the Ofsted and Care Quality Commission Inspection of Safeguarding and Looked After Children provision in Brent.	

## **8 Children and Young People Overview and Scrutiny Work Programme 63 - 68 and Items from the Forward Plan**

The Work Programme is attached.

## **9 Date of next meeting**

The next meeting of the Children and Young People Overview and Scrutiny meeting is scheduled for 11 October 2012.

## **10 Any other urgent business**

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to *SWITCH OFF* your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
  - Toilets are available on the second floor.
  - Catering facilities can be found on the first floor near the Paul Daisley Hall.
  - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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## MINUTES OF THE CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 13 June 2012 at 7.00 pm

PRESENT: Councillor Cheese (Vice-Chair) and Councillors Aden, Al-Ebadi, Pavey, Mr A Frederick, Ms E Points, Dr Levison, Ms J Cooper, Mrs L Gouldbourne, S Choudhary and Ogunro

Also present: Councillor Arnold

Apologies for absence were received from: Councillors Mashari, Matthews and Mrs H Imame

### 1. Declaration of personal and prejudicial interests

Councillor Cheese declared that he was a member of the Advisory Board for the Kilburn Locality.

Councillor Pavey advised that he was a governor at Wembley Park Primary School and was Chair of the Advisory Board for the Wembley Locality.

### 2. Deputations (if any)

There were no deputations.

### 3. Minutes of the last meeting held on Thursday 29 March 2012

The minutes of the meeting held on Thursday 29 March 2012 were approved as a correct record.

### 4. Brent Youth Parliament update

In the absence of the Brent Youth Parliament representatives, the committee did not consider this item.

### 5. Key Stage 5 Attainment and Key Stage 5 Destinations

Rik Boxer (Assistant Director, Achievement and Inclusion) advised that the several reports regarding education attainment submitted to recent meetings of the committee and the current meeting provided a comprehensive and detailed overview of this subject. Further information on London and national averages for education attainment, as had been requested previously by the committee, was tabled for members' information.

John Galligan (Strategic Lead for 14 – 19 Education and Training) presented the report on the education standards achieved in Brent at Key Stage 5 (KS5) for the academic year 2010/11. There were five key indicators used to measure education

attainment at KS5. These included attainment at Level 2 and Level 3 by age 19 and A Level point score per pupil and per entry. There had been sustained improvement in the overall attainment of Brent young people at KS5 over the past five years and Brent had remained above the London and national averages for all key indicators. Furthermore, the attainment gap between those in receipt of free school meals (FSM) and other Brent pupils had continued to narrow.

With regard to the destinations of pupils at the end of KS4, John Galligan highlighted that in 2011, only 1% of Brent pupils in 2011 had left education to start training programmes and enter employment. The National Apprenticeship Service had run several initiatives to increase the number of apprenticeship opportunities available to young people and it was anticipated that this might increase the number of students choosing this option in the future. In contrast, 94% of Brent pupils had continued in education at KS5; this compared to a London average of 92% and a national average of 88%. Members' attention was drawn to the table provided at paragraph 3.7 of the report which set out the types of courses started by pupils at the end of KS4. Whilst there had been a decline in the proportion of pupils starting Level 3 courses at the age of 16 between 2008 and 2011, there had been a rise in the proportion starting Level 1 and Level 2 courses. John Galligan advised that this reflected the provision of better advice and guidance to Brent pupils. In particular, pupils who needed to address skills gaps prior to engaging in a Level 3 course were choosing to do so via Level 1 and Level 2 courses. As a consequence, those engaging in Level 3 courses were better prepared and the proportion of students successfully completing these courses had increased.

John Galligan explained that the provision of advice and guidance formed one of the key priorities of the 14-19 partnership, along with success rates at Year 12 and retention into Year 13. A further priority of the Partnership was to narrow the gap between the Brent average and the FSM cohort and pupils of Black Caribbean, Somali or White British ethnicity. With reference to the White British ethnic group, John Galligan explained that a higher proportion of young people from this ethnic background were becoming unemployed at age 16 and were over-represented in the group of those not in education, employment or training (NEET). Analysis of destinations for these groups demonstrated that the proportion of Black Caribbean and white British groups continuing in education was lower than the Brent average. In support of these priorities, data analysis sessions were being offered to schools to identify areas for improvement. These analyses sought to explore how representative the sixth form cohort was of a whole school community and to identify performance by ethnicity, gender, prior attainment and whether a child was in receipt of FSM.

In the subsequent discussion, the committee raised several queries. With reference to paragraph 3.7 of the report, Councillor Pavey sought further details regarding the 'other courses' category included in the table detailing the type of courses started at age 16 by Brent pupils. Councillor Pavey further queried how many of those starting courses from this category went on to take A Levels. Councillor Choudhary queried how the data was gathered with respect to the FSM cohort and those categorised as New Arrivals. With reference to the target to engage all young people in education or employment with training by the age of 17 by September 2013, Councillor Choudhary sought further details of how this would be achieved. Similarly, Ms Elsie Points queried why there was a low take up of Apprenticeship programmes.

In response to the committee's queries, John Galligan advised that the other courses category mainly included vocational courses which lead to Level 2 or low Level 3 qualifications. A full breakdown of these courses would be provided to the committee. Details of the numbers of those progressing to A Level courses could not be provided yet as the academic year was not yet complete. With regard to the FSM cohort and New Arrivals, this data was gathered via the schools and college census, which required schools and colleges to return data on each pupil. Pupils were considered to be New Arrivals if they had come to Brent from any other country outside of the UK. Turning to the query regarding the NEETS target, John Galligan advised that at present 2.2% of young people in Brent were not engaged in education or employment with training. Targeted and intensive support would be provided to specific young people to ensure that the opportunities that did exist were taken up. Councillor Arnold advised that the council was also working with local employers to encourage the development of more apprenticeship opportunities within the area and noted that the council offered some apprenticeship positions which were reserved for Looked After Children. John Galligan added that all London local authorities had pledged to include within their procurement processes the expectation that a business provide apprenticeship positions.

Councillor Arnold sought clarification as to whether Academies formed part of the 14 – 19 Partnership and was advised that they were. John Galligan explained that the local authority had a statutory responsibility to engage all young people in education or employment with training and therefore worked with all providers to meet this.

#### RESOLVED

- i. That the continuing improvements in education standards at Key Stage 5 be noted
- ii. That the contribution made by Brent providers, Brent 14-19 Partnership, Services to Schools and Brent Connexions be noted.

#### 6. **Education achievement in Brent 2011: Analysis by ethnicity**

Naureen Kauser (Strategic Lead for Ethnic Minority and Traveller Achievement) presented a report to the committee detailing education achievement in Brent in 2011 by ethnicity. 92 % of pupils in Brent were from minority ethnic groups and improving the outcomes of underachieving groups of pupils was a high priority for Services to Schools. The report focussed on five main ethnic groups; Asian Indian, Asian Pakistani, Black African, Black Caribbean and White Other. The Black African group had been further unpicked to focus on Somali pupils who formed the majority of this group in Brent schools; however, it was noted that there was no national data available for the attainment of Somali pupils prior to Key Stage 4 (KS4).

Naureen Kauser drew members' attention to the tables provided for each educational stage. For the Early Years Foundation stage, there had been significant improvement in education attainment for Somali pupils and a steady upward trend for Black Caribbean children, although for 2011 it remained below the Brent and National averages. At Key Stage 1 (KS1), Asian Indian pupils performed above Brent averages and above or in-line with national averages in reading, writing and

mathematics. There had been significant improvement in Somali pupils attainment across these subjects. For Black Caribbean pupils however, attainment had been fairly static for the previous five years. Asian Indian pupils similarly outperformed Key Stage 2 (KS2) attainment for the group nationally in 2010 and 2011. Attainment of Black Caribbean pupils declined in 2011, although remained in line with that for all Brent pupils. Achievement of Somali pupils at this stage had declined significantly for 2011. The key measure for Key Stage 4 (KS4) was the attainment of five A\* to C grades at GCSE, including English and Mathematics. Against this measure, the low performance of Black Caribbean pupils continued to be a concern. Somali pupils' attainment however, had improved the most comparatively. The performance of Asian Indian pupils again was significantly above the national average for all students. The attainment for White Other pupils and Asian Pakistani pupils was well below national averages.

Naureen Kauser explained that Ethnic Minority and Traveller Achievement (EMTA) Team carried out a range of activities to support schools in raising achievement of underperforming groups. The EMTA team analysed data at both Local Authority and individual school level. This information was disseminated widely to schools and officers to enable appropriate challenge and support of schools through the school Link advisers. Via investigative action research projects, the EMTA team also aimed to identify and disseminate good practice to schools in relation to the strategies employed to tackle underperformance. These action research projects have proved very successful. A new audit process has also been established to help schools identify their strengths and areas for development with regard to ethnic minority achievement. The EMTA team has a Refugee Education officer who supported schools in raising attainment of Somali pupils via methods including in-class targeted support, language development, creation of effective induction programmes, and promoting positive home-school links.

Naureen Kauser advised that the EMTA team also worked with a range of other partners. The team supported supplementary schools to help them achieve the Quality Framework Award. This Award provided Supplementary Schools with a self-assessment tool to evidence their commitment to quality assurance and safeguarding and could assist them in improving the services they provide. An Improving Outcomes task group also worked closely with community groups to explore ways of reducing the disproportionate numbers of exclusions of pupils of Black African and Black Caribbean heritage.

In concluding, Naureen Kauser noted that priorities for the coming year continued to focus on raising the attainment of Somali pupils and improving outcomes for Black Caribbean pupils, particularly at KS2 and KS4. A further focus would be placed on providing schools with specific support to improve the quality of teaching and learning for ethnic minority pupils.

The committee raised several issues in the subsequent discussion. Mrs Gouldbourne queried whether the Improving Outcomes task group worked with schools as well as community groups. Mr Frederick queried whether this task group worked with all schools. Councillor Choudhary queried why Brent had performed below the national average at KS2. Councillor Pavey sought further details regarding efforts to encourage parental and family involvement, particularly with Black Caribbean families. Mr Frederick queried how best practice identified in better performing schools was disseminated to other schools. Ms Cooper queried



whether any relationship had been identified between the better performing schools and the concentration of ethnic or FSM groups. Councillor Choudhary further queried whether there were career officers in each school.

Responding to the committee's questions, Naureen Kauser advised that the Improving Outcomes task group included a secondary Head Teacher from the NW10 locality and did work with schools in this locality directly. Children from this area were more likely to be excluded from school and the task group aimed to provide additional support to try to reduce this likelihood. At present, the task group was attempting to identify whether there were some supplementary schools through which additional support could be provided to pupils at risk of exclusion. A further report on this task group could be provided at a future meeting of the committee. Mr Frederick requested a copy of the programme.

With regard to education achievement at KS2, Naureen Kauser advised that the achievement for 2010 had been unusually high and that the fall in levels of attainment at KS2 reflected this. However, it was recognised that this was an area that required further attention. The council did assist in the dissemination of good practice and the head teachers of high performing schools were invited to discuss as a group what it was that they felt made a difference. Often however, this could be hard to identify as a key element in the success of a school was good leadership. A website had been set up to share good practice and all schools that performed well were invited to contribute. This website had not been particularly successful thus far. There was no recognisable trend between better performing schools, their locality or concentration of ethnic or FSM groups. Family involvement was a key element of raising pupil achievement however, and considerable work was carried out with schools, supplementary schools and at a borough level to address this issue. This work had been particularly successful in engaging Somali families but had been less successful with Black Caribbean families. With regard to careers advisers in schools, until April 2012 the local authority had held the statutory responsibility for this provision; this was now the responsibility of each school but all Brent schools, except one, had chosen to purchase this service via the council.

Ms Cooper commented that there needed to be a further breakdown of the White Other grouping as this may help to identify issues associated with particular ethnic groups and allow for better targeted action. Naureen Kauser advised that the group was very diverse and efforts would be made in conjunction with schools to unpick this group further; however, it was recognised that some ethnic groups within this group would be very small.

Councillor Arnold commented that it was also important for members to recognise the progress achieved and celebrate high performing schools. Naureen Kauser added that there had been significant improvement in the education attainment of Somalian pupils and the numbers of exclusions had been halved.

## RESOLVED

- i. That the report be noted.
- ii. That the continuing improvements in education standards be noted
- iii. That the contribution made by Services to Schools be noted.

## 7. **Update on School Expansion Programme to provide additional school places.**

Rik Boxer (Assistant Director, Achievement and Inclusion) presented a report updating the committee on the School expansion Programme. There remained an acute shortage of school places in Brent, despite the provision of additional places over the past 5 years, including 1800 in the primary sector, and it was expected that this would continue in the medium to long-term. Recent favourable capital settlements received by the council would help to alleviate the situation but were not sufficient to enable demand for school places to be met. In total, the council had received approximately £80m in capital settlements between October 2011 and April 2012. With reference to the table setting out the Capital Programme allocation, Rik Boxer highlighted that the £27m of resources identified for 2011/12 had been or would be spent on existing schemes that have delivered new classroom spaces for the 2011/12 academic year.

At present, the pressure was principally on primary school sector but it was recognised that this would move through the system to come to bear on the secondary sector in the near future. Despite the on-going programme of temporary and permanent expansion, there currently remained a need to create up to 16 additional Reception classes to ensure that every child has a place. This was a London-wide issue and all of the neighbouring boroughs to Brent were opening additional Reception classes for September 2012. In Brent, the expansion programme for September 2012 was largely focussed on temporary projects. The council continued to lobby central government, in conjunction with London Councils, to highlight the school places pressure. Officers in Regeneration and Major Projects were currently undertaking a review of the entire school assets portfolio to ascertain potential for further permanent and temporary expansions across the whole of Brent schools. The results of this would be reported to the Executive in August 2012 alongside plans and priorities for Phase 2 of the expansion of schools in the medium term.

Similar pressures to those faced in the primary sector were also being faced by the SEN sector and an extensive programme to expand in-borough SEN provision had been agreed and was fully incorporated into the overall capital programme.

In the subsequent discussion members raised several issues. Councillor Al-Ebadi noted that the priority must be for a child to be able to receive an education and queried whether the local authority could place pressure on parents who repeatedly refused school places due to their preference for a particular schools place. He further noted that additional pressure on school places was likely to arise as a result of changes to housing benefit which would result in more people moving into Brent. Councillor Pavey queried whether options such as virtual schools had been considered by the council. He further queried whether Section 106 funds could be used for general school expansion and development projects or were limited to use in a particular location. Councillor Choudhary commented that if infant class sizes were expanded over the limit of 30 places per class, this would enable the local authority to meet the current demand for school places.

Rik Boxer advised that unfortunately the council could not always meet parental preference or offer a school place in a convenient location and this could cause

practical difficulties for a family. It was important that parents were made aware of the pressure on school places and the reduced likelihood of gaining a place in a preferred school so that they could make an appropriately informed decision regarding an offer of a school place. Subsequent reports to the committee could identify where offers had been made to parents and had been refused. If there were repeated refusals of school places the council could pass the case to the non-attendance team; however, such measures would have to be weighed against the reasonableness of the action and it was hoped that an acceptable solution could be reached before this. Councillor Arnold commented that perhaps some work could be carried out with community groups to support families in mitigating some of the practical difficulties in having a child in an inconveniently located school. Councillor Al-Ebadi advised that this issue could be raised via the Voluntary Sector Liaison Forum. Rik Boker added that with regard to the changes to housing benefit, officers were working with colleagues in housing; however it would be difficult to accurately assess the implications of these changes.

Turning to Councillor Pavey's query regarding virtual schools, Rik Boxer advised that this was not a favoured option and was rather a useful supplementary provision in certain circumstances. The option had been explored for some young people who had been excluded or were unable to attend school. The limits on Section 106 funding were dependent on the case in question but generally the funds were restricted to use on the site being developed. With regard to the infant class size limit, this was statutory and there were only very few circumstances in which the local authority was legally allowed to exceed this figure. Furthermore there were financial implications of doing so and schools had indicated that they would not be in favour of such options due to the impact on the quality of the education that could be provided. Ms Cooper added that the individual attention that each child could receive from the qualified teacher would be reduced if class sizes were to exceed 30 pupils per class. Rajesh Sinha (Interim Programme Manager) further noted that the physical size of many classrooms prohibited such action.

Ms Cooper sought further details regarding the Free School application for a small Christian primary school for 210 pupils and particularly queried whether these places would only be open to pupils of the Christian faith. Rik Boxer advised that many faith schools had quite open admissions policies; however there were no further details known about the application for the Free School at present. These details had been passed to the local authority by the Department for Education (DfE). The council was looking at the supply and demand for faith based schools and was working with these schools to encourage more inclusive admissions policies. Work was also taking place to better understand parental preference and demand for different types of school places.

Mrs Gouldbourne noted that the council was exploring the potential for working with free school providers and queried when the Teacher's union would be engaged in these discussions. Councillor Arnold advised that a draft set of criteria had been drawn up but that these were yet to be approved and the trade union would be involved in the process. Rik Boxer added that the criteria would need to include a commitment to raising education standards and having qualified staff. Ms Cooper commented that the Teacher's union should be involved whilst the criteria are being formulated. Councillor Arnold advised that she would take this on board and feed this back.

RESOLVED

That the report be noted.

**8. Items from the Forward Plan and the Children and Young People Overview and Scrutiny Work Programme**

Priya Mistry (Policy and Performance Officer) advised that the Safeguarding and LAC children Action plan and Adoption Inspection update would be on the agenda for the next meeting. In addition the committee made the following suggestions for the committee's work programme: -

- Councillor Pavey requested a report on the implementation of the Restructure of the Children's Centres;
- Councillor Pavey also requested an update on the outcomes of the early intervention task group;
- Mrs Gouldbourne suggested that the committee consider a report on the educational benefits of all through schools.

The committee was reminded that any further suggestions could be passed to the Chair or to Priya Mistry.

**9. Date of next meeting**

The committee noted that the next meeting was scheduled for 19 July 2012.

**10. Any other urgent business**

None.

The meeting closed at 9.20 pm

CLLR B CHEESE  
Chair



## Brent Adoption Service

- Issues were identified around the performance of the Placements Service 2009.
- Measures put in place to address this including an Interim Head of Services appointed July 2010.
- Identified issues in Adoption around timescales children very slow to be matched with adopters and move through the system.
- Low numbers in relation to recruiting adopters.



- January 2011. Implemented a performance culture, tracking sheets / systems implemented to track recruitment, children awaiting adoptions and those adopted, weekly meetings set up to monitor performance
- February 2012 – Ofsted inspected the service, outcome of this inspection was satisfactory, good outcomes for children, very low rates of adoption breakdown and recruitment had increased by 50% to currently 19 assessment underway.

## Government Performance Indicators for Adoption

- Up until April 2012 Government used NI61 to measure the time from the decision 'should be placed for adoption' to the time the child was placed.
- This was then measured when the child was adopted sometimes up to 2 years later.
- This meant Brent's data was not current data but an average over 3 years of the children adopted.

## 2012 Score Card

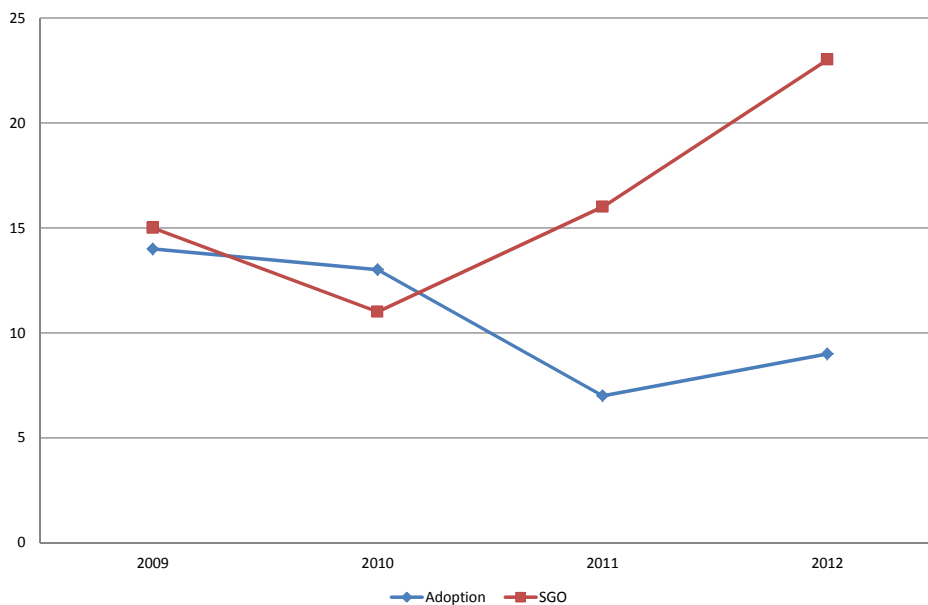
- Political focus on timeliness of adoption
- Focus upon
  - (1) average time between a child entering care and moving in with its adoptive family; and
  - (2) average time between receipt of court authority to place a child and decision to match
- Brent's performance:
  - (1) Brent 827 days, higher than statistical neighbours and England average (Eng 625)
  - (2) Brent 235 days compared with England average 171 days
- Brent is in the bottom quartile in the country

## The Story behind the data

### Permanence in Brent:

- A focus on permanence for all children with significant numbers of SGOs (reflecting and responding to the diverse cultures in Brent) – Figures indicate that Brent is in the top quartile for SGOs.
- A recognition that if the score card had included permanency via SGO, then Brent would have scored higher.
- Also this would have included a much higher proportion of BME children

London Borough of Brent Adoptions & SGO's 2009-2012



## Data analysis

- Current data shows:
  - 13 children adopted 2009-10
  - 9 children adopted 2010-11; and
  - 6 in the first quarter of this year. With a further estimate of 10 by end March 2013 (16)
- Forecasting for future scorecards:
  - 2010/12 – an average of 871 days – actual in scorecard
  - 2012 – an average of 955 days for the 9 children adopted.
  - 6 adoptions this quarter – an average of 401 days.
  - Children adopted 2010/11 – 8/9 children were Black Caribbean, African or dual Heritage.
  - Children adopted 2011/12 – 6/9 from BME backgrounds.

## Overall Strengths

- Senior Management Vision and Aspiration over the last 2 years
- Political and Staff Engagement
- Commitment to Improving Outcomes for Children
- Child focused practice
- Commitment to embedding a culture of high performance across teams
- Establishment of key forums for permanency planning and monitoring of drift from the time a child becomes looked after
- Good legal advice and support which is highly valued



## Outcomes for Children (1)

- Statistical data and files indicates (historical) drift & delay has been reduced
- Reports from social workers and adoption teams indicate earlier permanency planning.
- Commitment to permanence for children across the service.
- Improved assessments reported e.g CPR.
- Increased number of children adopted – 9 last year.
- Only one disruption over last 5 years.

## Outcomes for Children (2)


- Commitment from social workers re: life story work and life story book , but in practice workloads make this difficult – take up of training.
- Clear evidence that children’s views inform permanency planning.
- Excellent service from CAMHS and play therapy:
  - consultancy for social workers;
  - help with direct work; and
  - direct support for adopters
- Brent “Does not give up on a child”

## DFE Diagnostic Assessment

### Where we are

- 21 adoption assessment under way.
- Last year 2011, 32 Children placed for permanency.
- Average time reduced by half from 827 to 401.
- 9 adoptions 2011 to 16 adoptions 2012.

ITEM NO:

	<p><b>Children and Families Overview and Scrutiny Committee</b> 19<sup>th</sup> July 2012</p> <p><b>Report from the Director of Children &amp; Families</b></p>
<p>Wards Affected: ALL</p>	
<p><b>Safeguarding and Looked After Children Action Plan 2011/2012</b></p>	

## 1.0 Summary

1.1 This report shows the level of progress made by the Brent Social Care against the action plan following the Ofsted and Care Quality Commission Inspection of Safeguarding and Looked After Children provision in Brent.

## 2.0 Recommendations

2.1 Members are requested to note progress and consider areas for further improvement

## 3.0 Background

3.1 This report is produced by the Head of Safeguarding and outlines the themes from the improvement journey.

3.2 The SLAC inspection graded our services as adequate overall and awarded 'good' grading to four components.

3.3 Ofsted launched a new inspection framework in May 2012 and expressed an intention to re-inspect all authorities that were deemed inadequate or adequate within the next 12 months.

3.4 This action plan represents the progress Brent Social Care has made against inspection findings and recommendations. The Director of Children's Services monitors progress against the plan at a dedicated monthly meeting with Heads of Service and partners from Health. Brent LSCB also monitors the progress of the plan.

## **4.0 Performance Alerts**

### **Safeguarding**

- 4.1 Areas for improvement in Brent Social Care safeguarding arrangements were identified as: reflective supervision and audit of supervision records, strengthened qualitative performance management, quality of child protection and child in need plans, step down from child protection plans and the relationship of strategic plans to front line services.
- 4.2 A programme of mentoring for all front line managers (Localities and Care Planning) has been put in place to boost their skills in reflective supervision. There was not a concern from Ofsted that supervision was not taking place but that there was not enough evidence of the quality of reflective discussion within supervision. A recent comparison with neighbouring London Authorities shows that Brent social workers carry significantly higher caseloads than peers in other London boroughs. This has an effect on the amount of time managers can spend supervising each case in the monthly supervision slot and the amount of time managers have for recording supervision against each case record and on the employee's record. In the Locality Social Work Service the advanced practitioners will be leading group supervision to enhance access to reflective supervision. An audit of supervision records and a survey of the worker experience of supervision are planned for the autumn and this will inform future improvements.
- 4.3 Brent Social Care has developed a Quality Management Framework and robust audit programme to benchmark services and direct future improvements. There are 2 qualitative audits per month whereby managers spend a whole day auditing cases on a particular theme (outcome of s.47, missing children, care plans). The learning from individual cases is fed back to workers direct and the aggregate learning is disseminated through teams. In addition to this there are a number of generic casework audits (2 per manager per month) and data integrity audits carried out by admin. A quarterly report is taken to the Social Care Management Team and findings disseminated to inform service development.
- 4.4 The Brent child protection conference service has been working with the child abuse command at the Met Police to improve the focus of child protection plans across London. Locally we have had an acute focus on preventing drift in child protection plans and this has led to a reduction in the duration of child protection plans and the overall number of subjects of child protection plans in Brent. The step down from child protection plan has been supported by a re-launch of a multi-agency child in need policy and supporting workshops via the LSCB. The reduction in the number and duration of child protection plans is currently being independently audited and the report will be complete in September 2012.
- 4.5 The Head of Localities has established a task group to improve the quality of child in need planning and review. A training programme has been developed and is being rolled out across Brent Social Care. This programme is to improve the quality and focus of child in need plans.
- 4.6 Brent Social Care is currently addressing the Munro recommendations to improve the quality of front line practice. To this end we are adopting the Signs of Safety methodology and, along with a number of English authorities, are embarking on an extensive whole service training and implementation.

- 4.7 A strategy for service user consultation has been developed and there has been an extensive programme of service user consultation in the child protection and child protection population. These views will be used to inform service improvements and will be disseminated to front line staff.
- 4.8 The relationship of strategic plans to outcomes for children has been developed in a number of ways. The Children and Young People's plan has been re-drawn, the objectives of which are carried through to individual service plans. The Children in Care/Care Planning Service has a Looked After Children Strategy and the Localities services is in the process of developing a Safeguarding Children Strategy. Brent LSCB appointed a new chair who took up post in May 2012. The LSCB will take an active role to ensure its strategy is adopted by all partners and reflects the ambitions of the CYPP.

### **Looked After Children (LAC)**

- 4.9 The Inspection made recommendations for improvements in the following areas: health arrangements for LAC, pathway and transition planning to prepare LAC for adulthood, reflective supervision, focussed SMART plans, improved school attendance, stable placements with sound plans for permanency and an improved process for monitoring educational progress of individual children.
- 4.10 The Care Quality Commission found the health support to Looked After Children (LAC) to be inadequate. NHS Brent and Brent Community Service (Ealing ICO) has launched an action plan and audit programme to address the deficits. A number of areas have been successfully addressed through this action plan although there is some outstanding work on improving the quality of the health reports.
- 4.11 The Care Planning staff has been engaged in the reflective supervision programme referenced in 4.2.
- 4.12 The Care Planning managers have attended training in making SMART child focussed child protection, child in need and supervision order plans. This training has been developed by the child protection conference service and is now being taken direct to social worker teams.
- 4.13 There has been a significant improvement in the timeliness of pathway planning with 94% of plans being appropriately in place. The initiative to improve timeliness has been supported by development of a specific training programme for staff and this is included in the current training calendar. Transition planning pertains to disabled children and young people. The quality and timelines of transition planning has been boosted by the formation of a transitions team that contains both adult and child specialist workers. This is a new team, the benefits for young people can be reported at a later date when the service has had an opportunity to bed in.
- 4.14 The virtual Head of School for Brent LAC has written an attendance policy and this will be implemented in July 2012. There has been a considerable effort on the part of health colleagues to arrange Saturday clinics for regular LAC health reviews to avoid children being absent from school. All professionals working with LAC have been required to review how and when children are offered appointments to avoid disruption to schooling.
- 4.15 Placement stability and permanency are high on the Government agenda and Brent Social Care has a number of processes in place to achieve the best

outcomes for our children. The role of the independent reviewing officer (IRO) has been boosted to provide additional checks and balances in the system and placement moves are reviewed both in supervision and in placement panel. A recent diagnostic assessment of adoption and permanency arrangements by the DfE has been extremely positive although the result has yet to be published.

## **5.0 Challenges going forward**

- 5.1 The high caseloads in Care Planning and Localities presents a number of challenges to improvement specifically in respect of staff retention and the quality of service social workers are able to offer. There is a plan in place to put in additional resources into the Locality Service in the short term to close cases down and step them down to emerging services as part of the Troubled Families agenda.
- 5.2 There is a paucity of early help services in Brent. This is being addressed corporately through the one council projects and the Troubled Families agenda. Until there is a health early help offer then the Brent Social Care services will continue to struggle with thresholds and the quality of intervention and supervision.
- 5.3 The Learning and Development service has been brought back to Social Care from the corporate centre. This has enabled us to focus on driving improvements in Social Care as we are better able to control the budget and agenda.
- 5.4 Social Care has benefitted from a stable and largely permanent workforce until recent months. It is imperative that caseloads are brought under control and staff are afforded high quality learning and supervision so that we can retain and develop good workers.
- 5.5 Managers in the service are highly committed to improving the service and have risen to the challenge afforded us through the inspection process and the Munro review of child protection.

## **6.0 Financial Implications**

- 6.1 None

## **7.0 Legal Implications**

- 7.1 None

## **8.0 Diversity Implications**

- 8.1 The report is concerned with diversity and differential performance of minority ethnic groups in Brent.

### **Contact Officer:**

Graham Genoni, Assistant Director, Children and Families

## Brent Children and Families Department

### Action Plan in response to the Ofsted/Care Quality Commission Safeguarding and Looked after Children Inspection

This action plan has been produced as a response to the recommendations made as a result of the safeguarding and looked after children inspection, which took place 3-14 October 2011 and resulted in the report of 18 November 2011. It covers recommendations which are the responsibility of the local authority, as well as those which need to be followed up by the local authority together with its partners. In order to make a comprehensive response to the inspection and further improve outcomes for children and young people, this plan additionally picks up comments made by Ofsted within the text of the final report, which were not highlighted as recommendations. These additional areas for development follow the recommendations for Safeguarding, or for Looked after Children, respectively. As the plan follows the format of the Ofsted inspections, the recommendations and actions required cover all aspects of the work, from management and leadership to front-line practice.

This plan has been prepared in conjunction with the Health Action Plan which has been developed by Brent Primary Care Trust and is reported (and monitored) on a monthly basis by the Care Quality Commission. The Children and Families Plan complements the actions within that plan.

The plan has benefitted from input and quality assurance from London Safeguarding Advisors and the Local Government Improvement and Development Agency.

This action plan will be implemented alongside individual service improvement plans already in development, representing the ambition of the council and its partners to make a positive difference for children in need of safeguarding or who are in the care of Brent Council.

#### **Monitoring, Accountability and Scrutiny arrangements:**

This inspection action plan and the wider service improvement plan contain SMART objectives, with detailed actions to be carried out.

The monitoring arrangements for the plan are as follows:

1. Monthly monitoring of the action plan involving Health and Social Care colleagues chaired by the Director of Children's Services.
2. Local Safeguarding Board on a bi-monthly basis.
3. Brent Children's Partnership on a quarterly basis
4. Multi- agency child protection meeting on a quarterly basis

5. Children and Families Departmental Management team on a monthly basis.
6. Children and Families Scrutiny Committee and Corporate Parenting and Safeguarding group.
7. The Lead Member for Children and Families will have a key role in the monitoring of progress.

There are two key mechanisms for monitoring progress:

1. The Action Plan will be updated on a monthly basis and provide evidence of progress against identified actions and compliance with timescales. This will form the basis of the regular monitoring.
2. A quarterly data set and report will be prepared by the Assistant Director, Children's Social Care, which will summarise progress and evidence how the identified actions are improving services and the difference they are making to children and their families in Brent. This will be submitted to groups identified above and form the basis of the quarterly programme of review.
3. Any concerns arising from the monitoring programmes will be conveyed directly to the Director of Children and Families.

Finally, the Department will seek external challenge of the progress against the plan in June 2012 through the Local Government Improvement and Development Agency and the intention is to arrange a process of peer challenge or review in December 2012 to assess progress against the findings of the SLAC Inspection report. NB: A glossary of all acronyms used within this plan is included at the end of the document.

Nb. Where there are multiple leads identified, the responsible lead officer is underlined.



## Safeguarding Recommendations:

Recommendations: Safeguarding					RAG
<b>1. Ofsted Recommendation</b>	Ensure that timely, supportive and reflective supervision is provided for social care staff by managers and that this is recorded promptly and to a high standard.				
<b>Timescale: Immediate</b>					
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
<p>Staff at all levels receive regular, high quality supervision, which encompasses both performance management and reflective supervision.</p> <p>Supervision enables reflective, child focussed practice, in line with the Munroe Review of Child Protection</p> <p>All social workers will have a fully completed personal supervision file to capture casework as well as</p>	<p>1. Review of all supervision materials to be conducted by external consultant working together with managers, to ensure supervision is delivered in line with best practice elsewhere and that this can be evidenced.</p>	<p><b>Head of Localities and Disabled Children/Head of Care Planning</b></p>	<p>Policy to be completed by end August 2012.</p>	<p>External consultant engaged. Focus group with managers 19.1.12.</p> <p>5 sessions for each supervisor in group sessions focusing on every aspect of supervision commencing May 12.. Sessions for TM's across the service confirmed and relevant HOS to ensure attendance. Dates for DTM's, AP's and supervising SW's will be confirmed in next 7 working days.</p>	<b>A</b>
	<p>2. Intensive coaching workshops for managers across children's social care, to deliver improved expertise in supervision, including reflective supervision, and in doing so enable managers to lift the quality of practice across the</p>		<p>February – March 2012</p>	<p>Funding secured through Local Government Improvement and Development Agency and work programme submitted.</p> <p>Programme of supervision support started May 2012.</p>	<b>G</b>



personal and professional development  Supervision notes to demonstrate timely plans and impact	service.				
<b>2. Ofsted Recommendation</b>  <b>Timescale: Immediate</b>	<b>Ensure that supervision files are subject to a regular system of audit and review by senior managers</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to</b>	<b>Evidence of progress January 2012</b>	
Managers are confident that supervision is being delivered in line with departmental policy; audit feedback demonstrates significant improvements in frequency and quality.	1. Evidence of both compliance with and impact of improved approach to supervision to be evidenced through regular audit.	<b>Head of Localities and Disabled Children/Head of Care Planning</b>	March 12. Audit outcome will be included in post-inspection action plan quarterly report to Departmental Management Team and Local Safeguarding Children Board	Summary report has been completed	<b>G</b>
	2. Conduct staff survey to gain feedback on impact of new supervision system		September 2012	On track and in line with current programme of supervision skills	<b>G</b>

<b>3. Ofsted Recommendation:</b>  <b>Timescale: Within 3 months (end February 2012)</b>	<b>Fully implement a system of qualitative as well as quantitative performance management which links to the auditing processes</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to</b>	<b>Evidence of progress January 2012</b>	
Service improvements are informed by learning from qualitative and quantitative measurements.	1. Develop a quality management framework aimed at delivering continuous improvement, which captures quantitative and qualitative data.	Head of Safeguarding	March 2012 – sign-off by DMT and LSCB	QMF agreed. A monthly themed audit schedule has been implemented. QMF launched 1 March 2012. 1 <sup>st</sup> report has been booked into SCMT 17 <sup>th</sup> July.	<b>G</b>
	2. Provide quarterly QMF reports which evidence how service improvements are informed by the qualitative and quantitative information collected.	Head of Safeguarding / <b>Head of Policy and Performance</b>	June 2012 to be included within quarterly post-inspection action plan report to DMT and LSCB	QMF Report booked into SCMT 17 July 2012	<b>G</b>

<p><b>4. Ofsted Recommendation:</b></p> <p><b>Timescale: Within 3 months (end February 2012)</b></p>	<p><b>Develop effective systems for obtaining and aggregating service user views, to include key themes from complaints and advocacy services, with the purpose of informing service improvement and development.</b></p>				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
<p>An overarching framework for consulting with service users is in place and having a positive impact on service delivery.</p> <p>There is documentary evidence of meaningful consultation.</p>	<p>1. Develop range of methods for consultation with service users throughout the service, including qualitative and quantitative methods through the use of questionnaires, e-mail and text messaging, surveys, telephone interviews and focus groups. Methods to be informed through consultation with Brent Consultation Team and Complaints Team; and from best practice elsewhere.</p>	<p>Head of Localities and Disabled Children</p>	<p>Overarching system to be signed off by DMT, and in place and fully operational by June 2012.</p>	<p>Social work students complete a minimum of 5 focused interviews with Children/Parents in Child protection.</p> <p>Structured interviews have taken place with 64 parents whose children were subjects of CIN plans. The report is in draft and will be ratified at SCMT and taken direct to front line teams for learning by August 2012.</p> <p>Structured interviews have taken place with parents whose children have been subject of child protection plans. There have been 12 interviews to date. The findings will be taken to SCMT and to the child protection service and front line teams by August 2012.</p>	<p><b>G</b></p>

The views of children, young people, parents and carers inform service improvement.	2. Further strengthen systems so that feedback from the views of children and young people, and parents and carers, including the outcomes of complaints, inform service improvement and this can be evidenced.	DMT, <b>SCMT</b> , Complaints Manager	Review by Complaints Manager and SCMT – April 2012.	Quarterly children social care analysis received.  Service user views strategy has been drafted and will be agreed by SCMT by August 2012..	<b>A</b>
	3. DMT and LSCB to scrutinise outcomes of feedback and complaints, and ensure actions are taken to improve services accordingly.	DMT, LSCB	Annual report to DMT and LSCB-July 12		<b>A</b>
<b>5. Ofsted Recommendation:</b>  <b>Timescale: Within 3 months (end February 2012)</b>	<b>Ensure that the quality of child in need and child protection plans is improved so that timely, measurable and achievable outcomes for safeguarding are clear and effective.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to</b>	<b>Evidence of progress January 2012</b>	
Social work reports to child protection conference are of a high standard, and will reflect the individual needs and diversity of children and their families within the primary	1. Improve the quality of child protection and child in need plans through the following actions: a. Training on analysis of risk for social workers b. Multi-agency training to improve contribution of all agencies to child protection planning	<b>Head of safeguarding</b>  Head of Localities and Disabled Children	Progress report on all actions below to LSCB for scrutiny July 2012.	a. Signs of Safety training held Nov/Dec 11 75 social workers and their managers took part in the training. A proposal to endorse multi-agency training in SoS is going to LSCB in July 2012. Plans to implement throughout Brent Social Care are in development. CPAs have set up conference clinics in-house to provide support to workers for report writing, presenting to child protection conference and	<b>A</b>

<p>objectives of the plan.</p> <p>Child protection plans will be SMART</p> <p>Child protection concerns will be addressed in a timely manner through the child protection conference system.</p> <p>Children in need receive a high quality service, and SMART plans with clear objectives and timescales are in place</p>	<p>c. Together with London Councils, developing more focused set of child protection documentation templates</p> <p>d. Strengthening the quality assurance role of Child Protection Advisers through use of the Alert system, and through audit</p> <p>e. Multi-agency training on new Child In Need policy, including strengthening the role of the Team Around a Child (TAC)</p> <p>f. Improving management overview of child in need cases to ensure timely progress to meeting agreed objectives.</p>			<p>preparing families for conference.</p> <p>An independent audit of child protection plans has been commissioned. This will take into account fwi records, service user views and stakeholder views. The report will be finalised by September 2012.</p>	
				<p>b. The Child Protection Advisors employed by Brent Council will provide workshops via the LSCB. Dates will be incorporated into the 2012/13 plan.</p>	A
				<p>C. JB contributes to developing and facilitating an event at London Councils with CAIT Superintendent and London Safeguarding Advisors. The event was for child protection leads across London authorities to improve the outcome focus of child protection plans, to ensure they addressed risk and were not generic plans. The Brent template for child protection plans was demonstrated as a good model of practice.</p>	G
				<p>d. The child protection advisors have held 2 training sessions for manager on CIN planning and review. The training is now being rolled out to teams.</p> <p>The CPAs cross audit child protection plans and use them for peer challenge and improvement. There has been an improvement in the child focus and specificity of outcomes in child protection plans.</p>	A

				 <p>CP Plan Audit template.docx</p> <p>Principal CPA monitors child protection plans from CPAs</p> <p>System for ongoing audit of cases with CP plan for more than 18 months now embedded. There are currently only 12 child protection plans of 18 months duration and 7 of more than 24 months</p>  <p>CP Plans greater than 18 months 09.0:</p> <p>Alert system usage reinforced.</p>	
				<p>e. 3 multi-agency workshops have taken place to explain the CIN policy. The CPAs are going to offer practical training in CIN and CP planning and review via the LSCB.</p>	<b>G</b>
				<p>F . audit of CIN plans 28<sup>th</sup> February</p> <p>Audit completed, report will be available to insert W/C 26.03.12</p> <p>An additional audit of CIN plans was done by London Councils In March 2012.</p> <p>A review of child protection plans that have ceased is being undertaken June/July 2012. This will specifically address the CIN working when a</p>	<b>G</b>

				child protection plan has ceased.	
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<b>6. Ofsted Recommendation:</b> <b>Timescale: Within 3 months (end February 2012)</b>	<b>The LSCB to ensure that thresholds and 'step up, step down' processes are fully understood and effectively shared across agencies in relation to children who no longer require a child protection plan.</b>				
Required Outcome	Actions	Lead	By when/ Accountable to	Evidence of progress January 2012	
<p>Managers and staff are able to focus their work on children who meet Brent's levels of need.</p> <p>Child protection plans are appropriately stepped down when indication that risk of significant harm has diminished</p>	<p>1. All families will receive the appropriate level of intervention, through the following actions:</p> <ul style="list-style-type: none"> <li>a. Assessment of whether cases receiving appropriate level through audit</li> <li>b. Benchmarking of thresholds across London</li> <li>c. Ensure thresholds are understood across partnership</li> <li>d. Pilot multi-agency consultation system by Child Protection Advisers</li> <li>e. Strengthen screening of new work through Locality Duty systems</li> <li>f. Strengthen links with early help services to improve signposting</li> </ul> <p>Strengthen overview of child in need cases to ensure timely progress to meeting agreed objectives.</p>	<p><b>LSCB/Head of Safeguarding</b></p>	<p>Multi-agency progress report on all actions below to be scrutinised by DCS on monthly basis, and through High-Level Child Protection meeting. Report to LSCB June 2012.</p>	<p>A &amp;C. LSCB thresholds group to sample audit 6 cases on multi-agency basis at 6-monthly intervals – starting end January 2012.</p> <p>Meeting took place 30.01.12</p> <p>A further thresholds review has been set for July 2012.</p> <p>a. Benchmarking across 5 localities is carried out by the PO for QA.</p>	<p><b>G</b></p>

				<p>b. data to be compiled comparing conversion rates from contact to referral across London.</p> <p>Heads of safeguarding across London have been contacted to see if they collect data on referrals that have been closed down following IA.</p>	<b>A</b>
				<p>c. A&amp;c. First 6-monthly LSCB thresholds meeting, led by Head of Safeguarding, January 2012. Thresholds reinforced through locality practitioner forums, CIN workshops, joint operational CP meetings Thresholds also reinforced via the 3 LSCB CIN policy workshops.</p>	<b>G</b>
				<p>d. On hold</p>	<b>A</b>
				<p>e. locality managers have been screening referrals for appropriate courses of action and reporting on any issues. Principal CAP is still sick thus capacity continues to be an issue.</p>	<b>G</b>
				<p>f. Early support and CAF co-ordinator in post and review of step-up/step-down in process. Audit of CIN cases by regional safeguarding manager complete and recommendations to be implemented. The early help offer is subject of a one council review. This review intends to</p>	<b>A</b>

				enhance the offer to Brent families. The current resource is not sufficient to meet demand. Early help one council projects to be raised via children's partnership and LSCB. Head of Service for Early Help is a member of both fora.	
				g. New, robust CIN policy launched December 2011 through multi-agency workshops. Further workshop planned 12 June 2012 h. Audit of CIN 28th Feb 2012	<b>G</b>
<b>7. Area for Development:</b>	<b>The management board overseeing children missing, including those missing from care, needs to undertake further work in order to effectively analyse any patterns or trends that are emerging, and the board has yet to submit a report to the LSCB for scrutiny and challenge</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to:</b>	<b>Evidence of progress January 2012</b>	
Children Missing from Care are managed effectively and the Board is able to analyse patterns and trends	1. The Missing Children Risks and Needs group collate and analyse data from Frameworki about Children missing from Care on a quarterly basis.	Chair of Missing Children Risks and Needs group	Report to LSCB February 2012 then on quarterly basis.	The report of the Missing Children: Risks and Needs group was presented to the Board on the 7 <sup>th</sup> February.	<b>A</b>
	2. Police data and data from other agencies concerning missing children to be analysed			The remit of the RAN group is to be reviewed to ensure missing children at risk of sexual exploitation is captured. A new chair for the RAN group will be sourced as a result of the promotion of the current chair and membership reviewed with the new group meeting in April.  An audit is currently underway to try to quantify numbers and risk with a view of developing a	<b>A</b>

				<p>targeted action plan.</p> <p>The management information presented to the Board will be revised to ensure information presented includes children missing from home as well as care. This will be analysed by the Monitoring and Evaluation group to provide a more holistic oversight on an ongoing basis commencing in May.</p> <p>The next report to the Board will be in June and thereafter, September, December and March</p>	
<p><b>8. Ofsted Recommendation:</b></p> <p><b>Timescale: Within 3 months (end February 2012).</b></p>	<p><b>Brent children's social care services, NHS Brent and Ealing Hospital NHS Trust to put in place consistent and effective arrangements to ensure the prompt sharing of information about children subject to child protection plans and children who are looked after.</b></p> <p><i><b>NB: Recommendation also covered within Health Action Plan. The actions below are to be carried out in partnership, and complement the actions within the Health Action Plan.</b></i></p>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountability</b>	<b>Evidence of progress January 2012</b>	
Health partners in child protection have ready access to list of children who are subjects of child protection plans, Supervision Orders, Interim/Care Orders and placed with parents.	1. Establish of joint ICO/LA 'task and finish' group to review information exchange issues and improve process	Assistant Director Social Care; <b>Community Services Director, Brent</b>	Task and finish group to report February 2012. Report to DMT and to LSCB to confirm all arrangements have been put in place – April 12.	<p>Immediate check showed that key providers receive updated information about child protection plans. Designated health staff identifying whether spread of information should be expanded.</p> <p>Brent Council has volunteered to work with the DfE Child Protection Information Sharing Project to develop a business case proposal for the Department of Health to share alert information between social care and unscheduled healthcare on children subject to a Child Protection Plan and/or Looked</p>	<b>G</b>

				after Children as well as Child Protection Plan alerts for unborn children.	
<b>9. Ofsted Recommendation:</b>	<b>Brent's children's social care services, NHS Brent and Ealing Hospital NHS Trust to ensure that disabled children and young people and their parents/carers are actively engaged in the quality assurance and development of services.</b>				
<b>Timescale: Within 3 months (end February 2012)</b>	<b><i>NB: Recommendation also covered within Health Action Plan. The actions below are to be carried out in partnership, and complement the actions within the Health Action Plan.</i></b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to:</b>	<b>Evidence of progress January 2012</b>	
Disabled children, young people and their parents and carers are able to comment on service quality and to contribute to service development.	1. Ensure children, young people and their parents/carers are kept informed of any proposed changes to services which may affect them, and that their views are taken into consideration.	<b>Head of Localities and Disabled Children/Head of Transitions Team, Adult Social Care</b>	Immediate and ongoing. Communication will take place as part of the 2 One Council projects: Transitions into Adult Life, and Children with Disabilities 0-13 project – outcome to be reported to Programme Board April 2012.	CIN survey has been completed and report is in draft. Consultation on 0-13 disabled children team planned with One Voice week took place 23 <sup>rd</sup> April 2012 and regular liaison meetings will be. CIST survey agreed during meeting planned for September 2012	<b>G</b>
<b>10. Ofsted Recommendation:</b>	<b>Brent children and families' directorate and Brent children's partnership to strengthen the coordination and integration of strategic plans, underpinning them by appropriate performance management arrangements to monitor and drive improvement</b>				
<b>Timescale: Within 6 months (end May 2012)</b>					
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when</b>	<b>Evidence of progress January 2012</b>	


<p>A 'golden thread' will link partnership and corporate strategic priorities with all service improvement plans.</p> <p>All plans will be SMART and will establish challenging targets which can be tracked and evidenced.</p> <p>Qualitative measures will be integrated into plans to ensure that service development leads to improved outcomes for children, young people and their families.</p>	<p>1. Consultation processes in the development of strategic plans will be strengthened to ensure that strategic priorities reflect practice and service-user priorities.</p>	<p><b>Director of Children and Families</b></p> <p>Director of Strategy, Partnerships and Improvement</p> <p>LSCB Independent chair</p>	<p>To feed in to consultation prior to review of Children and Young People's Plan 2012</p> <p>To feed in to LSCB Annual Review 2011 and Business Plan 2012</p> <p>Scrutiny of actions within this recommendation will be undertaken through the Chief Executive's quarterly multi-agency child protection meetings; and by the members' Corporate Parenting and Safeguarding Bd.</p>	<p>Links made between this plan and update of CYPP, which will be finalised April 2012. LSCB business planning day has been held and the business plan will be agreed at the LSCB 27 June 2012.</p>	<p><b>A</b></p>
	<p>2. Linkages between Brent Children's Partnership, Brent LSCB, and operational managers will be strengthened, to ensure more effective scrutiny and accountability; qualitative performance information; and information-sharing which enables key priorities for the range of children and young people in Brent to be identified, prioritised within plans, and taken forward.</p>	<p>DCS</p> <p>LSCB Independent chair</p>	<p>May 2012</p>	<p>LSCB business plan will address these links</p>	<p><b>A</b></p>

	<p>3. Children's social care improvement plans will be produced which will cover all key priorities, identifying their source, with clear targets which will be scrutinised by the Social Care Management Team on a quarterly basis.</p>	SCMT	January 2012	Actions are in the SLAC action plan and Brent Social Care Safeguarding Action Plan	<b>A</b>
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## Safeguarding: Additional Areas for Development


Safeguarding: Additional Areas for Development					RAG
1. Area for Development:	There are insufficient monitoring and evaluation processes in place in relation to work addressing concerns about the conduct of adults working with children. This role is the responsibility of the Local Authority Designated Officer (LADO)				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
Lessons from referrals to LADO (Local Authority Designated Officer dealing with concerns about adults working with children) will be learned.	1. LADO will regularly review outcomes of investigations and highlight lessons to be learned and acted upon.	Head of Safeguarding	Quarterly report to be included with management information to the LSCB on outcomes of referrals about adults who may pose a risk to children, from December 11	Report provided December 11 Report provided March 2012  LADO report is being prepared June 2012.	<b>G</b>
LADO role will be understood across the partnership	2. The Safeguarding in Employment sub group of the LSCB will promote the role of the LADO across the voluntary, private and statutory providers in Brent.	Chair of sub-group	LSCB	The safeguarding in Employment sub-group is subject of review. The LADO role across the partnership is being incorporated in this review.  LSCB faith and community reference group is meeting July 2012. The LADO will be part of the reference group.  The LADO is promoting the role through the designated teacher forum.  Report of evaluation of safeguarding training provided to Education partners is being prepared	<b>G</b>



LADO will be adequately resourced to ensure the statutory requirements of the role are fulfilled	3. Review the LADO role against the role and capacity of CPAs and prepare a business case proposing sufficient resource.	Head of Safeguarding	February 2012	Business case for extending the number of CPAs has been prepared. The LADO operational role will transfer to the CPAs thus freeing the current post holder to do more awareness raising in the community.	<b>A</b>
<b>2. Area for Development</b>	<b>Procedures and data retention in relation to safe recruitment are in place and usually applied appropriately, but systems need to be more robust and consistently followed.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when</b>	<b>Evidence of progress January 2012</b>	
Decisions in relation to Criminal Record Bureau disclosures will be managed well and appropriately recorded, to ensure safe recruitment processes are robust and consistently applied.	1. Finalise planned work in relation to strengthening procedures and data retention.	Head of People Services/HR Services manager/Operational HOS	January 2012. Report to DMT February 12.	Completed; updated procedure enclosed  CRB policy update March 12.doc.docx	<b>G</b>
<b>3. Area for Development:</b>	<b>There is no formal evaluation of the impact of CAF on children, young people and their families.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when</b>	<b>Evidence of progress January 2012</b>	
Families have access to bespoke and coordinated multi-agency support that addresses need early	1. Review CAF processes to determine outcomes and quality. This will include an evaluation of the impact of CAF.	Head of Early Years and Integrated Services	February 2012	Evaluation report completed end of February and action plan being deployed.	<b>G</b>

	2. Recruit a full time CAF coordinator to manage the SPA process and the CAF team.		December 2011	postholder in place January 2012.	<b>G</b>
<b>4. Area for Development</b>	<b>The process of cloning records between siblings in the same family who are children in need is not appropriate and can lead to the individual needs of each sibling not being accurately or fully identified.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when</b>	<b>Evidence of progress January 2012</b>	
Recording will reflect the individual needs of each child within the family as well as needs which apply to the whole family	1. Reinforce requirements re ensuring individual needs of children within a family are recorded by practitioners.	Head of Localities & Disabled Children	January 2012 Compliance to be tested through planned audit cycle.	2 day audit of CIN cases planned for 19 and 20 April 2012 by Locality Managers, Review of CIN plans undertaken and planned workshops led by AP's planned for July 2012	<b>A</b>
<b>5. Area for Development</b>	<b>Assessments for disabled children brought to the multi-agency resources panel are not always fully comprehensive or multi-disciplinary</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to</b>	<b>Evidence of progress January 2012</b>	
Assessments for disabled children are comprehensive and multi-disciplinary, maximising the potential for ensuring best outcomes.	1. Incorporate improvements to assessments into current One Council 0-13 children with disabilities team project.	Head of Localities & Disabled Children	April 2012/0-13 Project Board	0-13 consultation completed, 0-13 disabled children's team will be operational from 30 April 2012, assessment process refined to maximise efficiency and deliver improved assessments proportionate to need, team will be located in Chesterfield House.	<b>G</b>
Early Support Panel Coordinator in place	2. Early Support Coordinator appointed; attends six weekly CWD panel (led by paediatricians at Brent and Harrow PCT)	Head of Early Years and Integrated Services	Take up post December 2011. Then ongoing	Coordinator took up post Dec 2011. Attending appropriate panels, re-negotiated further 1 year contract and PCT funding. Good progress made with action plan. Embedding in role before carrying out this action.	<b>G</b>

and supporting multi-agency key workers support to families with additional needs aged 0-5 years.	3. Early Support Coordinator to identify additional funding for families with early support needs.	Head of Early Years and Integrated Services	Ongoing, as key part of role.		<b>G</b>
<b>6. Area for Development</b>	<b>The LSCB's 26 wide-ranging priorities for this year do not link clearly to the priorities of Brent Children's Partnership or Brent's Child Poverty Strategy</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to</b>	<b>Evidence of progress January 2012</b>	
The LSCB Business plan demonstrates linked priorities for 2012-13 to Brent Children's Partnership strategies The annual report demonstrates how the LSCB BCP priorities were addressed on 2011-12	LSCB planning business planning day references, scrutinises, monitors and evaluates all key safeguarding elements of partnership strategies.  Brent Children's Partnership to be consulted on the LSCB plan.	LSCB Independent Chair	Takes place May 2012  Accountable to Director of Children's Services who will ensure appropriate linkages are in place.	The LSCB Business Planning Day was held May 2012 key priorities for the year were agreed. The business plan goes to the board 27 June 2012. The annual report is complete.  The Business Plan and Annual Report will be going to the BCP Executive in June. The CYPP (Currently out for consultation with the BCP) will be going to the LSCB when complete.	<b>A</b>

7. Area for Development	The LSCB to engage more effectively with the community and to recruit lay members.				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
Lay members will be in place and fully contributing to the work of the LSCB.	1. Reference group for community groups is in development, with first meeting planned.	LSCB Development Manager	Meeting planned July 2012 Accountable to LSCB Independent Chair, then to DCS	The reference group will meet July 2012 and the Lay member will be part of this.  Lay member appointment has been made.	A
	2. Advertisement to be placed for lay members of LSCB		May 2012		G
8. Area for Development	Within children's social care services the statutory guidance on the timescale for holding an initial child protection conference following the undertaking of child protection enquiries is not consistently followed, leading at times to unacceptable delay.				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
There is clear understanding of timescales required within child protection processes.	1. Clarification about timescales within child protection processes to be sent to team managers and practitioners.	Head of Safeguarding	December 2011	Achieved   timescales to cp. conference.msg	G

Current appropriate level of performance of 70% within timescale is maintained, ensuring those that exceed the timescale are complex cases, receiving fuller assessment, with risks managed.	2. Periodic audit to identify whether cases which go beyond 15-day timescale do so in the interests of getting a fuller assessment and risks are managed, as opposed to drift.		Next audit: April 2012  Outcome of audit to be reported to LSCB.	A further reminder was sent to managers May 2012  To be audited April 2012.  Audit completed and further reminder of responsibilities of the manager to comply with statutory timescales was sent.  CP admin team are tasked to remind workers that their manager must evidence on fwi rationale for late booking and an interim a risk management plan.	<b>G</b>
	3. Multi-agency strategy meetings or discussions will be held for complex cases where detailed multi-agency planning and management of risk is required from the beginning.	Head of Localities and Disabled Children	LSCB	Subject of a LSCB audit at present. Service audits suggest that still to high a proportion of strategy discussions are between SC and police, Topic for discussion with Locality Managers 3 <sup>rd</sup> May 2012. LSCB audit is in final draft.	<b>A</b>

#### 4. Looked After Children Recommendations:

Recommendations: Looked After Children					RAG
<b>1. Ofsted /CQC Recommendation:</b>  <b>Timescale: Immediate</b>	<b>NHS Brent to provide an effective health service to looked after children:</b> <ul style="list-style-type: none"> <li>To ensure the timely completion of all health assessments and reviews</li> <li>To develop a robust approach to monitoring actions identified in health plans</li> <li>To improve information exchange between health and social care professionals</li> <li>To provide age appropriate and comprehensive health information for looked after children</li> <li>Where appropriate, to ensure that health professionals are invited to or able to contribute effectively to looked after children reviews</li> </ul> <p><i>NB: Recommendation directed at NHS Brent and covered within Health Action Plan. The actions below are either to be carried out in partnership or apply to social care, and complement the actions within the Health Action Plan. As the Health of Looked After Children received a judgement of Inadequate, this recommendation is receiving the highest priority for action and improvement, and compliance and improvement will be reported on a monthly basis to the DCS. Actions under this recommendation and in the CQC Health Action Plan will also be scrutinised through quarterly reports to the LSCB and to the Multi-Agency Child Protection Meetings, as well as to the Health and Well-Being Board. A revised set of Performance Indicators (PIs) to capture key performance areas has been agreed.</i></p>				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
Health assessments are timely and comprehensive	1. A system is being devised to ensure that all young people to have a Health Assessment within 3 months prior to their 18 <sup>th</sup> birthday.	Head of CPCIC/ <b>Deputy Director, Nursing and Clinical Standards,</b> Brent ICO	1 February 2012	Ursula Johnson identify YP and notify SW's Focus has been on health assessments Awaiting outcome of public needs analysis to inform future work; consultation has just been completed on draft report This is strongly linked to action 6.	<b>A</b>

				In exploring this further, the focus has shifted to having health material available for care leavers, not so much having a HA before their 18 <sup>th</sup> birthday. Consultation with YP has been identified as a crucial part of this and it is envisaged that between Social Care and health this will be actioned within the next 6 weeks.	
Children's health plans will be implemented in a timely and comprehensive way, ensuring their health needs are met	2. Strengths and Difficulties Questionnaire (SDQs) to be identified as needing completion at first LAC Review, and monitored at 2 <sup>nd</sup> LAC Review.	Head of Commissioning and Resources	1 February 2012	Currently being implemented by IROs. Fully in place by April 12.  Implementation to be checked at 2 <sup>nd</sup> LAC review.  System now in place – to be audited end July 12	<b>A</b>
	3. IROs to review health recommendations at each LAC review and implement escalation policy where necessary.	Head of Commissioning and Resources	Immediate and ongoing	In place and will be audited through the revised IRO performance monitoring framework.	<b>G</b>
Through the revised service specification, to ensure robust quality assurance of the health services being delivered to LAC, both in terms of timeliness and quality	4. Improving outcomes on health assessments through:  a. Quarterly performance monitoring meetings to ensure robust monitoring of health assessments as part of SLA  b. Bi-monthly liaison meeting between social care and health to develop good practice working.	Head of Care Planning/ <b>Deputy Director, Nursing &amp; clinical Standards</b> /Head of Commissioning and Resources/Deputy Director, Strategy & Planning, NHS Brent  Regular review of SLA will ensure all actions	1 February 2012	A Fully scheduled for 12/13 Consultation on draft performance framework almost complete and first meeting is scheduled for July 12, which will monitor the 1 <sup>st</sup> quarter's performance.  This is in place & 3 mtgs have taken place already.  This is in place.	<b>A</b>

		are implemented.			
LAC Reviews will be fully informed about children's health issues, in order to best meet their needs  Information exchange between health and social care will be consistently good, and enable children's health needs to be met in a timely way	5. Establish joint ICO/LA 'task and finish' group to review information exchange issues and improve process.	Head of Care Planning/ <b>Head of Commissioning and Resources</b> /Community Services Director, NHS Brent	1 February 2012	In place and will continue for an additional 3 months. However, immediate work has been undertaken in respect of information exchange and processes. The LAC Health team have full access to FWi and have received training. There is also now a shared spread sheet data base which monitors the progress of the health assessments.  All actions on track and revised process system in place which should demonstrate considerable improvement in the timeliness of HA's.	<b>G</b>
Children and young people will be fully informed about health issues, in an age-appropriate way.	6. Review current health information and develop or source appropriate health information materials in liaison with public health department.	<b>Deputy Director, Nursing &amp; Clinical Standards</b> , Head of Health Improvement Brent, Ealing and Harrow ICO (see CQC plan)	December 2011	Underway as part of task and finish group	<b>A</b>



<p>LAC health colleagues are notified of all statutory reviews to enable their participation and attendance where appropriate</p>	<p>7. Health to be routinely informed about every LAC review, in order that up-to-date health information can be provided. Personal attendance where required to be identified by social worker.</p>	<p>Head of Care Planning/ Community Services Director Brent NHS/ <b>Head of Commissioning &amp; Resources</b></p>	<p>1 February 2012</p>	<p>a) LAC review service notifies via spreadsheet  b) SW identifies when nurse needs to be invited</p> <p>This is now fully in place and is being monitored through the IRO process that health attendance occurs where required.</p>	<p><b>G</b></p>
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<b>2. Ofsted Recommendation:</b>  <b>Timescale: Immediate</b>	<b>The council to ensure timely notifications of all newly looked after children to partner agencies, and to inform them of other significant changes to placement arrangements.</b>				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
Health, schools and other partner agencies as appropriate are informed promptly when children come into care, or when their placements change.	<ol style="list-style-type: none"> <li>1. Strengthen systems for notifying partner agencies when children come into care or change placements, through identifying problems and rectifying.</li> <li>2. Follow-up audit to ensure system working well.</li> </ol>	<b>Head of Children &amp; Families Policy and Performance/Head of Care Planning/Head of Localities/Head of Commissioning and Resources</b>	Immediate.  Audit September 2012. Outcome of audits to be presented to DMT and to LSCB as part of quarterly monitoring.	Requirements reinforced.	<b>G</b>

3. Ofsted Recommendation: Timescale: Within 3 months (end February 2012)					
The council to draw up robust pathway and transition plans in conjunction with all those young people leaving care or who have left care.					
Required Outcome	Actions	Lead	By when/Accountable to:	Evidence of progress January 2012	
All care leavers will have a relevant , meaningful and up to date Pathway Plan	1. Pathway planning to be made more robust through: a. Increased management involvement with Pathway Planning arrangements b. Training workshops to improve expertise of practitioners, ensuring each Pathway Plan is young-person centred c. Quality assurance of Pathway Planning arrangements, through the IRO role; management information; and audit.	Head of Care Planning	1 February 2012  Management information to be presented to DMT and to LSCB as part of quarterly monitoring.	a. Increased management oversight has led to 94% of Pathway Plans being in place  There has been a reduction in the completion of PP (94.9%) due to staff vacancies and workload.  Recruitment in process as well as permanent recruitment to the vacancies.  Positive feedback received from IRO re improved quality of PP's.  Awaiting outcome of the themed May PP audit.	A
A Pathway Plan is drawn up in conjunction with all care leavers and a copy				b. PP training day is in L & D calendar for 12/13. Expectations presented at staff forum, management meeting and team meetings	G

is given to them				c. IRO's are quality assuring PP for the LAC's. This will also be a key area in the revised performance monitoring framework, quantitative audit of PP scheduled for April 2012. This is work in progress.	<b>G</b>
				d. Management information provided by Data Officer on monthly basis. System has been devised and to be implemented from 1st May 2012.	<b>G</b>
All care-leavers with disabilities will have a comprehensive transition plan in place prior to leaving care.	2. Team manager of Transitions team to ensure transition plans are comprehensively updated prior to the young person leaving care.	Head of Transitions Service from 1.4.2012	Immediate and ongoing	To be discussed at the meeting scheduled for Monday, 18 <sup>th</sup> June 2012.	<b>G</b>
	3. This requirement will be integrated within current plans for a 14-25 Transitions Team.	Head of Transitions Service	April 2012		

<b>4. Ofsted Recommendation:</b>  <b>Timescale: Within 3 months (end February 2012)</b>	<b>The council to ensure that all social workers benefit from regular, good quality formal supervision that provides appropriate management oversight of case work planning.</b> <b><i>NB: All actions are the same as in Safeguarding Recommendations 1 and 2 to ensure consistent improvements across the service.</i></b>				
Required Outcome	Actions	Lead	By when/Accountable to	Evidence of progress January 2012	
Staff at all levels receive regular, high quality supervision, which encompasses both performance management and reflective supervision. Supervision enables reflective, child focussed practice, in line with the Munroe Review of Child Protection All social workers will have a fully completed personal supervision file to capture casework as well as personal and professional development.	1. Review of all supervision materials to be conducted by external consultant working together with managers, to ensure supervision is delivered in line with best practice elsewhere and that this can be evidenced.	Head of Localities and Disabled Children/ <b>Head of Care Planning</b>	Policy to be completed by end February 2012	External consultant engaged. Focus group with managers 19.1.12.  5 sessions for each supervisor in group sessions focusing on every aspect of supervision commencing April 12..  Policy to be completed following training programme  All TM's in service have and are attending the supervision training workshops  Audit of supervision files scheduled for July 2012	<b>A</b>
	2. Intensive coaching workshops for managers across children's social care, funded through the Local Government Improvement and Development agency, to be provided to deliver improved expertise in supervision, including reflective supervision, and in doing so	Head of Localities and Disabled Children/ <b>Head of Care Planning</b>	February – March 2012	Funding secured through Local Government Improvement and Development Agency and work programme submitted.  Programme of supervision support starting April 2012.  As above	<b>G</b>

Supervision notes to demonstrate timely plans and impact	enable managers to lift the quality of practice across the service.				
	3. Evidence of both compliance with and impact of improved approach to supervision to be evidenced through regular audit.	Head of Localities and Disabled Children/ <b>Head of Care Planning</b>	March 12. Audit outcome will be included in post-inspection action plan quarterly report to Departmental Management Team and Local Safeguarding Children Board	Audit to ensure cases had been supervised undertaken December 2011 Summary report due April 2012 Audit was completed, Report outstanding.  The report has been completed and recommendations incorporated in the supervision training. Also discussed in MM and supervision.	<b>A</b>
	4. Conduct staff questionnaire re experience of new supervision system	Head of Localities and Disabled Children/ <b>Head of Care Planning</b>	September 2012		<b>A</b>
<b>5. Ofsted Recommendation:</b>  <b>Timescale: Within 3 months (end February 2012)</b>	<b>The council to ensure that care plans and assessments for looked after children are focused, specific and include the consideration of all relevant background information.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when</b>	<b>Evidence of progress January 2012</b>	

<p>Care plans for children and young people are focused, specific and include the consideration of all relevant background information</p> <p>Supervision to reflect active care planning</p> <p>Care plans implemented to ensure timely outcomes</p> <p>Joint working arrangements between Care Planning and Legal Services ensure a comprehensive approach which avoids delay.</p> <p>Parallel and contingency planning in place from the start to avoid delays, and evidenced</p>	<p>1. Care Planning systems to be strengthened through the following actions:</p> <ul style="list-style-type: none"> <li>a. Review of current care planning policies and processes to ensure that the care planning process is robust, timely and of a high standard. This to include workflow processes on FWI.</li> <li>b. Strengthen joint planning arrangements with Legal Services, to ensure timely and effective planning in care proceedings</li> <li>c. Managers to ensure that parallel and contingency planning is considered at each stage.</li> <li>d. Permanency Planning Meeting processes to be strengthened to ensure plans progress in a timely way.</li> <li>e. Audit of care plans to be undertaken by end February 2012</li> </ul>	<p><b>Head of Care Planning, Head of Legal Services</b></p>	<p>All actions to be implemented by March 2012</p> <p>Progress to be reported to DMT March 2012.</p>	<p>This is now incorporated into the L&amp;D plan.</p> <ul style="list-style-type: none"> <li>a. Completed. FWI workflow processes updated to include tracking of PPM's.</li> <li>b. Completed. Six-weekly meetings between HoS, PO's and TM's to review all court cases &amp; planning.</li> <li>c. Completed- it is checked in the legal meeting.</li> <li>d. This supported by updated FWI process, <ul style="list-style-type: none"> <li>- PO re-books at IPPM if complex issues</li> <li>- Panels to be set up for April &amp; May to review all cases where permanent placements not made</li> </ul> </li> </ul> <p>Permanency Panels set up chaired by HoS CPCIC and FPU. Have reviewed all children under the age of 5, reviewing 5 – 12 year olds on 20/06. This Panel scheduled to take place on 6 weekly basis, following the Legal Overview Meeting.</p> <ul style="list-style-type: none"> <li>e. Sample audit undertaken in January. Themed audit scheduled for March 2012</li> </ul> <p>All of the above completed, further actions identified from audit completed in April. Report to be shared with managers next week.</p>	<p><b>G</b></p>
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Improved practitioner expertise in care planning	2. Training and workshop sessions with the objective of improving the care planning process to be set up for staff in Care Planning, Localities, Disabled Children's Team, and Placements.	<b>HOS –Care Planning, Locality, C&amp;R; Head of Legal</b>	February – March 2012	Part of L & D programme for 12/13  This is now incorporated into the L&D plan.  Several members of staff involved in WLA training programme.	<b>G</b>
<b>6. Ofsted Recommendation:</b>  <b>Timescale: Within 3 months (end February 2012)</b>	<b>The council to ensure that action is taken to improve school attendance for looked after children and reduce the numbers that are subject to fixed-term and multiple school exclusions.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to:</b>	<b>Evidence of progress January 2012</b>	
School attendance for looked after children is improved  The number of fixed-term and multiple school exclusions for looked after children is	1. Virtual Head to draft revised procedure in respect of school attendance for consultation with Brent head teachers and designated staff, and ensure implementation.	<b>Head of Commissioning &amp; Resources/ Head of Care Planning</b>	February 2012	Procedure drafted and relevant consultation is underway and will be completed by end May. Procedure will then be finalised and implemented by June 12.  This date has been changed to July 2012. Consultation completed and procedure in process of being signed off.	<b>A</b>



reduced  All aspects of education for looked after children, including attendance and exclusions, will be improved, in line with the objectives within Brent's LAC Strategy 2011-2014	2. To monitor on termly basis		Monitoring to be reported to DMT so that DCS can ensure that this is implemented and improves educational outcomes for looked after children. As a central improvement area within the LAC Strategy, improvements in attendance and exclusions will be taken forward and monitored by the LAC Strategy group.	Plans are progressing for the implementation of Welfare Call; the contract has been signed and agreed. The system is now operational. A briefing notes has been provided to social care staff and schools. The first monitoring report will then be available at the end of July for the summer term.	<b>G</b>
<b>7. Ofsted Recommendation:</b>  <b>Timescale: Within 6 months (end May 2012)</b>	<b>The council to ensure progress is made in providing stable placements for children on admission to care, and the timely provision of permanent homes for children with a plan for adoption.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to:</b>	<b>Evidence of progress January 2012</b>	
Children will not be subjected to unnecessary placement moves	1. Placement stability will be improved through: a. Strengthening systems for matching, including	<b>Head of Care Planning/</b> Head of Commissioning and Resources	Will be included within quarterly data set to be scrutinised by LSCB and DMT.	a) Support plans are being continuously reviewed. This area will also form a part of the audit of the disruption of placements (h) below.	<b>G</b>

following admission to care	<p>support plan</p> <ul style="list-style-type: none"> <li>b. Ensuring Brent foster-carers are available to the Emergency Duty Team</li> <li>c. Consider referral to LAC CAMHS for each child/placement</li> <li>d. Hold annual professionals meetings are held to ensure team around the child actively reviewing child, needs and placement</li> <li>e. Expand pool of foster-carers to meet more complex needs</li> <li>f. Review Adoption Panel processes to strip out delay</li> </ul>		Improvements will also be made and monitored through the Social Care Transformation Project and Board. Report on progress to go to Corporate Parenting and Safeguarding Board September 2012.	b) Brent F/C's are available to EDT. This is being reviewed by HOS Placements and C&R. Meeting took place on 3/5/12 and agreement reached to scope possible EDT model with IFA agencies given ongoing challenges of achieving with BFCs.	A
Children will experience much improved placement stability	<ul style="list-style-type: none"> <li>g. Clarify respite arrangements</li> <li>h. Analyse disruptions of placements to inform improved arrangements</li> </ul>			c) This is in place and monitored at LAC reviews and CPP. Referrals to CAMHS have increased.	G
				d) Managers are reviewing all cases in supervision to identify where this will be appropriate. Additionally, IROs are also considering the need for professionals meeting at LAC reviews. Ongoing.	G
				e) Meeting held 3/5/12 and targets identified for 12/13 in line with staffing resources. Agreed further in house development needs to be in line with outcome of WLA Commissioning Strategy data analysis will be report end July 12.	G
				f) completed	G
				g) Revised arrangements drafted and to be implemented with staff.	G
				h) Current scoping underway and will progress from July due to capacity issues. Management information to be reviewed.	A
<b>8. Ofsted Recommendation:</b>	<b>The council to improve monitoring arrangements for individual children to measure educational progress relative to their starting points.</b>				

Timescale: Within 6 months (end May 2012)					
Required Outcome	Actions	Lead	By when/Accountable to:	Evidence of progress January 2012	
<p>Children's individual educational progress will be identified and tracked so that they can better achieve their full educational potential.</p> <p>To have greater impact in respect of new LAC adolescents and KS4</p> <p>To continue to develop work on respect of 16+ and those in EET</p>	1. Systems to be established to track and monitor LAC from their starting points	Head of Care Planning/ <b>Head of Commissioning and Resources</b>	Monitoring to be reported to DMT so that DCS can ensure that this is implemented and improves educational outcomes for looked after children. It will also be monitored by the LAC Strategy group. Report to go to Corporate Parenting and Safeguarding Board September 12	1. System established. On-going data inputting underway. A full progress report of LAC will be provided for Sept 12.	<b>G</b>
	2. NEET/EET strategy to include the identification of young people with potential to benefit from higher education so that they can be supported in accessing relevant courses.		February 2012	2 Completed	<b>G</b>

	3. Identify actions to support new LAC adolescents and KS4 to achieve their educational potential		February 2012	3 Attendance by LAC Ed at monthly res panel is in place. Immediate LAC notifications now go to the LAC Ed team, with early prioritisation of PEPs for new LAC adolescents. Current Peps performance is 88% This has increased to 94%	<b>G</b>
	4. To continue to develop work in respect of 16+ and those in EET		Ongoing.	4 Actively addressed through F4F. Apprenticeship scheme.  This key stage is now focussed on by a dedicated LAC case worker in the LAC Ed Team with monitoring and support where needed to 70 young people. This will be reviewed for impact in Aug 12 – post exam results.	<b>G</b>

## 5. Looked After Children: Additional Areas for Development

Looked After Children: Additional Areas for Development					RAG
11.Area for Development	The LAC Strategy Review Group has yet to meet so it is not possible to evaluate the impact of the LAC Strategy... present arrangements for accountability, monitoring and challenge of the looked after children strategy are not sufficiently robust as there is no line of report or accountable to the Brent Children's Partnership or other strategic forum.				
Required Outcome	Actions	Lead	By when/Accountable to:	Evidence of progress January 2012	
Progress on the LAC Strategy is regularly reviewed to ensure objectives are being met in accordance with the action plan, and outcomes for children in care and care-leavers are improving.	1. LAC Strategy Review Group to implement and monitor strategy on multi-agency basis; with 6-monthly scrutiny meeting to be chaired by AD Social Care	<b>Head of Care Planning/AD Social Care</b>	Meeting of LAC Strategy Review group February 2012, then on quarterly basis	1. Meetings scheduled.  Review meeting scheduled for 02/05 2012.  Provisional new objectives drafted  Membership extended to include other stakeholders	<b>G</b>
	2. Set up systems for scrutiny of the progress on the LAC Strategy with Brent Children's Partnership			2. BCP review date set. Dates set for June 2012  Date confirmed for 20/06/2012	<b>G</b>

12.Area for Development	Commissioned advocacy services are accessible for those who wish it but no detailed evaluation of the service's impact has been undertaken as yet.				RAG
Required Outcome	Actions	Lead	By when/Accountable to:	Evidence of progress January 2012	
Performance monitoring & management in respect of all SLAs will be tighter, with a particular focus on outcomes for children and young people.	1. To ensure that appropriate performance monitoring arrangements are in place for all relevant commissioned services and that they focus on outcomes.	Head of Commissioning and Resources	February 2012 Report to DMT covering all commissioned services.	1. Completed via quarterly monitoring meetings. Outcomes are incorporated into the performance monitoring reports.	G
	2. The provision of a complaints-related advocacy service will be considered within the Aidhour SLA (service provider for LAC Reviews).			2. This is still under development given the restructuring within the complaints dept and also needs to explore work being undertaken in respect of advocacy both within adults and across WLA.	A

13.Area for Development	The targeted use of the Crisis Intervention and Support Team.....is successful at maintaining children on the edge of care at home...However, there is no longitudinal review to evaluate effectiveness.				
Required Outcome	Actions	Lead	By when/Accountable to:	Evidence of progress January 2012	
The CIST will successfully divert young people from the care system, and enable them to continue to remain with, or return to their families, whenever it is safe to do so.	1. Following an external review in Summer 2011, the CIST has been operating with a tighter focus, and clearer performance monitoring.	Head of Localities and Disabled Children	September 2012 Evaluation report to go to DMT and to Corporate Parenting and Safeguarding Board.	Performance monitoring demonstrates positive diversion from care rate  Evaluation of service to take place as part of Early Help One Council project.	G
	2. The impact of the CIST, including the lasting impact of diverting young people from care, will be evaluated one year from the implementation of the changes.				G

14.Area for Development	While an appropriate escalation policy is in place (for use by IROs), this has not been used in the last 12 months and not all reviewing officers are familiar with it.				
Required Outcome	Actions	Lead	By when/Accountable to:	Evidence of progress January 2012	
The escalation policy is fully and meaningfully implemented, its effectiveness monitored and themes identified in order to contribute to continuing service improvement.	1. Ensure all IROs are clear about the use of the escalation policy, and to use this instead of emailing or otherwise communicating concerns.	Head of Commissioning and Resources	February 2012	The escalation policy is currently being revised and is to be re-implemented by 30/04/12. There is currently a delayed timescale and revision is currently underway for completion by end May 12.  This will be undertaken in conjunction with the revised performance monitoring framework and analysed for the Annual Report.	G
	2. The effectiveness of the escalation policy will be analysed prior to the IRO Annual Report, and issues identified will be communicated through the report.		October 2012 IRO report will be presented to the Corporate Parenting and Safeguarding Board		



<b>15.Area for Development</b>	<b>Locality teams have benefitted from Advanced Practitioner posts, but the role has not been included within care planning teams and so practitioners do not have the same opportunities to develop expertise in such a focused manner.</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to:</b>	<b>Evidence of progress January 2012</b>	
Care Planning teams are assisted to develop expertise.	1. In view of current resource constraints, consideration will need to be given about how this can be achieved.	<b>AD Social Care/Head of CPCIC</b>	April 2012 Any proposals to be considered by DMT in first instance.	To be considered This is under consideration. Recent management review concluded that caseloads are main challenge and that with more manageable caseloads, there will be more time to develop expertise.	<b>A</b>
<b>16.Area for Development:</b>	<b>The management board overseeing children missing, including those missing from care, needs to undertake further work in order to effectively analyse any patterns or trends that are emerging, and the board has yet to submit a report to the LSCB for scrutiny and challenge</b>				
<b>Required Outcome</b>	<b>Actions</b>	<b>Lead</b>	<b>By when/Accountable to:</b>	<b>Evidence of progress January 2012</b>	
Children Missing from Care are managed effectively and the Board is able to analyse patterns and trends	3. The Missing Children Risks and Needs group collate and analyse data from Frameworki about Children missing from Care on a quarterly basis.	Chair of Missing Children Risks and Needs group	Report to LSCB February 2012 then on quarterly basis.	The report of the Missing Children: Risks and Needs group was presented to the Board on the 7 <sup>th</sup> February.	<b>A</b>
	4. Police data and data from other agencies concerning missing children to be analysed			The remit of the RAN group is to be reviewed to ensure missing children at risk of sexual exploitation is captured. A new chair for the RAN group will be sourced as a result of the promotion of the current chair and membership reviewed with the new group meeting in April.  An audit is currently underway to try to quantify numbers and risk with a view of developing a targeted action plan.  The management information presented to the Board will be revised to ensure information presented includes children	<b>A</b>

				<p>missing from home as well as care. This will be analysed by the Monitoring and Evaluation group to provide a more holistic oversight on an ongoing basis commencing in May.</p> <p>The next report to the Board will be in June and thereafter , September, December and March</p>	
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**Key to Acronyms:**

**LA** – Local Authority

**LSCB** – Local Safeguarding Children Board

**BCP** – Brent Children’s Partnership

**ICO** – Integrated Care Organisation (health providers for Brent, Ealing and Harrow)

**DMT** – Departmental management team

**SCMT** – Social Care Management Team

**CPCIC** – Care Planning and Children in Care Service

**CQC** – Care Quality Commission (health inspectors who worked with Ofsted on this inspection)

**AD** - Assistant director

**HOS** - Head of Service

**CPA** – Child Protection Adviser

**LADO** – Local Authority Designated Officer (responsible for dealing with concerns about the conduct of adults towards children)

**IRO** – Independent Reviewing Officer (responsible for chairing regular reviews for looked after children)

**LAC** – Looked after children (children in the care of the council)

**CWD** – Children with disabilities

**QMF** – Quality Management Framework

**SLA** – Service Level Agreement

**SMART** – Specific, Measurable, Achievable, Relevant and **Timebound**

## Children and Young People Overview and Scrutiny Committee Work Programme – 2012/13

Meeting Date	Item	Issue for committee to consider	Outcome
13 June 2012	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.	No representation from BYP at this meeting.
	<b>Achievement at KS5 and destinations</b>	Committee will be presented with a short report on KS5, A level results analysis for individual schools in Brent. Report will also include the Destinations report, which is a report on school leavers and progression after leaving school. Report will be presented by John Galligan.	Report was noted by members of the committee. Breakdown of the type of “other courses” started in 2011 in the table in section 3.7 requested. This information is not available as yet as students have not completed their courses. To be followed up later in the year.
	<b>Expansion of Brent Schools</b>	Progress Report on Brent being allocated the best Capital Settlement in the country and an update on the 2 application bids under the ‘Priority Schools Building Programme’ for Alperton and Copland. Committee will consider the plans on expanding Brent schools. Report will be presented by	Report was noted by members of the committee.

		Rik Boxer.	
	<b>Analysis of educational achievement by ethnicity</b>	Report focussing in particular on attainment levels of under achieving groups in the borough.	Report was noted by members of the committee. Copy of the work programme mentioned in 4.7 of the report was requested. Query about why the 'White other' group was not filtered down into further groups and why was there no analysis on the individual groups that fall into this category. Naureen to feedback and provide information requested
<b>Meeting Date</b>	<b>Item</b>	<b>Issue for committee to consider</b>	<b>Outcome</b>
<b>19 July 2012</b>	<b>Brent Youth Parliament</b>  <b>Background of Auditing Practices in Brent</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.  The chair has requested for a report on the auditing procedures and findings for Brent schools. In addition to this information regarding governing practices and support to governors has also been requested. Report will also include an outline of procedures with C&F to ensure probity and correct auditing procedures and policies are in place. Report will be presented by Mustafa Salih, AD Strategic Finance CF and Simon Lane, Head of Audit &	

	<b>Safeguarding and LAC action plan/Adoption inspection and Adoption Scorecard update</b>	Investigations.  Committee will be presented with an update on the action plan and an opportunity to scrutinise progress in its implementation. Report on the latest inspection of Adoption services will also be provided with an update on new Adoption scorecards. Report will be presented by Graham Genoni.	
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<b>Meeting Date</b>	<b>Item</b>	<b>Issue for committee to consider</b>	<b>Outcome</b>
<b>11 October 2012</b>	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.	

<b>Meeting Date</b>	<b>Item</b>	<b>Issue for committee to consider</b>	<b>Outcome</b>
<b>11 December</b>	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an	

<b>2012</b>		update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.	
<b>Meeting Date</b>	<b>Item</b>	<b>Issue for committee to consider</b>	<b>Outcome</b>
<b>12 February 2013</b>	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.	
<b>Meeting Date</b>	<b>Item</b>	<b>Issue for committee to consider</b>	<b>Outcome</b>
<b>20 March 2013</b>	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.	
<b>Items from the Forward Plan and Work Programme to be timetabled.</b>			
The committee will be presented with a list of items related to children and young people's services on the Forward Plan, to decide whether there are any they wish to scrutinise. The committee's work programme will also be included on the meeting agenda			
<b>Item</b>		<b>Issue for the committee to consider</b>	
<b>Domestic Violence – Children's Partnership Project</b>		The committee will consider the Children's Partnership report on domestic violence in Brent, following up previous presentations to the committee on this issue.	
<b>Youth service review update</b>		As requested by the committee in October 2010, the committee will receive an update on the progress of the ongoing youth services review, being carried out by the Children's Trust Sub Group.	

<b>Working with Families Initiative</b>	Update required around September 2012
<b>Youth Offending Task Group</b>	Committee to follow up the recommendations made by the task group and to see what action has been taken.
<b>Local Safeguarding Children's Board (LSCB) Annual report April 2012</b>	Update report against the LSCB action plan goes to executive in August 2012.
<b>Short Breaks Provision</b>	Committee to be presented with a report on the problems and how these have been resolved.
<b>Early Years</b>	Committee to be presented with a report on how the provision for early years has changed and what these changes mean for Brent. Report will be from a policy perspective.
<b>Safeguarding Annual Report 2012</b>	Committee will presented with a report and findings of the latest audits. Report will be presented by Graham Genoni.
<b>Educational Benefits of all through schools</b>	Suggestion for a report covering the benefits and disadvantages of all through schools for members to consider.
<b>Early Intervention task group</b>	Update on the outcomes of the recommendations made by the task group.
<b>Implementation of the Restructure of the Children's Centres</b>	Members have requested a report on the proposed restructure and implementation plan.

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