



Keeping children safe is everyone's responsibility

Brent LSCB

Annual Report

**Addressing the progress of the Business Plan
2012-15 covering the period**

2014-15

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1. Chair's Foreword

I will be leaving my role as Independent Chair after nearly three years and the role will be held by Catherine Knights, Vice Chair until such time as a new chair is appointed. I have overseen the LSCB's 3 year plan covering 2012-15 and it is time for a new chair to drive forward a new plan. This year in particular has been a year of transition, the Board has reviewed the Executive Group and the composition of its sub groups to focus on being more responsive to the emerging safeguarding children needs of Brent.



There have been structural changes in partner agencies; The London North West Healthcare Trust became operational in October 2014, bringing together what was the Ealing Hospital Trust and North West London Hospitals. The contract for School Nursing has been awarded to Central London Healthcare and a new provider is welcomed to Brent. Key senior managers have left posts with new colleagues coming in bringing opportunities for positive change. These changes have had an impact on the Board which has needed to review its operation.

We now have four clear priority areas of safeguarding children identified by partners driven both nationally and locally. Our priorities dovetail with the priorities of other strategic Boards within the borough; our priorities are clear and unambiguously rooted in safeguarding.

They are;

- To be an effective Board ensuring purposeful work, holding partners to account with regards to their safeguarding responsibilities through ensuring the Board itself is fit for purpose.
- To draw together other strategic partners, their work and priorities to safeguard children and young people from Child Sexual Exploitation.
- To work collaboratively to protect children and young people from Harmful Practices such as Female Genital Mutilation (FGM), so called honour based violence, trafficking, witchcraft and spirit possession
- To assure ourselves that we are working collaboratively across the partnership to safeguard children from extremism through working collaboratively with partners and other strategic boards.

I wish the partnership well in progressing future work.

Chris Spencer

Independent Chair

Brent Local Safeguarding Children Board

2. Glossary of Terms

Term	Meaning
CPP	Child Protection Plan
CSC	Children's Social Care
CSE	Child Sexual Exploitation
BME	Black and Minority Ethnic
CAF	Common Assessment Framework
CAFCASS	Children and Family Court Advisory and Support Service
CAIT	Child Abuse Investigation Team
CRC	Community Rehabilitation Company
CAMHS	Child and Adolescent Mental Health Services
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
DALC	Developing a Learning culture sub group
QA and O	Quality audit and Outcomes sub group
P and P	Policies and Procedures sub group
VG	Vulnerable Groups sub group
CDOP	Child Death Overview Panel
LSCB	Local Safeguarding Children Board
SAB	Safeguarding Adults Board
HWBB	Health and Wellbeing Board
CPA	Community Partnership Advisor

Term	Meaning
CRG	Community Reference Group
DBS	Disclosure and Barring Service
DfE	Department for Education
FGM	Female Genital Mutilation
DA	Domestic Abuse
GP	General Practitioner
LA	Local Authority
LAC	Looked After Child / Children
LADO	Local Authority Designated Officer
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi Agency Risk Assessment Conference
MASE	Multi Agency Sexual Exploitation
NHS	National Health Service
NSPCC	National Society for the Prevention of Cruelty to Children
OFSTED	Office for Standards in Education, Children's Services
SCR	Serious Case Review
SMART	Specific, Measurable, Achievable, Realistic, Timely
VAWG	Violence Against Women and Girls

3. Executive Summary

Brent is the most densely populated outer London borough with a population of 317,264, 35.1% of whom are aged between 20 and 39. There are 79,789 children and young people aged 0-19 living in Brent of whom 28.8% live in poverty. Brent is ethnically diverse, with 65.0% of its population from black, Asian and minority ethnic (BAME) backgrounds. 149 languages are spoken in Brent, with one in five households having no-one who speaks English as a first language.

Services for children and families in Brent are provided through the application of the [Brent Levels of Need and Thresholds Protocol](#) which identifies the continuum of help which is provided across the 4 levels of need. The Brent Family Front Door (BFFD), incorporating a Multi-Agency Safeguarding Hub (MASH) takes a multi-agency/disciplinary view across the whole family to build a fuller picture of family circumstance and levels of risk and need. The team ensures referrals are passed to the right service, including the locality social work teams, Family Solutions (early help and family support); other specialist service; or it can involve signposting families and professionals to another service e.g. universal or enhanced health services.

Families with more complex needs can be addressed within the "Working with Families" strategy using the Troubled Families criteria. Support can include direct work with family members, access to parenting programmes, assistance with substance misuse, or domestic abuse issues, access to counselling services for parents and young people, and mentoring services for children.

In 2014 Children's Social Care (CSC) accessed Innovation England funding to join a national project to further embed the "Signs of Safety" culture of working. The Board will keep this initiative in its sights as it is likely to have significant impact on multi agency safeguarding work.

Child Sexual Exploitation has become a national agenda item due to a number of high profile cases across the country. Where CSE or the risk of CSE is identified or considered a risk, the usual safeguarding child protection procedures are followed. [The Brent CSE screening tool](#), is located on the LSCB website. To date 80 cases have been reviewed. Front line practice was complimented as being sound by Ofsted inspectors undertaking a CSE thematic inspection in October 2014. The Board are developing their work the CSE sub group chaired by the Strategic Director of Children and Young People.

There are clear links with CSE and missing children. Missing children continue to be under scrutiny by the Board with a new multi agency group chaired by the Operational Director of Children and Young People set up in January 2015. There is close liaison with the Education Welfare Service to share information with regards to those children missing from Education. A recent audit of children missing from Education has resulted in processes being put in place which have reduced unresolved cases and established an absence management programme from day one with an attached risk assessment tool.

A review of CSC figures of Children in Need, Children subject to Child Protection Plans (CPC) and Children Looked After has shown similar figures over the last three years although there has been a reduction of children subject to CPCs of 2.5%. Of the 235 children currently on plans 15 have Care and Health plans and are being worked with through the Children with Disabilities team. These figures are under review as research has indicated children with disabilities are 3 times more likely to be abused.

There has been an extensive campaign run by Brent Placements Service with regards to privately fostered children. There are currently 11 notifications but concerns that this does not reflect the true number. Work continues to raise the profile of private fostering.

Domestic abuse continues to be a significant problem with Brent being the 10th highest out of the 32 London boroughs for domestic offences by volume. 317 children were identified in the Multi Agency Risk Assessment Conferences (MARAC) which has taken place over the last year. A new provider, Hestia has been commissioned to provide a range of services to survivors, including support where there are children.

The review of the Probation Service has resulted in two new services emerging. The National Probation Service provides services for high risk offenders. The Community Rehabilitation Company addresses medium and low risk offenders. New safeguarding processes have been introduced and progress and outcomes will be reported into the Board.

In 2014 the Board developed [governance protocols](#) with;

- The Health and Well-Being Board (HWWB)
- The Safer Brent Partnership (SBP), this has recently been revised due to the SBP having reviewed and changed its priorities. This will be presented to the Board and signed off by the new Chair.
- The Safeguarding Adults Board (SAB)
- A draft protocol has been prepared for Brent Children's Trust which became operational in January 2015. This will be signed off by the new Chair once appointed.

Brent LSCB signed off its new Business Plan in December 2014; the priorities of the Board have been informed by national and local agendas and an understanding of related Brent specific drivers. It adopted strategic principles to underpin its work and identified four new priorities.

Child Sexual Exploitation (CSE)

Board members are assured that arrangements to identify and safeguard children at risk of child sexual exploitation are effective and that initiatives are in place to promote prevention of potential victims, protection of victims, prosecution of perpetrators and support for recovery of victims of child sexual exploitation.

Harmful Practices

Board members are assured that there are effective partnership arrangements in place to safeguard children and young people from harmful practices. These include, Female Genital Mutilation (FGM), Honour Based Violence, Trafficking and Forced Marriage. It is acknowledged that domestic abuse can be a feature across these practices.

Anti Radicalisation

Board members are assured that effective measures are in place to prevent children and young people from being radicalised and to identify and support those young people who have been radicalised to change.

An Effective Board

Board partners work effectively together to safeguard and promote the welfare of children and young people.

Work to address these priorities is being undertaken by the sub groups of the Board and managed through the Executive Group. To evaluate the effectiveness of the Board in fulfilling its core tasks three types of performance indicators have been considered:

- Quantity -how much did we do?
- Quality- How well did we do?
- Outcome/Impact-what difference has been made?

This approach is based on a performance management framework used by Staffordshire, based on work undertaken by Eastern Region.

Quantity-How much did we do?

A number of different sources of information have been drawn upon to give a sense of the breadth of the Boards activities. The Board has drawn upon data from the LSCB Dataset, it is acknowledged that there has been an over-reliance on Social Care data and this is under review.

The Board also has a full range of management reports presented to ensure there is current knowledge of multi agency safeguarding initiatives taking place and performance with regards to agencies safeguarding practice.

There is a standing agenda that provides updates on the work of the sub groups and other strategic bodies. The Partnership improvement Plan enables the Board to track progress against both single and multi agency targets.

Quality-How well did we do it?

This has been addressed from both a multi and single agency perspective by considering the experiences of children and families, the experience of practitioners, section 11 action plans and actions and learning emerging from Serious Case Reviews, audits and a self assessment of the Board.

Outcome/Impact-what difference has been made?

The Board has considered evidence in the following areas:

- Children and young people living in the area being and feeling safe
Work has been undertaken with schools and children's centres addressing the requirements of "Keeping Children Safe in Education March 2014, revised March 2015"

The Community Reference Group has been active in promoting events for young people by young people.

There has been a focus on Early Help promoted through the Family Solutions Team, children's Centres and Aligned Services.

- Children and young people feeling safe from abuse (harm) and neglect
Brent Family Front Door was launched in July 2013 and reviewed in December 2014. The review found high risk cases were given the utmost priority and kept safe through BFFD decisions. Children's voices were heard and responded to in both CP and CLA reviews. Brent is now being supported through the Government's Innovation Fund to further progress "Signs of Safety" to enable family strength to be worked with, ensuring children's voices are heard and acted upon to enhance their safety. The Family Nurse Partnership is working with young mothers to provide positive and safe relationships for both mothers and their children.
- Individuals being confident in: understanding and identifying neglect and abuse of children and young people and, and in knowing what to do if they have a concern about a child or young person.

A comprehensive development programme is available through Brent LSCB Learningpool which offers both face to face and Elearning opportunities. This will be aligned to the newly revised Working Together to Safeguard Children in March 2015.

This includes links to the revised "What to do if you are worried a child is being abused." The training offered includes courses that address the LSCB priorities.

Reports are available from the chairs of all sub groups which address the work of the groups throughout the year. There has been a change of chair in the Policy and Procedures sub group, the SCR and the CSE sub group.

Challenges

Challenges are made both formally through the direct intervention of the Chair or more commonly through the debate that takes place within the Board as a result of feedback from other statutory bodies, sub groups or presentations.

A challenge log is maintained to reflect the challenge and the outcome. It has been agreed that future Board minutes will reflect challenges within the meetings as well as learning points emerging.

4. Introduction

The Brent LSCB Business plan spans the period 2012-15, however this annual report focusses on year 2014-15. The work of the LSCB is scaffolded by its business plan and addressed by the sub groups of the Board, using a range of methods such as;

- virtual and actual groups
- stakeholder groups
- steering groups
- task and finish groups

The plan has been refreshed each year, changing to reflect the emerging challenges facing Brent. It has needed to be dynamic and responsive to the twin challenges within the public sector of financial restriction and an increasing demand for services. Agency restructure has required review of membership of both the Board and sub groups.

2012-13 saw the emergence of the new plan and a revised structure, 2013-14 saw a developing plan beginning to embed and the emergence of stronger working together across the Safer Brent Partnership, the Health and Well-Being Board and the Safeguarding Adults Board through governance arrangements but a need for more SMART priorities.

The Business Planning Day on 20th September 2014 saw a proposed plan with defined strategic principles and specific themed priorities. The business plan was signed off by the Board in December 2014.

It is proposed to use this annual report as a catalyst for a new planning cycle commencing in April, producing a plan for 2015-16, building on the lessons learnt from 2014-15.

“Working together to safeguard children 2013” states that the annual report should;

- Provide a rigorous and transparent assessment of the performance and effectiveness of local services.
- Identify areas of weakness, the causes of those weaknesses and the actions taken to address them and further proposals for action.

This report recognises progress and achievements as well as acknowledging challenges, demonstrates the extent to which the LSCB fulfils its functions and assesses its effectiveness.

5. Safeguarding in Brent - A Snapshot



Approximately **60%** of children and young people speak English as an additional language

79,789 children and young people between the age of 0 and 19 are living in Brent.

92% of Brent school children are from a minority ethnic group

24 Child Deaths presented to the Child Death Overview Panel

of **143** LADO referrals, **63** met the threshold to hold a strategy or evaluation meeting

65% of Brent's population is BME

317 Children involved in the cases presented to the MARAC

Brent has the **10th** highest number of DV case in London

Brent's caseload for MARAC is **35** cases per month. (The London average is 22)

Brent IS ONE of the **30** PREVENT Priority boroughs

11 Children were privately fostered in Brent

28.8% of children living in poverty

80 Cases referred to the Multi Agency Sexual Exploitation Panel

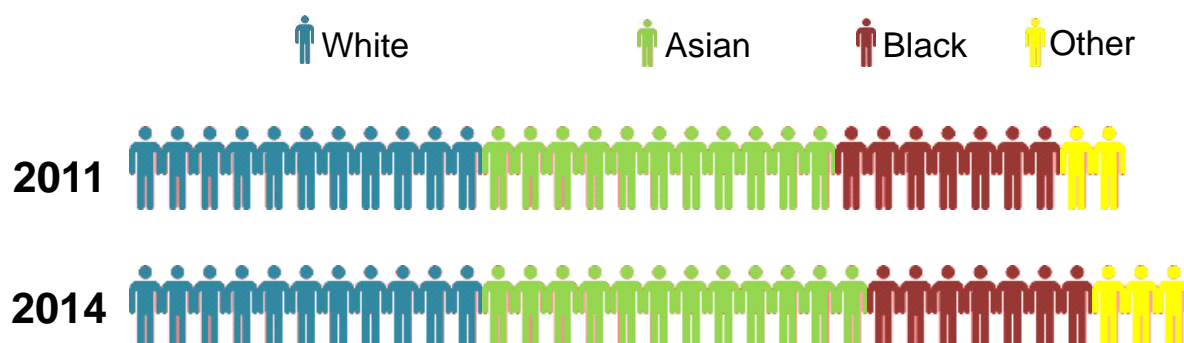
Brent has **352** Children Looked After

6. Vulnerability in Brent

Some children and young people are more vulnerable because of their circumstances and or environment. The LSCB have heightened scrutiny here, addressing both vulnerable groups and emerging themes, being aware of the numbers of vulnerable young people, the nature of their vulnerability, services offered, the impact of those services and emerging challenges.

Demography

Brent is an outer London borough in north west London It has a population of 317,264 and is the most densely populated outer London borough, with a population density of 74.1 persons/ha. The population is young, with 35.1% aged between 20 and 39. There are 79,789 children and young people aged 0-19 living in Brent of whom 28.8% live in poverty. Brent is ethnically diverse, with 65.0% of its population from black, Asian and minority ethnic (BAME) backgrounds.



This range of diversity brings richness to the borough but also challenges with 149 languages spoken in Brent, with one in five households having no-one who speaks English as a first language.

First point of Contact, Brent Family Front Door (BFFD)

The BFFD is the first point of contact where there are concerns about the child and their family. The aim is to treat those concerns with the urgency appropriate to the need and identifying the most appropriate service to meet the family's level and type of need. Services for children and families in Brent are provided through the application of the [Brent Levels of Need and Thresholds Protocol](#) which identifies the continuum of help which is provided across the 4 levels of need. The Brent Family Front Door (BFFD), incorporating a Multi-Agency Safeguarding Hub (MASH), was initiated in July 2013. This introduced a multi-agency approach to new referrals, with the objective of improving safeguarding of children through better information-sharing between agencies and enabling more robust risk assessments.

BFFD takes a multi-agency/disciplinary view across the whole family to build a fuller picture of family circumstance and levels of risk and need. The team ensures referrals are passed to the right service. This includes the locality social work teams, Family Solutions (early help and family support); other specialist services; or it can involve signposting families and professionals to another service e.g. universal or enhanced health services.

	Contacts	Form 78's	Referrals	S 47 investigations
2013-2014	10197	3263	2489	992
Projected 2014-2015	11530	3720	3094	1285
Apr 14–Feb 15	10925	3692	2840	1075
Projection based on actual to Feb 15 plus one month of average data	11918	4027	2969	1172
Difference between 13/14 and 14/15	16.87% Increase	23.4% increase	19.28% increase	18.14% increase

In a climate of contracting resources, an increased demand for all frontline services will require partnership with close and co-ordinated working.

Early Help

Brent Family Solutions Team (FST) is a multi agency team that works holistically with families, mainly at levels 2 and 3 of need. The team consists of practitioners across a range of specialisms to provide families with “the right help at the right time”. The service adopts a whole family approach to working with vulnerable and complex families, with children 0-18 years old. Key points of the service to note are:

- Family's strengths and needs are assessed using the Common Assessment Framework (CAF), which is also used to action plan and review progress towards agreed goals.
- Families that are supported by the service are allocated a key-worker, who uses a key-working approach to empower families to achieve their goals.
- The Outcome Star is used to measure outcomes for families, and progress towards those outcomes.
- A multi-agency Early Help Resource Panel is in place, and the panel meets monthly to discuss cases, and agree resources to support families.
- The service receives referrals through Brent Family Front Door / MASH or as a 'step down' from Social Care.
- 'Team around the Family' TAF meetings are used to co-ordinate the multiagency approach to working with families.
- The FST service produces a quarterly report which contains service monitoring data, including quality assurance work undertaken that quarter.

The “Working with Families” programme includes work with families identified using the Troubled Families criteria. All consenting family members are supported using the key-working approach, which includes for example direct work with family members, access to parenting programmes, assistance with substance misuse, or domestic abuse issues, access to counselling services for parents and young people, and mentoring services for children. The FST service achieved the Governments initial target of ‘turning around’ 65% of 810 families to enter into the expanded programme, which commenced January 2015. Reports from Early Help are presented to the LSCB on a six monthly basis.

Children in need: (section 17 of Children Act 1989)

Children in need services are provided through the five locality offices and work closely with the Family Solutions team to provide the Step up/Step down interface, there is close liaison with Care Planning service where Care Proceedings are progressed if part of the child's plan.

Year	2012	2013	2014	2015
Number of children	1234	1214	1220	1213

"Signs of Safety"

The [Signs of Safety](#) approach to child protection case work is widely recognised internationally as a progressive approach to child protection casework. Currently there are nearly 200 agencies in 13 countries undertaking some form of implementation of the signs of safety. It has been adopted by the Board and partners since 2010. The model focusses on working in partnership with families and children to conduct risk assessments and producing plans for increasing safety and reducing risk and danger by focusing on strengths, resources and networks that the family possess. In 2014 CSC has been able to access Innovation England funding to join a national project to further embed this culture of working, which is likely to result in service reconfiguration and the Board needs to keep this initiative in its sights.

"We are transforming Children's Social Care in Brent through the England Innovations Project Signs of Safety.' In Brent, we are making a change to the way we work with children, young people and their families; to ensure children are always at the centre of all the work that we do. We will keep children and young people safe by working with their families to reduce any dangers. We will encourage families to create their own ideas and plans about how to change things for the better and we will support them as far as possible to achieve these. This is because we recognise that families are experts in their own situations. If this does not make it safer for their children, we will use our own solutions about what needs to happen. Overall, we will continue to stay focused on keeping children safe and enabling them to stay happy and well-cared for in permanent, loving families."

Brent Signs of Safety Steering Board January 2014

A progress report has been requested by the Board for October 2015.

Children in need of protection: (section 47 of Children Act 1989)

Where a child is believed to be suffering or likely to suffer significant harm, CSC will instigate child protection procedures in order to safeguard the child working closely with partner agencies to ensure effective information sharing, through the BFFD.

- At the end of February 2015 there were 243 children subject of a child protection plan in Brent, compared to 249 at the same time last year (2.5% reduction).
- 225 children have been made subject of a CP Plan between April 14 and Feb 15 compared to 266 registered in the reporting year 13/14
- 211 deregistered between April 14 and Feb 15 compared to 210 deregistered in the reporting year 13/14.

Child Sexual Exploitation (CSE)

Where CSE or the risk of CSE is identified or considered a risk, the usual safeguarding child protection procedures are followed. [The Brent CSE screening tool](#), located on the LSCB website is used to support identification and provide additional information to the Brent Family Front Door (BFFD). A referral is made to the Multi Agency Sexual Exploitation Panel (MASE) through CSC. To date 80 cases have gone through the panel since it's inception in November 2013 with upwards of 750 people being trained. This work will be discussed further in update on priorities. The agencies that contribute to the panel are Child and Adult Mental Health Services, Substance Misuse Services, Police, Early help Family Solutions Team Safer London and Community Health.

Missing Children

A multi agency Missing Children Panel has been set up to look at missing children both individually and strategically. It is chaired by the Operational Director of Children's Social Care. There are many risks associated with being missing, including crime and CSE but also other risks around being missing and crime, missing and gang affiliation and missing and CSE. This group considers links and liaises appropriately to ensure effective information sharing and response particularly with the MASE panel and the Pathway Multi Agency Panel that works with gang affected young people..

The Missing Children Panel will focus on individual children who have had two or more missing episodes in any one month and the placements of Brent looked after children who are placed outside the borough and missing. There will be liaison with other LA's about LAC children placed in Brent who are missing. This is a new initiative and effectiveness will need to be reviewed. This group has representatives from CSC, Education Welfare, Police, Health and Early Help.

Children with Disability

The additional vulnerability of disabled children means they are more likely to suffer abuse and neglect, yet they are under represented in the safeguarding system. Fifteen of the 235 children currently subject of a CP Plan have a statement/Education, Care & Health Plan.

There are 1710 children and young people currently recorded as having a Special Educational Needs Statement in Brent. They will not necessarily be currently involved with Social Care or have any specific service other than to address their specific needs but their disability does mean there is a greater level of risk for abuse. One large scale study found that disabled children were 3.4 times more likely to be abused or neglected than non-disabled children. Disabled children were 3.8 times more likely to be neglected, 3.8 times more likely to be physically abused, 3.1 times more likely to be sexually abused and 3.9 times more likely to be emotionally abused. The study concluded that 31% of disabled children had been abused, compared to a prevalence rate of 9% among the non disabled child population (Sullivan P.M. and Knutson J.F. 2000, Maltreatment and Disabilities: A Population based Epidemiological Study, Child Abuse and Neglect 24). This underrepresentation is evident in Brent and is now subject of a Task & Finish Group which will be reporting to the Board in 2015.

Children Missing from Education

An audit of eight cases where children were missing from education highlighted concerns about processes and practices. This has resulted in service improvements delivering more robust procedures involving health professionals and notably more robust information sharing processes both to and from schools. There has been clarification of what constitutes unauthorised absence, reaffirming thresholds for intervention including referrals to Social Care and guidance for schools with regards to "off rolling". This highlighted the importance of a multi agency approach to children missing from education.

Number of CME cases registered in June 2014	298
Active cases in June 2014	64
Inactive Cases in June 2014	234
Current CME number	164
Current Active cases	149
Current Inactive cases	15
CME cases closed because they've been found (June 14 to March 2015)	89
CME cases that have SEN	30
CME cases with Social Care Involvement	8

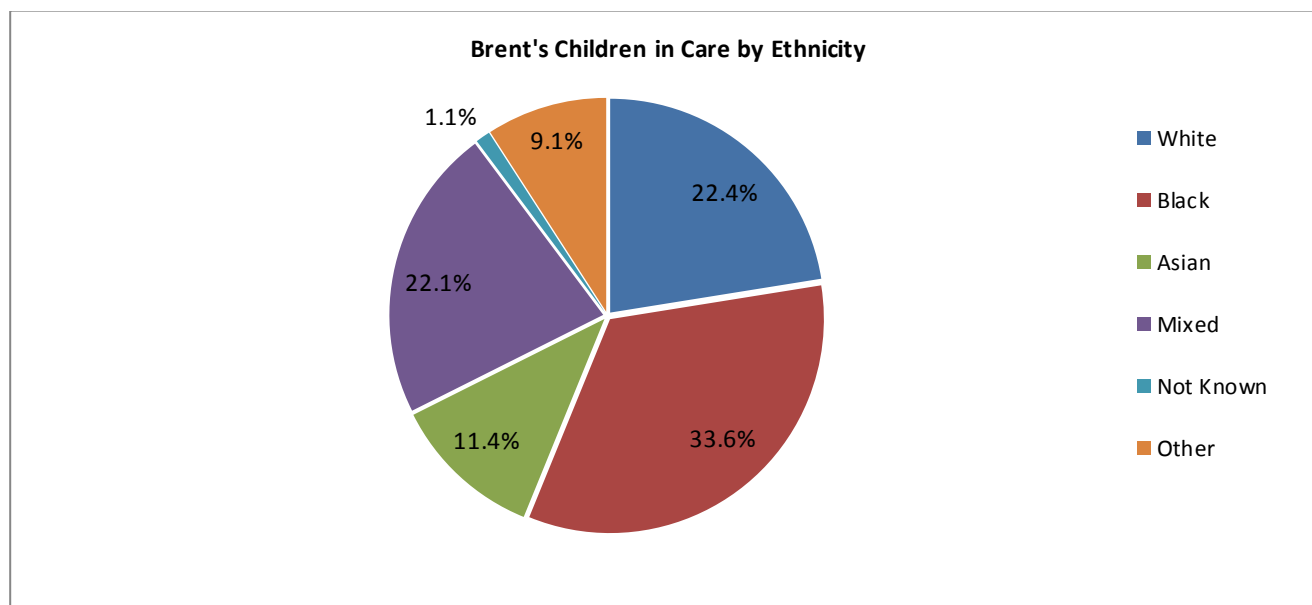
The figures show a reduction in the number of CME overall since the audit, between June 2014 (yellow rows) and the March 2015 (green rows). There has been a reduction in unresolved cases and regular review further reduces this number. Whilst the majority of cases have been closed because cases are over a year old rather than "found", cross referencing with the National Schools Census gives a high level of confidence that these children are out of the country or not registered in mainstream. There is increased and improved communication between CSC and SEN services. A procedure has been produced for schools with a process for managing absence from day one accompanied by a risk assessment tool.

Children Looked After

Brent is a highly diverse borough and the children looked after population reflects that diversity. There have been two LSCB Serious Case Reviews which have called upon the Board to clarify what partners have in place to promote cultural competence across their workforce to ensure a broad understanding of the range of cultures within Brent which is a majority ethnic borough. This has resulted in agencies providing training and promoting awareness of diversity which is monitored through the LSCB's section 11 audit programme.

Year	Number of Children Looked After	Number of Reviews taken place
April 2012- March 2013	326	917
April 2013-March 2014	352	946
As of 28 th February 2015	325	

Children in Care by Age & Gender		
	Male	Female
0-4 years	27	28
5-9 years	32	24
10-12 years	21	18
13-15 years	42	45
16 and over	71	40
Total	193	155



IROs now meet regularly with the Children in Care council and leaflets for young people have been developed to explain the role of the IRO and advocacy to support children and young people and hear the voice of the child more clearly. Below are some of the comments of young people during their reviews. The IRO service logs concerns identified by young people through an Escalation of Concern record which identifies the concern addressed, the action taken and the outcome. Data of escalations is presented to the Social Care Management Team to address emerging themes. Outcomes have included children being moved from placement, allocation to different workers and in some case children being returned to their birth parents.

**Not another
social
worker!**

**'Why am I in Hayes, I said I wanted to be
moved near my foster carer in White City?'**

**I likes MY Social Worker
because she is the best and
she is always respectful
towards you whether you are**

Domestic Abuse

Domestic abuse continues to be a significant problem with Brent being the 10th highest out of the 32 London boroughs for domestic offences by volume. The impact on children and young people who live in families where domestic abuse takes place cannot be underestimated. 317 children were identified in the Multi Agency Risk Assessment Conferences (MARAC) which have taken place over the last year. A new provider, Hestia has been commissioned to provide a range of services to survivors, including support where there are children.

[The Children Act 1989](#) defines 'harm' as "ill-treatment or the impairment of health or development". 'Development' means physical, intellectual, emotional, social or behavioural development; 'health' means physical or mental health; and 'ill-treatment' includes sexual abuse and forms of ill-treatment which are not physical. As a result of the Adoption and Children Act 2002, the definition of harm also includes "impairment suffered by hearing or seeing the ill-treatment of another".

There continues to be close work between the Safer Brent Partnership and the LSCB in this area, notably White Ribbon Day is inspired by [The White Ribbon Pledge](#) lead by men who campaign to stop domestic violence against women on 25th November 2014.

Private Fostering

A comprehensive campaign to raise the profile of Private Fostering outlined in the Private Fostering report to the Board in July 2014 has taken place in Brent including advertising on screens in the Civic Centre, presentations, speaking at forums, awareness raising in the community and learning events.

A Private Fostering Steering Group has been established, the purpose of this steering group will be to have oversight of the way in which private fostering is promoted in Brent, to ensure that awareness raising is holistic and wide spread, to provide quality assurance in relation to casework, statistical information and action planning in line with Regulation 12 of the Private Fostering Regulations 2005. The next annual Private Fostering report will be presented to the Board in July 2015.

The most recently published national data was available to the year ending 31st March 2013. There were 1500 children living in a private fostering arrangement on that date with London being the highest reporting region.

The figures for Brent are very similar to those of the other boroughs within the West London consortium and reflect the challenges faced by all authorities in raising awareness of the issue amongst members of the public and professionals. In March 2014 there were 8 children who were privately fostered in Brent. As of 28/02/2015 there are 11 children notified to Brent who are privately fostered. The Board is of the view this is an under-reported area.

Youth Offending Service

The Youth Offending Service in Brent is a multi agency team working with young people who have offended. The service has a responsibility to work to National Standards to supervise young people serving court ordered sentences in the community or in custodial settings, young people who are subject to out of court processes, such as Youth Conditional Cautions or Youth Cautions, and those who are referred to Triage – a process which seeks to divert young people away from formal or out of court processes.

In quarter one 2014-15 the YOS was subject to a Short Quality Screening, one of the three types of HMI Probation inspection. The SQS covered the four key areas of the Youth Offending Service's work;

1. Reducing the likelihood of reoffending
2. Protecting the public
3. Protecting the child or young person
4. Ensuring that the sentence is served.

At the time of the Inspection, the YOS had an existing quality improvement plan, monitored by the YOS Management Board, which is chaired by the Operational Director for Education and Early Help. The issues identified through the Inspection had already been identified in that a plan and a programme of quality improvement was, and remains, on track.

The YOS is working jointly with the Police to ensure that victims of young people undertaking Triage, Youth Conditional Cautions and Referral Order disposals are identified and approached by the YOS Police Officers to seek their agreement to receive of letters of apology.

Work is being undertaken to further develop systems to extend this approach to victims of young people on all court ordered outcomes.

Mental Health

In April 2014, the Board heard about the impact of parental mental health, substance misuse and domestic abuse, the "toxic trio" on children in these families. Partners presented the lessons learned from national SCRs and new systems and processes to support local practice:

- Development of peer safeguarding supervision in adult mental health
- Repeat of joint audit by CNWL and CSC (reported November 2014)
- Development of a Joint Working Protocol (launched December 2014)

Further work in 2015/16 will focus on improving responses by primary care for requests for welfare checks with both the Front Door and within the Social Work Teams.

Community Rehabilitation Company (CRC)

With effect from January 2015 London Community Rehabilitation Company (CRC) has implemented a revised Safeguarding Children Performance Framework. The framework has been designed to measure and demonstrate that the CRC is completing all critical routine tasks in relation to safeguarding children practice.

The framework has six key measures, one of which specifically relates to verification that requests for Safeguarding Children Checks have been made by CRC Probation staff to Children's Social Care, on all cases with effect from 1 June 2014 (the date from which the CRC was formally established).

At present the figures from Barnet and Brent cannot be separated however it is hoped to be able to present discrete borough figures in the future. Work is being undertaken within the service to address the areas not yet meeting the target. These measures are newly implemented and the comparison between January and April's data evidences a significant improvement. Work is continuing locally to improve this data, and new processes implemented to ensure that every new case allocated within the CRC has social services initial check completed. Discussions are ongoing with the Brent Social Services department to agree a process to improve the return of information from the initial checks. Home Visits are integral part of our risk assessment process, and there is a clear expectation that staff will complete them when there are safeguarding issues. The current changes within London CRC to create a more agile workforce will help to support this expectation and therefore see an improvement in performance.

	19/01/2015	23/04/2015	Target
Community & Licence Cases with an Initial Safeguarding Check Contact with SSD	15.4%	72.3%	60%
Community & Licence Cases with a Safeguarding Response to initial check from SSD	8.4%	33.9%	60%
Community & Licence Cases with a risk to children indicator that have had Management Oversight	20.0%	71.4%	60%
Community & Licence Cases with a risk to children indicator that have had a Home Visit Completed	0.0%	5.7%	60%

7. Governance & Accountability

About Brent LSCB

Under the requirements of the Children Act 2004, the LSCB is the key statutory mechanism for agreeing how the relevant organisations in Brent will co-operate to safeguard and promote the welfare of children in its locality. Section 13 sets out the requirement for the establishment of an LSCB and specifies the organisations and individuals to be involved.

The core objectives of the LSCB are to:

- Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children in Brent, and
- Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)

Regulation 5 of the Local Safeguarding Regulations 2006 sets out the functions of the Board in order to fulfil those responsibilities.

The Board is required to develop policies and procedures for safeguarding and promoting the welfare of children and young people in its area.

These include;

- Thresholds for intervention
- Training for people who work with children
- Recruitment and supervision of people who work with children
- Investigations of allegations against people who work with children
- Safety and welfare of children in private fostering
- Cooperation with neighbouring authorities

LSCB's are required to raise awareness across partners and communities of the need to promote and safeguard the welfare of children and how best to do this.

Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of and advising them on ways to improve outcomes for them

The Board has a lead role in planning of services for children and young people. The Board must undertake Serious Case Reviews and advise the Authority and partners of lessons to be learned.

Boards may also engage in any activity which facilitates or is conducive to fulfilling its objectives. Full details of the roles and responsibilities of LSCBs are outlined in Chapter 3 of Working Together to Safeguard Children 2015

The Independent Chair

The Independent Chair of Brent LSCB is held to account for the effective working of the LSCB by the Chief Executive of the Council, drawing upon other partners and where appropriate the Lead Member for Children's Services. This is taken forward through monthly supervisory meetings with the Chief Executive. There are also monthly meetings with the Statutory Strategic Director of Children and Young People and quarterly meetings with the Chief Executive Officer, the Leader of the Council, the Lead member, the Strategic Director of Children and Young People and Operational Director of Children's Social Care. These meetings consider and review a broad safeguarding agenda including early help, protection and support. Discussions about performance management across the service and partners, plays a key role in ensuring high level information sharing. The meeting provides an opportunity to review and advise on any specific cases or issues which are causing concern.

The CEO has conducted a questionnaire across certain Board partners and officers of the Board to contribute to the assessment of the effectiveness of the chair. This was completed in October 2014 and reflected a positive view.

Chris Spencer has been independent chair of the Board since May 2012, he resigned in December 2014. The recruitment process for a new chair is underway.

Board Members

The Board Members represent their agencies and must be of sufficient seniority to do so, but also have a responsibility to ensure effective safeguarding within their agencies and across partner agencies. Organisations are as far as possible, required to designate particular named people as their representatives so that there is consistency and continuity in the membership of the Board. Board Members should be able to:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters and
- Hold their organisation to account.

The current Board membership is compliant with Working Together to Safeguard Children 2013 requirements.

All new [Board members](#) meet with the LSCB Business Manager for an induction into the Board.

Frequency of meetings

Meetings take place every 2 months with 6 meetings in total taking place annually.

Key Relationships

In 2014 the Board developed [governance protocols](#) with;

- The Health and Well-Being Board (HWBB),
- The Safer Brent Partnership (SBP), this has recently been revised due to the SBP having reviewed and changed its priorities. This will be presented to the Board at its next meeting in April.
- The Safeguarding Adults Board (SAB)
- A draft protocol has been prepared for Brent Children's Trust which is in its developmental stage.

There are areas of potential cross over in the work of the strategic boards but the protocols ensure effective strategic leadership across specific themes. An example of this is CSE where there is an interface between child protection and crime prevention, with work being undertaken across all Boards but the LSCB assuming a strategic co-ordination role. CSE is a national priority and has been taken forward by Brent LSCB as a Board priority.

A report produced through the Council's Scrutiny Committee focussed on Female Genital Mutilation (FGM), Forced Marriage and so called "Honour" based Violence. The LSCB led on FGM and had a significant role in the development of multi agency guidance. A joint action plan was produced led by the Assistant Chief Executive of Brent Council. This is currently being reviewed due to the Council's restructure but the LSCB has now identified Harmful Practices as an LSCB priority and there will be a need for co-operation and collaboration across themes which will be addressed by other strategic Boards. A clear example of this will be further progress work with regards to FGM with the HWBB.

A Domestic Homicide Review involving the Safer Brent Partnership, the Safeguarding Adults Board and the LSCB took place in December 2013. It is proposed to have a joint learning event at the conclusion of the review to both share lessons and take forward emerging issues. A "lessons learnt" session was presented to the Board identifying and highlighting the importance of close liaison with the Safeguarding Adults and Safer Brent Partnership Boards to address a "whole Family" approach to safeguarding.

The LSCB has both inputted into and utilised the Joint Strategic Needs Assessment produced by the HWBB to inform its planning.

The annual report is presented to all strategic boards, the Executive bodies of all partners and the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well-Being Board. This gives an opportunity for strategic partners at all levels to assess whether the Board is fulfilling its statutory responsibilities effectively and prioritises according to local issues and demands.

Board Structure



Policies and Procedures Sub Group

This sub group are responsible for developing policies and procedures for safeguarding and promoting the welfare of children in Brent in line with the requirements of Working Together to Safeguard Children 2013.

Vulnerable Groups Sub Group

The LSCB recognises that there are some children and young people whose circumstances or those of their parents put them at more significant risk of suffering significant harm. This sub group provides oversight of all the arrangements in place to keep vulnerable children safe from harm.

The Executive group

This group has oversight and reviews the progress of the Business Plan through reports back from the Chairs of the sub groups, reviews the budget and sets the agenda for future Board meetings.

Serious Case Review Sub Group

This sub group undertakes Serious Case Reviews in line Regulation 5 of the Local Safeguarding Children Boards Regulations 2006. Other reviews are also undertaken and learning from these is disseminated in collaboration with the Developing a Learning Culture sub group.

Child Sexual Exploitation Sub Group (CSE)

This sub group was formed in October 2014. Work regarding CSE was previously undertaken through a task and finish group. The aim of this work group is draw together other strategic partners, their work and priorities to safeguard Children and Young People from Sexual Exploitation.

Developing a Learning Culture Sub Group

The Developing a Learning culture sub group addresses learning emerging from the Brent Learning and Improving Framework through learning events via face to face, ELearning and a annual conference This group also leads on the Communication Strategy.

Quality, Audit and Outcomes Sub Group

This sub group evaluates how Brent LSCB ensures effectiveness by considering a range of qualitative and quantitative data.

Child Death Overview Panel (CDOP)

This group is responsible for ensuring that a review is undertaken of each death of a Brent child Regulation 6 of the Local Safeguarding Children Boards Regulations 2006, under section 14(2) of the Children Act 2004.

8. Budget and Partner Contributions

Partner agencies contribute to the LSCB budget on an annual basis.

Contributions for 2014/15

Breakdown of Agreed Partner Agency Contributions		
Brent CCG	£45,900.00+CDOP funding	
CAFCASS	£550.00	
National Probation Service	£1,000.00	
Community Rehabilitation Company	£1000.00	
Brent Council	Youth Support Services	£2,080.00
	Social Care	£94393.84
LNWH Trust	£11,000.00	
Met Police	£5,000.00	
Total Contributions	£160,923.84	

Contributions had remained fixed for the last 4 years but the Local Authority agreed at the February 2015 Board meeting that their contribution would increase to fund the LSCB Training Co-ordinator role. A Training Coordinator had been appointed for a fixed term contract of 1 year until 31st March 2015 funded by the Board through grants it had received. The recruitment process for this post is taking place.

The independent Chair wrote to the CEO and partners about the funding of the Board, based on research undertaken by the Association of Independent Chairs expressing concerns about the underfunding of the Board. This is addressed more fully in the "Challenge" section of the report

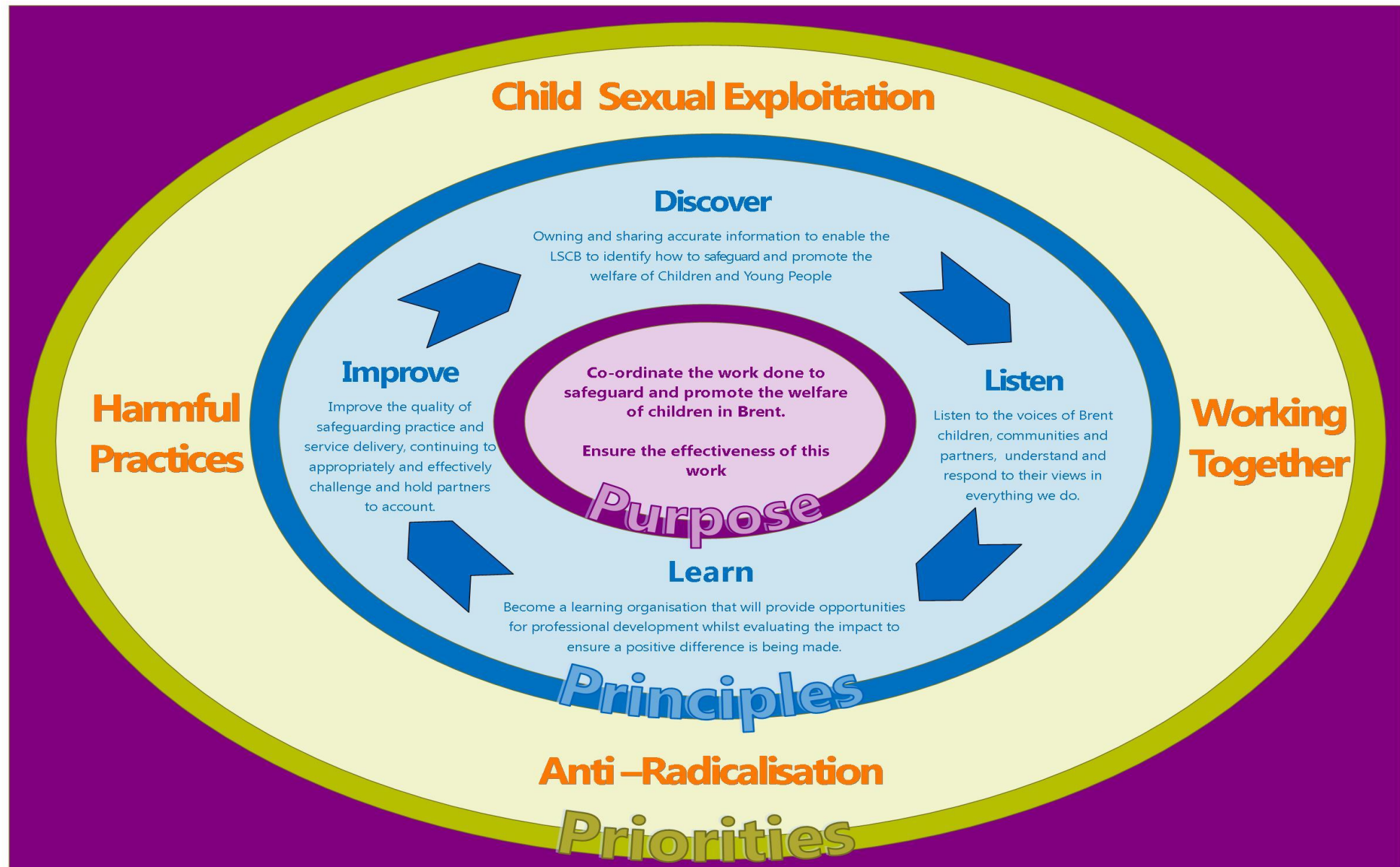
The Board is supported by a Business Manager and a Business Support Officer paid from these contributions. Both the Business Manager and Support Officer are located in Brent Civic Centre. This accommodation is provided by the Local Authority.

The sub groups of the Board are chaired by members of the Executive, who are all senior managers within their agency. Sub group members tend to be operational staff across agencies and do not have to be Board members. Representation and attendance has been problematic across some agencies. This was formally brought to the Board's attention at the October 2014 Board by the chair of Policy and Procedures but had also been addressed by the respective chairs of sub group meetings through the Business manager.

The Board has acknowledged that changing of personnel in senior positions, through secondment or promotion and whole service restructure such as the case of the London North West Healthcare Trust, (the integrated services of North West London Hospital and the Integrated Care Organisation has had a significant impact on progressing action plans both across the Board and sub groups).

9. Progress, Impact and Priorities

Brent LSCB - Purpose, Principles and Priorities



The Brent LSCB signed off its new Business Plan in December 2014 and the priorities of the Board have been informed by national and local agendas and an understanding of related Brent specific drivers:

These sources include:

- Joint Strategic Needs Analysis, refreshed version presented to December Board
- Brent's Corporate Strategy One Borough: Thriving, Sustainable and Safe
- Health and Wellbeing Strategy
- Safer Brent Strategy
- Safeguarding Adults strategy

Purpose

The core objectives of the LSCB are to:

- Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children in Brent, and
- Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)

Principles

The Board has adopted the following overarching strategic principles which underpin the work of the Board and sub groups through their action and improvement plans;

- **Discover:** Owning and sharing accurate information which informs our understanding of what is happening to children and families in Brent from a multi-agency safeguarding perspective to enable us to identify how to safeguard and promote their welfare.
- **Listen:** Listen to the voices of Brent children, communities and partners, understand and respond to their views in everything we do. Our work is child centred; focussed on outcomes for children: effective and of the highest quality.
- **Learn:** Become a learning organisation that will provide opportunities for professional development in safeguarding from Serious Case Reviews, Management Reviews and local and national agendas whilst evaluating the impact to ensure a positive difference is being made.
- **Improve:** Improve the quality of safeguarding practice and service delivery through the effective working of the Board by complying with the requirements of Working Together to Safeguard Children 2013 and continuing to appropriately and effectively challenge and hold partners to account.

These strategic principles inform the Boards scrutiny through a range of mediums recognising these mediums are not exclusive to one principle.

Discover	LSCB Dataset Safeguarding children reports from Partners Service Reports LSCB Training analysis
Listen	Youth Parliament Child in Action Council Community Reference Group Front line practitioners Children and Families
Learn	Board Discussions Management Reviews Serious Case Reviews Outcomes from Audits Section 11 Case study presentations
Improve	Actions emerging from internal, external, themed and reflective audits Partnership Improvement Plan Business Planning Days Internal and External challenge Multi Agency Training Evaluation

Priorities

Child Sexual Exploitation (CSE)

Board members are assured that arrangements to identify and safeguard children at risk of child sexual exploitation are effective and that initiatives are in place to promote prevention of potential victims, protection of victims, prosecution of perpetrators and support for recovery of victims of child sexual exploitation.

Each LSCB is required to have a strategy and action plan in place to address this. Brent took part in a thematic inspection in October 2014 by Ofsted. The outcome of the inspection has refocused the Board and its CSE work led by the sub group.

Harmful Practices

Board members are assured that there are effective partnership arrangements in place to safeguard children and young people from harmful practices. These include, Female Genital Mutilation (FGM), Honour Based Violence, Trafficking and Forced Marriage. It is acknowledged that domestic abuse can be a feature across these practices.

Anti Radicalisation Board members are assured that effective measures are in place to prevent children and young people from being radicalised and to identify and support those young people who have been radicalised to change.

Brent is one of the 30 boroughs who are funded due to the high concern with regards to radicalisation.

An Effective Board

Board partners work effectively together to safeguard and promote the welfare of children and young people. The partnership notes the importance of effective working together. An external consultant has been brought in to provide an objective perspective to complement the internal annual audit undertaken by the Board and the Board members review in March 2015 to enhance Board performance

Work to address these priorities will be undertaken by the sub groups of the Board and managed through the Executive Group.

Progress and impact of the work undertaken by the Board

To evaluate the effectiveness of the Board in fulfilling its core tasks three types of performance indicators have been considered Quantity -how much did we do? , Quality- How well did we do? Outcome/Impact-what difference has been made? This approach is based on a performance management framework that has been recognised as particularly useful by other LSCB's.

Quantity- How much did we do?

Sources of information

- LSCB Dataset
- Management Information Reports
- Feedback from LSCB sub groups
- Partnership Improvement Plan (monitoring of actions emerging from SCR's, Management Reviews, inspections etc.)
- The Children's Safeguarding Performance Information Framework

Quality-How well did we do it?

Sources of Information

- Experiences of children and families
- Experiences of practitioners
- Section 11 action plans
- Serious Case Reviews
- Internal Audits
- Board self assessment
- External Assessment
- Development events

Outcome/Impact-what difference has been made?

The above sources of information will provide evidence of the effect of on;

- Children and young people living in the area being and feeling safe
- Children and young feeling safe from abuse (harm) and neglect
- Individuals being confident in: understanding and identifying neglect and abuse of children and young people, and in knowing what to do if they have a concern about a child or young person
- LSCB Priorities

Quantity- How much did we do?

The LSCB Dataset

The LSCB dataset encompasses service and agency data. The current dataset presents a quarter by quarter comparison with data provided across partner agencies. There is some concern on over reliance on CSC. Research has taken place drawing upon OFSTED inspections about performance management frameworks that include data pertinent to LSCB functionality and priorities. Further models are being considered.

However, emerging themes were identified which have resulted in LSCB audits taking place. An example was the number of children referred by CSC for paediatric assessments in 2014. A sample of 12 cases were reviewed which resulted in an action plan to both improve outcomes for children and enhance interagency communication and understanding.

The dataset is presented to the Board on a four monthly basis.

Management Information Reports

Management reports have been presented and professional challenge offered through discussion at Board meetings on the following, this is evidenced through the Board's minutes:

Report	Date Presented to Brent LSCB
NWLH Safeguarding Children Annual Report for 2012-13 (revised report)	April 2014
IRO report	July 2014
LADO Report	July 2014
Private Fostering Report	July 2014
LSCB CDOP annual report 2013-14	July 2014
YOS HMIP inspection report	July 2014
Probation Safeguarding Report	December 2014
MAPPA annual report	October 2014
MARAC annual report	October 2014
Early Help progress report	December 2014
Brent CCG Safeguarding Children Report 2013-14	December 2014
Multi Agency Review of Brent Family Front Door	February 2015
Family Nurse Partnership	February 2015

MAPPA

A peer review of the management of MAPPA has been undertaken through the Vulnerable Groups sub group, linked with an overview recommendation with regards to Health representation from the LSCB SCR on Child F.

Attendance of Housing had been problematic but this was fully addressed through the attendance of the Housing Options Service Manager as a result of a board challenge acknowledging the highly significant role they play.

MARAC

An audit of the management of the MARAC was undertaken through the Vulnerable Groups sub group. It was noted that a clear footprint is found on children's records where a case has gone to the Brent MARAC. Further information with regards to the Vulnerable Groups sub group is addressed in the Chairs report.

Standing Agenda items including Feedback from LSCB sub groups

The Board has standing agenda items to provide regular updates and ensure that the Board is kept apprised of any emerging issues from either partners or the work of the sub groups.

Standing Items

- **Issues arising from MAPPA**
- **Issues arising from MARAC**
- **Issues arising from Inspection & Self Assessment**
- **Feedback from Safer Brent Partnership**
- **Feedback from Health & Wellbeing Board**
- **Feedback from Safeguarding Adults Board**
- **Feedback from Brent Children's Partnership**
- **Feedback from the London Board**
- **Partnership Improvement Plan (PIP)**
- **Welfare Reform**

Partnership Improvement Plan (PIP)

The Partnership Improvement Plan is the mechanism whereby the Board tracks the actions of each partner with regards to their safeguarding responsibilities and holds them to account. These may have emerged out of a single or multi agency inspection, a Serious Case Review, a management review or any safeguarding action plans, such as actions emerging from Section 11. These are reviewed by exception at every Board to ensure tasks are completed and impact evaluated.

There has been some slippage with some of the actions still open to organisations which no longer exist as a result of restructuring and re-commissioning. Assurances that actions will be addressed have been sought by the board.

The Children's Safeguarding Performance Information Framework (CSPTF)

The CSPTF has not been used to its fullest extent, the refreshed version having been released in January 2015. The themes of outcomes for children and their families, CP activity, including early help, quality and timeliness of decision making, quality of CP plans and workforce have been addressed. However, these have been integrated into the work of the Board and sub group, rather than being reviewed separately. It is therefore difficult to quantify the work. This will be addressed through the Quality Audit and Outcome sub group.

Quality-How well did we do it?

Sources of Information

Experiences of children and families

The experiences of children and families are sought both from a multi and single agency perspective.

Section 11 audits from single agencies address how partners listen and respond to children and families, with actions in place to enhance this process. These actions are monitored through the PIP. Examples of good practice in the development of child friendly complaints leaflets have been shared across the Health economy. ([Appendix A](#))

The Community Reference group hosted an event for young people for young people addressing CSE. There was a strong message from the young people present that they would prefer to talk to people their own age about serious matters but recognised sometimes the adults had the answer and the power to make decisions, but sometimes they believe that power can be can be misused.

Brent's Family Solutions Key Workers work closely with families on support plans tailored to their individual needs. This approach has helped to improve attendance in schools, reduce incidents of anti-social behavior and youth offending and offer training and employment opportunities to parents out of work.

My key worker has been fantastic, she has worked us every step of the way. My daughter is now back in school and I'm ready to go to college. The difference was that she listened and worked with us."

There has been a significant improvement in Looked after Children reviews, with genuine efforts made to involve young people. The leaflets developed were informed by the views and experiences of children and young people. ([Appendix B](#))

The LSCB reflective and themed reviews give opportunities for families to feed in to the board. In a reflective audit undertaken with the mother of a young person subject to a CIN plan she spoke of how partnership working to support her son had changed his life, giving him aspirations and helping him see a future.

Feedback from families where Serious Case Reviews or Management reviews take place are a valuable source of information on gauging how well the Board is performing it's

responsibilities. The feedback from the parent of the children involved in the SCR concerning I and J was particularly poignant, with the parent reflecting that although the subject matter was hugely distressing, they felt they were listened to with views respected and there was evidence of lessons being learnt.

All LSCB sub groups must now identify how they will 'hear' the voice of the child to ensure a more robust evidence of how they are listening and responding.

Experiences of practitioners

There have been both themed and reflective multi agency audits undertaken by the Board which have involved practitioners undertaking front line work. The experience of these practitioners has been largely positive and has informed both internal and external learning. This has been integrated into future training and evidenced through the LSCB Learningpool programmes.

The training programme is under constant review and prior to delivery each course is reviewed and when necessary amended to reflect the most recent learning from reflective audits, serious case reviews, guidance and legislation. Where presentation slide sets are used they are date stamped and made available to previous course participants, ensuring they can also receive updated information via their <http://brentlscb.learningpool.com> account. Relevant documents are also uploaded to Learning pool course pages as they become available.

Examples of how reflective audits and other information sources have effected The LSCB training delivery, include:-

- Reminding participants about the access to universal services for children, young people and families in Brent, encouraging a whole partnership approach to empowerment of families as highlighted in paragraph 4.5 of the Brent LSCB Reflective Audit Report (Dec 2014). This is a particular feature of 'Working Together Level One' but also features in several other courses.
- All courses cover when and how to keep children, young people and families informed of the processes in which involve them in particular how we explain confidentiality and team working to our clients. This is highlighted in paragraphs 4.8 and 4.9 of the Brent LSCB Reflective Audit Report (Dec 2014).
- Paragraph 4.10 of the Brent LSCB Reflective Audit Report (Dec 2014) refers to responding to unauthorised absences and children who are missing. This receives particular attention in the various training packages on Child Sexual Exploitation, but is also a feature of several other courses. Attention is drawn to the guidance on children missing from education, care, or home, but also in the vulnerability of children who go missing for very short periods of time which does not trigger concern within the family, but may be an indicator of CSE.

"I found the whole process very inclusive and supportive. I feel that it was incredibly valuable for mother to be part of the discussion and for you (the LSCB reviewer) to see the debate and discussion in action"

"I feel that the work with the other professionals has meant that some significant changes have occurred for the family. Some areas such as health input I do agree with – a more co-ordinated response and effective information sharing from the health professionals involved would be key"

Practitioner's experience of a reflective audit in a CIN case

"The audit has benefited myself and the other professional involved as it has given us an outside look on what is working well and what we could improve on; something that would not had been identified had the audit not have taken place. The audit has given a sense of direction on how, as agencies we can work more effectively and things that we should be working on such as SMART objectives and realistic time scales as well as ensuring the child voice is heard."

Practitioners experience of a reflective audit in TAF case

Learningpool, the LSCB's electronic training site offers both Elearning and face to face learning to develop skills and knowledge of practitioners with over 1,700 registered users. Learningpool is open to both statutory partners and community members. The LSCB Training report evidences the impact of the training programmes offered.

The LSCB annual conference, "Hear my voice, follow my journey" provided a multi agency forum to hear powerful and moving real life stories from young people in Brent noting the importance of consistency and being heard by their social workers and other professionals involved. The conference had in excess of 180 participants including young people. Feedback from the conference was very positive; there is an expectation that the LSCB Annual conference will be a positive learning experience. There was the opportunity to challenge both the speakers and each other in multi agency discussion groups. More information about the Developing a Learning Culture sub group is available in the Chairs report.

Section 11 action plans

Section 11 action plans are tracked through the PIP (appendix xxx) and have been reviewed through both the Executive and the full Board and managed through the Quality Audit and Outcomes sub group by officers of the Board. Actions have been identified to improve the safeguarding performance across the eight standards. Brent has customised the template to address issues emerging from restructures, inspections or SCR's that will impact on safeguarding performance. The Board has re-commenced its programme of presentation of multi agency cases to reflect within the Board what "good" practice looks like and identifying and addressing development areas. There remain some actions still not met after a considerable time and there will need to be scrutiny by the Executive and decisions made on how to progress items not completed. This has become more pressing as assurances made by some partners have not been realised.

Serious Case Reviews (SCR)

Lessons from SCRs are disseminated by multi agency learning events and lead professionals from the Serious Case Review panel cascade through single agencies. The feedback from the most recent SCR required professionals to identify what they had learnt from the presentation, what they would take back to their agency and what they would now do differently.

Since undertaking the course I have found it more imperative than before to consider all aspects of the case, in particular, to ask more definitive and specific questions of parents and not accepting what they say by face value. I have requested that they provide more documentary evidence where required and being more inquisitive when I am of the opinion that what the parent is saying does not quite tally up to what has been said before or what I have seen.

With regards to the children, I have tried to listen more attentively to what they are saying and looking at their body language to see if there are more subtle signs indicating a different response than what had been given verbally."

Social Work Assistant

"Given my role as Safeguarding Children Adviser any sessions relating to lessons from Serious Case Reviews are paramount in ensuring that themes and lessons learnt are disseminated in training and the right support and advice is offered to staff to promote safeguarding of children and young people."

Safeguarding Nurse

As a result of the most recent SCR a comprehensive action plan has been produced and implemented, incorporating a requirement for the Board to ascertain how cultural competence is addressed by agencies and a review of the grading system used by BFFD. A review of the BFFD incorporating this work was presented to the Board in February. Further feedback from this group will be addressed in the Chair of the SCR sub group's report.

Audit Programme

Management of the audit programme is carried out through the Quality Audit and Outcomes sub group, further detail about the work of the group is in the Chair's report. The Board has undertaken both themed and reflective audits which have identified areas of strength and areas for development. There have been 9 reflective audits and 7 themed audits. Agencies feedback impact on multi agency practice on single agency audits where appropriate. Significantly, the theme of hearing the voice of the child has emerged across all agencies. Children and young people are asked to feedback on their experiences at CP conferences and LAC reviews but was not evident in Team Around the Family (TAF) reviews. This has now been taken forward by having SMART objectives for any plans.

School Section 11

A schools section 11 was undertaken over the autumn term. This was in response to supporting schools in meeting their responsibilities under "Keeping Children Safe in Education" April 2014, updated October 2014 and as an action emerging out of a SCR I and J ,to ensure all schools Child Protection Procedures were up to date. This was the first time this had been undertaken in Brent. There was an over 50% response and feedback by those schools who undertook the audit was very positive. There remains the challenge of working with those schools that did not complete the audit to ensure that they keep their Child Protection procedures are up to date. Work is being undertaken through the revitalised Designated Leads group, supported by the LSCB and the Head of the School Improvement Service to support those schools and to develop a future audit template that will meet Board and Ofsted requirements. The audit addressed the work schools were doing with regards to CSE but will need to address FGM and the Prevent agenda to address included the requirements of the schools statutory guidance "Keeping Children Safe in Education" and the Board's priorities.

Board Self Assessment

The Board has undertaken a self audit over the last three years using an LSCB audit tool. This is interrogated by the QA and O sub group and the following themes were identified and addressed through the Business Planning Day resulting in a new Business Plan and revised priorities.

- Need for stronger outcome focus;
- More effective communication;
- An embedded user friendly dataset
- Capture the impact of training
- Hearing the Voice of the Child
- Specific themes emerging from the VWAG, CSE/FGM/DV

There has been an internal review by Board members themselves asking what they thought was working, what was worrying and what should be done. The clear message from the membership was that the Board effectively co-ordinates multi-agency updates and briefing about safeguarding from each agency, e.g. CQC inspection update, BFFD (MASH) audit. The Board effectively reviews the LA child protection and child in need performance, through key performance indicators and audits. However, there are issues about the broader LSCB dataset and how it informs the Board operation.

External Assessment

Brent was subject to a themed inspection on CSE by OFSTED in October 2014. The feedback was positive in evaluating the direct work with young people but felt there was work to be done by the Board to promote a stronger strategic response. The Strategic Director of Children's Services is now Chair of the LSCB CSE sub group and a revised strategy and action plan has been produced. This will be discussed in more detail in the Chairs report.

Outcome/Impact-what difference has been made?

- **Children and young people living in the area being and feeling safe**

The engagement of nurseries, children's centres and schools as providers of both universal and targeted services through the section 11 audit has highlighted the safeguarding of children. The promotion of "Keeping Children Safe in Education" has re-enforced the concept that safeguarding is everybody's business and an awareness of what to do if there are concerns a child is being abused. Learningpool is accessible to anyone living or working in Brent offering learning opportunities. The Designated Leads forum within Education settings has met five times and on each occasion the membership has grown developing into a forum where knowledge can be shared across members.

This is creating an atmosphere where children and young people are surrounded by people in educational settings and communities who are aware of their responsibilities enabling them to both feel and be safe.

The Community Reference Group (CRG) is reaching out to communities to raise awareness of safeguarding, embracing faith and community groups, meeting out in the community to broaden its reach. A shadow "Health and Well-Being board" has also been set up by the CRG. The board has recently recruited two further Lay members to enhance the voice of the community within the Board.

The Early Help offer co-ordinated through the Family solutions team offers opportunities of preventative work where families do not reach the thresholds for intervention of Social Care. This ensures sustainable change for families, who are supported to develop resilience and promotes the safety and welfare of their children.

The Board are informed through partners Section 11 audits how the voices of children and young people are responded to in terms of their safeguarding needs and this is a requirement for every LSCB sub group. The Board's annual conference, "Hear My Voice, follow my Journey" reflected on how agencies could respond more effectively both from a single and multi agency perspective with a range of tools being made available.

- **Children and young people feeling safe from abuse (harm) and neglect**

The introduction of the Brent Family Front Door has provided a single point of contact where there are concerns about a child or young person, enabling those concerns to be treated according to need, drawing upon multi agency intelligence. The recent MASH review which took place in November 2014 has identified a range of recommendations to improve efficiency of partnership working. The review found that high risk cases were given the utmost priority and are kept safe through BFFD decisions. It is however acknowledged that there is work to do where children and families require additional service but do not reach the threshold for Social Care. The BFFD review recognised that there needs to be better use of other professionals offering aligned services and better signposting. Plans to address this have been identified in the MASH review action plan.

There are opportunities for children and young people's voices to be heard and responded to both during child protection conferences and Child in Care Reviews. This has been evidenced through consultations with young people themselves and the Ofsted thematic inspection of CSE.

The introduction of the "Signs of Safety" as part of the Government's Innovation England plan offers the opportunity to manage risk differently in partnership with families, managing risk WITH families rather than doing things TO them. The tools, as part of the model, are being used with knowledge and skill to ensure young people are able to speak and be heard and enhance their safety.

The Family Nurse Partnership programme is a licensed intensive, structured, evidence based, early intervention and preventative programme which is offered to first time parents under the age of 20. A specially trained Family Nurse visits the mother regularly from early pregnancy until the baby is 2 years old and builds a close, supportive relationship with the family. This has been operational in Brent since April 2014 and is providing a positive early intervention for young mothers. The initiative was reviewed by the Board in February 2015.

- **Individuals being confident in: understanding and identifying neglect and abuse of children and young people, and in knowing what to do if they have a concern about a child or young person**

The Developing a Learning Culture sub group takes forward the LSCB Training Strategy based on the requirements of Working Together 2013, this will be revised as Working Together 2015 was issued in March 2015. A comprehensive programme is available addressing core learning and learning aligned to the priorities of the LSCB. The LSCB Training Coordinator post has now been made permanent and work is being done using Learningpool to reach a wider audience both across partners and communities, offering both eLearning and face to face training opportunities. A tab on the LSCB website gives an instant link on what to do and who to contact as well as a link to the LSCB Training programme site. Specific programmes are set up to raise awareness of the LSCB priorities, CSE, FGM and Prevent. Further programmes are being developed with regards to Forced Marriage and Witchcraft and Spiritualisation.

There is an ELearning programme available on the Learningpool site that provides a basic programme on the "Signs of Safety" model to facilitate multi agency understanding and the model has been integrated into the Face to Face programmes, "Working Together 1 and 2".

The lessons emerging from SCR's, Management Reviews and audits have been integrated into the LSCB Training offer as well as taken forward by individual partners through their single agency programmes. Seminars regarding the lessons emerging from the Daniel Pelka SCR have been made available to schools and multi agency professionals. Evidence of auditing to monitor impact is also included in the I and J SCR action plan but this is an area where further work needs to be done to ensure lessons are learnt.

There has been collaboration across Boards to offer cross borough training initiatives on FGM and Forced Marriage across five boroughs. Brent and Harrow recently took part in a two day Major Critical Incident Exercise (MACIE). There will be further cross borough initiatives over the next year.

Training across agencies has been offered with regards to CSE with Brent being part of joining the National CSE awareness campaign on the 18th March 2015. Leaflets were developed and distributed at Brent Civic Centre. A multi agency learning event was available with the Senior Young Persons Advocate who will be providing training opportunities for 250 people. The day offered networking opportunities and a number of team visits have been arranged. As part of the Brent launch of Operation Make Safe by the Metropolitan Police, leaflets were produced and discussions held with businesses in Wembley, Willesden, Kingsbury and Harlesden.

Effective performance and services are dependent upon knowing what information should be shared; with whom and why. The LSCB has developed a multiagency information sharing guidance. Additionally, agreed local multi agency information sharing agreements such as the London Multi Agency Safeguarding Hub Information Sharing Agreement and national guidance. Further information can be obtained from the LSCB website [Information Sharing page](#). There are also links to the London Child Protection Procedures Information Sharing guidance. This work is undertaken through the Policy and Procedures sub group. This guidance was adopted by the Board in February 2015.

- **LSCB Priorities**

The LSCB priorities were identified at the Business Planning Day in September 2014.

The Effectiveness of the Board.

The effectiveness of the Board is crucial to its meeting the core purpose and extensive audit work has taken place to identify where improvements need to be made. The new Chair will need to further review the Board from an objective perspective. The Board has reviewed effectiveness of sub groups and has decided to assimilate the voice of the child into every aspect of the work of the Board and its partners.

There will no longer be a separate sub group but an expectation of "mainstreaming" and monitoring put in place to evaluate effectiveness. The role of the Executive has been reviewed and a clearer remit identified. The adoption of four specific priorities underpinned by specified strategic principles and the proposed adoption of a new performance framework offers opportunities for improvement. It is proposed to have a Board development day reviewing the role of board members and addressing development plans for members.

CSE

This work has evolved from a Task and finish group set up under the auspices of the Vulnerable Groups sub group in 2012 to a sub group in its own right in July 2014. The Ofsted thematic inspection offered the Board an objective critique of its work. There was clear room for improvement and the current sub group is chaired by the Strategic

Director of children and Young People. This is in line with the recommendation of the Pan London CSE Operational Protocol.

The revised action plan is stronger and monitored on a monthly basis. National CSE Awareness Day took place on 18th March 2015 and partners came together to raise the profile of CSE both within the partnership and externally within the borough. A new set of leaflets have been designed and will be part of the LSCB Communication strategy. The CSE sub group report addresses work in more detail. An audit has been commissioned through the QA and O sub group auditing a sample of young people who have been referred to the MASE.

The DALC sub group is progressing the awareness raising programme identified through the CSE sub group. The revised Pan London Operating Protocol is being presented to the P and P sub group and will be presented to the full Board in April.

Harmful Practices

The Board has adopted Harmful Practices as an objective, including safeguarding issues emerging from the Violence against Women agenda but having a broader focus.

There has been collaboration with the Safer Brent Partnership Board and Health and Well Being Board in addressing these areas, notably the FGM practice guidance for multi agency professionals and White Ribbon and International Women's Day.

The DALC sub group continue to provide training programmes addressing FGM but the programme will be expanded to cover Forced Marriage and Witchcraft and Spirit Possession. Further work needs to be taken forward across the strategic Boards and a meeting of the respective Chairs to review interface and leadership once the new Chair is appointed. The P and P sub group will be reviewing policies and procedures in these areas to ensure they are current and this will be followed up through the Section 11 process managed through the QA and O sub group.

Prevent

The Prevent Agenda is led by the Community Safety team but there is a strong interface of protection of vulnerability and crime reduction in this area. There is Community Safety representation on the Board and collaboration on awareness raising initiative,.

The LSCB Training Co-ordinator is an accredited WRAP Trainer and a series of training programmes have been offered to raise awareness across the partnership. Two seminars have been offered for schools to address the agenda in line with the requirements of "Keeping Children Safe in Education. A further series of training events will be launched through Learningpool. A recent event where two young people from Brent were involved in an attempt to get into Syria has highlighted the immediacy of this issue in Brent.

To date most of the work with regards this priority has been undertaken through the DALC sub group.

Work of the sub groups

Quality Audit and Outcomes Chair: Graham Genoni Operational Director Children's Social Care

The Quality Audit and Outcomes sub group is one of the most significant of the Board's sub groups covering the monitoring and evaluation function of the Board. The work of this group has been presented in a tabular format, reviewing the work of the group, considering what is working, what we are worried about and what we can do about it. There will be a review of the dataset and consideration is being given to a performance management framework to address the effectiveness of the Board and its work.

Issue	What is working well	What's not working well	What we are going to do about it?
<p>A Quality Assurance and Learning Improvement Framework is developed</p>	<p>We have a framework which addresses; The effectiveness of member organisations to safeguard and promote the welfare of children. Section audits 11 were undertaken and actions have been tracked through the PIP.</p> <p>The effectiveness of multi-agency practice to safeguard and promote the welfare of children. A timetable of themed and reflective audits have been undertaken based on areas we identified merited scrutiny through feedback from partners, data and national and local issues. Audits undertaken by multi agency partners with actions that have promoted positive change e.g. SC and CNWL protocol</p> <p>The effectiveness of the LSCB and its members safeguard and promote the welfare of children. An annual self audit has been undertaken by the LSCB business Manager using the themes identified in the OFSTED inspection framework, reported back into the QA and O sub group and fed into the LSCB Business Planning Day and areas for development have been identified and responded to. An independent consultant undertook a review of the Board, Report pending Board members have been asked to independently critique the effectiveness of the Board. "360" appraisal of Board Chair took place overseen by CEO</p>	<p>Need a more holistic framework focussing on performance management which clearly identifies what we are doing, why we are doing it, how much/well are we doing how do we know?</p> <p>Membership of group, which whilst improved from last year, issues around some partners, notably LNWHC, recognising its recent restructure.</p> <p>Whilst there is clarity of how Board priorities are identified from National and Local issues, need clearer links to audits</p> <p>Need to be clearer on impact of our audits, Stronger follow through when review of actions takes place, how do we happening? How is this picked up?</p>	<p>Research best practice from OFSTED inspections to identify most effective model Staffordshire model currently being reviewed</p> <p>Get buy in from new chair and partners in progressing the chose model</p> <p>Structure sub group meetings to ensure effective ongoing monitoring and evaluation of work undertaken</p> <p>Identify emerging risks as part of monitoring process. Move a way from work plan to targeted action plan monitored within the group and reported into the Executive. Tighter sharper focus</p>

Issue	What is working well	What's not working well	What we are going to do about it?
LSCB Dataset	<p>Involved partners committed to getting it right Regular and high quality Social Care Data</p>	<p>Partnership data not always available in good time Large quantity of data collected by not routinely scrutinised by the Board in a focussed and purposeful way.</p> <p>Police data retrospective.</p> <p>Lack of clarity about what model wanted as competing proposals</p>	<p>Need steer from new chair but research has been undertaken reviewing "Good " models through OFSTED inspections</p>
Section 11 Compliance is Audit measured	<p>All partner audits undertaken and actions monitored through the PIP.</p> <p>Evidence of improvement information sharing and subsequent guidance document agreed by all partners</p> <p>Clarity of what are the issues facing agencies re single agency safeguarding practices.</p> <p>Good practice shared e.g. Child friendly complaints leaflet Schools audit undertaken, precedent in place for future audits. Tool can be presented as evidence to OFSTED of schools safeguarding work against "Keeping Children Safe in Education". Collaborative work with Education colleagues</p>	<p>What do we do where there are agencies which operate within two boroughs, could we undertake joint Section 11 audits.</p> <p>Only 50% of schools responded. Data very comprehensive as aim to provide both an audit for the Board and a tool for school self audit.</p> <p>Format needs to be OFSTED compliant, terminology altered in the middle of the audit term which reduced it's appeal to schools</p> <p>Effective monitoring of action plans</p>	<p>Discussion in principle with Harrow Business Manager has taken place. This will be raised with Harrow Chair and Brent chair once appointed. Current Deputy chair v positive.</p> <p>Produce format for next audit collaboratively with Schools team to ensure the audit covers requirements in a current OFSTED format</p>

Issue	What is working well	What's not working well	What we are going to do about it?
Audit programme	<p>Audits undertaken as a result of Board priorities and emerging National and local themes, e.g. CSE audit (National, Board priority, CP Interface with Social Care and CNWL , National and local, plus links with P and P resulting in a protocol DBS (local) Schools (local, specifically linked with actions emerging out of SCR).</p> <p>9 Reflective audits inclusive of front line staff across agencies , emerging learning included into front line learning at both a single and multi agency level.</p> <p>Positive partnership working evidenced in themed audits</p> <p>Cross borough collaboration</p> <p>Actions from audits reviewed by QA and O</p>	<p>Reflective audits whilst very well received by practitioners, very time consuming and could be undertaken through themed audits encompassing a reflective element</p> <p>Limited feedback from single agencies where single agency audits could impact on multi agency practice other than Social Care</p> <p>Evidence of policies and procedures followed not always highlighted in audits</p> <p>Areas such as Cultural Competence not always addressed in audits either single or multi agency, clearly an important area in such a culturally diverse borough</p>	<p>Discussion to take place with Early Help by QA and O Business Manager to review systems in place</p> <p>Focus on themed audit and encompass reflective element</p> <p>Ensure audit templates address cultural competence and whether evidence of multi agency policies and procedures followed</p>
Partnership Improvement Plan	<p>The PIP has been developed, populated and reviewed and offers good oversight of Board actions.</p> <p>Action/inaction can highlight progress concerns from a multi agency perspective but also offers partners oversight of all actions pertaining to safeguarding</p>	<p>Some actions are out of date and need to be challenged by the Chair/Deputy Chair.</p> <p>Could be used more proactively with other actions required of partners input as a monitoring tool.</p> <p>This is not a risk register but there could be a record of risk actions not progressed and a holding to account formally by the Board</p>	<p>Review of the importance and impact of the PIP</p> <p>Further support provided to input</p>

Developing a Learning Culture Chair: Pauline Fletcher Designated Nurse for Safeguarding Children

This group was initially chaired by Jo Ohlson Chief Operating Officer of the CCG up until August 2014 when Pauline Fletcher Designated Nurse for Looked After Children. This sub group had benefitted from the appointment of an LSCB Training Co-ordinator. This role encompasses Community engagement and so has been an asset to the DALC in ensuring the broadest possible reach. The work of the group has been addressed in a tabular form, considering issues, what's working, what are we worried about and what we can do about it.

Issue	What is working well	What's not working well	What we are going to do about it?
Website	The LSCB website is in place and is available to users	Data re hits & usage not known	Review usage (analysis of who/ professionals? Parents? YPs?) Review content of website Inform website via Feedback from children and Young People?
		How do we get messages around safeguarding out to YPs (feedback suggests they wouldn't use website?)	
		Initial page of website is overcrowded	
Training/ Learning Pool	Learning Pool access / take up	Limited representation of trainers from multi-agency partners within training offer	Review content of WTL1/2 complete data analysis report of learning pool to inform training programme Inform Board of challenges around representation - present analysis/ formal challenge Put forward proposal Data cleansing of learning pool accounts to ensure accurate recording of agencies
		Inaccurate information regarding delegates logged on Learning Pool	
		Clarity around how the LSCB offer relates to single agency training delivered.	
Annual conference	High attendance Links to priorities Consistent multi-agency input		Going forward analysis of take up from voluntary sector required.
Wider safeguarding information	Posters/cards available at community sites	Wider dissemination of safeguarding information to all target groups (everyone) including children and young people	Consideration be given to use of social media to disseminate safeguarding information. Possible use of life channel to communicate safeguarding agenda as part of wider communication strategy (eg at GP surgeries) Explore Cost to produce 30 second loop which outlines what the LSCB does/ how to keep yourself/your children safe?

Issue	What is working well	What's not working well	What we are going to do about it?
Enhance and provide quality learning	Good take up of targeted multi agency workshops for professionals following Brent LSCB SCR	Wider dissemination of local and national emerging themes to influence the LSCB training programme	Develop a process to ensure that learning from local and national emerging themes including SCRs,DHRs Management Reviews etc are analysed by the subgroup and inform training programmes all year round
Community Reference group	Group has started but at very early stages	Understanding of group unclear at board level	Implementation plan circulated / discussed Communication strategy taken to community reference group for comments/ development
Capacity of Training Coordinator	JD and money to fund post to support wider communication	LSCB defined role/avoid conflict of interest	
Communication to parents/carers		Parent/ carer access to information is limited website/ posters/cards/ and occasionally training	Work in partnership with Community Reference Group to ensure communication around safeguarding
Voice of the child	Strong evidence in social care + health of listening to the voice of the child	Currently no representation of children/yp	Build on strengths of social care and health professionals in consulting with children – 'Tell us' survey principles – Do you feel safe in your community? Your school? Your home? Continue child focused practice in training
	Work with anti-bullying council	Finding our what Brent children think Messages for how children and young people can keep themselves safe not consistently delivered in schools	LGBT/ CSE Sexual health/ subs misuse
LSCB Priorities	Priorities have been identified, Programme of Road shows are being delivered	Website needs updating to reflect and raise the profile of priorities	Training strands have been identified for each of the priorities – dates to be confirmed (eg Prevent training rolled out)

Issue	What is working well	What's not working well	What we are going to do about it?
Single agency Multi agency Evaluation Too	The multi-agency evaluation tool has developed for use in Brent, to establish the "so what" and the impact of training, and is being rolled out.	The single agency and multi-agency quality assurance process is not sufficiently developed	Increase the pace of implementation of multi-agency model and provide analysis to inform training strategy. Develop a programme for quality assuring single agency training using existing members from the DALC subgroup
Subgroup representation	Limited attendance and input by group members from multi-agencies to the subgroup	Delay in implementation of subgroups work plan	Inform the board and present a challenge by providing analysis of data

Priorities for 2015-16

- Evaluate the impact of safeguarding children training on the quality of frontline practice and outcomes for children.
- As part of a training needs analysis consider a broader range of LSCB training courses through Learningpool
- Develop a training pool of multi agency trainers to support the delivery of the LSCB Training programme
- Provide good quality opportunities for those who work with or involved with children and families to learn at the LSCB Annual conference.

CSE sub group Chair; Gail Tolley Strategic Director Children's Social Care

This group has been chaired by the Strategic Director since 9th March 2015, prior to this it was chaired by Sarah Alexander. This report outlines the progress that has been made to date with regards to the Board's response to CSE.

Report on the progress of the LSCB to address CSE in Brent

Synopsis of Actions.

- Initial report 2012
- Initially the work to address Child Sexual Exploitation (CSE) in Brent was lead by the vulnerable children's sub group of the LSCB had responsibility 2012-14.
- In line with expectations a Multi Agency Sexual Exploitation panel (MASE) began operation in Nov 13
- Audit of LAC placed outside of Brent
- The first CSE strategy and action plan July 2014 was signed of by the LSCB but further work was identified on the strategy following the thematic inspection.
- In September 2014 new CSE sub group of the LSCB began work
- Brent were one of the eight authorities chosen for the thematic inspection of CSE 29th Sept 14 – 3rd October 14. This inspection raised areas for development across Children and Young Peoples service and its partnership.
- To support staff in partner agencies a screening tool was issued Dec 14 and awareness raising and training brings the screening tool to the attention of professionals who are taking part
- Safety plans and risk assessment tools have been issued to all social work staff in Jan 14 and will be incorporated into the new procedures
- A second strategy has been developed, approved by the LSCB CSE sub group and delivered Feb 2015
- Brent has an agreed definition of CSE in place and a communication strategy will ensure that all professionals are aware of this by March 15.
- A Safer London senior young person's advocate joined Brent January 15 and will offer invaluable expertise training and face to face work with young people and professionals.
- To ensure there is senior management grip on missing children in Brent a Missing Panel began in Feb 15 to address strategic and operational issues related to missing children from home and care.
- The Special Point of Contact from the Police CSE Command provides a report of the Brent data for CSE against all other London authorities and this will be shared with CSE sub group in March 15 and the LSCB in April 15.
- A short analysis of return interviews took place in January 15 and showed themes associated with absence were related to children who had sought permission to go out and were refused going out for one or more nights without parental permission.

- The community safety team data analyst has begun to gather and analyse a broader data set of the picture of threat, risk and vulnerability of girls known to CSC, YOT, Inclusion, Education Welfare Officers and Police a first draft was made available Feb 15. The analysis is using the same questions as the Inquiry into Child Sexual Exploitation in Gangs and Groups dataset developed by the Office of the Children's Commissioner to examine the potential scale of the problem where children who showed signs of risk or vulnerability associated with CSE. Analysis of these data had enabled the Commissioner to quantify the number of children who display three or more signs of risk associated with CSE and to assess the difference between the numbers of identified victims reported to the Commissioner for England's Inquiry and the numbers of potential victims.
- A multi agency audit of 10 children who are at risk of CSE and have also been presented to the MASE is under way.

Progress overview

Brent continue to be committed to and working towards a greater understanding the prevalence and identifying those children who have been sexually exploited or are at risk of this type of abuse and the perpetrators who commit such offences.

It remains challenging to understand the complete picture of the boroughs profile and this impact on identifying priorities for the action plans.

Greater coordination, activity and resources have been directed towards tackling CSE, making sure approaches and information sharing are joined up and enforcement activity is implemented where necessary and children identified, protected and supported.

Attendance by partners at multi agency meetings is good. A new strategy has been developed by the LSCB sub group that references national recommendations.

A strengthen action plan has followed the strategy and progress against identified actions is monitored at every sub group meeting the DCS now chairs the LSCB CSE sub group

Organisation of training and awareness raising activities is now more coordinated and a screening tool is in place for use by partners to support learning and identification.

The MASE panel meets on a monthly basis and whilst children continue to be referred some work remains to get the panel working effectively to track agencies activity on a month by month basis and to make sure the appropriate children are referred. An additional resource of a social work post will be added to the Safeguarding Service. This post will have direct responsibility for tracking progress between panels and reporting this back and researching new panel cases. Membership is continually reviewed to make sure the right people are around the table.

Brent welcomed the appointment of a MOPAC Safer London Senior Young Persons Worker in January 15 with expertise and knowledge of CSE across London. This worker will have direct responsibility for a small case load, training of 250 professionals and will sit on both the MASE and LSCB sub group giving advice and support. The worker appointed to this post has worked in the same position in many of the boroughs that Brent shares a boarder with which offers enhanced capacity from managing cross boundary issues and learning.

Brent recognises the link between missing and CSE and to effectively address this we have introduced a multi agency missing panel to look at the strategic issues and individual children who present the most concern. The first meeting is in Feb 15.

A once monthly a chairs meeting will take place following the Missing panel, MASE panel and PMAP to share information coming out of each meeting such as names of victims, names of perpetrators, those at risk and hotspots.

We are addressing licenced premises issues with colleagues in the licensing team and discussion minimum expectations for CSE training prior to an applications being granted and how to manage the revoking of licences.

Referrals

There is still further training and awareness raising that is required to ensure that practitioners are confident that they understand what CSE is and how to refer. A screening tool is now available to support referral. Most referrals known to Children's Social Care (CSC) are categorised as level one according to the MOPAC guidance (check name)

Against the categories in Pan-London Child Sexual Exploitation Operating Protocol 2014 we have had one category two case since we began collecting referral data however we are not complacent about the need to continue to seek out children in the borough who have been exposed to or been a victim of CSE.

The Police have made a number of arrests and conducted other investigations that have resulted in abduction notices. One possible 'hotspots' was identified but after a Police operation this was deemed safe. We continue to have a high level of gang activity in the borough with 19 home office recognised gangs and at the gang call in April CSE will be part of the agenda to address with gang members

We have applied for a secure order for one female who was at continued risk from an older boyfriend and continued to go missing but this application was reject by the court. The female returned to family in Ireland soon after.

National CSE Awareness Day

A stall with multi agency representation was in place at the civic Centre with opportunities for people to ask questions, receive literature and make a personal pledge in line with the National Campaign. A learning event was available with the senior CSE advocate.

A stall was set up at Wembley Central with two Detective Constables and Police Constables. 150+ people engaged through the day promoting local authority CSE literature and Op. Make Safe.

Uniform police officers promoted operation Makesafe to businesses in Wembley, Kingsbury and Neasden. Approximately 100 premises visited at this time and feedback is positive and engagement good.

A search warrant was issued at resulting in two arrests for possession / sharing of indecent images of children. Computers and others items seized, investigation being led by QK CID. (Suspects currently on bail pending further investigation)

6 relevant RSOs visited by Jigsaw team.

At this time 4 care homes visited by Missing Persons unit staff promoting CSE awareness.

50 QK Police Cadets trained.

QK Twitter has retweeted several links in National CSE Day.

Schools have been provided with training packages for CSE by the local authority.

Child Death Overview Panel Chair: Dr Melanie Smith Director of Public Health

Summary of Brent CDOP for Brent LSCB Annual Report - March 2015

The Brent child death review processes commenced in April 2008. This is a summary of the work for the panel's seventh year as per the guidance in Working Together to Safeguard Children 2013 (replacing 2010) and the London Child Protection Procedures, current version 2014.

The panel chair is now Dr Melanie Smith, the Director of Public Health in the Local Authority. The four panel meetings held this year reviewed 29 cases. There are 4 for review pending coroner's information. The cases are reviewed after the Coroners have given their verdicts, after criminal justice processes are concluded and SCRs are complete.

For this financial year, so far, the single point of contact was notified of 24 deaths, a decrease in numbers from previous years. Of these, seven were classed initially as 'unexpected' child deaths, but one was changed by the CDOP paediatrician to an 'expected' death. This number is consistent with figures overall in past years for unexpected deaths.

Key cases:

This year we completed the reviews for 2 siblings who died at the hands of their birth mother from asphyxia. They were also the subject of a SCR co-ordinated by Brent LSCB. They are the first set of children the panel has reviewed who have died from inflicted injury (non-accidental injury) by an adult. The SCR made recommendations for this case.

The case of a boy who died following a chronic (complex) illness and then died unexpectedly was widely reported in the press. The parents were of the view that information was not shared between local services and specialist centres and that this had an impact on their child's care and death. The panel's view is that local hospitals and specialist centres should communicate effectively because in emergencies complex cases access the local services as the specialist centres are not accessed directly by the public in such situations.

A boy died tragically from a road traffic accident emphasising the continued need for education of the public about road safety.

The CDOP review process highlighted the need for clinicians to heed the voice of parents of disabled children especially where there are concerns about clinical care.

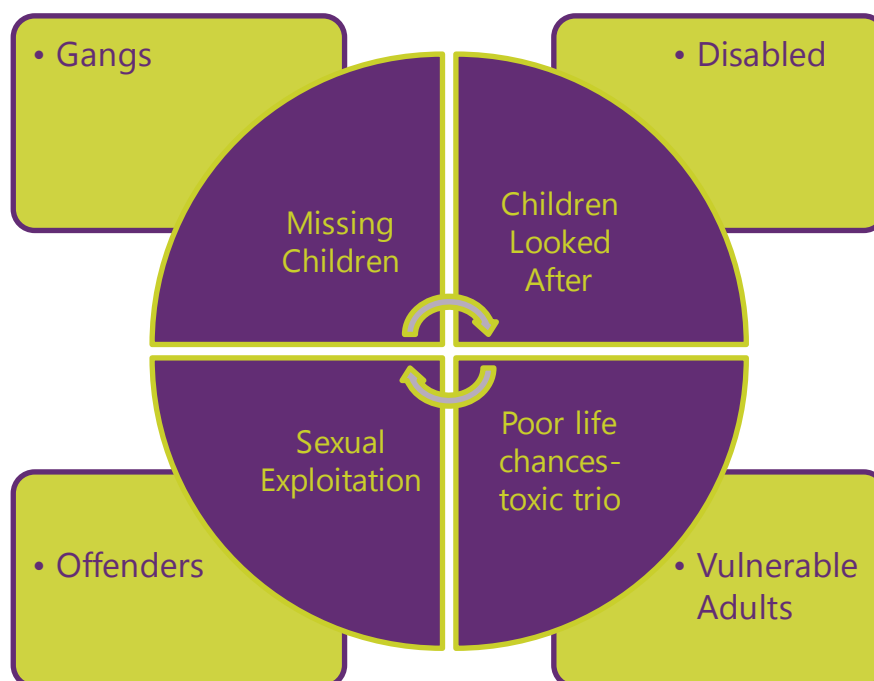
Learning the lessons:

A training session held on 12 September 2014 was attended by over 40 professionals across the partnerships. The talks were based on the theme of 'preventing child deaths'. The following areas were covered: Vitamin D deficiency, medical mishaps, consanguinity, suicide prevention (Brent Samaritans), promoting safe sleep (the Lullaby Trust) and Child Bereavement UK charity spoke about caring for the families and professionals affected by these tragedies. The time spent on each topic was considered too short as there was active discussion and thought provoking questions which enriched the learning.

For the future, the panel wish to share further learning with front line services including primary care: to promote healthy living and safe sleep and road safety, thereby preventing child deaths.

Vulnerable Groups Chair Dr Arlene Boroda Designated Doctor Safeguarding Children

Summary of vulnerable groups for 2014-2015



The Chair of the group was previously the DCI for the police to lead the work of the group as they hold the most 'intelligence' in this area of safeguarding. There were 2 meetings (04/04/2014, 11/09/2014) which agreed the terms of reference for the group and a work plan to continue in the next financial year.

In a forum in Feb 2014 this sub-group of the LSCB identified and listed the groups or partnership panels that already take place that review, risk assess and safety plan for of these vulnerable children across Brent. The Designated Professionals for safeguarding children undertook reviews of the health element of the MARAC and MAPPA and of the partnership in the MASE. These panels have Information Sharing Agreements with terms of reference. Partnership, interdisciplinary working and information sharing is more difficult now simply due to the increasing number of the health providers for a family and their children. The panels to be reviewed will be the PMASE and 'inclusion' panels.

Children and their families interface with many of the vulnerable groups in Brent. There is an overlap of the following: gangs, child sexual exploitation, domestic abuse, young offenders (children in custody, children in prisons, children on probation), and missing children (from home, from school, from education), children looked after, children excluded from education (in past or future). The sub-group identified the need for data mapping of vulnerable children across the various panels in Brent to get a broader picture of the numbers and interlacing of children affected by these problems.

The work of this group feeds into the LSCB and also Brent Community Safety Partnership.

Policies and Procedures

The Policy and Procedures sub group was originally chaired by Yvonne Leese Director of Brent community Services. As a result of the restructure which resulted in community services becoming part of a larger Trust London North West Health Care Trust, (LNWHT), and the Chair is now Colette Mannion, Deputy Director of Nursing.

Issue	What is working well	What's not working well	What we are going to do about it?
Develop guidance for policies, procedures and protocols to be presented to Board	Guidance has been produced and is being followed. Policies and procedures produced by the London Safeguarding children Board are adopted and there is regular feedback at each meeting. If required London procedures are adapted to be Brent specific		
A template is developed to track progress of procedures /policies and protocols including inception, progress, sign off and review	A timetable of policies and procedures to be presented and reviewed has been developed and is working effectively. Policies are then presented to the Board and signed off.	There has been some drift with regards to some policies and procedures where there is an expectation that a London wide document will be produced. This can take some time and during that period the Board either needs to produce a document that will not be aligned to London and will need to be revised or event re-drafted, or have a procedure not fit for purpose	This needs to be addressed by a case by case basis, where there is considerable and unacceptable delay the Chair of P and P will present the case to the Executive for a decision.

Issue	What is working well	What's not working well	What we are going to do about it?
Review of current procedures as required	Procedures are being reviewed as required through multi agency task and finish groups which meet either actually or virtually.	Whilst there is compliance with ensuring procedures are being reviewed by the Board to ensure they are current, it is difficult to gain assurances that procedures are being complied with cross agencies	Link in with QA and O with regards to section 11. Single agencies be asked to demonstrate their compliance.
Develop new multi agency policies , procedures and protocols as required	There is a branded template for future policies and procedures and these will be located on the LSCB website	<p>There will need to be a multi agency working group set up to produce any new procedure/policy, due to the current reduced membership there is likely to be an over-reliance on the current members or officers of the board to draft the procedure.</p> <p>The group do not systematically consider how the voice of the child can be heard when drafting policies or procedures.</p>	<p>Membership needs to be reviewed the option to co-opt members for particular pieces of work based on their skills and knowledge, needs to be promoted.</p> <p>The group will include "Hearing the voice of the child "as a standing agenda item to ensure due consideration is given across all procedures, both new and established.</p>

Serious Case Reviews

This group has been chaired by Chris Spencer, Independent Chair of the Board, up to February 2015 when the role was taken over by Catherine Knights, Deputy Chair. It is noted that the guidance followed, "Working Together to Safeguard Children 2013" has since been revised in March 2015.

Issue	What is working well	What's not working well	What we are going to do about it?
<p>Work in accordance with Chapter 4 of Working Together to Safeguard Children 2013, and Brent's LSCB Learning and Improvement Framework.</p>	<p>All work has been undertaken in line with guidance.</p> <p>The sub group is well attended by the right people; decisions are made in line with guidance and are well considered and recorded.</p> <p>The National Panel of Independent Experts is appropriately consulted</p>	<p>Learning from LSCB SCR processes in Domestic Homicide Reviews needs strengthening</p>	<p>Improve links between the LSCB and Community Safety Partnership</p>
<p>To undertake Serious Case Reviews in line with Regulation 5 of the LSCB Regulations 2006</p>	<p>Consideration is given at the request of the LSCB Chair whether a Serious Case Review (SCR) should take place, and recommendations are made to the LSCB Chair who has ultimate responsibility for deciding whether or not such a Case Review should be conducted.</p> <p>Learning is appropriately disseminated across the partnership. A learning event addressing the lessons emerging from Child I and J took place with lessons expanded to cover more general themes emerging from national SCR's.</p>	<p>Capacity to carry out an SCR is a real concern especially when there is more than one case under review.</p> <p>Capacity to carry out an SCR is a real concern especially when there is more than one case under review.</p>	<p>Resource each SCR on a case to case basis</p> <p>Improve links between the LSCB and Community Safety Partnership</p>

Issue	What is working well	What's not working well	What we are going to do about it?
To undertake Management Reviews	A multi agency learning review took place across Brent and a neighbouring borough	Lessons emerging from the review have not yet been cascaded as the review had not yet been presented to the neighbouring borough's SCR sub group	Ensure clear timescales which are carefully monitored and agreed by both boroughs involved.
To oversee the implementation of actions resulting from SCR and Management reviews	Actions have been implemented systematically across the partnership and are being monitored by the SCR sub group. This will be further monitored through the Section 11 process and cross referenced with the Quality Audit and Outcomes sub group.	Accurately describing the impact on outcomes for children and being able to demonstrate this. Ensuring the learning is effectively cascaded cross agencies and to the front line making a difference to practice	Develop qualitative measures to compliment quantitative data. Ensure partners specifically address the learning from SCR's and impact within their section 11 audits and actions. Ensure all partners are invited to learning lessons events
The Learning from SCR's and Management Reviews is shared across the partnership and as widely as possible	The learning from SCR's is shared across agencies and is accessible to all	Learning is not accessible to the third sector and non statutory agencies. A section developed on the website by the Training Co-ordinator, linked to LearningPool and publicised across the borough is not fully operational.	Undertake specific audit activity to evidence wide spread multi agency learning from SCR's.

10. Challenges

Challenges are made both formally through the Chair writing to a partner or external agency or more commonly during the Board meetings where there are opportunities to constructively challenge any aspect of the work of the Board including reports, presentations and data.

The LSCB Dataset

This has been challenged the Chair on regular occasions both at the full board and Executive group as not being fit for purpose. This has also been raised by partners. A new performance framework including a dataset will be presented to the new Chair and Executive and models of best practice have been sought.

Concerns about the working relationships between Brent CSC and CMWL

Concerns emerged as a result of an audit presented to the Board in December 2014. Partners took proactive action and concurrently a protocol was produced. The protocol of working relationships between CSC and CNWL endorsed by the Board December 2014 includes the range of mental health providers.

AAP Data

The author of the LADO report advised the recording system for AAP's is not sufficiently capturing the data required for reporting purposes. This was challenged at the presentation of the report and this has since been reviewed.

CP training for unregulated bodies

A challenge was made to encourage child protection training for education where there are no regulated bodies for example Faith Schools, private tuition, Churches and Madrassa Schools and looking at their child protection procedures. This has been brought to the attention of the DALC and the CRG to progress as well as raising the awareness of the LADO role with professionals and volunteers who work with children through wider networking with churches, schools and voluntary agencies.

MARAC reviews

MARAC reviewed 299 cases during the annual report review period against a target of 500 which is recommended by CADA. Feedback within the meeting indicated as Advance and the Police are co-located much of the work is through direct referral however this disparity will be addressed with the Chair.

MAPPA attendance

A peer review of the management of MAPPA has been undertaken through the Vulnerable Groups sub group, linked with an overview recommendation with regards to Health representation from the LSCB SCR on Child F This has resulted in improved Health representation. Housing attendance was challenged in October 2014. This has now been addressed.

Attendance at sub groups

The sub groups of the Board are chaired by members of the Executive, who are all senior managers within their agency. Sub group members tend to be operational staff across agencies and do not have to be Board members. Representation and attendance has been problematic across some agencies. This was formally brought to the Board's attention at the October 2014 Board by the chair of Policy and Procedures but had also been addressed by the respective chairs of sub group meetings through the Business Manager. Assurances were received and attendance has improved but will continue to be monitored. See Appendix C for attendance breakdown of LSCB and sub groups.

Brent LSCB Challenge Log 2014


The Challenge	Agency/Person Challenged	Date of Challenge	The Outcome
LSCB Chair challenge to Director of Brent Children & Young People CNWL letter regarding the decommissioning of CAMHS services for LAC and for children with Disability. Given the claims in the letter about the possible impact of the changes, the Chair requested a response to the issues raised along with reassurance that the safety of children will not be compromised.	Director of Brent Children and Young People	9 th April 2014 (CNWL Letter dated 8 th April 2014)	This matter was responded to through discussions between partners outside of the Board, this matter remains under review and will be further addressed through the new round of Section 11 audits
Met Police CAIT attendance at LSCB meetings challenge	DI Liam Adams – Met Police CAIT	8 th January 2014	Feedback that as a result of increasing demand across Harrow and Brent there was reduced capacity for the attendance at meetings, a request was made for this data to be produced so a further challenge could be made to the Assistant Commissioner Met Police. Data presented to the LSCB outlining the demands on CAIT by Brent and Harrow


The Challenge	Agency/Person Challenged	Date of Challenge	The Outcome
LSCB Chair Challenge Letter to Assistant Commissioner Met Police regarding Workload of Brent and Harrow CAIT	Assistant Commissioner Met Police	11th June 2014	Response received 13th June 2014 "Detective Superintendent Steve Williams, who leads the CAITs, has conducted an in-depth analysis to identify the disparity in workloads across the command. Proposed increase for Brent and Harrow
Challenged the H & W Board regarding CDOP Annual Report	Health and Wellbeing Board	18th June 2014	Report now presented and the director of Public Health is now CDOP chair to ensure an effective interface between the two boards as well as protocols now in place between both boards
Letter regarding CSA Pathways in Brent sent to all partners	Partners	September 2014	Partners requested to ensure awareness of CSA and to be aware that CSA and CSE whilst linked are different. Setting up of revised CSE sub group
Chris Spencer challenge to Gail Tolley on CSE Inspection 1. Request for more senior chair of group 2. Use of screening tool in CSC 3. CSE co-ordinator role 4. Role of police in establishing intelligence re prevalence, protection, disruption and prosecution 5. MASE feedback	Gail Tolley	15th October 2014	Strategic director now chair of CSE panel Screening tool developed and rolled out on a multi agency basis, used as part of referral process to BFFD and MASE CSE Co-ordinator role agreed and recruitment process in place. CSE lead in place and Operation Makesafe operational in Brent Evaluation and audit due in June 2015
Challenge to Brent Council Chief Executive regarding LSCB budget	Christine Gilbert	15 th October 2014	Agreement to fund LSCB Training coordinator as permanent full time post
College of NW London		September 2015	Representative in place.

Appendix A


Child Friendly Complaints Leaflets


The North West London Hospitals **NHS**
NHS Trust

I am sad and I want to complain 

 I am sad and upset as somebody did not listen to me when I needed help

? What can I do?

 Phone the Complaints team who will help you
020 8869 2026

 Or we will come and see you on Jack's Place.

1

 Or send an email to the Complaints team
Nwlh-tr.patientrelations@nhs.net

 Or write a letter

 We can help with complaints about the care given to you when you are a patient in this Hospital.

 The complaints team will help organise someone to support you, called an Advocate, who can speak for you or send an email

2

 The Advocate will try to make the problem better and tell you what will be done to make it right.

VoiceAbility runs NHS Complaints Advocacy services in Brent and Harrow and is run by Harrow Health Advocacy service. The website address is:

www.nhscomplaintsadvocacy.org
Handcadv@had.org.uk

Or phone
0300 330 5454 (Brent)
020 8861 8876 (Harrow)

 The Advocate will give you the time you need.

3

Northwick Park and St. Mark's Hospitals
Watford Road
Harrow
HA1 3UJ
Tel: 020 8869 3232

www.nwlh.nhs.uk

General Trust information

Patient Advice and Liaison Service (PALS)
PALS is a confidential service for people who would like information, help or advice about the services provided by any of our hospitals. Please call 0800 783 4372 between 10am and 4pm or e-mail Nwlh-tr.PALS@nhs.net.

For a translation of this leaflet or for an English version in large print, audio or Braille please ask a member of staff or call 0800 783 4372.

4

Appendix B

Brent LAC Service Leaflets

Leaflets for 4-8 year olds

Leaflets for 9-11 year olds

Leaflets for 15-18 year olds

A guide to complaints and Advocacy for Young people

Need more Information?
Please get in touch with the Complaints Team if you need an advocate or if you would like to discuss a complaint.
Complaints Team
Brent Council
Brent Civic Centre
Engineers Way,
Wembley, HA9 0FJ
020 8937 2444
complaints.service@brent.gov.uk
www.brent.gov.uk/complaints

If you can't get in touch with the Complaints Team you can also call Brent Customer Services on 020 8937 1234 or drop in at Brent Civic Centre and make a complaint online.

Other places for support and advice
There are independent charities, organisations and representatives you can contact about advocacy.
Coram Voice
Freephone 0800 800 5792
help@coramvoice.org.uk
www.coramvoice.org.uk
National Youth Advocacy Service
Freephone 0800 808 1001
help@nyas.net
www.nyas.net

You may also wish to contact your ward councillor, MP or the Local Government Ombudsman. For more information visit www.brent.gov.uk/complaints

Receiving social care? Unhappy, concerned or annoyed?

Who can have an advocate?
Advocates are for young people aged from 13 to 19 (and in some cases up to 24) who receive social care support. That is if you are:

- looked after
- on a Child Protection Plan
- a care leaver
- disabled or in need
- approaching 18.

 Your advocate can also:

- help you write down what is wrong and should happen
- attend a meeting with you
- help you say what you want
- give you advice on your rights and about making choices.

Who can be your advocate?
An advocate could be someone you already know and trust. That person could be:

- a teacher, youth worker, personal adviser, your social worker or key worker
- a friend, someone in your family or an adult that you trust to help
- a volunteer who is trained as an advocate

What young people say:
 "My advocate helped me a lot. Every young person in care should have one."
 "My advocate explained my rights to me. I felt listened to for the first time."

Children's Social Care: A Guide to Complaints and Advocacy for Young People

Brent
www.brent.gov.uk

A guide for Children - My Independent Reviewing Officer

These are the names of your social worker and Independent Reviewing Officer.

Contact details:

Name of Independent Reviewing Officer:

Mobile:

Email:

Name of social worker:

Mobile:

Email:

My Independent Reviewing Officer
A guide for children

Brent
www.brent.gov.uk

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Children's Social Care: A Guide to Complaints and Advocacy for Young People

Brent
www.brent.gov.uk

What does an advocate do?
Your advocate will listen to your views and help you to understand what's going on. Your advocate will meet you a few days before any meeting where your plans are being discussed to help you to work out how you would feel most comfortable having your care for yourself. You may want to make a video recording for the meeting, or write down to share what you want to say. You can take these to the meeting or ask your advocate to go to the meeting on your behalf.
If you go to the meeting your advocate will help you to speak out at the meeting or speak out for you if you prefer. Your advocate will make sure people listen to your views.

Local dispute resolution
If the IRO and your social worker can't agree on what is best for you then they will try and sort this out and the IRO will take this up with a more senior person. This is called the escalation procedure. The IRO has a responsibility to use any concerns or issues on your behalf to help try and sort the out.

Why do you have these meetings?
You have review meetings because it gives you and the people helping you an opportunity to discuss your living arrangements and everything else that affects your care and so will you come back to your parents or another relative, or will you be in foster care or in residential home. Any changes to your care can be discussed at your review and it is important that your views are always taken into account.

Who comes to your reviews?
Your social worker will ask you who you think should come to your review. Usually the would include your carer, parents, family members, teachers and your advocate if you have one and most importantly you.

How do you get to have your say?
As it's your meeting, it is important that your views are heard.
Your social worker will talk about the future plans with you before the review and you can tell them how you feel.
If you feel unable to come to the review, your social worker or your advocate will be people know what you think and feel.

What happens at the meeting?
Before the meeting your social worker will have written a report and you will be able to see the beforehand. The report covers things like your health, how you are getting on with your education, what other activities you are doing, if things are OK where you are living and if you are happy with the contact you have with your family.
The IRO will start the meeting by asking everyone there to say who they are and give everyone a chance to talk about how things are, the plans that have been made and any changes that may need to be made. The IRO will be taking notes at the meeting of what has been discussed and what the results of the meeting are such as making any other arrangements for you.

Independent Reviewing Officers: A Guide for Young People

Brent
www.brent.gov.uk

A guide for Young People - My Independent Reviewing Officer

What is my Care Plan?
Your social worker has to write down what they will do to help you while you are in care and this is called a Care Plan. It says what we are going to do to support you, your education, hobbies and interests, your health, religious or cultural needs and how long it is thought you will need to be looked after for. It is also agreed how we can help you have contact with family and friends.

Advocates
If you are unhappy with anything in your Care Plan then you don't think you are being treated fairly then you can ask your social worker for an advocate.

What does an advocate do?
Your advocate will listen to your views and help you to understand what's going on. Your advocate will meet you a few days before any meeting where your plans are being discussed to help you to work out how you would feel most comfortable having your care for yourself. You may want to make a video recording for the meeting, or write down to share what you want to say. You can take these to the meeting or ask your advocate to go to the meeting on your behalf.
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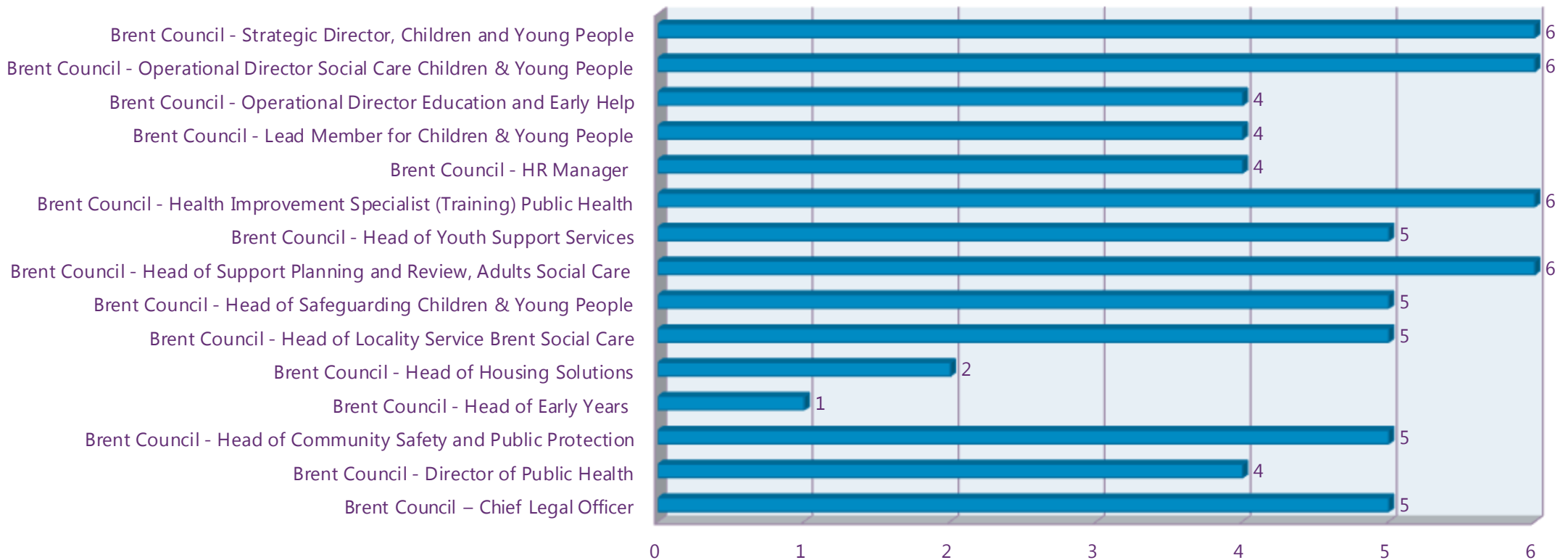
Independent Reviewing Officers: A Guide for Young People

Brent
www.brent.gov.uk

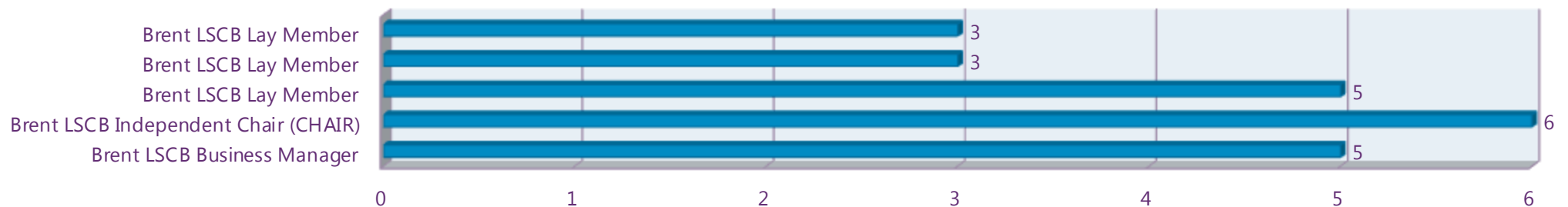
APPENDIX C

Attendance at LSCB meetings April 2014-February 2015

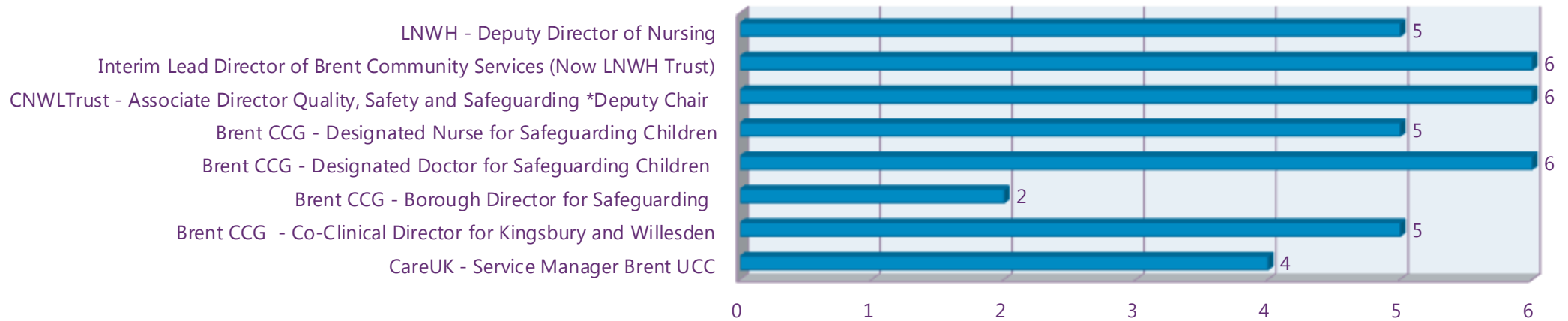
Brent Council member attendance at LSCB meetings Apr 14 - Mar 15



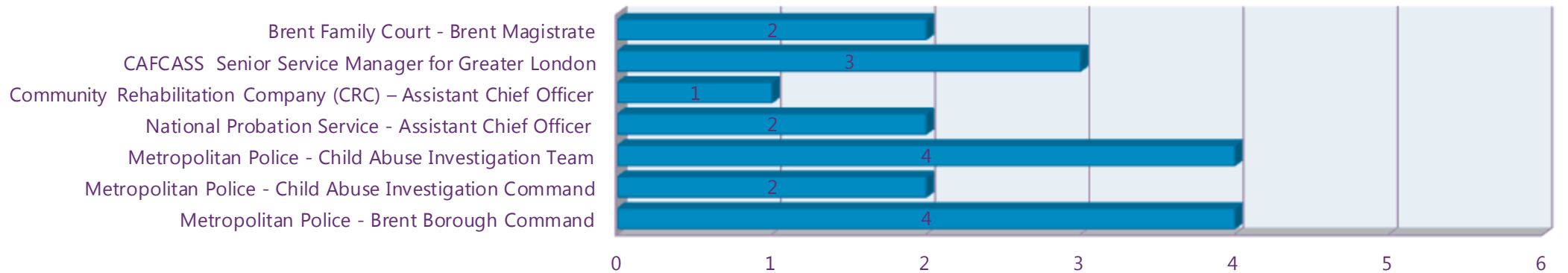
Brent LSCB Officer/Lay member attendance at LSCB meetings Apr 14 - Mar 15



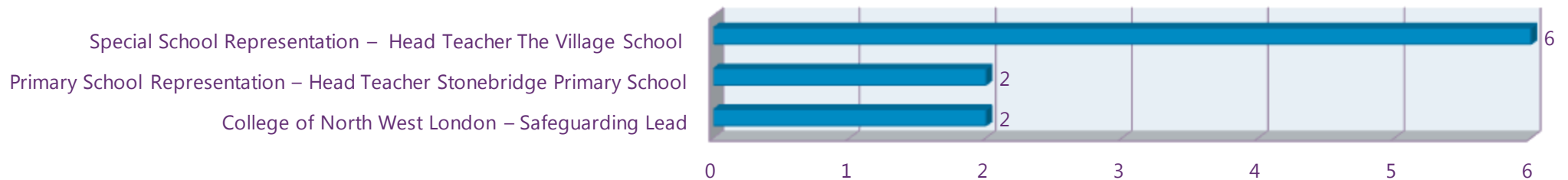
Health attendance at Brent LSCB meetings Apr 14 - Mar 15



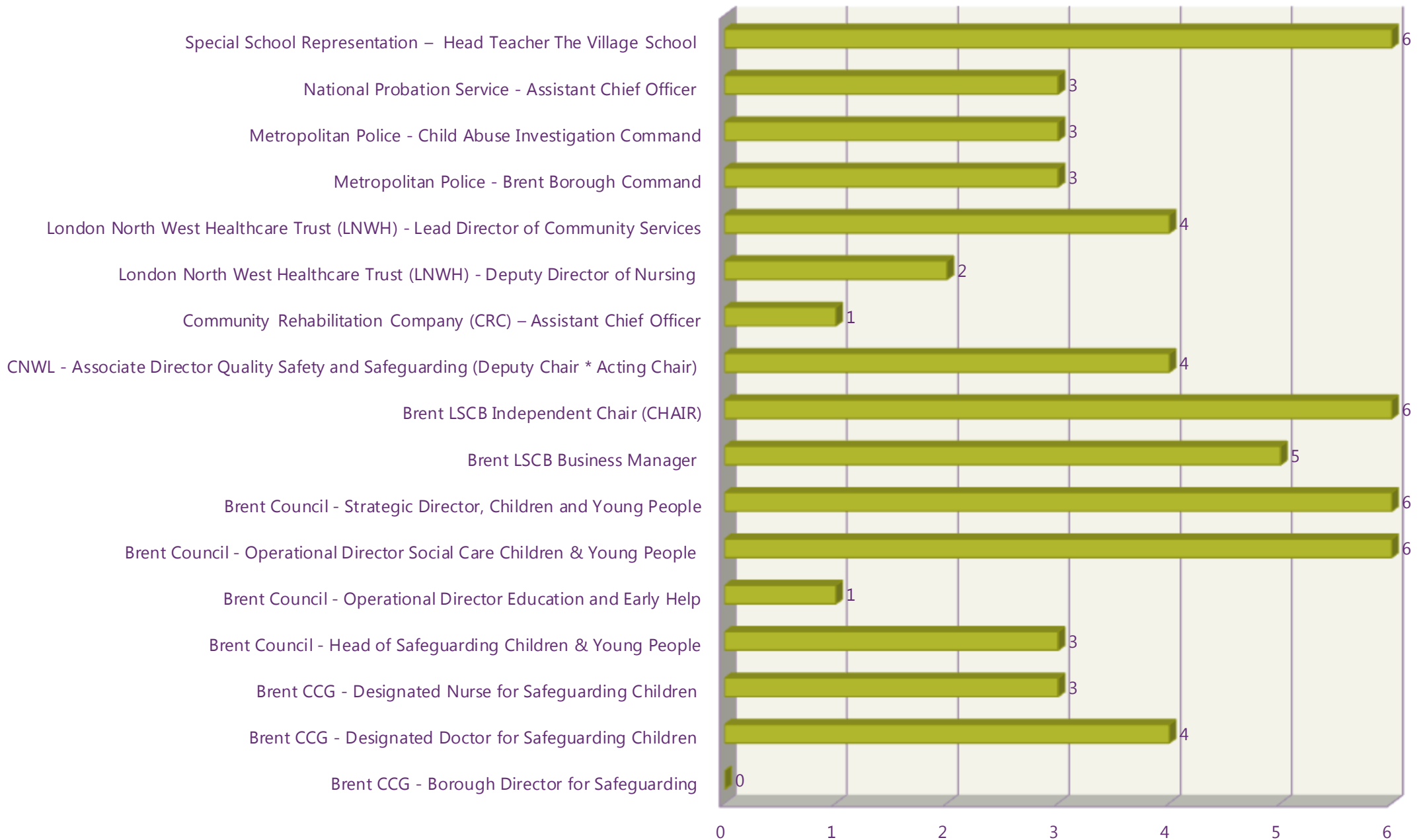
Police, Probation & Courts attendance at LSCB meetings Apr 14 - Mar 15



School/Settings attendance at Brent LSCB meetings Apr 14 - Mar 15



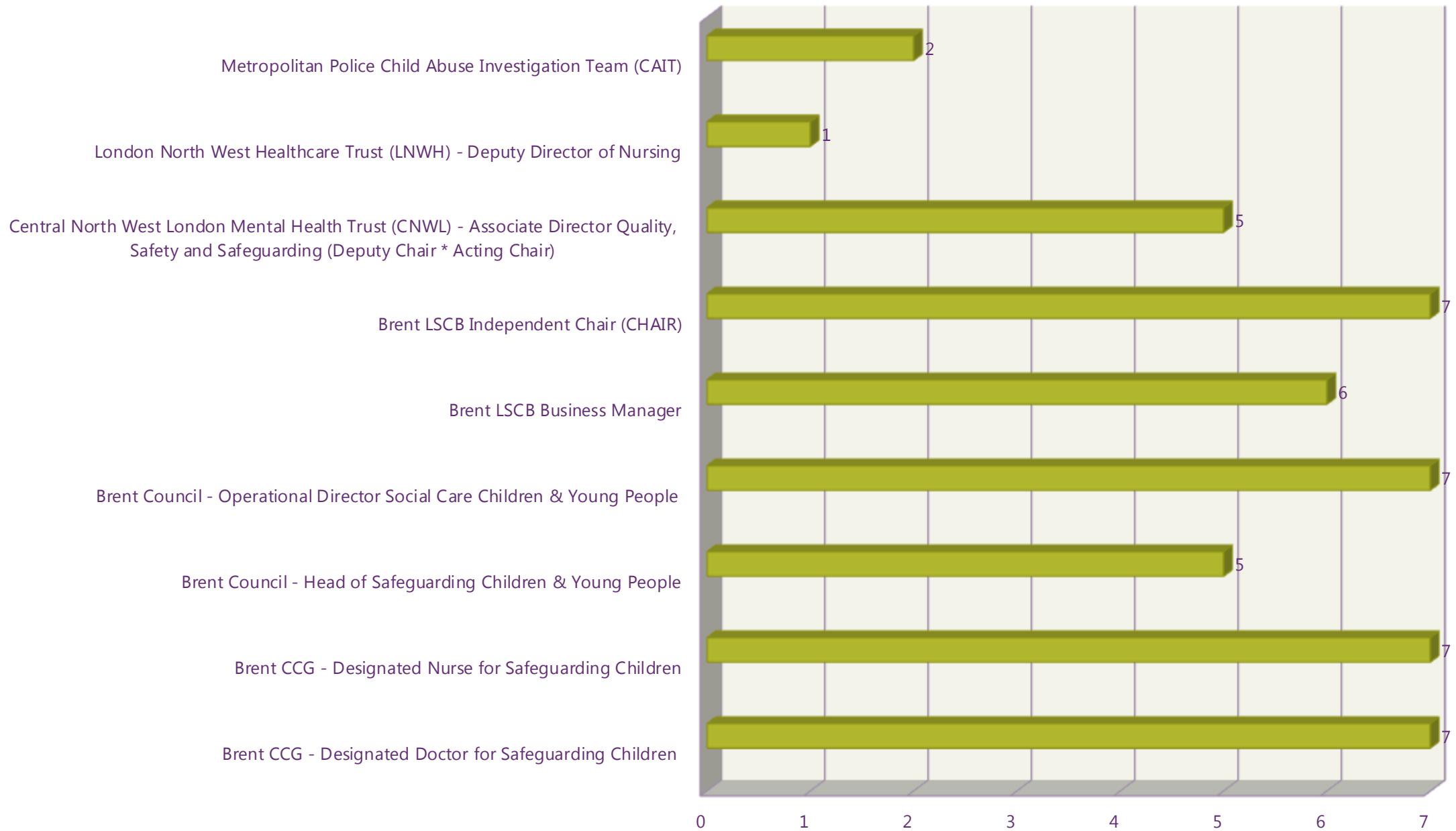
Executive Group attendance Apr 14 - Mar 15



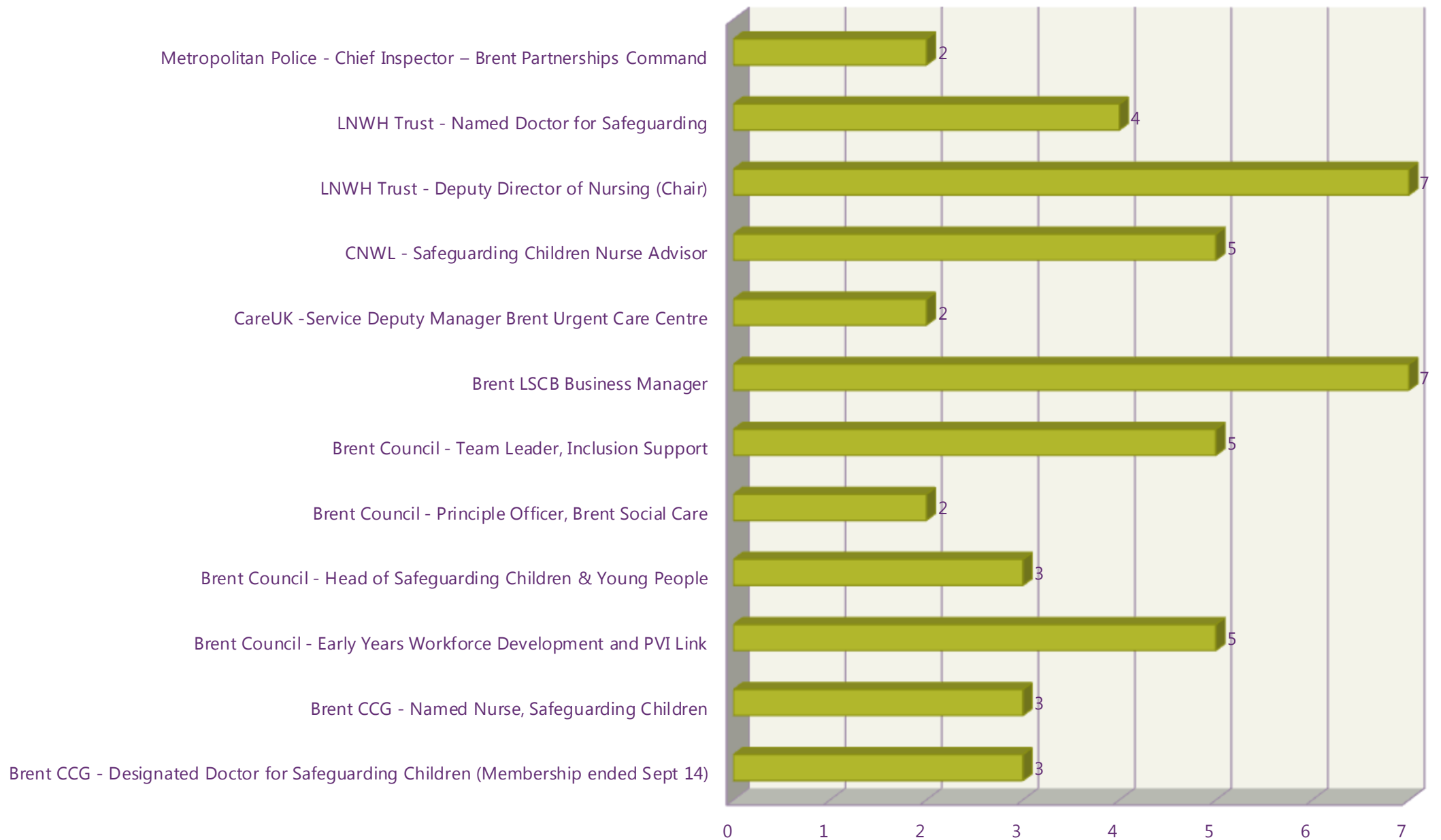
Developing a Learning Culture Sub Group attendance Apr 14 - Mar 15



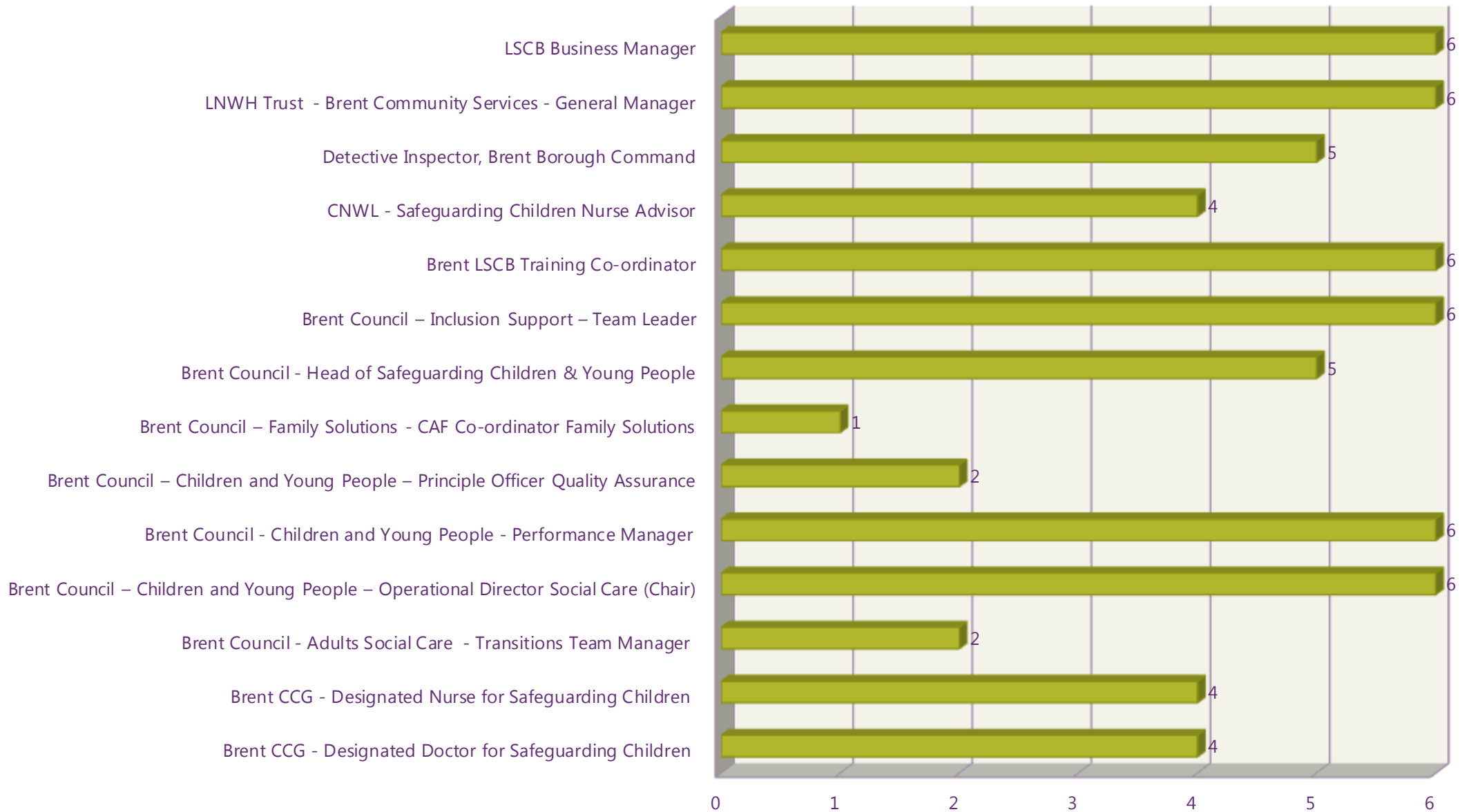
Serious Case Review Sub Group attendance Apr 14 - Mar 15



Policies and Procedures Sub Group attendance Apr 14 - Mar 15



Quality, Audit and Outcomes Sub Group attendance Apr 14 - Mar 15



Child Sexual Exploitation Sub Group attendance Oct 2014 - Mar 2015



Note: This sub group began in October 2014 and the membership of this group changed/increased in Feb 2015

Vulnerable Groups Sub Group attendance Apr 14 - Dec 2014

