

**Brent Local Safeguarding Children Board**

Working together to safeguard children



# Annual Report 2016-17

Keeping children safe is everyone's responsibility



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# 1. Introduction from the Chair

As the chair of Brent Local Safeguarding Children Board (LSCB), I am pleased to present our annual report covering the period from 1 April 2016 to 31 March 2017.

The year under review can be described as one of consolidation and transformation. In my last foreword, I explained the major changes introduced to improve the effectiveness of the Board which included; a membership review, reducing the frequency of meetings and revising the format of LSCB meetings. These changes were accepted by members and attendance at meetings continues to be strong.



This is characterised by the sub-groups' contribution to the Board's work. The report contains extracts of their work and the difference they have made to the safety and wellbeing of Brent's children. I would like to thank the members who chair the sub-group meetings and those who participate in their work programmes. These groups are vital to the work of the Board. I appreciate that everyone who volunteers for these roles do so in addition to their 'day jobs'.

The Ofsted Review of the effectiveness of Brent LSCB conducted in autumn 2015 and the subsequent action plan required the Board to address fundamental areas such as audit and performance management. The report describes the work undertaken in terms of themed multi-agency case audits. This work was complemented by having detailed case discussions at Board meetings to promote learning that includes an understanding of the different roles played by each partner organisation in addressing safeguarding concerns.

The change to the section 11 audit which was trialled last year is an example of the transformation mentioned above. [Section 5.2](#) gives a summary of the audit; the response by most agencies however, was disappointing. Nevertheless, those that did fully participate found the process worthwhile and informative. I believe it is critical that senior officers and managers in all organisations working with Brent's children, have confidence in their staff's safeguarding knowledge. Following feedback from members, the audit has been re-designed and is due to be undertaken again from May 2017. I am encouraged that the renewed commitment shown by partner organisations will be evidenced with a much higher response rate.

These audits are aimed to evidence the quality of safeguarding practices in Brent but it is frustrating and disappointing that the Board still lacks meaningful performance data other than that provided by Brent Council. Progress has been made in that a data framework was agreed in early 2017 by key organisations (the council, police and health providers/commissioners) but it is recognised that the Board had no dedicated data analyst to progress this work.

I am pleased to report that the Board agreed to fund this post on a short-term contract and an appointment is due in the summer of 2017.

Other innovations have included a dedicated Board Twitter account, a revamped website and changes to the support arrangements for the Board. These are described in [section 4.4](#). I have also changed the format and style of the Annual Report from last year. Reference is made to various business plans, legislation and statutory guidance which can be accessed through the hyperlinks included in the text.

The report is deliberately shorter and concentrates on key aspects of the Board's work, notably the priorities of Domestic Abuse and Child Sexual Abuse (including exploitation). The former is the largest source of referrals, whilst I recognise society's continuing concern about the sexual exploitation of children.

As Chair, I want to promote the safety and wellbeing of Brent's children as widely as possible. Other borough partnership Boards touch the lives of children; I am member of the Safer Brent Partnership, the Violence Against Women and Girls Group and the Children's Trust as well as having links with the Chair of the Local Safeguarding Adults Board. The Board has developed links with the Football Association, Queens Park Rangers FC and an increasing number of schools through our section 11 audits.

However, in these times of austerity and reducing budgets, it has been necessary to remind some partner organisations of their responsibilities to safeguard children through engagement with the Board. I have been in dialogue with the Police both before and after the publication of the critical HMIC report in November 2016, I raised my concerns at the lack of engagement by the Community Rehabilitation Company (CRC) at a senior level locally and with the London LSCB Chairs network and I have also had meetings with London North West Health Trust (LNWH). I am pleased to say that following these interventions the Police and LNWH are now more engaged and CRC are planning changes which should be in place by the end of 2017.

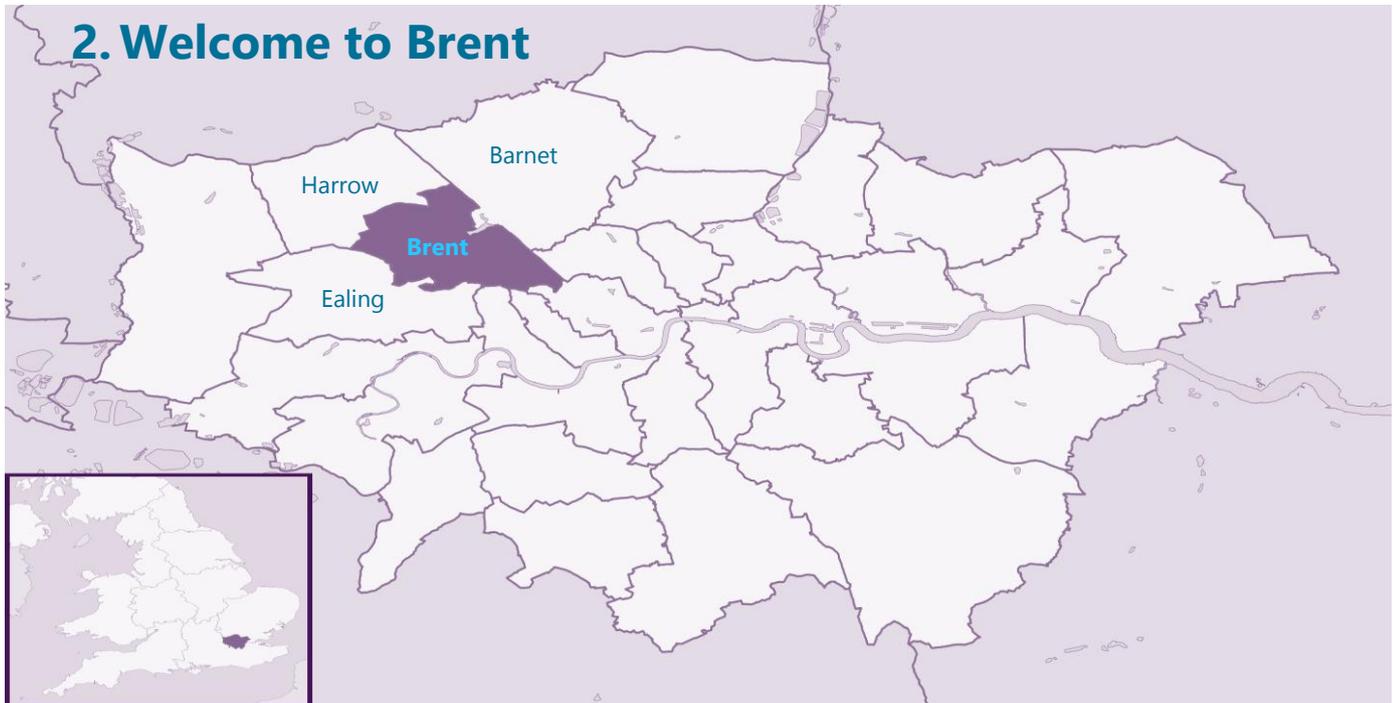
[Section 14](#) refers to the Government response to the Wood Review of LSCBs. Whilst we await official guidance, I am on-going discussions with the Chair of Harrow LSCB about developing closer working relationships.

I would like to conclude by thanking the Interim Business Manager, Yvonne Byrne, for her contribution to the work of the Board. Yvonne worked tirelessly on the performance framework, maintaining the Board's training programme and taking the section 11 audit forward. Yvonne left us at the end of March 2017 and I was delighted that Wendy Proctor, who worked as the board administrator for many years, was successful in her application to the new role of Strategic Partnerships Officer. Wendy is known to many of us and is committed to the work of the Board. She is also the author of the 'new look' annual report- thank you.

This report can only be a summary of what has been a busy year for the Board. Some of the areas mentioned will be taken forward into 2017/18 and there will doubtlessly be new safeguarding areas for us to address. I would like to think that the Board is in a strong position to face these challenges.

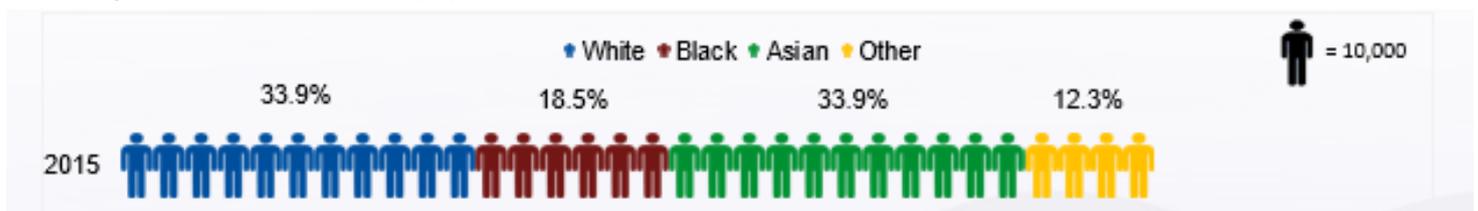
Mike Howard  
August 2017

## 2. Welcome to Brent



- **Brent** is situated in north west London
- Brent is a total area of **16.70** square miles
- Brent is one of the most densely populated Outer London Boroughs with an overall population of **311,215**<sup>1</sup>
- There are approximately **79,000** children aged 0-18 years living in Brent
- Children make up approximately **25%** of Brent's population
- **75%** of children aged 0-18 years in Brent are from Black and Minority Ethnic communities
- Almost **1 in 4** (24.8%) children in Brent are defined as living in poverty (for example not having their basic needs for food, clothing and shelter met)
- Brent receives an average of **500** contacts per week to Brent Family Front Door <sup>2</sup>
- **Domestic abuse** is the most commonly referred concern to Brent Family Front Door

### Ethnicity breakdown of Brent's population (2015)



<sup>1</sup> Data sourced from [Brent JSNA 2015](#)

<sup>2</sup> **Brent Family Front Door** is the contact point for concerns about children and families in Brent. It incorporates the Multi-Agency Safeguarding Hub (MASH).

### 3. What is Safeguarding?

Safeguarding is action taken to ensure the safety and wellbeing of children to protect them from harm.<sup>3</sup>

Safeguarding means:

- protecting children from abuse and maltreatment
- preventing harm to children's health or development
- ensuring children grow up in a safe and caring environment
- taking action to enable **all** children and young people to have the best possible outcomes

Child protection is part of safeguarding. It focuses on protecting individual children identified as suffering or likely to suffer significant harm.

All organisations working with children and families in Brent provide support to ensure children are effectively safeguarded (doing the right things to make them safe).

The government's statutory guidance **Working Together to Safeguard Children (2015)** sets out:

- the legislative requirements and expectations placed on organisations to safeguard and promote the welfare of children; and
- a framework for Local Safeguarding Children Boards (LSCBs) to monitor the effectiveness of local organisations and the services they provide

For children to be kept safe from harm it is essential that the local workforce of practitioners, managers and volunteers (all of whom work with children and young people) are well informed and understand the agreed local child protection procedures.

Workers and volunteers need to know:

- how to recognise signs of need or possible abuse, harm or neglect to children
- what actions to take
- how and where to seek advice
- how to refer children in need and children in need of protection to the relevant early intervention and protection services
- what to say to children and their families
- rules about sharing confidential information
- what records to keep

Brent follows the **London Child Protection Procedures and Practice Guidance** as our local procedures. These procedures are updated every six months by the **London Safeguarding Children Board**.

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<sup>3</sup> Safeguarding children and child protection guidance/legislation applies to all children up to the age of 18.

## 4. What is the Brent Local Safeguarding Children Board (LSCB)?

Brent LSCB is a multi-agency partnership board consisting of many organisations delivering services to the borough’s children. These include Brent Council, Schools/Colleges, the Police, a range of local health service providers and health commissioners, Probation, the voluntary sector and lay members (lay members represent and advocate for the community).

Brent LSCB’s role is to co-ordinate and measure the effectiveness of these services which are provided to safeguard and promote the welfare of children and young people in Brent. A full list of statutory objectives and functions of Brent LSCB can be found in [Chapter 3: Working Together to Safeguard Children \(2015\)](#).

Brent LSCB promotes awareness of the need to safeguard the welfare of children and young people across Brent through our website which is updated regularly. During 2016/17 a project to redesign and refresh the [Brent LSCB Website](#) took place. The updated website was launched in May 2016 receiving positive feedback on its improved visibility and navigation.



Brent LSCB also set up a Twitter account in May 2016 which generated over 250 followers by March 2017.

**Please follow us @LSCBBrent**



# Brent Local Safeguarding Children Board

The LSCB met five times in 2016/17, the meetings were attended by a range of senior representatives from partner organisations and lay members.

The Brent Council Lead Member for Children and Young People also attends each board meeting as an observer.

The Board is supported by seven sub-groups, each sub-group is chaired by a member of the Board and they are also members of the Chairs Coordination Group.

The sub-groups progress the work of the Board, are also comprised of multi-agency representatives and each met at least 5 times during 2016/17.

## Chair's Coordination Group

The group monitors the sub-group arrangements and oversees the links between sub-group work plans. The group also offers support and challenge to the Chair on LSCB business.

### Serious Case Review (SCR)

The sub-group considers all serious incidents where a child has been seriously harmed or died and decides whether to instigate a review. The decisions made by the sub-group are subject to review by the National SCR Panel.

### Child Death Overview Panel

The panel carries out child death reviews as set out in [Chapter 5 of the Working Together to Safeguard Children 2015](#) guidance.

### Policies and Procedures

The sub-group develops and reviews multi-agency safeguarding policies and procedures in Brent.

### Performance

The sub-group was established in 2015 to drive forward the development of a robust multi-agency data set for LSCB.

### Learning and Development

The sub-group raises awareness of safeguarding and the profile of the Board. It also supports and monitors the LSCB multi-agency learning and development programme.

### Child Sexual Exploitation

The sub-group monitors the partnership approach to combatting Child Sexual Exploitation in Brent.

### Monitoring and Evaluation

The sub-group manages the annual programme of multi-agency audits and gives feedback on safeguarding reviews undertaken by partner organisations.

## 4.1. LSCB Business Plan 2016-19

**Brent LSCB's Business Plan 2016-19** is underpinned by national and local guidance and priorities. It set outs measurable objectives and outcomes. The LSCB Business Plan is refreshed annually and action plans are created for each sub-group to implement and oversee.

Research commissioned by Brent LSCB into the number and reasons for referrals to the Brent Family Front Door (BFFD) identified the areas which have the largest detrimental impact on the safety and wellbeing of Brent's children. These areas were taken as the Board's priorities for 2016-19:

- ❖ **domestic abuse**
- ❖ **neglect**
- ❖ **child sexual abuse**
- ❖ **child & parental mental ill health**

The priorities were also aligned with other strategic boards in Brent to ensure a holistic approach to safeguarding across Brent. These other strategic boards include Brent Children's Trust, Safer Brent Partnership and Brent Safeguarding Adults Board.

The LSCB sub-groups have the responsibility for delivering programmes of work that address these four priorities and progress is monitored by the Chair's Coordination Group on behalf of the Board.

## 4.2. Relationships

The Independent LSCB Chair maintains links with other strategic boards and is accountable for the Board's effectiveness to the Brent Council Chief Executive Officer.

The chair meets regularly with senior individuals including the Brent Council Leader and Strategic Director Children and Young People.

To identify areas of collaboration and avoid duplication:

- the LSCB Chair is a standing member of **Brent Children's Trust** and **Safer Brent Partnership**
- the Interim LSCB Business Manager continues to attend the **Brent Local Safeguarding Adults Board** meetings and contributed to the **LSAB** priority setting event

To reinforce the importance of partnership working to safeguard children in Brent:

- Brent LSCB's annual report for 2015/16 was shared with the **Health and Wellbeing Board** and **Brent Children's Trust**
- links were developed with the Prevent Delivery Group, MARAC Steering Group and the VAWG Delivery Group, all of which report to the **Safer Brent Partnership**
- links were developed with the Head of Safeguarding at the **Football Association (FA)** to offer support and advice

### 4.3. Lay members and the Community Reference Group

Brent LSCB lay members act as valuable ambassadors to help build stronger links between the LSCB and the local community. They form the Community Reference Group which aims to:

- promote awareness of the LSCB and safeguarding across Brent's communities
- represent the community voice at the LSCB
- engage with Brent's people and local groups to support community cohesion

While there were no formal Community Reference Group meetings during 2016/17, the lay members continued to engage communities, providers of services, professionals, parents and carers in a range of activities including:

- conducting a consultation about the Harlesden community's understanding of safeguarding
- supporting several Brent schools to promote safeguarding messages including Capital City Academy and Newman Catholic College in Willesden
- developing a safeguarding awareness programme using NSPCC research which included a number of awareness sessions and the distribution of safeguarding information
- facilitated engagement with parent and carer groups
- identified appropriate support for parents whose children have been the victims of Child Sexual Exploitation (CSE)

As a result of the engagement work undertaken by the lay members the provision of training was highlighted as a valuable way to engage and support the community. This led to an agreement to actively promote the LSCB safeguarding training offer to Foster Carers. Eight Brent Foster Carers attended a range of LSCB safeguarding courses during 2016/17.

The Board recognises that in order to strengthen community engagement, the LSCB Community Reference Group needs to operate within a less formal structure and collaborate with already existing groups, organisations and individuals who have a passion for keeping children and young people safe in Brent.

As part of this reorganisation, a recruitment campaign for additional lay members is planned to start the summer of 2017.



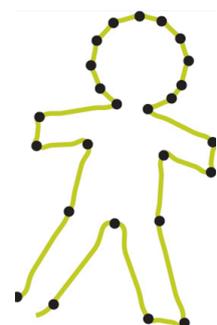
#### 4.4. Brent LSCB support arrangements

During 2016/17, Brent LSCB was supported by a dedicated team located within Brent Council's Children and Young People Department. This team consisted of an interim Business Manager (appointed May 2016), a Business Support Officer and a Training Co-ordinator. The implementation of the work programme was significantly affected due to the prolonged absence of the Training Coordinator.

A review of the support arrangements for the strategic partnership boards in Brent took place during the year. The outcome of this review was the agreement to develop a new team to provide consistent support to strengthen the links across the following six key strategic partnership boards;

- Brent Local Safeguarding Children Board
- Health and Wellbeing Board
- Brent Children's Trust
- Safer Brent Partnership
- Partners for Brent
- Brent Safeguarding Adults Board

The newly formed Strategic Partnerships team is planned to be fully operational by May 2017, consisting of a Strategic Partnerships Manager who will be supported by three Strategic Partnerships Officers. The team will replace the function and responsibility of both Business Manager posts for the Brent Local Safeguarding Children Board and the Brent Safeguarding Adults Board. The LSCB Administrator and Training Co-ordinator posts will remain in place.



## 4.5. LSCB finance and resources

All LSCB member organisations have an obligation to provide the Board with resources to enable it to carry out its functions. These contributions can include money (see table below), staff time (representation at the Board and sub-groups) or 'in kind'. Queens Park Rangers Football Club, the FA, the College of North West London and Ark Elvin Academy provided meetings rooms and refreshments for the Board in 2016/17.

In 2016/17 the Board had a budget of £193,975 which was made of contributions from our partners. The main contributor to the LSCB budget continues to be Brent Council, with Brent CCG being the next highest contributor. The majority of Brent LSCB's budget is spent on support staff salaries and Independent Chair costs.

All LSCB's, regardless of size, continue to receive the same level of contribution from the Metropolitan Police, CAFCASS and Probation Services.

<b>Partner Contributions to LSCB Budget 2016/17</b>	<b>£193,975</b>
Brent Council	98,400
Brent CCG (including CDOP management costs)	£76,425
LNWH NHS Trust	£11,000
MOPAC/Met Police	£5,000
Community Rehabilitation Company	£1,000
National Probation Service	£1,600
CAFCASS	£550

## 5. Monitoring and Evaluation

This section summarises the work Brent LSCB has undertaken during 2016/17 to develop a robust approach to quality assurance and performance monitoring.



### 5.1. Performance Monitoring

During 2016/17 a new multi-agency dataset was agreed by key partner organisations: the council, police and health.

The data set covers four main domains of safeguarding information:



The LSCB asked partner organisations to make staff available to populate and analyse the datasets but no organisation was able to commit any staff to these tasks. Following discussions at the Board meetings and agreement with Brent Council's finance department it was agreed the LSCB would fund a data analyst on a short term contract.

It is anticipated that this work will start in summer 2017.

## 5.2. Section 11 Audit

**Section 11 of the Children Act (2004)** places duties on a range of organisations and individuals to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children.

LSCBs are required to gather information to assess and monitor compliance that partners are meeting the above statutory obligations.

During 2016/17, Brent LSCB adopted a new innovative approach to section 11 audits following a consultation and ideas workshop with partner organisations. The Board also conducted research into similar approaches undertaken by Wandsworth and Greenwich LSCBs.

The new approach complemented the existing section 11 audit process by evidencing the safeguarding knowledge of the workforce by introducing a survey for completion by all levels of staff. We aimed to facilitate a simple but effective way for organisations to understand and be assured that their safeguarding arrangements are effective.

The new-style audit also enabled both partner organisations and the LSCB to identify accurate and measurable areas for learning and development

The LSCB:

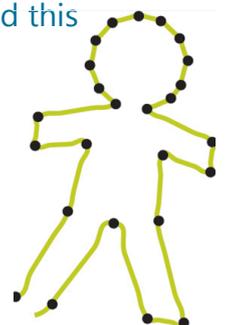
- encouraged all partner organisations to ask staff to complete the survey
- collated and analysed the results of the survey
- received a varying level of engagement from organisations

From the results of the audit pilot the LSCB was assured that over 80% of staff across the partnership knew who to raise safeguarding concerns with, when to raise safeguarding concerns and how to respond to concerns about colleague.

The LSCB Section 11 Audit pilot identified that there were training needs in the areas of:

- Private fostering - The audit found there were small pockets of high confidence in this area but generally low confidence and knowledge amongst multi-agency staff.
- LSCB priority areas of domestic abuse, neglect, child sexual abuse and mental ill health

An evaluation of the process identified that partners embraced the process and agreed the pilot was a valuable approach, therefore we will continue to expand this approach in 2017/18 with a plan to also expand it to include Brent schools.

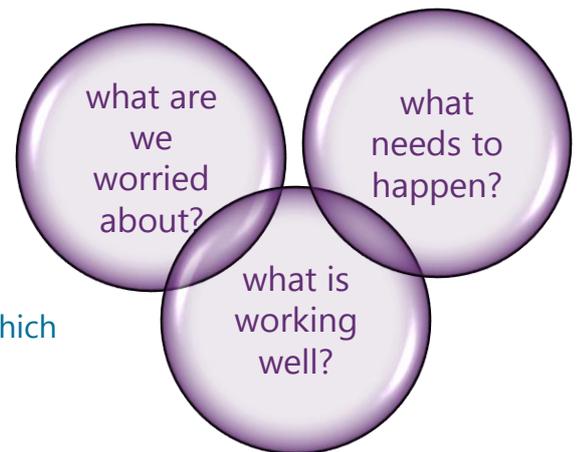


### 5.3. Themed multi-agency audits

Brent LSCB conducts a range of themed multi-agency case file audits. These audits focus on areas of safeguarding activity based on the priorities identified by the Board.

The LSCB audit tool was re-developed and included the principles of **Signs of Safety**, shared and adopted as a good practice audit tool across the partnership.

**Signs of Safety** (created in Western Australia by Andrew Turnell and Steve Edwards) is internationally recognised model for direct work with children and families. It is an outcome-focused and strengths-based model with a robust risk management framework and includes a range of principles, processes and tools to guide the work.



The LSCB undertook multi-agency audits in 2016/17 which focussed on these three key areas:

- **Neglect**
- **Female Genital Mutilation (FGM)**
- **Domestic Abuse**

These themed audits each reviewed a number of cases and identified areas of strength and improvement. Each audit resulted in a multi-agency action plan being created to address the recommendations identified:

#### **Neglect themed case audit**

- ensuring that cases are escalated appropriately when there is a lack of progression
- guidance is offered to improve the quality of referrals which in turn aims to ensure individuals receive the appropriate services
- identifying children who are young carers as requiring specific support

#### **FGM themed case audit**

- appropriately sharing concerns of FGM with all partner organisations involved with the family
- support is offered to work in partnership with voluntary organisations that work with children, young people and families

#### **Domestic Abuse themed case audit**

- current or potential flagging systems for children subject to child protection plans are reviewed
- ensure record keeping is compliant with relevant safeguarding policies
- cultural differences are considered when assessing or addressing need

The LSCB also provided feedback on a number of partner organisation safeguarding children audits and quality improvement projects.

## 6. Child Death Overview Panel (CDOP)

CDOP is one of Brent LSCB's seven sub-groups and is chaired by the Director of Public Health. The Vice Chair is the Brent CCG Designated Paediatrician for Unexpected Deaths in Childhood. The panel consists of multi-agency representation including a representative from the charity, [The Lullaby Trust](#).

The CDOP is notified of all deaths of children (expected and unexpected) who are residents within the London Borough of Brent. Relevant information is collated for each case and is discussed to determine if the death was preventable.

Where a death is unexpected a rapid response meeting is convened. These meetings are held to ensure that all the relevant information is gathered as soon as possible and relevant actions are recommended. The current process for managing unexpected child deaths in Brent is detailed on the [LSCB Website](#).

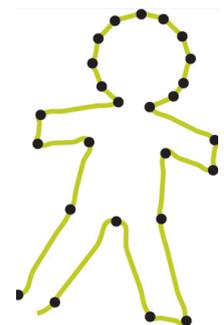
The panel also has the role in identifying patterns or trends in local data and reporting these to the LSCB. The lessons and trends identified from the reviews are compiled and reported to the Board on an annual basis.

The CDOP met five times during 2016/17 to discuss and review child death cases and the group had good attendance and engagement from key partner organisations.

Between 1 April 2016 and 31 March 2017, the CDOP were notified of the deaths of 26 children who were residents of Brent at the time of their deaths. The panel reviewed a total of 30 deaths during this period. More details can be found in the [CDOP Annual Report 2016/17](#) published on the LSCB website.

The Paediatrician for Child Deaths has attended three of the London Safeguarding Children Board CDOP Chairs network meetings. The Chair of CDOP and the Paediatrician attended a London workshop to review the role and responsibilities of CDOP.

Since March 2016, bereaved parents have been sent an information leaflet about the Brent CDOP review process inviting them to contact CDOP to share any information which may help the review process. Links with three bereaved families were made which enabled their views to be heard and shared appropriately with partnership organisations.



Actions that have been implemented as a consequence of Brent child deaths during this period include the following;

- a Serious Incident (SI) review was conducted in response to concerns raised regarding the screening of first responder telephone calls and the timescales of the responses
- a SI review was also conducted as a result of a vaccine related preventable death
- development of updated patient treatment guidelines to strengthen the interface between the Brent Urgent Treatment Centre and the London North West Hospitals NHS Trust (LNWH) Paediatric Accident and Emergency department

A close working relationship between CDOP and the SCR sub-group continues. A process is in place to allow cases and concerns to be shared between both groups and the Vice Chair of CDOP also attends the SCR sub-group.

A common theme that has been identified through child death reviews in Brent is the risk of co-sleeping (parents/carers sharing a bed or sofa with their baby).

Brent LSCB promoted the work of [The Lullaby Trust](#), who provide expert advice on safer sleep for babies, emotional support for bereaved families and raises awareness of Sudden Infant Death Syndrome.



The Board also supported [Safer Sleep Week](#) through the LSCB website, by circulating messages across partner organisations and using Twitter. Posters for display were also distributed and a press briefing was released which was featured in the [Kilburn Times on 14/03/2017](#).

Brent LSCB also included sessions to raise the awareness of safer sleeping practice in its annual training offer.



## 7. Serious Case Reviews (SCR)

In England a SCR takes place after a child dies or is seriously injured and abuse or neglect is suspected to be involved. It identifies lessons that can help prevent similar incidents from happening in the future.

Brent LSCB follows statutory guidance set out in [Working Together to Safeguard Children 2015](#) for conducting a serious case review.

The Brent LSCB SCR sub-group met five times during the year. It reviewed actions from previous SCRs and other reviews to ensure any lessons learned were implemented. Learning events were planned and delivered to agency partners on lessons arising from serious case reviews both locally and nationally.

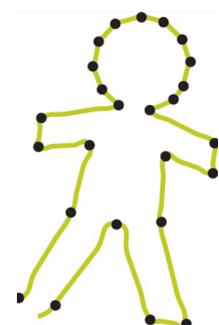
Brent LSCB did not initiate any SCRs during 2016/17.

Two child deaths were considered by the sub-group and the Chair decided that the circumstances did not meet the criteria to conduct a SCR. Both decisions were ratified by the National Panel.

Where cases did not meet the criteria for the commissioning of a SCR, the group also agreed other approaches to share identified learning points. Two cases were considered appropriate to be the subject of multi-agency learning review events, these events are due to take place during 2017.

As a result of reviewing cases during this period, the sub-group:

- recognised, commended and shared the good practice of a Brent social worker
- shared identified learning points with the Kent LSCB regarding a case of neglect
- highlighted learning from an Enfield LSCB SCR regarding recommendations to improve information flows from Youth Offending Services and partner organisations
- the SCR sub-group requested that CDOP undertake a review of the existing Rapid Response Protocol to strengthen partnership working, this is due for completion by the autumn of 2017



## 8. Policies and Procedures

Brent LSCB has a responsibility to develop and review multi-agency safeguarding policies.

Brent has signed up to the [London Child Protection Procedures](#) (LCPP) which are updated every 6 months.

A decision was made during the period that separate local procedures will not be produced or reviewed where they have been produced within the LCPP.

Any supplementary protocols or procedures developed by Brent LSCB that are additional to those agreed for London are published on the [LSCB website](#) and are reviewed every 3 years (unless any changes take place which require earlier updates).

During 2016/17, a review of partner organisation safeguarding policies was undertaken. The review matched policies against aspects of the LCPP using an agreed checklist and recommendations for policy updates were shared with each organisation that participated. There was a varied level of engagement across partner organisations in the review and it was agreed that this activity would be built into the 2017/18 Section 11 audit process.

Other policies that were reviewed and updated during 2016/17 include:

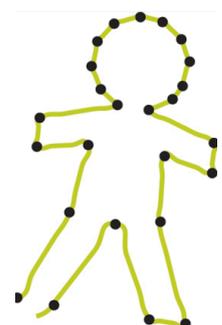
- Health organisations input into strategy meetings
- Early Help Assessment

In-line with our agreement to not duplicate London procedures, a decision was made to archive Brent LSCB procedures on Licensed Premises and Safer Recruitment.

It was also agreed that Brent LSCB would not produce local toolkits (such as a Neglect Toolkit) where nationally recognised and approved toolkits already exist.

A review of the Brent Levels of Need & Thresholds Guidance (last updated in February 2015) began during 2016/17.

The Board continued to signpost voluntary organisations and community groups operating in Brent to the safeguarding policy advice [NSPCC](#) offers.



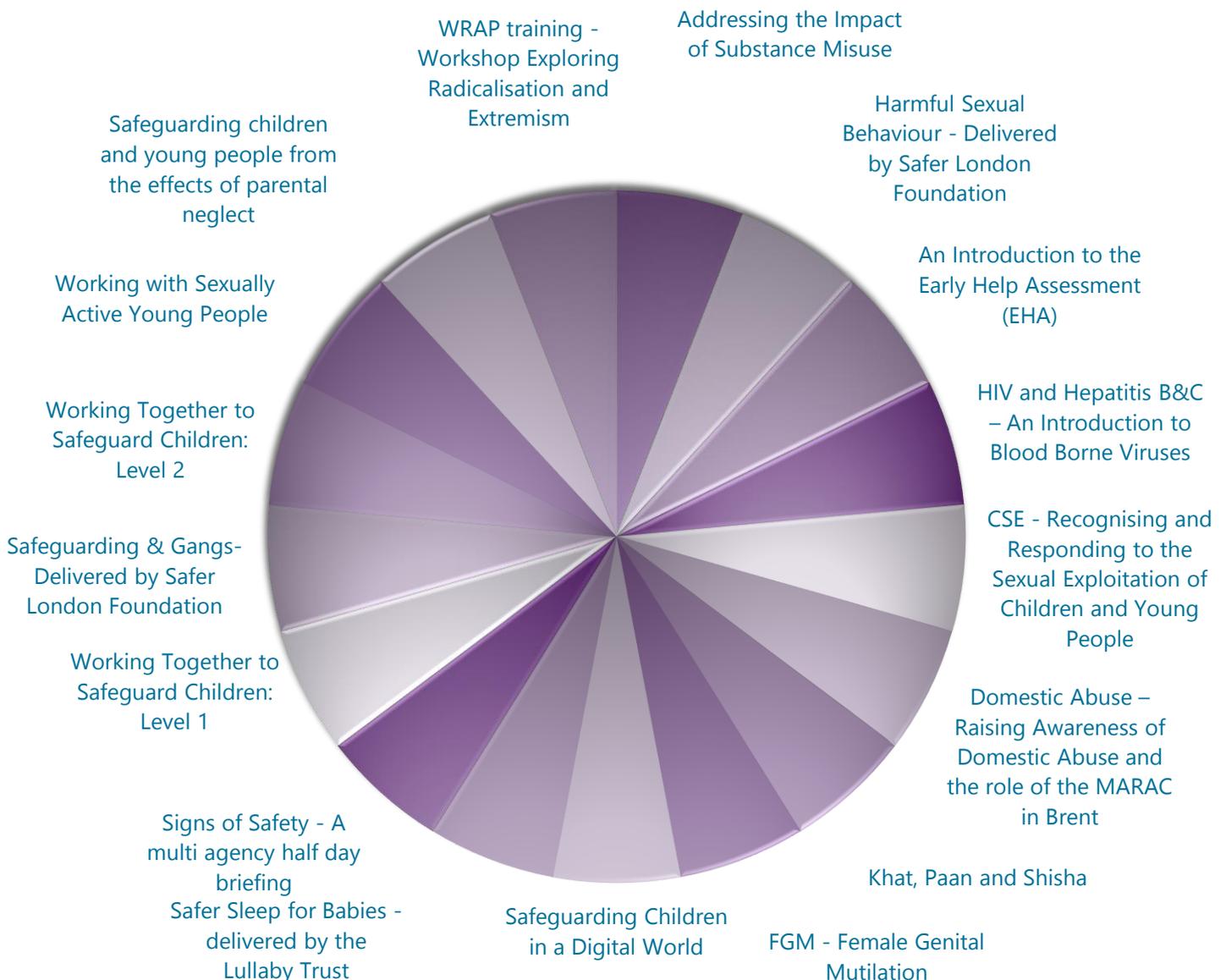
## 9. Learning and Development

Brent LSCB is responsible for monitoring and evaluating the effectiveness of training (including multi-agency training) to safeguard and promote of the welfare of children and young people.

### 9.1. Training Programme

A comprehensive multi-agency learning and development programme was developed by the LSCB Learning and Development sub-group.

The LSCB learning and development programme for 2016/17 was facilitated by skilled multi-agency staff and included a range of course topics which are illustrated below:



## 9.2. Training Attendance

The attendance rates of the LSCB training offer during 2016/17 are noted in the table below:

Course Name	No of sessions offered	Number fully attended
Addressing the Impact of Substance Misuse	2	23
Harmful Sexual Behaviour - Delivered by Safer London Foundation	1	8
An Introduction to the Early Help Assessment (EHA)	6	41
HIV and Hepatitis B&C – An Introduction to Blood Borne Viruses	1	6
CSE - Recognising and Responding to the Sexual Exploitation of Children and Young People	7	65
Domestic Abuse – Raising Awareness of Domestic Abuse and the role of the MARAC in Brent	8	74
FGM - Female Genital Mutilation	9	47
Khat, Paan and Shisha briefing	1	8
Safeguarding Children in a Digital World	5	37
Safer Sleep for Babies - delivered by the Lullaby Trust	1	13
Signs of Safety - A multi-agency half day briefing	2	21
Working Together to Safeguard Children: Level 1	15	167
Safeguarding & Gangs- Delivered by Safer London Foundation	1	13
Working Together to Safeguard Children: Level 2	7	82
Working with Sexually Active Young People	2	10
Safeguarding children and young people from the effects of parental neglect	1	9
WRAP training - Workshop Exploring Radicalisation and Extremism	5	35
<b>TOTAL</b>	<b>74</b>	<b>659</b>

The absence of the Training Coordinator, mentioned earlier in the report, has had a detrimental impact on the Board's ability to maximise the training programme in terms of variety of courses and levels of attendance.

## 9.3. Training Needs Analysis (TNA)

A TNA was undertaken at the end of the year to better understand local safeguarding multi-agency training needs and identify areas of effectiveness and development.

Brent LSCB used a variety of tools to better understand the training needs across the partnership. This included the section 11 audit, thematic audits and a survey conducted with partners on learning and development priorities.

The TNA identified the following areas for development:

- enhancing the offer in 2017/18 to include additional subjects including 'Private Fostering', 'Working with gang involved young people' and 'Safer Sleeping'
- offering alternative interactive approaches for learning (for example lunchtime practitioner forums)

## 9.4. Evaluation and Impact

All course attendees are required to complete an online evaluation following full attendance at training events and responses from these inform the training offered by Brent LSCB.

During 2016/17 the Learning and Development sub-group agreed the implementation of a new training evaluation process set out in three stages:

1. A **pre-course questionnaire** is required to be completed by registered attendees.
2. A **course evaluation** is required to be completed by attendees soon after the course.
3. A **post course survey** is sent to course attendees six months after the course to develop an understanding of how LSCB learning events impact on work with children and families and thereby improve outcomes for children.

Other activities undertaken during this period included:

- the Brent LSCB's online training site was redesigned and upgraded in January 2017 offering an additional range of updated E-learning modules and improved interaction for users
- the increased advertisement and promotion of courses has increased bookings, repeated participation and supported the development of a more consistent quality assurance process for training
- a facilitator observation programme was established to support and strengthen the trainers who deliver the LSCB learning and development programme
- a range of professionals joined the existing LSCB pool of trainers during 2016/17, after being supported by a Train the Trainers programme and other support packages
- links with Harrow LSCB were developed by agreeing a reciprocal arrangement to offer places to each other on under-subscribed training courses

## 10. Engagement with children and young people

Following a review of LSCB arrangements in 2015/16, the LSCB continued to ensure the voices of children and young people were integral to business planning, LSCB priorities, learning and development activities and sub-group work.

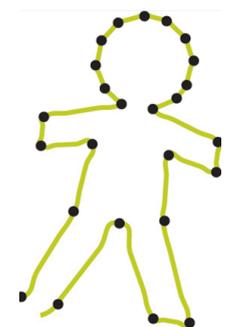
The LSCB recognised work to engage children and young people in Brent, notably the Brent Children's Trust Participation Strategy which outlines the strategic approach for the engagement and participation of children and young people.

During 2016/17 Brent LSCB carried out consultations with the Brent Youth Parliament executive group and the Children in Care Council to gather their views on how best the LSCB could engage with children and young people in Brent. The consultations resulted in a proposal being approved by the LSCB in February 2017 to commission an engagement project for 2017/18. The Board agreed to allocate a sum of money to finance this work.

The main aim of the engagement project would be to establish a group of children and young people to work with the LSCB lay members to deliver awareness raising sessions and youth-led consultations on safeguarding issues that affect young people in Brent.

The project would also include;

- designing resources that children and young people find accessible with tips on how to stay safe
- planning, advertising and running community workshops



## 11. Domestic Abuse

Domestic abuse has been a longstanding multi-agency priority in Brent and one of the four Brent LSCB priorities.

950,000 children across the UK are affected by domestic abuse, either directly as victims of violence, or indirectly in terms of witnessing violence.

In Brent, the Safer Brent Partnership has the strategic lead on domestic abuse work and Hestia, the largest provider of domestic abuse refuges for women and children in London, provides the support services.

Hestia provides domestic abuse services, including the coordination of the Multi Agency Risk Assessment Conference (MARAC).

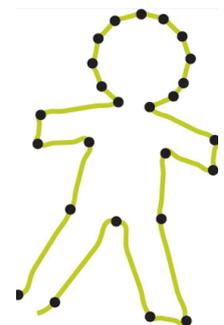
During 2016/17, the Brent MARAC repeat referral rate rose to 17% (London average 20%). This demonstrates that victims are returning back to services for support and reporting ongoing issues.

Operational procedures were changed to enable support is provided to as many families who are affected by domestic abuse as possible. This has resulted in a significant increase in the number of domestic abuse victims being supported in Brent (the figure has risen by 250% since January 2015).

The LSCB has collaborated with the Community Protection Service to offer half day awareness raising sessions on Domestic Abuse and the role of the MARAC (delivered by Hestia) as part of the LSCB 2016/17 training programme.

To strengthen the strategic links the LSCB Chair became a member of the Violence Against Women and Girls Group (VAWG) and the Brent Council Head of Service for Community Protection remains a member of the LSCB.

A multi-agency audit of domestic abuse cases was undertaken in March 2017, representatives from children's social care, education, health (health visiting, school nursing and CAMHS) participated, for details see section 5.3.



## 12. Child Sexual Exploitation (CSE)

The Brent LSCB CSE sub-group continued to oversee our CSE strategy and action plan in 2016/17. The action plan evolved and developed as our understanding of Brent needs and requirements have grown.

**Safer London** provides support services in Brent to young people exposed to gangs, exploitation and crime. Safer London are represented on our CSE sub-group and during 2016/17 they worked in partnership to:

- provide direct support for young people affected by CSE
- share young people's feedback of their experiences and advocate their views
- provide 'CSE', 'Girls and Gangs' and 'Harmful Sexual Behaviour' training included within the LSCB training programme

During 2016/17 progress had been made in the use of intelligence resulting in increased confidence in understanding the prevalence of CSE in Brent.

In response to national CSE day (18 March) a number of coordinated events took place in libraries across Brent on Friday 17 March 2017 where Brent councillors, colleagues and the community were asked to sign up to combatting CSE pledges.



Brent's **Multi-Agency Sexual Exploitation Panel (MASE)** focusses on ensuring there are robust plans in place to protect children and young people who are at the highest risk of sexual exploitation. MASE reports its activity to the Board through the CSE sub-group.

At the end of March 2017 there were 38 children aged between 11-17 years who were overseen by MASE.

A **dedicated page on CSE** was introduced on the LSCB website, the leaflets developed by the Board to raise awareness of CSE for both parents/carers and children and young people are accessible on this page.



Other activities undertaken during this period included:

- the Public Health service commissioning contract was reviewed to include requirements for providers to demonstrate effective response to CSE
- midwifery services now ensure that pregnant women are interviewed alone to increase the opportunity for risks to be disclosed
- a case study involving the multi-agency response to a high risk case of CSE was debated at the September LSCB meeting, this discussion highlighted the need for partner organisations to have a better understanding of each other's initial response to a vulnerable child going missing who may be at risk of CSE

In autumn 2016 it was identified that many of the same highly vulnerable and at risk children were being discussed at multiple panels in Brent. To address this, the multi-agency **Vulnerable Adolescent Panel** was set up in December 2016 with the aim of overseeing the most vulnerable and at risk adolescents in Brent, such as those who are:

- missing from home, care and/or education;
- involved in gangs, offending and/or violent activity;
- at risk of exploitation, including Child Sexual Exploitation or exploitation through gangs, drugs or radicalisation); and/or
- displaying sexually harmful behaviour

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS – formally HMIC) carried out an **inspection of the Metropolitan Police in 2016**. Following this inspection, Brent Borough Command set up a new unit. The Integrated Risk Management (IRM) unit came into operation on 16 January 2017 with a focus on child safeguarding, adult safeguarding, CSE, gangs and missing persons. Additional Police Officers have been embedded into Brent Family Front Door with further plans to extend the capacity of the unit.

## 13. Other notable achievements

### 13.1. Early Help Assessment (EHA)

During 2016/17, the Common Assessment Framework (CAF) was replaced by the Early Help Assessment (EHA).

The assessment form has been simplified and changed to reflect the Signs of Safety approach (see [section 5.3](#)) and help families get the right help, at the right time and as quickly as possible.

Brent LSCB supported the introduction of the EHA in Brent by:

- publicising the new form and guidance notes on our website
- including introduction training on the EHA in the LSCB learning and development programme
- promoting the launch of the EHA via Brent LSCB's twitter

### 13.2. Private Fostering

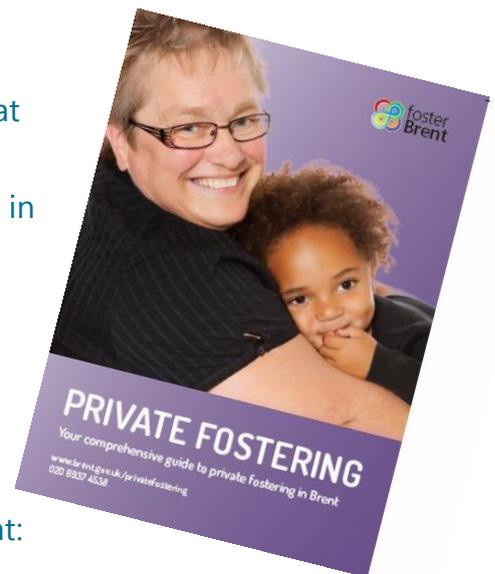
A summary of Brent's Private Fostering team activity in 2016/2017 was presented to the LSCB in February 2016 at the request of the Chair.

The number of identified private fostering arrangements in Brent remain consistently low.

Publicity campaigns and activities to raise awareness of Private Fostering continued across the borough. New leaflets and a Private Fostering booklet were created to raise awareness of Private Fostering in Brent.

Following the presentation to the LSCB it was agreed that:

- an invitation would be extended to the Brent Council Private Fostering Team to present information at the Schools Designated Safeguarding Lead Forum
- Private Fostering awareness sessions would be included in the LSCB 2017/18 learning and development offer
- Brent CCG continued to raise awareness across Brent awareness with General Practitioners on how to identify and refer Private Fostering cases to the Brent Family Front Door
- a question would be added to the LSCB Section 11 audit 2017/18 to quantify the level of knowledge about Private Fostering across Brent's workforce



### 13.3. Local Authority Designated Officer (LADO) Annual Report 2015/16

The LSCB has a responsibility to ensure that there is an effective multi-agency protocol in place for dealing with allegations against professionals who work with children. The Board monitors and evaluates the effectiveness of this protocol by receiving and reviewing an annual report from the LADO on the overall effectiveness of the service.

The LADO (also known as a Designated Officer) is responsible for providing advice, information and guidance to employers and voluntary organisations around allegations and concerns regarding paid and unpaid workers. The LADO manages and oversees individual cases from all partner organisations ensuring there is a consistent, fair and thorough process. All LADO referrals and allegation management queries are stored on a dedicated database which has been in use since April 2016.

The LSCB received the LADO Annual report 2015/16 in February 2017.<sup>4</sup>

During the period of 1 April 2015 to 31 March 2016 there were a total of 206 contacts, 47 of which met the threshold to hold an Allegation Against Professional (AAP) meeting.

The majority of referrals received were from Schools and Foster Carers.

<b>Total Contacts</b>	Addressed as a complaint	Provided with advice and information	Progressed to an AAP Meeting
<b>206</b>	<b>86</b>	<b>73</b>	<b>47</b>

The Brent LADO attends the London LADO group, a sub-group of the London Safeguarding Children Board.

Brent LSCB offers a multi-agency training course 'Managing Allegations made Against Staff or Volunteers'. This training is for people who work with children in a professional or voluntary capacity with children and families in Brent. The LADO has been actively involved in the delivery of the training programmes offered by the LSCB.

The common themes emerging from allegations and complaints against people who work with children in Brent include:

- the need for the development of staff training in areas such as physical intervention and restraint
- the need for clarity of roles and responsibilities in relation to managing allegations and timescales
- ensuring staff are updated on safeguarding policies and procedures
- ensuring staff are provided with safeguarding and allegation management training to enable staff to differentiate between allegations and child protection concerns

<sup>4</sup> At the time of writing, the LADO Annual Report for 2016/17 was not available.

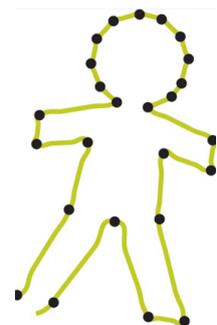
## 14. Wood review of Local Safeguarding Children Boards

The Prime Minister announced on 14 December 2015 that ministers had asked Alan Wood CBE to undertake a fundamental review of the role and functions of Local Safeguarding Children Boards (LSCBs) within the context of local strategic multi-agency working.

**The Wood review** was published in May 2016 and argued that strong, effective multi-agency arrangements are ones that are responsive to local circumstances and fully engage the right people. The review found widespread agreement that the current system needs to change in favour of a new model that will ensure collective accountability across the system.

During 2016/17 the Board considered how the safeguarding obligations will be effectively discharged once the Government has passed legislation in its response to the Wood Review.

Work is underway to consider closer working relationships with partner LSCBs and in 2016/17 Brent and Harrow LSCBs began to explore how training could be shared between both Boards. This initiative recognises that some key partner organisations (for example Police and Health providers) work across both boroughs.



## 15. Ofsted inspection (2015) action plan

During 2015 (14 September to 8 October), Ofsted carried out an inspection of services for children in need of help and protection, children looked after and care leavers in Brent. This inspection included a review of the effectiveness of Brent Local Safeguarding Children Board.

Ofsted found Brent LSCB as requiring improvement because:

"The board meets all of its statutory functions and through its coordination of partnership working has an influence on frontline practice. However, the lack of sufficient rigour with which it has carried out its monitoring function has hampered its ability to understand the overall effectiveness of safeguarding services. This includes an inability to fully understand the positive influence that the board is having through its audits and programme of work.

The board's linkage with other strategic bodies has been weak but is improving. There is a recent improvement in the relationship between the LSCB and the Health and Wellbeing Board, but the LSCB has too little influence over the priorities of the Health and Wellbeing Board. The board is beginning to clarify its role in relation to the newly formed Children's Trust. There is, as yet, no formal link with the Family Justice Board. Although links with the third sector are made through the active Community Reference Group (CRG), there is currently no voluntary sector representative on the board, which is a gap. The data-set which the board uses to monitor the performance of agencies is being refined. It does not currently support the board in effectively monitoring all safeguarding activity across the borough. The board is aware of the limitations of the data-set and is beginning to ensure that the story behind the data is captured, as well as presenting data from a wider variety of sources. This work is in its infancy so has not yet had an impact.

While the board has undertaken some awareness raising activity in relation to private fostering, the number of private fostering arrangements known about remains low."

### Ofsted's Single inspection of LA children's services and review of the LSCB report (November 2015)

In response to the recommendations identified in the inspection report, an action plan was developed to address them. Actions identified included:

- establishing a Performance sub-group to monitor the effectiveness of safeguarding services through interrogation and analysis of an LSCB dataset (see [section 4](#))
- establish a programme of multi-agency audits for 2016 based on LSCB priorities and progressing recommendations from these audits (see [section 5.3](#))
- strengthening links with the Health and Wellbeing Board (see [section 4.2](#))
- inviting Barnardos to formally represent the voluntary sector on Brent LSCB
- strengthen the monitoring arrangements of private fostering in Brent (see [section 13](#))
- prioritising the completion of a Section 11 audit (see [section 5.2](#))

During 2016/17 all actions identified in response to the inspection were monitored and progressed by the Board.

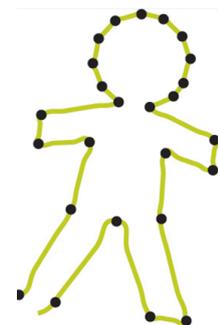
## 16. Looking ahead into 2017/18

The LSCB will continue to progress work in 2017 to ensure all partners continue to understand and fulfil their safeguarding responsibilities by play a key role in supporting the developing effectiveness of Brent LSCB.

We aim to achieve this objective by:

- developing, implementing and analysing the information evidenced by LSCB multi-agency performance data set
- implementing the improved section 11 audit process across the LSCB partnership
- seeking assurance from participating organisations about how they will respond to the results of the section 11 audit
- recruit additional lay members
- developing the LSCB website to include signposting to nationally recognised toolkits
- finalising the Boards response to the Ofsted inspection action plan
- progressing the negotiations with Harrow LSCB about how to realise a closer working relationship
- increasing the engagement of children and young people with the work of the Board
- building upon existing relationships with other Brent partnership boards by maximising links within the new Strategic Partnerships team

The Board hopes to be in a position to have a full complement of support staff by September 2017. This will allow us to increase our capacity to promote the safety and wellbeing of Brent's children and young people.



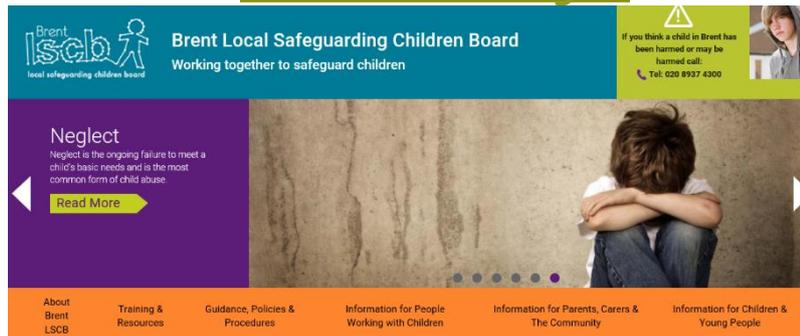
## 17. Keeping in touch with Brent LSCB

For any information please contact us

[brent.lscb@brent.gov.uk](mailto:brent.lscb@brent.gov.uk)

For up to date information on Brent LSCB go to our website

[www.brentlscb.org.uk](http://www.brentlscb.org.uk)



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**Authorship:** Mike Howard Brent LSCB Independent Chair  
Wendy Proctor Brent Strategic Partnership Officer

**Thank you to all partner organisations and members of Brent LSCB for contributions made to this report.**