

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Children and Families</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Brent Local Safeguarding Children Board Annual Report 2011-12</p>	

1.0 Summary

- 1.1 The purpose of this report is to present the Brent Local Safeguarding Children Board (LSCB) Annual Report to Members attached as an Appendix.

2.0 Recommendations

- 2.1 That the Executive note the contents of the LSCB Annual Report for 2011-12

3.0 Detail

- 3.1 Local Safeguarding Children Boards were established in response to the Children Act 2004 and built on the work of the Area Child Protection Committees which preceded them. The Act placed a requirement on partners to co-operate in discharging their responsibilities to safeguard the needs of children and promote their welfare. The primary purpose of the Board is to ensure that partners work together to meet those duties. "Working Together" further defines the role of the LSCB as, "the key statutory mechanism for agreeing how the relevant organisations ...will cooperate to safeguard and promote the welfare of children...and ensuring the effectiveness of what they do." There are 31 members on the Brent LSCB, representing 17 key agencies. A full list of members is contained within the enclosed LSCB Annual Report.
- 3.2 LSCBs have been required (Apprenticeships, Skills, Children and Learning Act 2009) to publish an annual report since 1 April 2011. This is the second such report of the Brent LSCB. The report is a summary of the key activities and priorities of the Board and identifies progress against the actions outlined in the board's Business Plan between April 2011 and March 2012.
- 3.3 Professor Munro, in her review of social work in 2010/11, recommended that the legislation is amended to require the Annual Report to be submitted to the Chief Executive and Leader of the Council, to the local Police and Crime

Commissioner and the Chair of the Health and Wellbeing Board. The Government is intending to amend the legislation to support this proposal. In the interim, and in order to promote good practice, the Brent LSCB Annual Report is being presented to the Council's Executive, to the Brent Children's Partnership Executive and the Health & Well Being Board..

3.4 The report covers the first year (2011-2012) of a two year Business Plan. All LSCB's are required to have an independent Chair and the previous chair of the Brent LSCB, stepped down on 1st May 2012 and the new chair (Chris Spencer) is currently developing a new thematic Business Plan. The proposed themes which have been agreed with all partners are:

- Quality audit and outcomes
- Supporting vulnerable groups
- Promoting the voice of the child
- Developing a learning culture
- Communication and visibility
- Governance and accountability and business processes

3.5 The new Business Plan will highlight a range of additional areas that have emerged through recent inspections, service reviews and national developments as warranting scrutiny. They include and build on the themes identified above.

3.6 An increased focus on auditing and quality assurance of social care cases has been recognised and this links with the increasing focus of Ofsted inspections on the "child's journey" and the quality of support provided throughout that journey. This also reflects the increasing expectations that inspectors have around the quality of service being delivered to children. This increasing focus on the improved and identifiable outcomes for children is an area where the LSCB will be increasingly working with partners over the coming year. This will link with the expectation that local authorities have robust early help service in place.

3.7 There has been national interest looking at a range of vulnerable groups, the most recent being those children who are at risk of sexual exploitation, especially those placed in residential care.

3.8 There are expectations that all agencies work more closely with service users (children and their families) to ensure that their views are captured but also that they effectively inform service developments and improvements. Agencies will be expected to be able to provide evidence to support this and the LSCB will be working alongside them to ensure there is a robust evidence trail available.

3.9 Ensuring that staff in the respective agencies have the appropriate skills to work with children and families and to make a difference is key, especially in the context of the changing focus arising from the Munro review. Staff at all levels also need to be enabled to learn the lessons from Serious Case Reviews, best practice and evidence based practice.

3.10 The LSCB is committed to raising its visibility with all key partners as well as the community that it serves. This will involve the board in a two way process which also involves making improvements in how it hears the views of families

and the community. Recently two lay members have joined the Board which has made immediate improvements in this area.

3.11 Finally the board recognises that to achieve all of the above, it must have sound governance and business systems in place. This includes ensuring that there is full participation in the work of the board at all levels and across all organisations.

3.12 It is important that Members understand the key priorities and risks in relation to children's safeguarding, some of which are spelt out in the LSCB Annual Report. This will allow them to be better informed of the increasing expectations in this area and better able to address concerns when they arise.

4.0 Financial Implications

Sufficient budget exists within Children and Families (some of which is contributed by partner agencies) to meet the commitments set out in the plan.

5.0 Legal Implications

There are no legal implications contained within this report.

6.0 Diversity Implications

There are no diversity implications contained within this report.

7.0 Staffing/Accommodation Implications (if appropriate)

There are no accommodation issues contained within this report.

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KRUTIKA PAU
DIRECTOR OF CHILDREN AND FAMILIES



BRENT LOCAL SAFEGUARDING CHILDREN BOARD

Annual Report

Addressing the progress of the Business Plan 2011-13 covering the period

2011-12

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1. INTRODUCTION

- 1.1** This report is produced by Brent Local Safeguarding Children Board (LSCB) in accordance with The Apprenticeships Skills, Children and Learning Act 2009 which requires the LSCB to produce and publish an annual report on the effectiveness of safeguarding in the local area.
- 1.2** The Brent LSCB Business plan spans the period 2011-13, this annual report addresses progress from the period 2011-12 and so needs to be seen as work in progress rather than a completed project.
- 1.3** This report will cover the extent to which the functions of the LSCB as set out in "Working Together 2010 "are being effectively discharged. The report will include:
- Governance and Accountability of the Board
 - Progress in relation to the priorities 2011-12.
 - Attendance and activities of the sub groups of the Board
 - Monitoring & Evaluation/Quality Assurance Activity
 - The relationship with Brent Children's Partnership
 - Future challenges

2. CONTEXT

- 2.1** 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.
- 2.2** 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)
- 2.3** The LSCB and its sub-groups & task groups have been established in accordance with the guidance issued in "Working Together 2010". Coordinating work to ensure children are properly protected from harm remains the core function of the LSCB.
- 2.4** The Annual Report draws upon information provided in the LSCB Business Plan, from the chairs of the Sub groups and the Children with Disabilities Champion and the Ofsted Safeguarding and Looked After Children Inspection letter.

3. TERMS OF REFERENCE

- 1.** To monitor the effectiveness of organisations implementation of their duties under section 11 of the Children Act 2004.
- 2.** To ensure that information is available to children to know who they can contact when they have concerns about their own safety and welfare
- 3.** To develop policies and procedures for safeguarding and promoting the welfare of children in the area of Brent.
- 4.** To develop and implement strategies to safeguard and promote the welfare of children who are potentially more vulnerable than the general population, for example children living away from home, children who have run away from home, or children with disabilities.
- 5.** To ensure that systems are in place to identify and support the safety and welfare of children who are privately fostered.
- 6.** To develop and implement a training strategy to meet the training needs of staff across all agencies to work effectively together to safeguard and promote the welfare of child who may be at risk of significant harm.
- 7.** To develop standards for the recruitment and supervision of persons who work with children and monitor their implementation and compliance, informed by the findings of the Bichard Report.
- 8.** To ensure that systems are in place for all agencies for the investigation of allegations of breaches of safeguarding practices concerning persons working with children and monitor compliance with the procedures.
- 9.** To establish means of communication with the communities in the London Borough of Brent to ensure that issues of safeguarding are understood by all communities and to provide the opportunity for those communities' issues to be addressed by the LSCB.
- 10.** To monitor and evaluate the effectiveness of what is done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.
- 11.** To participate in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.
- 12.** To undertake serious cases reviews as required by chapter 8 of Working Together to Safeguard Children.
- 13.** To develop and analyse performance indicators relevant to safeguarding children in Brent.
- 14.** To agree the reporting of management information from agencies to provide an overview of safeguarding activity within the area of the Safeguarding Children Board.

15. To implement child death review Committee to review all deaths in Brent and to contribute to others where appropriate.
16. To ensure that an early intervention strategy is in place and the provision of early intervention services will be monitored and challenged where appropriate

4. GOVERNANCE AND ACCOUNTABILITY

- 4.1 The Chair of the Board : Working Together to Safeguard Children 2010 states the Chair of the LSCB is required to be someone independent of the local agencies to ensure independence with regards to the challenge function of the Board. The Chair is required to be someone of sufficient standing and expertise to command the respect and support of all partners. Brent LSCB has had an independent chair, Donald McPhail since 2006 and Brent LSCB continues to be compliant with this requirement, however the current Chair will be stepping down and a new Chair has been appointed. Donald will remain in post until the new Chair takes over.
- 4.2 Membership of the Board: 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.

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
- 4.3 There is an agreed role description for all Board members, recognizing that some members do not represent their agencies but represent professions or sectors .The Board is in the process of recruiting lay members to the Board as required by the Apprenticeships, Skills Children and Learning Act 2009 with interviews planned for April 2012.

5. BRENT LSCB BUSINESS PLAN 2011-2013

- 5.1 The work of the Board is outlined by the Brent Local Safeguarding Children Board's (LSCB) business plan; this covers the period 2011-2013 and is refreshed in 2012.
- 5.2 The current plan contains twenty six priorities all of which have been actioned but many priorities are work in progress rather than completed pieces of work as previously discussed.
- 5.3 The revision of the business plan will be undertaken through a review of performance, a multi-agency planning day and by discussion at the newly created Executive committee of the Board. The date for this meeting will be May 23rd. The initial plan was ratified by the LSCB on 14th December 2010

6. PRIORITIES & PROGRESS 2011/12

Key for RAG (Red, Amber, Green) rating

Red: not achieved	Amber: partially achieved	Green: fully achieved
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Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To provide guidance on the early identification and management of Neglect.	Children in Brent who may be living in neglectful circumstances will receive a service that is guided by an evidence based tool. Help will be timely; child focused and results in improvements in the child's life.	<p>The Monitoring & Evaluation group commissioned an audit looking at the management of Neglect in Brent. As a direct result of this audit the following work was undertaken:</p> <ul style="list-style-type: none"> • A task group was set up and has developed a local toolkit assisting professionals to support their understanding and assessment of the quality of care provided by a family. The toolkit will be piloted in September with a view to rolling out across the borough from May 2013 .The LSCB Annual Safeguarding Conference to raise awareness of the subject of Neglect in Brent took place on 27th January 2012 and the toolkit was trialled during the conference with a view to a multi agency focus group fine tuning the model on 18.4.20102 • Training has been commissioned to roll out the model through briefings for managers and for usage of the model for multi agency staff. An e 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>Learning package will be developed once the toolkit has been signed off. A target of May 2012 has been set for development, to provide blended learning opportunities and broaden the reach of the training. The pilot launch is planned for September 2012 with the tool being trialled in three children's centre in Kilburn to optimise effective early intervention for children and their families.</p>	<p>Amber</p>
<p>To ensure that the strategy on "Violence against Women and Girls" achieves the safeguarding needs of children.</p>	<p>Children and young people in households where there is intimate partner violence receive a service that is informed by their safeguarding needs</p> <p>Appropriate policies and procedures are in place for staff to take appropriate actions where children and young people are experiencing Domestic Violence, Honour Based Violence (HBV), Sexual Exploitation, Female Genital Mutilation(FGM) and Trafficking</p>	<p>This priority is complex and multi faceted and will be addressed further in the refreshed Business Plan. It is proposed that this should be addressed collaboratively with the Brent Community Safety Unit.</p> <ul style="list-style-type: none"> • Since December 2011 Community Safety has had representation on the Board which will assist to progress this work. • London Safeguarding Children Board multi agency procedures are available through the Brent LSCB websites on Domestic Violence, Sexual Exploitation and Trafficking to inform staff what actions should be taken • A task group has been set up with regards to Sexual Exploitation in February 2012 however this is an embryonic group and has only met once to date. 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<ul style="list-style-type: none"> • The Board is represented on the Brent Domestic Violence forum and was involved in the recent conference addressing Domestic Violence and gangs • A Domestic Abuse Task group has been set up to ensure appropriately targeted intervention ensuring collaboration rather than duplication in working with families touched by domestic violence and abuse • A specialist Independent Domestic Violence Advocate (IDVA) has been appointed to work with women who are survivors of domestic abuse who have children • Specialist training has been provided for Social Care social workers through the West London Alliance 	
<p>To scope the links with the voluntary sector.</p>	<p>Voluntary, community and faith groups in Brent are informed of the role of the LSCB</p> <p>Representatives of the V<C & Faith sector contribute to the work of the board</p>	<p>Brent CSV ceased to exist in its previous form in December 2010 and the newly appointed CEO of the revitalised Council for Voluntary services (CVS) will start in May 2012 and will be joining the LSCB. A new organisation Brent BASIS¹ has also emerged to empower and</p>	

¹ (Big lottery funded Building And Sustaining Infrastructure Services project)

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	<p>Children and Young people receiving services from these groups, will be protected from harm through staff or volunteers following appropriate child protection procedures and signposted to relevant services if they suffer harm from other care givers.</p> <p>.</p>	<p>train local voluntary and community organisations with a view to developing community based services in September 2011.</p> <ul style="list-style-type: none"> • The LSCB Development Manager attended the first Community Safeguarding event run by BASIS on 30.1.2012 to raise awareness of the Board and safeguarding requirements for community groups with regards to children and young people. 60 groups were represented. • A community seminar led by the Victoria Climbié Foundation (VCF) was held on 20.10.2011 to promote safeguarding and assist the LSCB in setting up a Community and Faith Reference Group. Subject to discussions with the newly appointed Lay Members and the CEO of the newly reconstituted CVS in Brent, the first meeting is likely to be held in July 2012. • Links have also been made with the Neighbourhood Watch Network. • The appointment of the Board lay members should enhance the links across communities and interviews are planned in May. Lay Members will take a significant role in work 	<p>Amber</p>

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		with the Brent Faith and community groups	
<p>The implementation of Vetting & Barring.</p>	<p>Professionals and volunteers working with children will be appropriately vetted to promote more effective safeguarding.</p>	<ul style="list-style-type: none"> • A Government commissioned independent review of the Criminal Records Regime (CRR) which encompasses Vetting and Barring has taken place. This review proposes that a Disclosure and Barring Service (DBS) will be formed covering the functions which were previously undertaken by the Independent Safeguarding Authority (ISA). The recommendations from this review are still to be addressed by the Government and further clarity is required before the LSCB can move forward with ensuring arrangements are put in place. • Within Social Care there has been additional work undertaken to ensure employment checks are robustly followed specifically with regards to CRB's being in place. 	<p>Unable to rate as process not yet agreed at Government level</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To ensure that children are appropriately safeguarded who are affected by Domestic Abuse.</p>	<p>The Board continues to make effective challenges to BCP with regards to promoting the safeguarding of children and young people affected by Domestic Abuse.</p> <p>Professionals and volunteers have appropriate tools and skills to identify, intervene, manage and protect children and young people affected by Domestic Abuse</p>	<ul style="list-style-type: none"> • The Board issued a successful challenge to Brent Children’s Partnership to ensure funding for the MARAC² was sustained. • The IDVA³ service run through Advance has had its contract extended for a year. • There will be an IDVA to work specifically with women with children • Munro funding will be allocated to develop a range of resources and toolkits to support multi-agency professional practice. • Brent LSCB is one of 22 LSCB’s involved in a collaborative bid through European Union funding to buy in an enhanced package addressing direct work, training and other initiatives to safeguard those affected by domestic abuse. 	<p>Amber</p>

² Multi-Agency Risk Assessment Conference

³ Independent Domestic Violence Advocate

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To ensure full representation at Pre-Birth Conferences.</p>	<p>There is appropriate attendance at pre – birth conferences where there are child protection concerns.</p>	<ul style="list-style-type: none"> • An audit of Pre-Birth Conference attendance was undertaken and a protocol developed. There has been significant progress in attendance of Pre-Birth Conference, with year on year improvement. 	<p>Green</p>
<p>To improve the transition of Children with Disabilities (CwD) into Adults Services.</p>	<p>There is a seamless transition for Children with Disabilities to Adult services and their safeguarding requirements are not compromised.</p>	<ul style="list-style-type: none"> • The service for children 14 plus is now located in Adult services. The Board now has a Child with Disabilities Champion who proactively advocates for Children with Disabilities bringing developing initiatives to the Board to monitor and evaluate. • The Board is currently monitoring the Brent Council initiative provide a seamless service for children with disabilities from 0-13. • This project will include the development of; <ul style="list-style-type: none"> Improved planning for individual children Better commissioning A smoother handover to the Adult Services Transitions Team Enhanced partnership working • Progress will be monitored by the Board through the Children with Disabilities feedback as a standing item. 	<p>Green</p>

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<p>To enhance the links with Adult Services</p>	<p>Children and young people are protected as a result of effective communication and information sharing between Adult and Children's Service.</p>	<ul style="list-style-type: none"> • Adults Services are represented on the Board and the Board has representation on the Safeguarding Adults Board to enhance communication. Co-working will take place on shared themes such as information sharing and communication. • The audit undertaken to review the interface of Adults and Children's services with regards to Child Protection in 2010 will be revisited as part of the refreshed Business Plan. • Multi-agency protocols have been developed on working with Substance Misuse and Mental Health and presented to the Board in February 2012. Further protocols will be developed. • A draft information sharing protocol is being considered by the Adults Safeguarding Board on 27.4 which could be adapted for the LSCB 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To ensure the LSCB is apprised of workforce capacity to meet the demand for services to safeguard children and young people.</p>	<p>Appropriate challenges are made if workforce capacity falls below requirements to meet the safeguarding needs of children and young people.</p>	<ul style="list-style-type: none"> • Workforce Capacity is reported to the Board as a standing item at each meeting. A new data set is proposed for the Board which will be informed by the Government guidance with regards to Safeguarding Indicators. Consultation ended on 15th April and formal guidance is due imminently. 	<p>Amber</p>
<p>To ensure appropriate safeguarding arrangements are in place where young people are involved in Risk Taking Behaviour.</p>	<p>The Board is aware of the trends with regards to Risk Taking Behaviour of young people and influences the development of appropriate services and arrangements to safeguard those vulnerable groups of children and Young People.</p>	<ul style="list-style-type: none"> • An audit has been undertaken considering children who abuse other children and an action plan developed to address the recommendations of this audit .This action plan will monitored through a refreshed Monitoring and Evaluation Group who will monitor the actions of all subsequent audits addressing risk taking behaviour. • The Missing Children Risks and Needs (RAN) group have developed processes to ensure that reporting mechanisms for children missing from care have improved and there is improved reporting from Independent Fostering Agencies (IFA) and private Care homes reported by Police and Social Care. • Further work needs to be done with children missing from home and education and the refreshed RAN group will begin to address 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>this on 8th May 2012. Data with regards to children missing from home, care or education will be reviewed and any trends identified. This will be reported back to the Board on a quarterly basis to get a clearer sense of what risk taking behaviour is taking place and what groups of young people are involved. This data will be monitored as part of the SLAC action plan.</p>	

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<p>To ensure that the work of the Board is informed by the voices of children and young people.</p>	<p>Children and young people have a direct input into the work of the Board either actually or virtually.</p>	<ul style="list-style-type: none"> • Brent LSCB presented at the Brent Youth Conference on the 23rd November 2011 to raise awareness of the Board, its role and function. • A survey was conducted with the attendees to establish what young people's top 5 safety concerns are and a virtual reference group has been formed. This group will be further broadened and developed in consultation with schools. • The Brent SLAC action plan⁴ produced in January 2012 requires that the views of children, young people, parents and carers inform service improvement. The LSCB will scrutinise the outcomes of feedback and complaints to ensure actions are taken to improve services. Reports will be presented through the Brent Complaints section. 	<p>Amber</p>
<p>To ensure that audits requested by the LSCB are presented to the Board, recommendations agreed and actions</p>	<p>That actions to protect children and young people recommended by LSCB audits are followed through and reported back to evaluate the difference made.</p>	<ul style="list-style-type: none"> • The Monitoring and Evaluation group has refreshed the Terms of Reference to review and monitor all action plans that emerge from audits. • A revised Brent LSCB dataset is being developed that will be interrogated by this 	<p>Amber</p>

⁴ Safeguarding and Looked After Children action plan (Ofsted Inspection)

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
implemented and evaluated		group to identify emerging themes and areas to be addressed through future audits and initiatives. Government guidance is awaited with regards to safeguarding indicators which will inform what needs to be presented. This revised dataset will be presented to the Board on a quarterly basis.	
The LSCB to be informed of the initiatives taken by agencies to implement the Respect (Anti-radicalisation) agenda.	That the Board can support and promote strategies undertaken to safeguard children and young people at risk of being radicalised.	<ul style="list-style-type: none"> This agenda is being led by the Brent Council Community Safety Unit and the Board will continue to be updated on the development & progress of initiatives by the Community Safety Board representative on a regular basis. 	Green
To ensure management information on safeguarding performance is regularly presented to the Board.	To ensure the Board is aware of multi agency performance, emerging trends or patterns with regards to safeguarding children and young people and can make appropriate recommendations/challenges to enhance safeguarding for children e.g Health assessments	<ul style="list-style-type: none"> The London Safeguarding Children Board has developed a London Dataset which offers a useful framework for data collection. There is a need for more focussed local data to be presented and work is being undertaken with all partners to ensure more appropriate data and analysis is presented to the Board on a quarterly basis. 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To produce and execute an implementation plan for all new policies that are developed by the LSCB</p>	<p>That policies and procedures are available to staff and volunteers to inform what they need to do with regards to specific safeguarding issues pertaining to children, e.g. Escalation policy where there are disputes with regards to safeguarding actions to protect children and young people.</p>	<ul style="list-style-type: none"> • All new policies and protocols are now presented to the Board with a full implementation plan using a template that has been developed. Several protocols have been approved by the Board this year including: <ul style="list-style-type: none"> • Supervision Order Policy • Substance Misuse Policy • Core group Policy Brent LSCB has part of the development of several London initiatives including: <ul style="list-style-type: none"> • The London Culture & Faith Strategy, Practice guidance and Training toolkit • Olympics Training Programme • Section 11 guidance 	<p>Green</p>
<p>To enhance links across the diverse communities in Brent in order to increase understanding of safeguarding.</p>	<p>All agencies both statutory and voluntary have information available to inform what to do if they are concerned about a child so that all children and young people can be appropriately protected.</p> <p>Effective links are developed with the CVS, and BASIS to identify emerging groups to inform their understanding of</p>	<ul style="list-style-type: none"> • The LSCB commissioned the Victoria Climbié Foundation (VCF) to work with the communities in Brent and develop a LSCB Community Reference Group. • A well attended seminar for community and faith groups took place on the 20th October 2011 and awareness of safeguarding has been raised at the Multi Faith and BME 	<p>Amber</p>

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	<p>safeguarding.</p> <p>The Community Reference Group is inclusive of all community groups to promote the welfare and safeguarding of children and young people.</p>	<p>forums with a view to the first reference group being held in June.</p> <ul style="list-style-type: none"> • Work has taken place with the Met Police and awareness has been raised with the Neighbourhood Watch Coordinators. The LSCB will be involved in an event to engage with Muslim Youth and further events will be taking place with other communities in partnership with the Met Police. • The LSCB was involved in a joint Adult and Children's Safeguarding event run by BASIS. • The appointment of the Board lay members will enhance the links across communities. Interviews will take place on 30.5 	
<p>To review the extent to which the Looked After Review planning addresses the safeguarding needs of children.</p>	<p>Looked After Children are appropriately protected and the Board ensures it monitors multi agency safeguarding of LAC effectively.</p>	<ul style="list-style-type: none"> • A Safeguarding for Looked After Children report was presented to the Board on the 7th February 2012. This report followed the Ofsted inspection SLAC and encompasses a series of measures to ensure there are robust policies are procedures are in place. The areas for improvement from the SLAC are being addressed through the Safeguarding Action Plan 2011-12 and this is being monitored by the Board. 	<p>Green</p>

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<p>To ensure the LSCB is informed of the measures taken to promote the safeguarding of children with disabilities and their effectiveness.</p>	<p>Appropriate measures are in place to promote the safeguarding of children with disabilities and these are monitored through the Board.</p>	<ul style="list-style-type: none"> • The Board now has a Children with Disabilities Champion. • The Brent Children with Disabilities Service has been reorganised to ensure a more targeted service and is now located in Social Care. The Children with Disabilities Champion will report in to the Board on the progress and effectiveness of this reorganisation and will have an advocacy and challenge role. • The Board is monitoring the Brent Council initiative to provide a seamless service for children with disabilities from 0-13 through the Children with Disabilities Champion feedback as a standing agenda item. The first presentation was February 2012. • This project will include the development of; <ul style="list-style-type: none"> Improved planning for individual children Better commissioning A smoother handover to the Adult Services Transitions Team Enhanced partnership working 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To appropriately respond to new legislation.</p>	<p>That children and young people are effectively safeguarded as a result of all agencies on the Board being proactive in responding to new legislative requirements.</p>	<ul style="list-style-type: none"> • The strong links with the London Safeguarding Board ensures that the Board is informed of any new and emerging issues. • The Board is planning the response to the Munro Report on Child Protection and has been proactive in joining with other Boards to attend a seminar headed by Dr Eileen Munro, to consider how LSCBs may be strengthened following the report in November 2011. • "Working Together to Safeguard Children" is being revised and will be launched in Brent following its publication in 2012. 	<p>Green</p>
<p>To develop LSCB Safeguarding standards for commissioning.</p>	<p>That all services commissioned for children and young people have robust safeguarding procedures and practices in place mapped against the LSCB commissioning standards.</p>	<ul style="list-style-type: none"> • The Board agreed a set of safeguarding standards to be included in all Brent commissioning contracts, these standards will now be used to monitor compliance and provide a basis for establishing that commissioned services are effective in safeguarding children. 	<p>Green</p>
<p>To ensure the LSCB is apprised of the safeguarding</p>	<p>That the LSCB is proactive in promoting all initiatives with regards to safeguarding children and young people as a result of</p>	<ul style="list-style-type: none"> • The Board has representation on the London Safeguarding Children Board's Olympics Sub 	

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
implications of the Olympics for Brent and the actions taken to promote the safeguarding of children.	the Olympics.	<p>Group and is regularly apprised of all the London initiatives, implications and requirements.</p> <ul style="list-style-type: none"> The Brent Manager for the Olympics provides the Board with Brent specific updates. 	Green
To review the interface between Homicide Reviews and Serious Case Reviews.	That the safeguarding requirements of all children and young people involved in Domestic Homicide reviews are fully addressed.	<ul style="list-style-type: none"> A protocol has been produced to ensure that the appropriate actions are undertaken. As this is a new initiative there is little experience of conducting Domestic Homicide Reviews therefore the current systems will be reviewed. 	Amber
To take forward the recommendations by the Training/Learning & Development Training Needs Analysis (TNA).	That staff and volunteers working with children and young people have access to appropriate quality assured learning and development opportunities at the appropriate level to enhance the work they undertake with children and young people.	<ul style="list-style-type: none"> The recommendations of the TNA commissioned by the Board have been adopted. The Basic awareness course "Working Together Level 1" has been condensed to a half day programme to accommodate increased demand and the material used is based on the London Safeguarding Board approved material to allow for portability. 15 level 1 programme ran over the last year and 5 level 2 programmes took place. 	Green

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<ul style="list-style-type: none"> • Work is being progressed to provide a multi-agency safeguarding eLearning package. This material is quality assured and there is a system in place to monitor and analyse eLearning usage across the partner agencies. This will be available from June through a Learning Pool initiative • Multi agency forums have also been developed to address specific topics such as thresholds. 	
To ensure the implementation of info sharing protocols.	The Children and young people are protected by effective and appropriate information sharing	<ul style="list-style-type: none"> • The Board has established that in the majority Information Sharing Protocols are being followed. Where it has been identified that this has not happened, actions have been taken to address this. • The Board will continue to monitor through audits and the "Challenge and Support" process to address Section 11 requirements. • The Adults Safeguarding Board is carrying out work on this which will also inform and enhance the work of the LSCB. 	Amber
The LSCB to be informed of the evaluation of the effectiveness of new CP conference	That the child protection processes in place are effectively evaluated and monitored to assure best practice with regards to child protection is developed.	<ul style="list-style-type: none"> • The Board has received regular updates on the new CP conference process and the areas of development that have been identified will be addressed and reported back to the Board. 	Green

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
process.			
To ensure that there is understanding of the different approaches to risk assessment across the agencies.	That there is clarity across agencies with regards to risk assessment models to assure that assessments undertaken with children and young people are collaborative, child centred and evidence informed.	<ul style="list-style-type: none"> A seminar looking at understanding risk assessment across agencies took place on the 21st October 2011. Material has been developed for Board members to ensure that the agencies have an understanding of this. 	Green

7. ATTENDANCE AT THE BOARD

7.1 The Board has met on 6 occasions during this financial year and had one development seminar of half a day.

Member	Attendance (%)
Chair	100%
Development Manager	84%
Business Support Officer	100%
CAFCASS	17%
Met Police: Public Protection	67%
Met Police: CAIT	100%
YOS	67%
Magistrate	100%
Substance Misuse Health Service	17%
Integrated Care Organisation, Board member since June 2011	80%
NHS BRENT	100%
Designated Nurse member since June 2011	100%
Designated Doctor	100%
Chair of Learning and Development Sub Group	84%
Central North West London Mental Health Trust	84%
North West London Hospital NHS Trust	67%
Community Safety member since December	0%
Director of Brent Children & Families	67%
Achievement and Inclusion: Children and Families	50%
Chair of Policies and Procedures Sub Group	84%
Early Years and Extended Services	33%
Children with Disabilities Champion	67%
Deputy Chair	67%
Chair of Monitoring and Evaluation & Esafety Sub Groups	67%
Connexions	33%
Adult Social Care Board member since June	60%
Housing	50%
Faith representative	84%
Primary Schools representative Board member since December 2011	100%
Secondary Schools & Academy's representative	84%

8 .ATTENDANCE AND ACTIBVITIES OF SUB GROUPS

8.1 The frequency of sub groups meetings are decided by the Chairs of each group.

Attendance continues to be problematic and how often to meet, membership and operational style regularly forms part of the agenda. There has been a high level of cancellations which give cause for concern. The Serious Case Review subgroup schedules monthly meetings but if there are no active cases, meetings can be cancelled. Attendance identified in the tables below is based on groups that actually ran with details of cancellations.

8.2 Chairs Co-ordination meetings (Total of 6 meetings; 3 meetings took place, 3 cancelled)

The Chair's coordination group set the agenda for the Board; recent cancellations have resulted in this being taken forward by the Chair in consultation with the LSCB Development Manager.

Agency	Attendance (%)
LSCB Chair	100%
Deputy Chair	33%
Development Manager	100%
Business Support Officer	100%
Learning and Development Chair	33%
Policies and Procedures Chair	66%
Monitoring and Evaluation Chair	100%
ESafety Chair	100%
Safeguarding in Employment	100%
Child Death Overview Panel	0%
Children with Disabilities Champion, in place since Jan 2012	100%

8.2 Serious Case Review (SCR) sub group (Total of 10; meetings 5 meetings took place 5 cancelled)

The SCR sub group is chaired by the Independent Chair of the Board, Donald McPhail who ultimately makes the decision whether a SCR will be undertaken.

An SCR was initiated as a result of the tragic suicide of Child E in February of 2010. Actions resulting from the Overview Report (OR) have been monitored and signed off as complete by the Board. The Ofsted evaluation was rated "Good" overall.

The SCR currently being undertaken for Child F is integrating aspects of the systems model discussed in the Munro report. It is anticipated the completed SCR will be presented to the Board on the 3rd July.

Agency	Attendance (%)
Chair	100%
Development Manager	80%
Business Support Officer	80%
Deputy chair	60%
Social Care	100%
CNWLH	100%
Designated Doctor	100%
Designated Nurse	80%
CAIT	40%

8.3 Monitoring and Evaluation

The Monitoring and Evaluation group (M & E) is chaired by Anna Janes, Head of Policy and Performance. The M and E group has been revised and the membership has altered hence there is no table of attendance. There are refreshed terms of reference and the group will focus on;

- Data review
- Audits, current and proposed
- Monitoring of action plans emerging from audits
- Section 11

A series of audits have been undertaken, resulting from local, national issues or specific audits as a result of Serious Case Reviews.

These have addressed:

- Audit of multi-agency working following the issuing of a Police Power of Protection: Evaluating the outcomes for children who have been subject to Police Protection. This audit emerged out of the last business planning day considering appropriateness and was presented to and accepted by the Board in December 2011. The action plan will be monitored by the M and E sub committee.
- Neglect, emerging as a result of the increased number of children on child protection plans both nationally and locally as a result of neglect. This was presented to and accepted by the Board in February 2012. The action plan will be monitored by the M and E
- Strategy meetings: Emerging as a result of a recommendation from the SCR Overview report of Child E. this audit is on-going

- Children and Young People at Risk of Sexual Exploitation: emerging as a result of work from the Missing Children Risks and Needs group and national research and the Government Action Plan. This audit is being reviewed in view of emerging guidance from Barnardos and issues emerging from the initial research.

The group will lead with regards to the Section 11 audit process for single agencies which will enhance the overall monitoring function.

8.3 Policies and Procedures (Total of 5 meetings; 3 meetings taking place, 2 cancelled)

The Policies and Procedures (P & P) sub group is chaired by Jacquie Burke, Head of Safeguarding Children and Families. This sub group reviews procedures to ensure they are current and fit for purpose. . To date policies on Core groups and supervision have been produced and a Protocol with regards to, Substance Misuse. Much of the work of this group is now being taken forward by themed Task and Finish groups which contribute to broader work streams. Work had been done through stakeholder groups on Thresholds, Children Missing in Education and Domestic Violence.

Agency	Attendance (%)
Chair	100%
Development Manager	100%
Business Support Officer	100%
Children with Disabilities Champion	66%
Children and Families	66%
YOS	33%
Met Police: CAIT	66%
Met Police: Community Safety Unit	0%
Adult Social Care	0%
Designated Nurse	33%
Designated Doctor	66%
Strategic Coordinator	33%

8.4 Learning and Development (Total of 6 meetings; 4 meetings taking place, 2 cancelled)

This group is chaired by Sandy Youngson, Health Improvement Specialist- Substance Misuse, Alcohol, Sexual Health and Training.

15 Working Together 1 courses have been run and 5 level 2 programmes have taken place. The LSCB annual conference addressed neglect and was very well attended by 180 multi agency participants.

Recent funding through the CWDC has resulted in an exciting raft of training and learning opportunities being commissioned. This includes:

- A library of quality assured tools, either developed through the Board or commissioned from reputable trainers or organisations who are leaders in their field
- Research being undertaken to explore the viability of a UK Signs of Safety model
- A toolkit of resources to be launched to all agencies, identifying what is available and how the tools can be used
- Trainers to be commissioned to train on the proposed tools to multi agency groups
- The Learning and Development group and external partners will develop a mechanism for ensuring effective evaluation as part of the roll out of the programme
- Learningpool will be commissioned to take forward the LSCB eLearning site on Brent's Dynamic Learning Environment

Agency	Attendance (%)
Chair	100%
Development Manager	75%
Business Support Officer	50%
Named Nurse ICO	75%
Faith Representative	25%
CNWL	50%
NWLH	0%
CAIT	50%
Social Care	50%
Social Care (LADO) L.A.	25%
Early Years and Extended Services	50%
Schools HR	25%
Designated Nurse	75%

8.5 Esafety (2 meetings reconvened 6th February 2012)

The Esafety sub group has been reformed with changed Terms of Reference and a revised focus on promoting Esafety awareness, rather than a reliance on training being developed and delivered by the now deleted Esafety Coordinator post.

An initiative with Talk Talk, a telecommunications firm, has been brokered whereby parents can purchase packages with enhanced parent monitoring

facilities. Esafety training is also being delivered to parents at St Gregory's school by Talktalk as a result of this initiative. Consideration may then be given to rolling out the project to other schools subject to evaluation.

Agency	Attendance (%)
Chair	100%
Development Manager	50%
Business Support Officer	100%
Secondary School	100%
School Improvement Service, Achievement and Inclusion	100%
CAIT	0%
School Improvement Service Achievement and Inclusion 2 nd representative	50%
LAC Nurse ICO	100%

8.6 Safeguarding in Employment (Total of 5 meetings; 3 meetings took place 2 cancelled)

This group is chaired by Shereen Moussa Human Resources Manager for Schools. There continues to be problems with regards to attendance in this group. The initial task was to review the Recruitment and Selection Guidelines. The current, collaborative and complimentary document was produced through this process.

The proposal of having discrete Task and Finish groups to undertake emerging work may be a more effective way of managing the work and will be raised at the Business Planning day.

A new Local authority Designated Officer is now in place and significantly voluntary, private and statutory providers need to be aware of the role and their responsibilities with regards allegations against adults working with children. The promotion of the role of the LADO is a piece of work that needs to be addressed.

The Independent Review of the Criminal Records Regime has been taking place and the Government response has been published along side with the Protection of Freedoms bill. A briefing document will be sent out to the Board. Some areas remain under consideration but this information will impact on Safeguarding in Employment.

Work with the voluntary sector is being addressed by utilising material available from Safenetwork. Safenetwork, working collaboratively with the NSPCC, have produced standards available for the voluntary sector; including an audit tool to enable agencies to self assess to ensure they follow appropriate recruitment processes. These standards can also be used when commissioning to ensure that there are appropriate safeguarding measures in place alongside the LSCB standards.

It is proposed to put a good practice guide for schools on the LSCB website based on the work undertaken in Alperton School with regards to Safeguarding in Employment. Alperton achieved an "Outstanding "from OFSTED. The section 11 for

schools template being developed with the secondary and primary head Board representatives will compliment this guidance.

Agency	Attendance (%)
Chair	100%
Development Manager	100%
Business Support Officer	66%
NHS Brent	66%
NWLH	66%
LADO in post since Sept 2011	0%
Named Nurse ICO	0%

8.6 Child Death Overview Panel (CDOP) (5 meetings)

This sub group is chaired by Dr Sade Adenekan Consultant in Public Health. The deputy chair is the Designated Doctor for safeguarding children who presents the CDOP Annual Report. The CDOP has the responsibility of reviewing all child deaths to ascertain if the deaths were preventable. 38 deaths were notified of children resident in the Brent area at the time of their deaths. For the financial year, 41 deaths were reviewed; of those 31 were expected deaths from natural

Agency	Attendance (%)
NHS Brent-Chair	100%
NHS Brent Designated Nurse for safeguarding children	40%
NHS Brent Designated Doctor for safeguarding children	100%
CDOP co-ordinator	80%
NWLH	60%
CAIT	80%
Social Care	40%
FSID	100%

causes, 10 were unexpected deaths from natural causes

9 THE OFSTED INSPECTION OF SAFEGUARDING AND LOOKED AFTER CHILDREN (SLAC) SERVICES

9.1 This unannounced two week inspection took place from October 3rd to October 14th. The purpose of the inspection is "to evaluate the contribution made by the relevant services in the local area towards ensuring that children and young people are properly safeguarded and to determine the quality of service provision for looked after children and care leavers". On the whole services were judged to be adequate and the LSCB deemed to have an appropriate overview of safeguarding issues across the borough. SLAC action plans have been formulated by both social Care and Health which will be monitored by the Board.

9.5 The Board was seen to be proactive in promoting the welfare of looked after children by prioritising a specific issue within Health and requesting that Health partners produce an action plan to address the delay in completing initial and review health assessments. In a recent report to Brent Children's Partnership Executive, information was received, indicating that reviews were now up to date and Health partners were exploring sustainability models. This will continue to be monitored by the Board

10. RELATIONSHIP WITH BRENT CHILDREN'S PARTNERSHIP

10.1 The SLAC inspection found that whilst governance arrangements are in place to ensure regular communication, at a strategic management, priorities lacked coherence and were not clearly articulated. The 26 LSCB priorities were cited as an example as not clearly linking to the priorities of Brent Children's Partnership. This has led to close liaison regarding the formulation of the Children and Young People's Plan currently being drafted with the LSCB and BCP working together to ensure the "golden thread" of safeguarding is taken forward. A new Business Plan will be formulated on 23.5 with one of its aims to clearly demonstrate a strengthened coordination and integration of strategic plans underpinned by appropriate challenge, monitoring and evaluation to drive improvement and hold each other to account.

11. FINANCE

11.1 The Board's budget is made up of contributions from members. The total budget is £141,997.84, with the Local Authority hosting the posts of the Development Manager and the Business Support Officer. The Local authority reduced its contribution by £30,000 last year, this could lead to a shortfall in 2013 compromising the Board's ability to take forward its priorities. It is proposed that a base budget be identified and contributions by partners are made in line with requirements.

11.2 The Board has received 50% of a one off grant to the Local Authority, £45,500; from the Children's Workforce Development Council to enhance learning and training opportunities. Proposals for spend have been agreed by the Board on 7.2.2012 and are outlined in the report on the work of the Learning and Development sub group.

11.3 The Board undertook a complex SCR which required considerable input from both the Chair and the Overview Report author. A budget of £10,500 was set aside and this covered the work of the Overview Report Author but not the additional hours required by the Chair. A further SCR was commenced in October; the full costs of this are not yet known and so will come out of the next years budget. SCR's cannot be planned for and the Board may wish to consider how to fund future SCR's, either by having a contingency fund, or costs being divided by partners as and when they emerge.

11.4 CDOP is managed through NHS Brent by the Designated Doctor. The current cost of servicing the CDOP through the provision of a CDOP Co-ordinator,

administrative support and management costs is £39,204.00 per annum. The recent grant was reduced to £17,984.00. Consideration needs to be given to how this service can be maintained.

12. MONITORING AND EVALUATION AND QUALITY ASSURANCE ACTIVITY

- 12.1** The Board undertakes this function in a number of different ways primarily through the Monitoring and Evaluation sub group but also through different fora.
- 12.2** The recent Safeguarding and Looked after Children inspection resulted in Brent Children and Families Department and Brent Primary Care Trust producing complementary action plans, which the Board will monitor on a bi monthly basis.
- 12.3** Work through London councils has been undertaken on a framework that will be recommended by the London Board to provide consistency across London. A schools template has been developed which will be launched by the schools representatives to schools fora. This will support schools OFSTED requirements, as well as providing the Board with safeguarding evidence.
- 12.4** The soon to be created Community reference group will undertake work that will support quality assurance around safeguarding processes in the voluntary sector. Work has been done by the Safeguarding in Employment sub group to provide guidance and it is proposed that prospective and current service providers must be able to demonstrate robust safeguarding practices in line with the LSCB commissioning standards to be commissioned.
- 12.5** The Board reviews management information presented to the LSCB. To date this has primarily been from Social Care. Work is being done to provide the Board with comprehensive and integrated data, based on the London dataset, Munro recommendations and local intelligence to enable performance to be scrutinized in key areas, at different levels and from a multi agency perspective.
- 12.6** Themed audits have been undertaken through the stakeholder groups of front line practitioners and managers using the Government Offices for London audit model. The details of these audits are covered in the M and E section of the report. Action plans will be monitored and progress fed back to the Board.
- 12.7** The Missing Children Risks and Needs reports on data, themes and trends of children missing from home and care. This will now take place on a quarterly basis. Children missing from education will be included in the data reviewed.
- 12.8** The Serious Case Review Panel monitors that all actions emerging from the SCR Overview report and IMR's are complied with within the required timescales and evidence is provided that this work has been undertaken. All of the actions from the last SCR were taken forward by all partners.

12.9 Board members report into the Board any issues pertaining to safeguarding that emerge from any single agency inspections.

13. Challenges to BCP

13.1 There have been no formal challenges made in the last year.

14. Future Challenges

14.1 The Business Plan

The Business plan for the Board 2012 /13 will be developed as a result of the LSCB Business planning day on 23.5. There remain outstanding priorities which remain on-going . Whilst work has been done on every priority identified in the Business Plan, much of the work remains work in progress. National Research (Local Safeguarding Children Boards, a review of progress DCSF 2008) has shown that more effective Boards are those who concentrate on a few clearly articulated priorities which are continually reviewed and updated to meet changing needs and pressures. The Board has been very aspirational with its agenda but this has led to a dilution of results. Domestic Violence, Children with Disabilities and management of safeguarding responsibilities to Looked After Children remain outstanding priorities, as does engaging with the community sector and children and young people.

14.2 Financial challenges

The current financial climate will impact on agencies capacity to deliver, as resources become progressively constrained. Safeguarding children remains a national imperative underpinned by legislation and all party support both nationally and locally. The Munro report speaks of strengthening Boards but does not address additional resources. The Board has not increased contributions for the last two years but this may need to be reviewed in order to address the revised priorities.

14.3 The Munro Report

There are a number of themes emerging from the Munro review which will impact on all Boards.

- **Strengthening Boards**

There has been no clear message from the Government what this will practically mean to LSCB's or on-going funding provided, however the Board can go some way to becoming stronger by a self audit that will identify strengths and development areas.

- **Serious Case Reviews**

The Munro review recommends that LSCBs should use systems methodology in future reviews of serious cases, moving away from the specific features of an individual case to consider the deeper, underlying issues that influence multi-agency practice more generally. This will require training across the Board.

- **Health Reforms**

The report touches on the ongoing reforms to the health service, and raises concerns that Safeguarding and child protection could become sidelined in the new arrangements. In particular, the crucial importance of named and designated professionals is highlighted.

- **Munro Funding**

The Board agreed to develop an ambitious programme of multi agency tools to support a multi agency adoption of the Signs of Safety model. The possibility of being involved in a collaborative programme with 5 other English authorities and the Australian originators of the programme is an exciting opportunity and needs to be further discussed . This will require buy in at all levels and will be a significant challenge.

14.4 Membership

The Munro report states the importance of senior leaders working together through the LSCB to provide local leadership with regards to safeguarding. The challenge remains for all agencies represented on the Board to actively contribute to the work of the Board by leading and producing work for the Board.

An induction pack has been developed to ensure there is clarity about the roles and responsibilities of Board members but would be useful to revisit this with Board members to reaffirm expectations across the Board, possibly as part of the Board's self audit. Attendance at the Board is generally good but taking forward work streams through the sub groups, task and finish groups and stakeholder groups continues to be problematic, with an over reliance on Chairs or particular Board members to take forward work that should be a multi agency responsibility.

The revised working practices of both the Monitoring and Evaluation group and Policy and Procedures may be a model for future working and the revision of "Working Together" due out in September will be critical.

14.5 Engagement of Schools

This has historically been a significant challenge for the Board but the recruitment of both secondary and primary head representatives is of huge benefit in working to engage schools utilising already established fora and systems. Work has already started with regards to a school specific section 11 template and a "safeguarding book" based on work in Alperton School. Alperton recently received an "outstanding" for safeguarding and their processes and materials can be used as an example of good practice for schools and located on the LSCB website. There has been some discussion how to engage more effectively with independent schools and academies but this needs further discussion. Further engagement with schools will tap into systems already in place within schools to engage more effectively with young people.

14.6 Engagement with the Voluntary/Third Sector and Lay members

The engagement of the voluntary/third sector has been problematic and remains a priority. Communication remains challenging although improved, as a result of work undertaken with VCF, the emergence of BASIS and work with the Police Community Engagement Officer. The diversity and range of community groups in Brent creates an even broader challenge. There is however a recognition that effective engagement with community groups needs to be done at their pace. It is hoped that the Lay Members required as a result of the Apprenticeships Schools and Learning Act 2009 will play an active part in facilitating the voice of the diverse communities being heard as well as the formation of the reference group. The work undertaken by VCF has been slow to gain momentum but an initial meeting of the reference group is planned for June.

Appendix 1 Membership of the Board

Independent Chair	Donald McPhail	Independent Chair – Local Safeguarding Children Board
LSCB Development Manager	Sue Matthews	Development Manager Local Safeguarding Children Board
Brent Children and Families Department	Graham Genoni	Assistant Director Children & Families / Social Care (Deputy Chair of LSCB)
	Krutika Pau	Director of Children & Families
	Rik Boxer	Assistant Director Children and Families/ Achievement and Inclusion
	Sharon Stockman	Head of Localities Service (Children with Disabilities champion)
	Jacquelyn Burke	Head of Safeguarding (Chair of the Policy and Procedures sub group)
Sue Gates	Head of Integrated and Extended Services	
Brent Strategy, Partnerships and Improvement Department	Anna Janes	Head of Children and Families Policy and Performance (Chair of Monitoring and Evaluation and Esafety sub groups)
Brent Schools	Kay Johnson	Primary Schools representative
	Maggie Rafee	Secondary School & Academies representative
	Shereen Moussa	HR Manager (Schools) (Chair of Safeguarding in Employment sub group)
NHS Brent/Ealing Hospital NHS Trust	Yvonne Leese	Community Services Director for Brent , Brent Community Services
	Jo Ohlson	Borough Director NHS Brent
	Dr Arlene Boroda	Designated Doctor
	Pauline Fletcher	Designated Nurse

	Andy Brown	Head of Substance Misuse Service
	Sandy Youngson	Health Improvement Specialist-Substance Misuse , Alcohol, Sexual Health and Training
Connexions	Angela Chiswell	Head of Brent Youth and Connexions Service
North West London Hospital Trust	Carole Flowers	Director of Nursing
Central and North West London NHS Foundation Trust	Catherine Knights	Director of Partnerships and Commercial Development
Brent Legal Services	Fiona Alderman	Principal Lawyer
Safeguarding Adults	Phil Porter	Head of Service – Reablement and Safeguarding
Metropolitan Police	DI Tracey Stevens	Detective Inspector Child Abuse Investigation Team
	ADCI Peter Stride	Acting Detective Chief Inspector Public Protection
London Probation Service	Deidre Bryant	Assistant Chief Officer
CAFCASS	Catherine Burns	Service Manager
Faith Sector Representative	Peter Turner	Safeguarding Advisor Diocese of Westminster
Regeneration and Major Projects	Laurence Coaker	Head of Housing Needs
Brent Family Panel	Anita Loring	Magistrate
Brent Council	Cllr Mary Arnold	Lead Member Children & Families

Appendix 2 The Board and its sub groups

