



## Children and Young People Overview and Scrutiny Committee

**Wednesday 17 July 2013 at 7.00 pm**

Boardroom - Civic Centre, Engineers Way, Wembley,  
HA9 0FJ

### Membership:

#### Members

Councillors:

Mitchell Murray (Chair)  
Matthews (Vice-Chair)  
Aden  
Al-Ebadi  
Arnold  
Gladbaum  
Kansagra  
CJ Patel

#### First alternates

Councillors:

Daly  
Sneddon  
Oladapo  
Jones  
Krupa Sheth  
S Choudhary  
Baker  
Leaman

#### Second alternates

Councillors:

Ogunro  
Clues  
Harrison  
RS Patel  
Hossain  
Hector  
Colwill  
Green

#### Statutory Co-optees

Alloysius Frederick  
Elsie Points  
Nardia Sullivan  
Vacancy

#### Non-statutory Co-optees

Mrs Hawra Imane  
Dr J Levison

#### Observers

Ms J Cooper  
Mrs L Gouldbourne  
Ms C Jolinon  
Brent Youth Parliament  
representatives

**For further information contact:** Bryony Gibbs, Democratic Services Officer  
020 8937 1355, [bryony.gibbs@brent.gov.uk](mailto:bryony.gibbs@brent.gov.uk)

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

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
<b>1 Declarations of personal and prejudicial interests</b>	
Members are invited to declare at this stage of the meeting any relevant financial or other interest in the items on the agenda.	
<b>2 Deputations (if any)</b>	
<b>3 Minutes of the last meeting held on 18 June 2013</b>	1 - 4
<b>4 Matters arising</b>	
<b>5 Dental Health Presentation</b>	
The committee will receive a presentation from Imran Choudhury (Acting Director of Public Health).	
<b>6 Local Safeguarding Children's Board Annual Report</b>	5 - 36
Chris Spencer (Independent Chair of the Local Safeguarding Children's Board) will present the Annual Report of the LSCB to the committee.	
<b>7 Brent Youth Parliament update</b>	
The committee will receive an oral update on the work of the Brent Youth Parliament.	
<b>8 Special Educational Needs (SEN) progress since 2011</b>	37 - 54
Since October 2011 improvements to the Council's Special Educational Needs services have been made as part of a One Council project. This report provides an update on the progress the project has made in tackling the issues identified at the beginning of the project in 2011 and it provides information on activities and actions that have been put in place to reduce the SEN budget overspend and to improve service performance.	

## **9 School Places Update**

This is a standing agenda item to update the committee on the current situation regarding school places in the borough.

## **10 Children and Young People Overview and Scrutiny Work Programme 55 - 62**

The Work Programme is attached.

## **11 Date of next meeting**

The next meeting of the Children and Young People Overview and Scrutiny meeting is scheduled for 10 October 2013

## **12 Any other urgent business**

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



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

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

**Tuesday 18 June 2013 at 7.00 pm**

PRESENT: Councillor Mitchell Murray (Chair), and Councillors Aden, Al-Ebadi, Arnold, Gladbaum, CJ Patel, Mr A Frederick, Dr Levison, Ms J Cooper, Mrs L Gouldbourne and Brent Youth Parliament representatives

Also present: Councillor Pavey

Apologies for absence were received from Ms E Points, Sullivan and Ms C Jolinon

### **1. Declarations of personal and prejudicial interests**

None declared.

It was noted that Councillors' Arnold, Gladbaum, Mitchell-Murray and Pavey were governors of schools within Brent. Mr Frederick was also a governor to schools within Brent.

### **2. Minutes of the last meeting held on 20 March 2013**

RESOLVED:

That the minutes of the meeting held on 20 March 2013 be approved as an accurate record of proceedings

### **3. Matters arising**

#### *Brent Youth Parliament*

It was highlighted that it had previously been agreed that individual name plates be created for Brent Youth Parliament Representatives although this still was to be carried out. It was agreed that this would be addressed.

#### *Page 7, Academies and Free Schools*

It was queried whether the letter to the Secretary of State had been progressed. It was explained that the former Chair of the Committee was addressing the issue alongside the Lead Member.

#### *Page 8, Children and Young People Overview and Scrutiny Work Programme*

It was noted that the Committee had previously agreed to include poverty implications for children in Brent on future reports to the Committee. Sara Williams explained that reports followed a set template however work would be undertaken to ensure that a section was included in future.

#### **4. Brent Youth Parliament update**

The Brent Youth Parliament (BYP) were invited to provide an update and informed the Committee that due to recent exams they had been quieter than usual but were looking forward to getting started.

BYP had recently attended an anti bullying council meeting following a survey carried out highlighting that bullying was a large issue for young persons in Brent. They hoped to achieve a unified bullying policy across schools that was clear and easy to understand, as well as providing training for young people so that they were equipped to address bullying issues. BYP will be attending a session on 29 June 2013 in relation to cyber bullying.

BYP had been campaigning regarding the curriculum for life which included meetings with MP Glenda Jackson, attending workshops following the first of three conventions and discussions with the Westminster Education Forum. It was noted that they hoped to have 10 young people from each school attend the Curriculum for Life campaign that would be taking place on 29 June 2013. Work was currently being undertaken to involve greater support for the campaign at an MP level.

Work to raise awareness of the 16-19 bursary that was available to young person to enable financial support was also taking place. This previously operated successfully as the educational maintenance allowance (EMA) scheme but following research, few young people in Brent were aware of the support available. A promotional video was being produced including interviews from students' and would be used during a campaign event at the Roundwood Centre on 11 July 2013.

The Eton summer school project would take place from 1 – 6 July with the closing ceremony taking place on 6 July 2013. It was explained that this was the 20<sup>th</sup> year of the programme following what was intended to be a one off partnership enabling children from Brent the ability to experience the opportunities available to those from privileged backgrounds. Unfortunately funding had been withdrawn and the scheme was currently being run on a volunteer basis from the BYP office staff.

BYP invited all Councillor's to attend both events, details of which could be found in their quarterly newsletter.

#### **5. School Place Strategy Report**

The report provided an update on the school expansion programme following the approval of the strategy by the Executive in August 2012. Sara Williams, Assistant Director Early Help and Education informed the Committee of the future proposals, the expansion of the SEN requirement and that some primary school proposals had not gone ahead. Temporary measures were being put in place for the autumn term although 14 children had not been offered a place and 192 children were currently out of school. The secondary school demand anticipated was hoped to met by the potential of free schools being built within the borough. Funding to enable the expansion programme would be provided by the Department for Education.

It was explained that six primary schools had chosen not to expand due to focusing on improving standards and obtaining good Ofsted ratings prior to considering

expansion or co-location. During discussion it was noted that only schools that were of an acceptable standard should be expanded however it was recognised that due to the pressure on school places this was not always possible. Cheryl Painting, Programme Manager School Capital Expansion, explained that rolling phases two and three of the programme had already agreed the consultation and started design work, with a large number of schools already within the programme.

During discussions it was queried that although 21 forms of entry had been identified as a future need, the potential to provide 39 forms of entry had been identified. It was clarified that although 39 forms had been identified, not all sites would be possible and they hoped to achieve the 21 forms of entry required. It was further queried what standard of buildings would be used when forms of entry were not provided within the school premises. It was clarified that the buildings would be of a suitable standard, some of which were previously classrooms. The current position on free schools was queried. It was explained that there were potentially two free schools who had shown interest in the borough however the site had not been confirmed with the possibility of DFE offering sites just outside of the borough. Should free schools be built outside of the borough it was still hoped that these would be able to alleviate some of the pressures of secondary school places in 2020. Following queries regarding maintenance at Copland Community School, it was unclear what level of funding had been allocated with a schedule of emergency works drawn up. It was unclear whether this included asbestos removal. Cheryl Painting would provide information on the specific works planned at Copland, which would be circulated to the Committee, including whether or not these encompassed asbestos removal. It was explained that due to the co-location of Braintcroft and Manor Primary schools no longer taking place, additional SEN places will be made available at the village school through Queens Park Primary School, it was recognised that further work in creating SEN places was required. Cheryl Painting would also provide the Equalities Impact Assessment for the Strategy, which would be circulated to the Committee.

RESOLVED:

That the report be noted

## **6. Inspection of Fostering Service**

The report provided detail regarding the outcome of the Ofsted inspection of the fostering service which took place 12-15 March 2013. Nigel Chapman, Head of Placements, explained that an inspection took place every three years although from September a new regime where all children services will be inspected together will be undertaken with further information to be disseminated in the future. The Head of Placements informed the Committee that the service had received an overall rating of good, with several areas receiving an outstanding rating. The Head of Placements noted that there were several areas which could be improved including creating child friendly profiles of carers, the inclusion of foster children during the recruitment preparation and the development of a curriculum of life skills for when children leave care.

During discussions the Committee queried the number of Brent children being fostered out of the borough and how they could be brought back. Nigel Chapman informed the Committee that there had been a 20% increase of in house foster

carers and children that were placed out of Brent were in neighbouring boroughs. He agreed to provide further information regarding the exact numbers. Clarification was sought as to whether children's views of remaining in the locality were a consideration when placing them with carers. It was explained that although a priority, this was not always possible due to individual circumstances of the case such as safe guarding issues and enabling sibling groups to remain together.

RESOLVED:

Members noted the report

## **7. Children and Young People Overview and Scrutiny Work Programme**

The Chair drew the committee's attention to the work programme and welcomed any suggestions for additional items from members. During discussions it was agreed that the following items would be added to the work programme:

- Dental Health – overview report for July to be provided by the Director of Public Health
- Careers Advice for Young People – report in the Autumn
- Expenditure of Pupil Premium – report for October
- Pupil Destination Post School – report for December
- Free Schools Education Model – report TBC

## **8. Date of next meeting**

The next meeting of the Children and Young People Overview and Scrutiny Committee will take place on 17 July 2013.

## **9. Any other urgent business**


RESOLVED:

- i. that an update of the Council structure will be provided to the Committee
- ii. that Councillors' be encouraged to visit schools in their ward to support the curriculum for life campaign
- iii. that parking arrangements for co-opted members of the Committee be confirmed

The meeting closed at 8.45 pm

W Mitchell Murray  
Chair



 <b>Brent</b>	<b>Children and Young People Overview and Scrutiny Committee</b> 17 July 2013  <b>Report from the Director of Children and Families</b>
Wards Affected: ALL	
<b>Brent Local Safeguarding Children's Board Annual report</b>	

## 1.0 Summary

- 1.1 The purpose of this report is to present Brent Local Safeguarding Children Board (LSCB) annual report to members.

## 2.0 Recommendations

- 2.1 That the Scrutiny Committee notes the contents of the annual report.

## 3.0 Detail

- 3.1 "Working Together to Safeguard Children 2013" is the statutory guidance issued by the Government with regards to effective multi-agency working to safeguard children. It addresses the legislative requirements and expectations on individual services to safeguard and promote the welfare of children and provides a framework for Local Safeguarding children Boards (LSCB's) to monitor the effectiveness of local services. It was published in March 2013 and came into force in April 2013.
- 3.2 The Chair of the Local Safeguarding Children Board must publish "an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area". The report should be published in relation to the preceding financial year. This report covers the period April 2012 to March 2013.

- 3.3 The guidance states that the report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Wellbeing Board and copies will be circulated in line with the 2013 guidance.
- 3.4 A new Chair joined the Board in May 2012 who restructured the Board, creating an Executive group, drafting a new constitution and a revised three year business plan.
- 3.5 This report covers year 1 of the three year business plan
- 3.6 The business plan was agreed by LSCB partners in September 2012 with sub groups becoming fully operational in January 2013. All sub groups are chaired by members of the Executive group.
- 3.7 The report reviews the progress of the Boards priorities addressed through five sub groups, these are;
- Quality Audit and Outcomes;  
This group encompasses the monitoring and evaluation function of the Board.
  - Vulnerable Groups;  
This group focusses on ensuring the Board is aware of specific vulnerable groups of children and young people in the borough and having oversight of what safeguarding activities are taking place, working collaboratively with the Safer Brent Partnership.
  - The Voice of the Child:  
The group is set up to ensure the voices of children and young people are listened to and inform the Board in considering safeguarding.
  - Developing a Learning Culture;  
This group is the learning, development and communication arm of the Board.
  - Governance, Accountability and Business Processes;  
This group encompasses all governance aspects, including Policies and Procedures, Serious Case Reviews, Child Death Overview Panel and ensuring the Board and its sub groups are fit for purpose.
- 3.8 The report addresses the relationship with Brent Children's Partnership and the important strategic safeguarding links.
- 3.9 The report addresses the finances of the Board and how the budget is committed.
- 3.10 Future challenges facing the Board are identified with a view to identifying work to be addressed within the next year of the three year plan.

#### **4.0 Financial Implications**

4.1 None

#### **5.0 Legal Implications**

5.1 None

#### **6.0 Diversity Implications**

6.1 None

#### **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 None

#### **8.0 Child Poverty Implications (required by Children and Young People Overview and Scrutiny Committee)**

8.1 None.

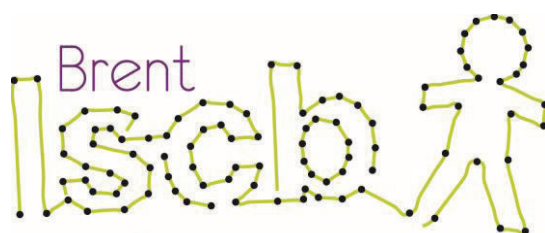
#### **Contact Officers.**

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**SARA WILLIAMS,**  
**Interim Director Children & Families**

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local safeguarding children board

Keeping children safe is everyone's responsibility

# **BRENT LSCB**

## **ANNUAL REPORT**

**ADDRESSING THE PROGRESS OF THE BUSINESS PLAN**

**2012-15**

**COVERING THE PERIOD 2012-13**

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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 2012-15, this annual report addresses progress from the period April 2012-March 13 and so needs to be seen as work in progress rather than a final report.
- 1.3** This report will cover the extent to which the functions of the LSCB as set out in "Working Together to Safeguard Children 2013" are being effectively discharged. The report will include:
- Governance and Accountability of the Board
  - Progress in relation to the priorities 2012-13.
  - Attendance and activities of the sub groups of the Board
  - Monitoring & Evaluation/Quality Assurance Activity
  - Contributions from Partners
  - LSCB spend
  - 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** Working Together 2013 was published in March 2013 and came into effect on 15<sup>th</sup> April 2013. The LSCB and its sub-groups & task groups were established in accordance with the guidance issued in "Working Together 2010". However, this report will be considering the work of the Board in line with the new guidance. Coordinating work to ensure children are properly protected from harm remains the core function of the LSCB.

- 2.4** The revised “Working Together” requires that this report is a rigorous and transparent assessment of the performance and effectiveness of local services, identifying areas of weakness, the causes of those weaknesses and the action being taken to address them. The Board itself has undergone considerable transformation to address areas of development required, as a result of the OFSTED Safeguarding and Looked After Children Inspection in October 2011 and other National and local initiatives. The revised processes and groups set in place to assess the performance and effectiveness of local services became fully operational in January 2013. It is acknowledged that the section 11 audit, a core process that facilitates the assessment process, which usually takes place on a two year cycle, has not taken place during the transition period. This has recommenced with a programme of audits being undertaken through the “Quality Audit and Outcomes” sub group, chaired by the Chair of the Board. A Partnership Improvement Plan has been put in place to monitor actions from all inspections and action plans for all partners which is now reviewed at each Board but all of these initiatives will take time to embed and produce results.
- 2.5** A new Chair was appointed to the Board in April 2012 with a business planning day taking place on 23th May. This resulted in a new constitution being drafted, an Executive group being established, a new business plan being produced with new sub groups. This was formally agreed by the Board in September 2012. The Chairs of the new sub groups have been chosen from the Executive group including the Brent Clinical Commissioning Group, The Integrated Care Organisation, and Central and North West London Mental Health foundation Trust from Health, Police and Social Care. Terms of reference and work plans for the new subgroups were agreed. The new sub groups are populated and activity on the work plans underway.
- 2.5** The Annual Report draws upon information provided in the LSCB Business Plan, from the chairs of the sub groups, task and finish groups and the Ofsted “Inspection of local authority arrangements for the protection of children” report as a result of the unannounced social care inspection which took place from 22 October to 31 October 2012.



### 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 so they 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 children 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 Richard Inquiry 2004
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 Working Together to Safeguard Children 2010 ( Working Together has been revised with the new version being operational from April 2013)
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 a Child Death Overview Panel 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 2013 states that every LSCB should have an independent chair who can hold all agencies to account. Brent LSCB appointed a new Chair in April 2012. Chris Spencer is independent of local agencies and has a wealth of safeguarding experience as a result of his previous role as Director of Children's Services in a London authority and his current roles as safeguarding advisor to the Minister for Immigration and Parliamentary Under Secretary for Education.

**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 recruited two lay members to the Board in June 2012 as required by the Apprenticeships, Skills Children and Learning Act 2009 and has invited a senior manager of "Care UK" who now provide the "Urgent Care Centres" in Northwick Park Hospital.

## 5. Brent LSCB Business Plan 2012-2015

**5.1** The work of the Board is outlined by the Brent Local Safeguarding Children Board (LSCB) business plan; this covers the period 2012-2015 and will be reviewed and refreshed annually through the business planning and evaluation. The Ofsted Inspection report of October 2012 acknowledged the revised business plan "clearly demonstrates high aspirations and ambitions, through five appropriate priorities".

**5.2** The revised priorities are;

Quality, Audit and Outcomes

Vulnerable Groups

The Voice of the Child

Developing a Learning Culture

Governance, Accountability and Business Processes

**5.3** The current plan was agreed in September 2012 but will take time to fully embed and action. The amber rating of all elements of the plan reflects this.

## 6. Progress on Priorities 2012-13

Key for RAG (Red, Amber, Green) rating

<b>Red: not achieved</b>	<b>Amber: partially achieved</b>	<b>Green: fully achieved</b>
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Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<b>Quality Audit and Outcomes</b>	<ul style="list-style-type: none"> <li>Brent LSCB remains focussed on outcomes for children and children and young people are satisfied that the work is of high quality and has had a positive impact on their lives. This impact can be directly evidenced by the Board through audit processes, self audit e.g. Section 11 audits and critical analysis</li> <li>Children and young people are better safeguarded as a result of learning from Serious Case Reviews and Management Reviews from both a single and multi agency perspective</li> <li>Agencies are aware of and responsive to risk or heightened risk to their capacity to safeguard children and young people</li> </ul>	<ul style="list-style-type: none"> <li>Graham Genoni, Assistant Director Children's Social Care chairs this group with cross agency representation</li> <li>The first meeting took place on 15.1.2013 and meets on a two monthly cycle</li> <li>Terms of reference have been produced and a draft work plan addresses the actions required through the business plan.</li> <li>A section 11 audit programme has been set up following the "Challenge and Support" process. The first audit will take place on 10.4.2013</li> <li>A re audit on the "Interface between children and adult services in the child protection system" was commissioned in November 2012 and will be presented to the group with an action plan on 15.5.2013</li> <li>A "Children Missing from Foster Care" audit has been commissioned by Placements and actions have been identified</li> <li>A programme of audits has been agreed for the</li> </ul>	<b>Amber</b>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>year based on priorities emerging from multi agency safeguarding issues over the last year</p> <ul style="list-style-type: none"> <li>• Work has taken place between Early Help and Social Care with regards to Thresholds, with review meetings to be held every six months</li> <li>• A Performance Improvement Plan has been developed to track and evidence work undertaken and impact</li> <li>• Models of Risk Registers have been identified for the sub group to review</li> <li>• Case studies demonstrating effective multi agency working with regards to safeguarding are presented to the Board as part of the Section 11 Children Act 2004 requirement The first study was presented on 12.12..2012</li> <li>• A Quality Assurance and Learning and Improvement framework is being developed</li> </ul>	
<b>Vulnerable groups</b>	<p>Risk is minimised for high risk groups of children and young people, for example disabled children, children at risk of sexual exploitation, missing children, Looked After Children and those affected by compromised parenting, through scoping priority vulnerable groups and undertaking targeted work to promote their safety</p>	<ul style="list-style-type: none"> <li>• DCI Tariq Sarwar, Public Protection from the Metropolitan Police chairs this group with cross agency representation.</li> <li>• Dates will be set up in consultation with DCI Sarwar who assumed the role of Chair in April 2013 following the departure of the previous Chair.</li> <li>• Terms of reference have been drafted</li> <li>• A work plan has been produced addressing the actions required through the business plan.</li> <li>• A Child Sexual Exploitation Task and Finish group</li> </ul>	<b>Amber</b>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>was set up in November to draft the LSCB strategy and action plan addressing Child Sexual Abuse in Brent, an interim report will be presented in April. The group has produced a strategy and action plan which will be presented to the August Board.</p> <ul style="list-style-type: none"> <li>• Collaborative work is taking place with Community Safety addressing the problem of gangs and youth violence in Brent and the findings of the Peer Review have been addressed</li> <li>• An LSCB Task and Finish group was set up to address Female Genital Mutilation. The chair of this group is, Interim Director of Public Health.</li> <li>• A Women's Health Day took place on 17.1.2013 and a further multi agency FGM study day will take place on 24.4.2013</li> <li>• Free workshops on Forced Marriage will be running on 23.5, 30.5, 3.6 run by the Jan Trust</li> </ul>	
<b>The Voice of the Child</b>	<p>The Board is able to demonstrate the impact of the voices of young people on service delivery and the work of the Board and that children and young people are confident that materials disseminated by the Board are accessible and meaningful to them</p>	<ul style="list-style-type: none"> <li>• Catherine Knights Director of Partnerships and Commercial Development from Central and North West London NHS Foundation Trust chairs this group with cross agency representation.</li> <li>• Young people from the Youth Parliament Care in Action and a representative from a Community Youth group have been invited to join.</li> <li>• Dates for the meetings have been set up for the year meeting 2 monthly; the first meeting took place on 24.1.2013. These meetings will take</li> </ul>	

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>place from 4.30 to 6.00 to facilitate the attendance of young people.</p> <ul style="list-style-type: none"> <li>• Terms of reference are in place.</li> <li>• A work plan has been produced addressing the actions required through the business plan</li> <li>• Brent Youth Parliament was consulted on 15<sup>th</sup> September and further meeting arranged for 19<sup>th</sup> January. It is proposed to have regular consultations. And include discussions about specific issues</li> <li>• A Schools Reference group has been set up to consider how best to engage with schools .and students This group meets twice a year and last met on September 20<sup>th</sup> 2012, a further meeting is planned in April.</li> <li>• A workshop will be attended on 17<sup>th</sup> June addressing setting up a Young Persons Safeguarding Board. The day was hosted by Barnet, who won the London SCB award for safeguarding as a result with their work in this field with a view to exploring the viability of setting up a Brent board.</li> <li>• A children's version of the Annual Report</li> </ul>	<b>Amber</b>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p><b>Developing a Learning Culture</b></p>	<p>Staff from both statutory agencies and the voluntary sector are able to access quality assured learning opportunities from a range of mediums to enhance their skills and improve their practice when working with children and young people</p>	<ul style="list-style-type: none"> <li>• A sub group has been set up with Jo Ohlson Chief Operating Officer of the CCG as Chair and cross agency representation</li> <li>• Dates for the meetings were agreed for the year meeting 2 monthly with the first meeting taking place on 24.1.2013</li> <li>• Terms of reference have been drafted</li> <li>• A draft work plan has been produced addressing the actions required through the business plan</li> <li>• Learning Pool has been commissioned to support a Brent LSCB "Dynamic Learning Environment" which will provide quality assured e learning programmes that can be accessed by anyone working with children and families in Brent with an email address. The launch took place on 27<sup>th</sup> March. A dedicated project manager will be available to take forward publicity until June 2013. Programmes will include "What to do if you are worried about a child and "Signs of Safety". Further modules will be up-loaded to have in place a range of eLearning modules accessible to a multi-agency and broader community audience.</li> <li>• The Neglect Toolkit has been developed and trialled through the LSCB conference "Don't Neglect Neglect" held on 27.1.2012 and is being piloted in Kilburn, it is proposed to broaden out usage as the tool can be used flexibly. A further series of briefings are planned with the proposal</li> </ul>	<p><b>Amber</b></p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>to develop Neglect champions across agencies. Managers have been briefed, a multi- agency training day has been delivered and a series of single agency workshops have been run.</p> <ul style="list-style-type: none"> <li>• A Safeguarding conference will be held addressing the needs of vulnerable groups on 20<sup>th</sup> November</li> </ul>	
<b>Governance, Accountability and Business Processes</b>	<p>The safeguarding outcomes for children and families in Brent are improved as a result of the work of the Board, its sub groups and its Task and Finish groups.</p> <p>The Board improves its safeguarding outcomes for children and families through rigorous self-assessment and commitment to self-improvement.</p> <p>All policies and procedures are in line with "Working Together" requirements.</p>	<ul style="list-style-type: none"> <li>• A sub group has been set up with Chris Spencer, as chair</li> <li>• A work plan has been agreed</li> <li>• A constitution has been developed and agreed by the Board</li> <li>• An Executive group is now operational</li> <li>• Sub groups are chaired by members of Executive Group members with the exception of the Child Death Overview Panel which is chaired by the Designated Doctor on an interim basis.</li> <li>• A business plan has been set up and relevant sub groups are in place to carry out the work of the Board, Serious Case Reviews, Child Death Overview Panel and Policy and Procedures sub groups coming under the auspices of the Governance , Accountability and Business Processes sub group</li> <li>• Sub groups have been set up with Terms of Reference and Work plans to address Serious Case Reviews (SCR), Policies and Procedures and Child Deaths. The independent Chair Chris</li> </ul>	<b>Amber</b>



Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>Spencer chairs the SCR sub, Yvonne Leese, Director of Brent Community Services chairs the Policy and Procedures sub group and Dr Arlene Boroda is the interim Chair of the Child Death Overview Panel</p> <ul style="list-style-type: none"> <li>An audit tool has been developed for the Board to self-audit its effectiveness. An audit was undertaken in October and will be audited again through the Governance Accountability and Business processes sub group in June.</li> </ul>	

## 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%
Deputy Chair	60%
Business Manager	100%
Business Support Officer	100%
Chair of Vulnerable Groups (Met Police Public Protection)	40%
Chair of Developing a Learning Culture (Brent CCG Representation)	100%
Chair of Policies and Procedures Sub Group (Ealing Hospital Community Services Representation)	100%
Chair of Voice of the Child sub group (CNWL Representation)	100%
Safeguarding Vulnerable Adults	80%
CAFCASS	40%
CEO CVS	60%
Community Safety	60%
Director of Brent Children & Families	40%
Designated Nurse	80%
Designated Doctor	100%
Education and Early Help Started 12.9.2012	80%
Early Years and Extended Services	40%
Faith representative	40%
Head of Children and Families Policy and Performance	60%
Head of Safeguarding started December 2012	100%
Head of Localities and Children with Disabilities	60%
Head of Youth Support Services	80%
Housing Needs	60%
Lay member 1	80%
Lay member 2	60%
Lead Member	80%
Legal Representative	0%
Magistrate	20%
Met Police: Public Protection	40%
Met Police: CAIT	80%
Primary Schools representative	40%
North West London Hospital NHS Trust	100%
Substance Misuse	0%
Secondary Schools & Academy's representative	60%
Specialist HR Advisor	60%
Specialist Public Health Advisor	60%
Care UK to join in April 2013	-

## 8. Attendance activities of sub groups

**8.1** Sub group meetings are held every two months and as mentioned at the commencement of the report, the restructuring of the Board to include a new Executive group and set up new subgroups has taken longer than anticipated. All groups have now met at least once, having commenced operations in January 2013. The Serious Case Review subgroup schedules monthly meetings.

**8.2** Attendance identified in the tables below is based on groups that actually ran with details of cancellation.

### 8.3 The Executive Group

The Executive group has met on five occasions, it was agreed that the group would meet monthly for the first 3 months and there after every two months, two weeks prior to the full Board, to date 5 meetings have taken place.

Member	Attendance (%)
LSCB Chair	100%
Quality Audit and Outcomes sub group Chair	80%
Vulnerable Groups sub group Chair	60%
Policy and Procedures sub group Chair	80%
Voice of the Child sub group Chair	60%
Director of Children's Services	80%
Secondary Schools representative	80%
Children and Families Policy and Performance representative commenced on 20.8.2012	80%
Borough Director NHS	40%
Probation representative	80%
Child Abuse Investigation Team (joined in January)	100%
Business Manager	80%

### 8.4 Serious Case Review (SCR) Sub Group

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

An SCR is being undertaken with regards to Child F, as a result of a life threatening stabbing in October 2011 integrating aspects of the systems model discussed in the Munro report. The completed SCR was presented to the Board on the 3<sup>rd</sup> July 2012, however, as a result of additional information emerging from the criminal proceedings, the report needed to be amended and a revised report was agreed by the Chair through Chairs action on 13.2.2013. The Action plan has however been progressed since the sign off on 3<sup>rd</sup> July 2013.

A further SCR was undertaken as a result of the tragic death of Child H. this SCR is still progressing, as it has been a very complex case covering 4 different LSCB's. This is likely to be completed in June 2013.

A Management Review, utilising the SCIE model is being undertaken with regards to Child AD as a result of concerns addressed by the adoptive parents. This review is still proceeding but is due to be completed in June.

Agency	Attendance (%)
Chair	100%
Business Manager	100%
Business Support Officer	100%
Deputy chair	100%
Social Care	100%
CNWLH	15%
Designated Doctor	70%
Designated Nurse	55%
CAIT	100%

## 8.5 Quality Audit and Outcomes (QAO) Sub Group

This is a new sub group which has met twice. The chair of the group is Graham Genoni, Assistant Director Children's Social Care The focus of the group is on:

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

Agency	Attendance (%)
Chair	100%
Business Manager	50%
Business Support Officer	100%
NWLH	100%
Children and Families	100%
BCS	50%
Adult Social Care	100%
Designated Nurse	50%
Designated Doctor	100%
Children's Social Care	50%
Early Years and Education	100%
CNWL	100%

Audits to be undertaken by the group will be driven by National and local issues, plus the emerging multi agency safeguarding priorities of partners. It has been agreed that themed audits will be undertaken will using a multi agency audit tool. Engagement with Fathers; the Child's Multi Agency Child Protection Journey, Thresholds and Neglect have been identified. On completion of the audit, action plans will be put in place and monitored through the QAO group

To date, one audit has been undertaken addressing the interface between adult and children's services with regards to Child Protection. This area was previously audited in 2010 and it was agreed a further audit would be taken to review progress as a result of the last business plan.

The audit is due to be presented at the May meeting. Preliminary findings are that where children and young people are known by Children's Social Care, there is good safeguarding practice between agencies. However, where children are not known, practice appears to be confused. Action plans will be put into place to address these concerns across agencies.

The group will lead with regards to the Section 11 audit process for single agencies which will enhance the overall monitoring function. Dates have been identified for all agencies and will commence on 10<sup>th</sup> April.

## 8.6 Policies and Procedures Sub Group

The Policies and Procedures (P & P) sub group is chaired by Yvonne Leese, Director, Brent Community Services and has met twice. This sub group reviews procedures to ensure they are current and fit for purpose. The group will be setting up a programme to review current policies and to produce new multi agency policies and procedures as required. Additional members will be co-opted as and when required.

Agency	Attendance (%)
Chair	100%
Business Manager	100%
Business Support Officer	50%
Social Care	100%
Children and Families	100%
Designated Nurse	0%
Designated Doctor	50%

## 8.7 Developing a Learning Culture Sub Group

This group is chaired by Jo Ohlson Chief Operating Officer NHS Brent and the CCG since April 2013 and has met twice.

Agency	Attendance (%)
Chair	100%
Business Manager	100%
Business Support Officer	100%
Named Nurse ICO	50%
Faith Representative	0%
CNWL	100%
NWLH	0%
CAIT	0%
Social Care	50%
Education Child Protection	50%
Early Years and Extended Services	50%
Schools HR	50%
Adult Social Care	50%

Twelve Working Together Level 1 courses have been run with 156 participants and three Working Together Level 2 courses, with 62 participants. A new programme has been put in place for the next year.

As a result of the Board restructure there was no annual conference last year however the annual conference for 2013 will take place on 20<sup>th</sup> November 2013 addressing Vulnerable Groups, specifically those young people experiencing or at risk of Child Sexual Exploitation including gang affected young people and Female Genital Mutilation in line with the priorities of the Board

Learningpool, a social enterprise eLearning company has been commissioned to take forward the LSCB eLearning site through providing access to a Brent LSCB Dynamic Learning Environment (DLE). Brent LSCB will be able to access a whole suite of e Learning opportunities and develop it's own programmes which can be located on the DLE and accessed by anyone in Brent working with children and families, whether from a statutory agency or from the Community. The launch took place on 27<sup>th</sup> March with two Brent modules being introduced. These are "Basic Awareness to Safeguarding", and "Signs of Safety".

The Brent Quality of Care toolkit is being piloted through the Developing a Learning Culture group. The toolkit was developed as a result of a Brent audit identifying that Neglect was the most common reason for a child being subject to a child protection plan. This echoed national data and the toolkit was developed and trialled at the

LSCB annual conference in January 2012. It was agreed to pilot the toolkit across agencies in the Kilburn locality, this will be expanded across all localities. To date there has been Management briefings, multi and single agency briefings with a view to reviewing practice and outcomes for children after three months of using the toolkit. The project is being led by Jane Wiffin, an independent consultant who worked with the LSCB to develop a Brent version of the toolkit.

## 8.8 Child Death Overview Panel (CDOP) (4 meetings)

Information with regards the CDOP has been received prior to the publication of the full report which will be presented to the Board on completion. The information is correct as of 14.3.2013 when it was received. The current Chair will be leaving on 31.3 2013, the deputy chair, Dr Arlene Boroda stepping up as an interim chair.

This sub group has been 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. 42 deaths have been logged with the single point of contact (SPOC), of these 12 were unexpected with the remaining 30 being expected. 9 rapid response meetings were confirmed with good information sharing and representation. For the financial year 39 child deaths were reviewed. Neonatal deaths were 36% (15/42) of the total number and were expected deaths.

Agency	Attendance (%)
NHS Brent-Chair	100%
NHS Brent Designated Nurse for safeguarding children	100%
NHS Brent Designated Doctor for safeguarding children	100%
CDOP co-ordinator	100%
NWLH Bereavement midwife	75%
CAIT	100%
Social Care	100%
Foundation for the Study of Infant Death (FSID)	75%

## 8.9 Voice of the Child Sub Group

This sub group has met twice. The initial meeting acknowledged that in order to hear the voice of the child, meetings needed to take place when children and young people could attend. The meetings have now been rearranged to meet from 4.30 to 6.00. To date two members of the youth parliament have attended with further young people to be invited. The group aims to connect with already established groups and to have a dialogue with schools through the schools reference group and schools councils. A significant challenge for the group will be to hear the voice of the child who is not engaged with established groups.

Consideration is being given to establishing a Brent Children's Safeguarding Board in line with Barnet, which recently won the London Safeguarding Children Board award. Members of the group will attend a workshop being run by Barnet on the 17<sup>th</sup> June 2013.

Agency	Attendance (%)
CNWL Brent-Chair	100%
Business Manager	100%
NHS Brent Designated Nurse (to join the group in May)	
Youth Support Services	100%
Adult Social Care	100%
Metropolitan Police	0%
Social Care	50%
Victim Support	100%
Youth Parliament	100%

### 8.10 Governance Accountability and Business Processes Sub Group

This sub group addresses the effectiveness of the Board and will meet three times during the year. It will focus on Board effectiveness through self assessment. It has only met once to date.

Agency	Attendance (%)
Independent Chair	100%
Business Manager	100%
Director of Children and Families	100%
Lead Member	100%
Deputy Chair	0%
Children and Families HR	100%

## 9 The Ofsted Inspection of Local Authority Arrangements for the Protection of Children

- 9.1** This unannounced inspection took place from 22<sup>nd</sup> October through to 31<sup>st</sup> October 2012. The purpose of the inspection was to focus on the key aspects of the child's journey through the child protection system; focussing on the effectiveness of the help and protection they are offered. The Chair of the Board was interviewed by the inspectors.



The overall effectiveness was Adequate; the effectiveness of help and protection provided to children, young people, families and carers; Adequate; the quality of practice; Adequate and leadership and governance Adequate. An action plan has been implemented and is monitored through the Board, through presentation and through the Partnership Improvement Plan (PIP) by regular reporting.

**9.2** The Board was specifically asked as an immediate action, to ensure the police public protection department promptly exchanges appropriate information with partner agencies and promptly participates in child protection strategy discussions or meetings. This was addressed through a multi agency meeting and processes were agreed. This appears to be working well.

**9.3** The inspectors noted that the revised LSCB business plan demonstrates high aspirations and ambitions through five appropriate priorities , however concern was expressed that it was still too long with a large number of actions. It was acknowledged that it was too early to measure the impact of the new Board arrangements.

## 10. Relationship with Brent Children's Partnership

**10.1.** The Brent Children's' Partnership has produced the Brent Plan for Children and Families, this links clearly with the Health and Well-Being Board and the LSCB to produce a joined up strategy where the safety and health of children is the top strategic priority . There are clear accountabilities and responsibilities between senior officers with the Lead Member and Director of Children's Services sitting on both BCP and the LSCB.

## 11. Finance

**11.1** The Board's budget is made up of contributions from members.

Agreed Agency Contributions to be received 2012/13	
NHS Brent	£45,900.00
CAFCASS	£550.00
YOS	£2,080.00
Probation	£2,000.00
C & F Social Care	£92,121.23
Police	£5,000.00
<b>Total Contributions</b>	<b>£147,651.23</b>

The Local Authority hosts the posts of the Development Manager and the Business Support Officer. The independent Chair is paid on a daily basis and this approximates an average of 30 days per year. This year is likely to be more as there has been an induction period. The significant changes within Health have led to emergence of the Health and Well-being Board which the Chair of the LSCB is now a member which will also require additional time.

- 11.2** The Board 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. This has been used to develop and pilot the Quality of Care toolkit. Further detail of this project is outlined in the section regarding the "Developing a Learning Culture" sub group. This funding has also been used for the development and launch of the Brent LSCB Learningpool dynamic learning environment (DLE) Consideration is being given to funding a part-time post to effectively raise awareness and to use the DLE as a catalyst for community engagement.
- 11.3** The Board has undertaken two Serious Case Reviews, one involving three other LSCB's neither of which have yet to be concluded so the full cost of these reviews is not clear. A further Management Review has been undertaken using the SCIE model which will total 16 days and will cost £8,700. 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.

## 12. Monitoring, Evaluation and Quality Assurance Activity

- 12.1** The Board undertakes this function in a number of different ways primarily through the Quality Audit and Outcomes sub group but also through different fora.
- 12.2** The OFSED inspection resulted in Brent Children and Families Department producing an action plan, which the Board has monitored on a bi monthly basis.
- 12.3** The Partnership Improvement Plan (PIP) has been developed. This is a database which includes the required actions from all agencies as a result of inspections, serious case reviews, management reviews or any mechanism where there are required safeguarding actions from partners. This is monitored by exception at every Board meeting and partners can track their individual actions as well as having oversight of progress of all actions across the partnership. It has now been fully populated and was first reviewed at the February 2013 Board meeting.

- 12.4** The Challenge and Support process to undertake section 11 audits commenced on 10.4.2013 as a result of a revised template. Brent was involved in the development of a Pan London section 11 template which was agreed by the London Board in May 2012. Dates have been identified with all agencies. It is intended that an action plan will emerge out of the meeting which will be monitored through the PIP
- 12.5** A Quality Assurance and Learning and Improvement Framework is being developed through the Quality Audit and Outcomes sub group as required by "Working Together 2013". The framework is based on that of Tameside, identified as a model of good practice by OFSTED 2011.
- 12.6** The 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.
- 12.7** The Board reviews management information presented to the LSCB. To date this has primarily been from Social Care. However a new dataset developed through the Quality Audit and Outcomes sub group will be available from June 2013.
- 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.
- 12.9** Board members report into the Board any issues pertaining to safeguarding that emerge from any single agency inspections.

## 13. Challenges to Brent Children's Partnership

- 13.1** There have been no formal challenges made in the last year with regards to BCP however a letter was written to the Lord Chancellor through the Chair, as a result of concerns emerging from the judgement with regards to the father of Child F, subject to a SCR.

## 14. Future Challenges

### 14.1 The Business Plan

The Business plan for the Board 2012 /13 was developed as a result of the LSCB Business planning day on 23.5. This plan was based on national and local requirements and included the safeguarding priorities of each agency. The structure of both the Board and sub groups has been revised and whilst the recent OFSTED report noted “clearly demonstrates high aspirations and ambitions, through five appropriate priorities”. There were concerns that it was still too long with too many actions. The challenge will be to embed the new structures and work collaboratively with partners to deliver on outcomes . The revised Working Together to Safeguard Children, released on 21.3.2013. adds a number of significant responsibilities to existing duties. These include, oversight of early help arrangements, clarifying threshold decisions and putting into place arrangements for resolution of disagreements and developing a local framework for learning and development. Some work is already taking place within these areas as a result of the revised business plan; however with explicit expectations emerging from Working Together, this work will need to be more concrete. A Quality and Assurance and Learning and Improvement model has been identified and will be considered by Quality Audit and Outcome, Serious Case Review and Developing a Learning Culture sub groups as the content encompasses all three groups. Consideration needs to be given about how this can best be taken forward with a lead Task and Finish group.

### 14.2 Financial challenges

Working Together 2013 has placed additional responsibilities on to the LSCB but has offered no additional resources. It requires “all LSCB member organisations to provide the LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Partner organisations should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies”. Some partners contributions are set nationally, others have more flexibility. There have been no increases for the past 3 years whilst demands have grown. The current financial climate continues to impact on agencies capacity to deliver, as resources become progressively constrained. Serious Case Reviews and Management Reviews cannot be reliably budgeted for and the need to provide a culture of continuous learning and improvement and effectively engage with the communities of Brent will require SMART solutions and creative partnership working but may also require additional funding to effectively meet our priorities.

### 14.3 Engagement of Schools

A schools reference group has been set up and has met three times. The membership has included both Heads on the Board, the Education Child Protection Advisor and the Children and Families Human Resources Advisor. Whilst this has been positive start and

some useful work has been undertaken, this group needs to review its membership and become more proactive. It is proposed the Chair of the Board attend the Heads Conference on 14<sup>th</sup> June subject to availability, to promote the work of the Board and seek advice from Heads how best to engage with schools with regards to safeguarding. Maggie Rafee, a Board member for the last year will be leaving the Board and her replacement will need to be identified.

#### **14.4 Engagement with the Voluntary/Third Sector**

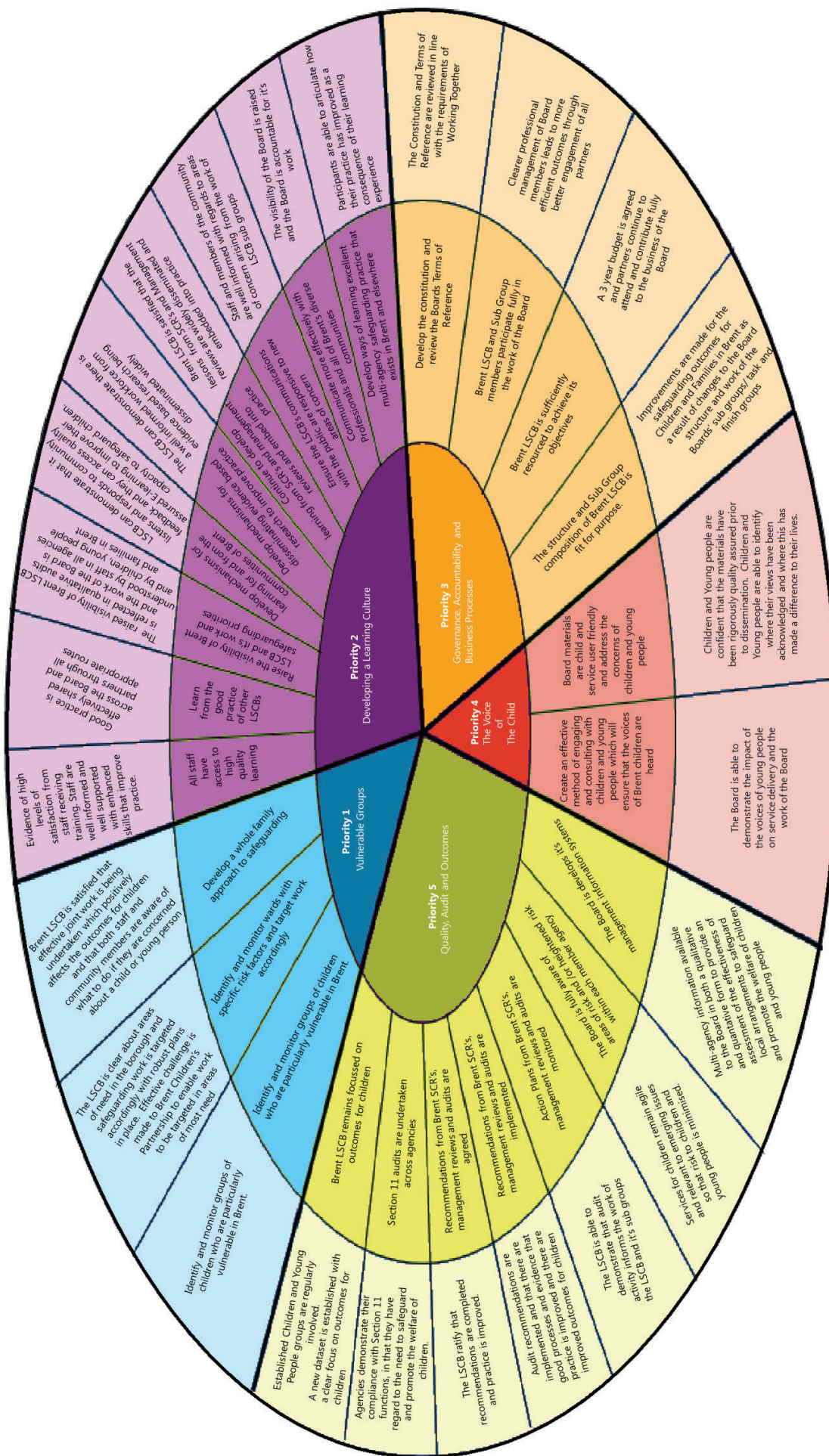
The Community Reference group held its first meeting on 27<sup>th</sup> September 2012 and voted in Angela Clarke, a Lay Member from the Brent Board. The group has met on three occasions and a small but enthusiastic group is beginning to develop. However, the engagement of the voluntary/third sector has been problematic and remains a priority. The CEO of Brent Community Voluntary Sector has joined the Board and meetings are taking place to take forward the safeguarding agenda. There is a need for a Community Engagement Officer role to do some out reach work. This would present the added advantage of providing training opportunities through the engagement process. The Learningpool materials provide free quality assured e learning materials which can be creatively utilised but this needs to be taken forward in a cohesive way and a business case will be put forward to the Executive.

#### **14.5 Vulnerable Groups**

This group is not yet fully established as the original chair has left the Board due to his having been posted elsewhere. A new Chair has been identified and the LSCB Business Manager will be meeting with him to provide an induction into the Board. The intention of this group is to map vulnerable groups and assure the Board that appropriate safeguarding activities are taking place. The agenda of this group crosses other strategic Boards and it is proposed to meet with key stakeholders to look at how this priority can be taken forward in a collaborative way to ensure there is no duplication and enhance communication



## Appendix 1 Pictorial representation of Brent LSCB Business Plan



# Brent Local Safeguarding Children Board

Chair: Chris Spencer

## Brent LSCB Executive Group

Chair: Chris Spencer

Governance, Accountability and  
Business Processes Sub Group

Chair: Chris Spencer

Quality, Audit  
and  
Outcomes  
Sub Group

Chair: Graham  
Genoni

Developing a  
Learning  
Culture Sub  
Group

Chair: Jo Ohlson

Vulnerable Groups  
Sub Group

Chair: DCI Tariq Sawar

The Voice of  
the Child Sub  
Group

Chair: Catherine  
Knights

Serious  
Case Review  
Sub Group

Chair: Chris  
Spencer

Policies and  
Procedures  
Sub Group

Chair: Yvonne  
Leese


Child  
Death  
Overview  
Panel

Sexual  
Exploitation  
Task and  
Finish  
Group

FGM Task  
and  
Finish  
Group

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 <b>Brent</b>	<b>Children and Young People's Overview and Scrutiny Committee</b> 17 July 2013  <b>Report from the Director of Children &amp; Families</b>
Wards Affected: All	
<b>Special educational needs - progress since 2011.</b>	

## 1.0 Summary

- 1.1 Since October 2011 improvements to the Council's Special Educational Needs services have been made as part of a One Council project. The project is scheduled for completion at the end of August 2013. Part of the project was the formulation of a new SEN Strategy which came to this Panel in the previous municipal year.
- 1.2 This report provides an update on the progress the project has made in tackling the issues identified at the beginning of the project in 2011 and it provides information on activities and actions that have been put in place to reduce the SEN budget overspend and to improve service performance.
- 1.3 The report is structured as follows:
- Section 3 provides the background and purpose of the report and a reminder of the key issues that were identified in 2011
  - Section 4 briefly describes the approach taken to tackle the issues
  - Section 5 summarises the progress so far in tackling the issues
  - Section 6 briefly summarises benchmarking activities
  - Section 7 offers conclusions and challenges for the future

## 2.0 Recommendations

- 2.1 That the Panel discusses the report and notes:
- i. The progress that has been made through the One Council Project and Review in addressing the SEN budget overspend and service performance issues.
  - ii. The challenges to the SEN and disability services for the future, as laid out in section 7

### **3.0 Background & Purpose**

- 3.1 The assessment of SEN and determining the provision and services for children with SEN is governed by a statutory framework (summarised at Appendix 1). Educational provision is made for children and young people identified with SEN in a variety of settings after assessment which begins as early in the child's life as possible. For the vast majority of children (17.0% of the school aged population nationally in 2012) their mainstream setting will assess and meet all their SEN using their budgeted resources. Some children will require additional help from SEN services or other agencies which the setting can access.
- 3.2 A minority of children and young people (2.8% of the school aged population nationally in 2012) will have SEN of a severity or complexity that requires the local authority to determine and arrange the special educational provision their learning difficulties call for. In these circumstances the local authority is required to carry out a statutory multi professional assessment of the child's educational needs. It is these children that the local authority has a direct responsibility for in terms of co-ordinating the formal assessment process and making provision.
- 3.3 A review in 2011 identified the following key concerns about the management of Brent's duties and responsibilities with regard to SEN when compared to statistical and West London neighbouring local authorities:
- Disproportionally high numbers of pupils with statements of special educational need
  - High numbers of new statements being issued each year
  - High numbers of pupils placed in independent special schools outside the Brent boundary
  - Poor performance in issuing statements within the statutory time frame
  - Significant overspend on annual budget
- 3.4 There was a high and growing number of requests for statutory assessments (the first step towards issuing a statement of special educational need) coming from schools, parents and to a lesser extent from other professionals, e.g. paediatricians and others in the health services. There was concern about how this demand was being managed.
- 3.5 The increased numbers of children and young people with SEN had filled all places in Brent's maintained special schools and there was not a pro-active strategy in place to develop provision to address this. This had led to a greater reliance and use of out borough and independent special school placements, at a higher unit cost than maintained provision.
- 3.6 There was a reluctance to challenge parental choice through the statement process and at tribunals, which contributed to the rise in independent placements.
- 3.7 In autumn 2011 there was a backlog of 40 statements left for completion, some of which were more than a year old. The national standard timeline for completion of statements is 26 weeks and this backlog was illustrative of a performance of the service against this standard which was rated in the bottom quartile nationally. This poor level of efficiency also had an adverse impact on budget and placements.

- 3.8 The SEN budget is a schools budget funded from the Dedicated Schools Grant (DSG). The total impact of the situation above had led to a cumulative overspend on the SEN budgets of £5.7m at the end of the financial year 2011/12.

#### **4.0 The One Council Projects – actions to address this situation**

- 4.1 A One Council Project, SEN phase 1, was established to address the immediate challenges faced due to the admissions cycle of statemented pupils during summer term 2011; there was a significant number of children without special school places. This project achieved a review of the service structure and efficiencies. In addition to this, 20 specialist in-Borough school places were created and some improvement was made in the area of SEN data and management information systems. The project also provided a deeper analysis of SEN service issues and provided recommendations to address key priorities relating to sufficiency of provision, decision making and culture change.
- 4.2 A further One Council Project, SEN phase 2, was therefore established to run from 24<sup>th</sup> Aug 2011 to 31<sup>st</sup> Aug 2013 with the following objectives:

- **To manage the demand for SEN places through:**
  - a revised and fit for purpose SEN Strategy with external stakeholder engagement
  - revised and fit for purpose policies (including policies on statementing, transport, use of out of borough placements)
  - revised and fit for purpose procedures and processes (including the commissioning process for out of borough school places)
- **To increase in-borough provision in line with forecast demand by:**
  - improved demand analysis and planning
  - ensuring current plans for in-borough provision have approved capital funding and are delivered (on time, budget and quality)
  - identifying opportunities for additional in-borough provision, securing capital funding and delivering additional school places
- **To deliver financial savings on the DSG and council revenue budgets:**
  - deliver savings in line with the 3 year DSG recovery plan
- **To ensure that improvements and efficiencies are sustainable in the long term by:**
  - reviewing and implementing fit for purpose SEN staffing structure and process arrangements.
  - maintaining and improving good outcomes for children and young people identified with SEN whilst at the same time significantly reducing expenditure.
  - transforming the way SEN services are delivered to secure efficient and effective service delivery.

These objectives are being delivered through the following 6 key work streams:

- Work stream 1 – Review and re-launch of the SEN and Inclusion Strategy
- Work stream 2 – Process review and culture change
- Work stream 3 – Develop in-borough specialist school places
- Work stream 4 – Commissioning
- Work stream 5 – Restructure of services
- Work stream 6 – Schools Forum SEN finance subgroup

4.3 This project is led and managed by dedicated project staff. It is scrutinised and challenged every 6 weeks by a council wide Board (the SEN Transformation Board) which is monitoring and supporting the service in making changes and improvements.

## **5.0 Progress so far**

### **5.1 Demand management and Commissioning**

#### *Decision making consistent with appropriate threshold criteria*

5.1.1 In managing any statutory support system it is always important to have efficient processes in place to ensure targeting constrained resources at those with the greatest need. The statutory decision making panel is pivotal in this gate keeping process for SEN. The panel decides on whether it is appropriate to undertake a statutory assessment of a child's SEN or whether the assessments at the school or setting are more appropriate. The panel uses threshold criteria and professional judgement to reach decisions. The threshold criteria and panel membership have been reviewed.

5.1.2 The panel previously consisted of a small group of SEN Officers and since September 2011 this has been extended to include representatives from the broader group of stakeholders in the process, such as special and mainstream schools. This development has strengthened the rigour and improved the consistency in decision making which has led to a more effective targeting of statutory assessments to those who most need them.

5.1.3 The number of statutory assessments agreed during the years April-March since 2009 are set out below.

2009/10 - 286

2010/11 - 290

2011/12 - 171

2012/13 - 141

5.1.4 This shows the effectiveness of the more rigorous decision making process in achieving a significant reduction in the number of statutory assessments agreed in 2011/12 and 2012/13 over the previous two years.

#### *Number of new statements completed*

5.1.5 A statutory assessment may, more often than not, lead to a statement of SEN. Therefore the number of statutory assessments agreed usually feeds through to a school placement decision and a draw on SEN expenditure approximately six months after the decision to start the assessment is made. It is therefore vital to monitor the number of new assessments agreed on a monthly basis and the number of new statements this leads to.

5.1.6 The number of new statements completed during the years April-March since 2009 are set out below.

2009/10 - 210

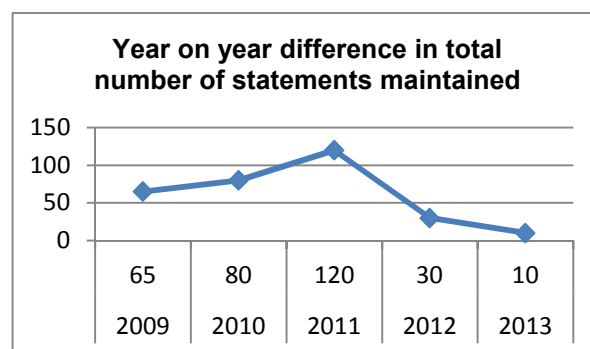
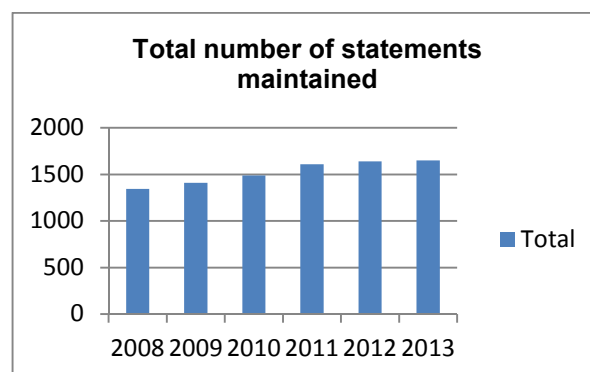
2010/11 - 263

2011/12 - 226

2012/13 - 155

#### *Total number of statements maintained*

5.1.7 This strengthened gatekeeping has led to the impact on total number of statements as illustrated in the graphs below:



5.1.8 There has been a plateauing of the total number of statements maintained between 2012 and 2013. This is more significantly illustrated by the change in year on year increase from +120 in 2011 to +10 in 2013. This represents a change in the year on year trend which had been steeply increasing.

### *Procurement and commissioning*

- 5.1.9 School places have in the past been spot purchased as and when needed. This has significantly contributed to high unit costs. The project has worked with the West London Alliance (WLA) to increase leverage and influence on providers in controlling these unit costs. This has been effective in securing zero cost inflation increase in fees in most providers.
- 5.1.10 In addition cost and volume agreements have been secured with providers where high numbers of Brent children are placed. For example a contract with North West London Independent School will save £469k over 3 years, and a further contract with Centre Academy will produce savings of £80k over 2 years.
- 5.1.11 Brent will continue to need to use independent special school provision, but where this provision is used strenuous efforts will be made to get best value with placements, through placement reviews, negotiation on cost and volume, and refusing to pay fee increases.
- 5.1.12 The Project has identified and secured the need for dedicated placement review and SEN commissioning functions within existing resources. The placement review officer is pro-actively reviewing children's placements in independent provision with a view to considering transfers to maintained provision within Borough. The SEN commissioning officer transformed the Social Care Children's Commissioning approach to SEN provision resulting in stronger contractual relationships with independent special schools.

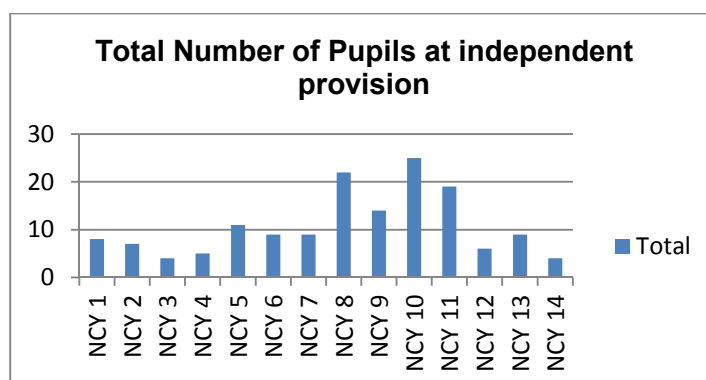
### *Residential placements*

- 5.1.13 The Project has also worked through the SEN commissioning post in reviewing children in residential provision. A policy of avoiding residential placements by securing provision as close to home address as possible and exploring creative solutions has meant that the number of children in residential provision is the lowest in the WLA. Residential placements are very expensive averaging £65,000 per annum per placement. At the end of December there were 22 children in residential placements, 8 are due to leave their placement in July 2013, leaving 14 children in residential placements. This will have a positive impact on the budget for 2013/14. Where possible, children are not placed in residential settings, but there may be cases where such placements have to be initiated by Social Care.

### *Independent placements*

- 5.1.14 The Project has also established a policy of placing children in day placements as close to home as possible in maintained provision and only using independent provision where all other possibilities have been exhausted. As a result of this policy approach the number of children in independent placements, placed by Brent, is stabilising at 155 as at the end of March 2013.
- 5.1.15 The graph below shows the national curriculum year (NCY) of children in independent placements. This highlights the peak in numbers at years 8 and 10, and how long current placements will take to work out of the system. There are 19 pupils currently in NCY11

which is a leaving year. Some of these will stay in education but there should be a significant number leaving and moving out of the SEN system contributing to reducing the strain on budget.



5.1.16 Around 125 children with statements transfer at 11+ each year. Prior to 2011 a high number of children with statements were placed in out-of-borough independent placements at an average cost of £40k per annum (indicated by the 22 pupils in NCY8 in the graph). Once children are placed in independent settings at NCY7 the likelihood is they will stay there for a minimum of 5 years to NCY11, but where settings provide places for children up to 19 years of age there is a potential commitment for 7 years.

5.1.17 No children were placed in independent provision at 11+ transfers for September 2012 (Indicated by the lower level of 9 pupils currently in NCY7 in the graph). The SEN service does not currently anticipate any independent placements at 11+ for September 2013.

## 5.2 Increase in in-borough maintained provision in line with forecast demand

### *Place planning for SEN*

5.2.1 The Project has developed a SEN places forecast methodology to project need to 2020. It has identified a need for an **additional 192** special school and Additionally Resourced Provision (ARP) places by 2020. This has been approved by the Major Projects Review Board within Brent's Regeneration and Major Projects Department, as the template for planning for increased provision against forecast demand. Place planning and delivery of SEN places has been merged with mainstream place planning, to ensure that consideration is given to SEN requirements in all expansions and rebuilds. The planning group are regularly considering new ideas and opportunities for achieving additional SEN places against the planning forecast template and the forecast numbers will be reviewed against the actual situation (reality check) on an on going basis.

5.2.2 The project has so far secured an increase of **90 additional places** in in-borough maintained provision according to this template as follows:

### *Phoenix Arch (formerly Vernon House) special school*

5.2.3 The Project has utilised existing special school places more effectively through a change of designation of Vernon House special school with effect from 1<sup>st</sup> September 2012. Vernon House was not operating at full capacity for some years and the numbers on roll were low. The change in designation and a refurbishment and adaptation of the school's

interior has enabled the school to admit children with SEN on the autism spectrum (ASD) as well as children with behavioural difficulties (BESD). The governing body also decided to change the name of the school to Phoenix Arch. 10 new places were made available for September 2012 for pupils with ASD which are filled, and a further 15 will be available for September 2013. This initiative has **utilised existing places** to better effect.

#### *Alperton Additionally Resourced Provision (ARP)*

5.2.4 The Project established a new Additionally Resourced Provision (ARP) at Alperton Community School from November 2012. It is designed to meet the needs of 20 secondary aged pupils with Moderate Learning Difficulties (MLD) and has been developed in close association with Woodfield special school. 8 pupils transferred from Woodfield last September and further 12 will transfer in September 2013. The provision will initially provide access to mainstream experiences and curriculum provision, including accredited courses; this will enable the pupils to prepare for post 16 education, alongside a broader peer group.

#### *Woodfield special school*

5.2.5 The opening of the Alperton ARP has allowed for **8 additional** pupils to be admitted at year 7 in Woodfield in September 2012. There will be up to **12 further additional places** available at Woodfield in September 2013, dependent on how many transfer to the Alperton ARP. These are pupils that would in previous years have been placed in out borough independent special school settings.

5.2.6 The project has also developed a business case to expand Woodfield special school by 40 additional places. This has been approved by the Major Projects Review Board within Brent's Regeneration and Major Projects Department and is scheduled to be assigned for project management for opening in September 2014.

#### *Manor special school*

5.2.7 Manor special school has taken pupils over number, and discussions are underway to utilise the accommodation that was developed at Queens Park Community School for use by the Village special school as part of the SEN Phase 1 project. The use of this accommodation for Manor special school primary phase pupils under the management of Manor has been supported by both schools for implementation at some point during the 2013-14 school year. This will create up to **20 additional places**.

#### *Oakington Manor Primary School Additionally Resourced Provision*

5.2.8 A proposal to change the designation of the ARP at Oakington Manor primary school is currently being consulted on (May-July 2013). If this proposal is accepted it will provide an **additional 10 places** for primary aged children with autism (ASD).

#### *Review of ARPs*

5.2.9 Existing ARPs are currently under review to secure best value against changing patterns of need. A proposal to close the Speech and language ARP at Kensal Rise with effect from 31<sup>st</sup> August 2013 is currently being consulted on. This is based on a value for



money judgement as the ARP has been less than half full for a number of years. All ARPs will be scrutinised in this way on a systematic basis.

### 5.3 Financial savings on the DSG

5.3.1 The table below illustrates the plan that was agreed by the Schools Forum in September 2011 to reduce the total cumulative overspend on DSG. The 2012/13 target contribution from reducing SEN expenditure was £300k. **The project has achieved an end of year reduction in SEN spend in 2012/13 compared to 2011/12 of £461k which has more than achieved its target.**

5.3.2 The reduction in expenditure is compared to increases in expenditure in the 4 financial years prior to 2012/13 and there has been significant cost avoidance achieved through the project as a result of the expansion of special school and ARP places.

#### Schools Budget Deficit Recovery Plan

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m	£m	£m
DSG	189.6	198.9	234.4	239.4	244.4	249.4
Annual Increase in DSG		9.3	35.5	5.0	5.0	5.0
Cumulative SB Opening Balance		3.0	5.7	7.2	6.5	3.8
In Year over (+)/ Under(-)spend		2.7	1.5	-0.8	-2.7	-3.8
Cumulative Closing Balance	3.0	5.7	7.2	6.5	3.8	0.0
Year on Year Savings Required			-1.2	-2.3	-1.9	-1.2
To be Funded from:						
DSG Headroom			-1.2	-2.0	-1.5	-0.6
SEN Savings				<b>-0.3</b>	<b>-0.4</b>	<b>-0.6</b>
			-1.2	-2.3	-1.9	-1.2

## **5.4 Ensuring that improvements and efficiencies are sustainable in the long term**

### *Refresh and re-launch SEN strategy*

- 5.4.1 Throughout the last year work has been undertaken to refresh the council's SEN and Disability strategy. The strategy is to cover 3 years from April 2013 to March 2016. It has been consulted on widely and the final policy document was approved by the Council Executive on 11<sup>th</sup> February 2013 and is available on the Brent website. It was formally launched at the Brent Schools Partnership conference on 14<sup>th</sup> June 2013. A detailed action plan for the first financial year 2013-14 has been agreed and is also available on the Brent website. There will be annual action plans that will define the work programme for SEN over the next three years.
- 5.4.2 This has set the framework for continued development and sustainability of the Council's SEN services over a 3 year period that will see a fundamental national reform of the system determined by the Children and Families Bill which is due to receive Royal Assent in Spring 2014.
- 5.4.3 The project through its focus in work stream 2 has supported the service to achieve significant aspects of service review, culture and systems change. These are summarised as follows:

### *Improved management information and systems review*

- 5.4.4 Information on expenditure, pupil numbers, and placements is now readily available and is monitored closely on a weekly and monthly basis. The majority of data which previously was maintained in separate systems and databases has been transferred to a single SEN system with plans to migrate finance on to the system to achieve a fully integrated information system. Processes and workflows have been reviewed using the improved information to see where improvements can be made, and to reduce delays.

### *Communication*

- 5.4.5 The service has sought to improve communication with partners and stakeholders and there is a communication action plan to support this. The plan focusses on implementing the new SEN and Disability Strategy, information for schools and parents about the changes in funding, and that pupils do not have to have a statement to receive appropriate support with SEN. Meetings are held on a termly basis with special school head teachers, and termly meetings have also been established with parent representative groups. The council's SEN web pages have been redesigned and updated significantly, improving access to information on SEN.

### *Completion of statements within 26 weeks*

- 5.4.6 There is a statutory timeline within which statutory assessment and statements should be completed. Two statistics are collected from LAs nationally to monitor this:
1. the number of statements issued within 26 weeks excluding exceptions
  2. the number of statements issued within 26 weeks including exceptions

- 5.4.7 Service performance in this area has been very poor, with the 2011/12 figures reported at 55% and 36% respectively which was in the lowest quartile performance nationally. Between April and August performance average was 54% and 53% and since September 2012 performance has been 100% in both indicators. Final year submission is due in June 2013 and will be reported as 81% and 79% respectively (less than 100% because of the backlog at the beginning of the year).

#### *Primary to Secondary school transfers*

- 5.4.8 In 2011/12 the SEN service did not meet the 15<sup>th</sup> February statutory deadline for finalising 11+ transfers (transfer from primary to secondary school) for statemented pupils for the following September. In 2012/13 the service finalised the vast majority of placements by the statutory deadline of 15<sup>th</sup> February 2013. It is important for the children, their families and schools to meet this target as the 11+ transfer co ordination offers are sent out on 1<sup>st</sup> March and statemented children should know their secondary school destination in line with their peers. Schools also need to be able to plan for the number of statemented pupils they will have.

#### *SEN Service reorganisation*

- 5.4.9 The SEN Service has been reorganised to include the Sensory and Communication Services (SCS) for visually-impaired and hearing-impaired children, and the Brent Outreach Autism Team (BOAT) within Pupil and Parent Services. This is to align support and intervention services with the assessment services. This is particularly helpful in cases where a request for a statutory assessment is refused, but support can be offered from the SCS. This alignment also supports strategic planning for future SEN needs.

#### *Tribunals*

- 5.4.10 One impact of not proceeding with a statutory assessment or not complying with parental preference e.g. for costly independent settings, is an increase in the number of SEN tribunals. Prior to last year the council had low numbers of tribunals, but in 2011 there were 18 lodged, and this year 22 lodged to the end of December. The service is robustly defending tribunals according to the clear reasons for decision making recorded at the assessment panel.

#### *Transport*

- 5.4.11 Transport is funded not from the DSG but rather represents significant general fund expenditure amounting to £3.7 million in 2011/12. Transport is a vital service particularly for Brent special schools. Working with the West London Alliance (WLA) boroughs a revised home to school transport policy has been produced which was approved by the council executive in April 2013. The revised policy focuses on independence for those who can travel independently and places more emphasis on parents meeting their legal responsibility for ensuring their children get to school. It offers a broader range of transport assistance in addition to transport on buses or in taxis. A new Service Level Agreement has been agreed with Brent Transport Service from April 2013 to reflect the

strengthened policy emphasis. In addition a programme is in place to support independent travel and all travel arrangements are now reviewed annually. There is also a One Council Project being established to reduce transport costs across the Council.

## **6.0 Benchmarking**

6.1 A PCG report in October 2011 identified Brent in comparison to statistical neighbours and WLA authorities with activity rates (assessments and statements, placements in independent schools) significantly above averages. These rates are beginning to come more into line with both statistical and WLA neighbours. The project is working with the WLA to benchmark these activities and validated benchmark data will be available in August 2013 to substantiate this.

## **7.0 Conclusion and challenges for the future**

### **7.1 Conclusion**

7.1.1 The One Council Project has successfully supported the service to:

- Start reducing the reliance on statements of SEN for meeting need. This is enabling the service to target constrained resources at those with the most need bringing Brent more in line with practice in statistical and neighbouring authorities in west London.
- Increase capacity within Brent to enable parents of children with SEN to access good and outstanding SEN school provision closer to their homes. This has halted the increase in reliance on expensive independent and non maintained special schools outside the borough boundary.
- Work more effectively with schools within a new SEN and disability policy and strategic framework. This provides the framework for supporting schools to increase their capacity for supporting pupils with SEN, whilst working in partnership to implement major national reforms.
- Arrested the trend of recent years of increasing DSG expenditure and exceed the first year savings target of the DSG recovery plan.
- Significantly improve service delivery and performance.

### **7.2 Challenges for the future**

7.2.1 There are major challenges coming through in the next two years which will impact on how the service is organised within the council, and how it works with partners and other LAs. There is a significant risk to continuing to build on the early successes of the Project if these challenges are not systematically planned for and managed. These challenges are:

*Continued increase in population and demand*

- 7.2.3 Greater London Authorities (GLA) population forecasts indicate a continuing rise in Brent's population for the next 5 years. This will inevitably increase demand for SEN services within tightening resource constraints, requiring continued attention to the rigour of gatekeeping processes.

#### *Place planning*

- 7.2.4 The Project has successfully created 90 new school places for pupils with SEN out of the 192 required by 2020. There will need to be continued attention to the planning process and pro-active strategies to keep ahead of increased demand for those with the greatest need. Failure to achieve this will quickly lead back to over dependence on the expensive independent sector.

#### *The embedding of the new national funding for SEN*

- 7.2.5 Since April 2013 the Department for Education (DfE) has required all local authorities to operate a new national funding system for SEN and high needs places. This may result in schools being more resistant to accepting pupils with statements and lead to more requests for statutory assessments shifting the responsibility for funding back to the centre.

#### *Extension of responsibilities to aged 25*

- 7.2.6 The new national funding arrangements make local authorities (through the DSG) financially responsible for education and training up to aged 25. Prior to this the funding was allocated by a separate government agency. The SEN Service will have to work much more closely with the transition team (14 – 24) in Adult Social Care. This may increase demand and expenditure.
- 7.2.7 In order to contain expenditure for post-16 pupils additional pathways will need to be developed. Again, this will involve close working with the transition team, the 14 – 19 strategic lead and local schools and colleges.

#### *Children and Families Bill reforms*

- 7.2.8 This is perhaps the biggest challenge and risk to improvements in the SEN service. Section 3 of the Children and Families Bill will require all local authorities to undertake a radical re-think and transformation of their SEN processes. The Bill is on schedule for Royal Assent in spring 2014 with implementation from September 2014. This will require all authorities to:
- devise new statutory assessment processes with social care and health services
  - develop a new single plan (education, health and care) for all children with identified SEN and/or disability from 0-25
  - replace all SEN statements with a new education, health and care plan
  - devise a statutory Local Offer with social care, health and voluntary services
  - offer personal budgets to all families who have a child with an education, health and care plan

- develop joint commissioning structures and processes with social care and health services

7.2.9 Government guidance is currently urging authorities to undertake the following activities:

- sign up strategic leads in education, health and social care services
- work with regional pathfinder champions for advice on the early stages of the change management process
- establish a cross-agency steering group for the reform programme (including parents and the VCS)
- appoint a dedicated project manager
- identify a communications lead and develop a communications strategy (both internal and external)
- identify resource implications and put a budget in place
- plan and (where appropriate) tender for VCS engagement, and
- prepare the workforce for significant change in working practices.

7.2.10 Brent has put itself in a good position to achieve these reforms in proposing the development of a new Education, Health and Care department to replace the current Children and Families Department.

## **8.0 Financial Implications**

8.1 Nearly all expenditure covered in this report relates to expenditure that forms part of the Schools Budget. A ring-fenced specific grant called the Dedicated Schools Grant (DSG) funds all areas of the Schools Budget. Any overspends that relate to the Schools Budget must be carried forward and recovered in future years from the DSG and have no impact on the Council's General Fund Budget.

8.2 The Schools Budget consists of two main elements. The first element is called the Individual Schools Budget (ISB) and is delegated to schools in the form of budget shares. The second element consists of Centralised Items and this money is held back centrally to fund expenditure incurred on services such as Pupil Referral Units, SEN and payments to non-maintained nurseries. Over a number of recent years the Schools Budget has experienced considerable spending pressures relating to Special Educational Needs (SEN) expenditure. This resulted in a cumulative deficit for the Schools Budget of £3m as at the end of 2009/10.

8.3 Despite planned growth to SEN budgets of £1.6m in 2010/11 by the end of 2010/11 SEN expenditure continued to increase significantly and the Schools Budget overspent by a further £2.7m. The resulting cumulative deficit stood at at £5.7m. in 2011. A deficit recovery plan was set and approved by the Schools Forum which is aimed at eliminating the Schools Budget cumulative deficit by the end of 2014/15 (referred to in paragraph 5.3.1 of this report).

8.4 The recovery of such a large budget deficit impacts on all areas of the Schools Budget, including schools' delegated budgets. The actions detailed in this report together with the

utilisation of the DSG are aimed at eliminating the Schools Budget overspend by 2015. Achieving this requires speedy implementation of the One Council Project initiatives shown in this report and close liaison with the Schools Forum to maximise the availability of the DSG to cover SEN pressures.

- 8.5 The recovery plan required, for example, £2m of DSG being set aside in 2012/13 towards recovering the deficit, which inevitably meant less funding available to fund all other areas of the Schools Budget including schools delegated budgets. This is a consequence of statemented funding for Brent Schools and other SEN expenditure increasing, which must result in less funding being available to be distributed through other elements of the Fair Funding Formula such as Age Weighted Pupil Units.
- 8.6 A Departmental SEN Budget Review Group was established aligned with the One Council Project. This has been chaired by the Assistant Director Strategic Finance to review and monitor SEN spend and pressures on a monthly basis. The work of the group includes:
- Reviewing in detail all spend and forecast spend
  - Reviewing activity data and cost drivers, and
  - Exploring options linked to the One Council Project to reduce expenditure and manage demand.
- 8.7 The work of the group has resulted in better tracking of SEN spend as well as identification of further savings initiatives.

## **9.0 Legal Implications**

- 9.1 The Authority has a statutory duty to make suitable and appropriate educational provision for children and young people who have special educational needs in its area, in accordance with the relevant provisions of the Education Act 1996 (as amended by the Education Act 2011), the Special Educational Needs and Disability Act 2001, the Apprenticeship Skills Children and Learning Act 2009 and the Special Educational Needs Code of Practice.

## **10.0 Diversity Implications**

- 10.1 Children and young people with SEND are a group with “recognised characteristics” in the Equality Act 2010. The service contributes to ensuring that this group receive their entitlement to access education and are supported in overcoming barriers to learning.
- 10.2 An equalities Impact Needs/Requirements Assessment (INRA) has been prepared as part of the Phase 2 project and new SEND strategy, which will be reviewed quarterly.

## **11.0 Child Poverty Implications (required by Children and Young People Overview and Scrutiny Committee)**

- 11.1 There is a close correlation between the incidence of special educational needs and disabilities and child poverty. The progress of the SEN Project outlined in this report has contributed to the more effective identification of the SEND of children and young people and targeting of additional resources to assist them in overcoming barriers to learning. This will enable them to achieve better educational outcomes laying a more secure

foundation for economic activity in adult life. The actions and service improvements are significantly contributing to better educational outcomes aimed at breaking the cycle of poverty that many children and young people with SEND are in.

### **Background Papers**

- Special educational needs: managing demand and reducing costs. - PCG report from the Director of Children and Families Department, 20<sup>th</sup> October 2011

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SARA WILLIAMS

**ACTING DIRECTOR OF CHILDREN & FAMILIES**



## The current SEN framework.

### *Role of educational settings*

Pre-school settings and schools have the initial responsibility of assessing a child's special educational needs (SEN). Some times a young child may have been assessed as having a disability or severe developmental delay by the Health services before entering pre-school or school education. Where this is the case or where the pre-school or school setting has identified SEN it should do its best to ensure that the necessary provision is made to support the child to make educational progress.

### *Graduated provision –early years/school action.*

The \*SEN Code of Practice describes a continuum of SEN and advises that a graduated approach should be adopted. Where a child's difficulties are not overcome through the usual differentiated approaches to teaching and learning, staff should decide on how to use school resources to develop additional or different interventions at the School Action stage of support.

### *Early years/school action plus*

If little or no progress continues to be made, school staff should consider seeking external support through the School Action Plus stage of support. At this stage, external support services (both those provided by the LA and by other organisations) should be helping the school to develop additional interventions aimed at addressing a child's continuing barriers to achievement.

### *Statutory assessments and statements of SEN*

Where a child with SEN continues to make little progress with the support provided at the School Action Plus level of need, the school can consider asking the Local Authority (LA) to undertake a statutory assessment of the child's SEN. A parent can also request such an assessment at any time. This may result in a Statement of SEN being issued for the child. However if the LA does not agree to undertake a statutory assessment, the parents have a right of appeal to the First-tier Tribunal (Special Educational Needs and Disability). Similarly, parents have a right of appeal if, following a statutory assessment, a decision is made not to provide a Statement, or where a Statement is drawn up parents have a right of appeal if they do not agree with the provision the LA determines as suitable to meet the child's needs.

The adversarial nature of this framework contributes significantly to the difficulties often experienced in delivering their SEN services.

*\*The SEN Code of Practice, effective from January 2002, is the statutory guidance providing practical advice to Local Authorities, maintained schools, early education settings and others on carrying out their statutory duties to identify, assess and make provision for children's special educational needs.*

*Part 3 of the Children and Families Bill 2013 provides for the provision of a new SEN Code of Practice which will come into effect in September 2014.*

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# Children and Young People Overview and Scrutiny Committee Work Programme – 2013/14

DRAFT

Meeting Date	Item	Issue for committee to consider	Outcome	Recommendations
18 June 2013	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.	BYP has focused on bullying, aiming for a clear and consistent policy across schools. They have been campaigning for the Curriculum For Life, and aim for pupils from each school to join this. Are working to raise awareness of the 16-19 bursary amongst young people.20 <sup>th</sup> annual Brent Eton Summer School takes place in first week of July.	
	<b>School place strategy report</b>	To consider progress on school place planning and expansion	Report was noted, and that Cheryl Painting would provide further information on detail of works planned at Copland School, and the Equalities Impact Assessment for the School Places Strategy.	
	<b>Inspection of Fostering Service</b>	Members will receive an update on the recent inspection.	Report was noted, and Nigel Chapman would provide further information on the numbers of children placed outside Brent.	
17 July 2013	<b>Brent Youth Parliament</b>	The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they		

<p>Page 56</p>	<p><b>Local Safeguarding Children's board annual report</b></p> <p><b>SEN update report</b></p> <p><b>School places update</b></p> <p><b>Dental health presentation</b></p>	<p>would like the committee to consider.</p> <p>To receive a report on the work of the local authority and its partners to ensure safeguarding of children in Brent</p> <p>To consider progress on transformation of special educational needs provision in the borough</p> <p>Standing item to update committee members of the current situation regarding school places in the borough</p> <p>Overview from the Director of Public Health on dental health issues of children and young people in Brent</p>		
<p><b>10 October 2013</b></p>	<p><b>Working with families - update</b></p>	<p>Update on the council and its partners' work to intervene early to turn round the lives of families with complex needs and to improve our overall approach to improving families' lives</p>		

	<b>Brent Youth Parliament</b>  <b>School Places update</b>  <b>Corporate parenting – annual report</b>  <b>Careers Advice</b>  <b>Expenditure of Pupil Premium</b>	<p>The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.</p> <p>Standing item to update committee members of the current situation regarding school places in the borough</p> <p>To receive a report on the council's progress and approach to acting as corporate parent of looked after children</p> <p>Report on services on careers advice requested by BYP</p>		
10 December 2013	<b>Brent Youth Parliament</b>  <b>Short Breaks Provision update</b>	<p>The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.</p> <p>Members to receive an update on how the project has developed</p>		

Page 55 05 February 2014	<b>School standards</b>  <b>Alternative education, behaviour and attendance</b>  <b>School places update</b>  <b>Post-school destinations of pupils</b>	<p>and what it has achieved.</p> <p>A report on standards in the borough's schools</p> <p>Update on plans to transform the approach in the borough to supporting pupils at risk of exclusion and non-attendance</p> <p>Standing item to update committee members of the current situation regarding school places in the borough</p>		
	<b>Brent Youth Parliament</b>  <b>Update on financial management in schools</b>  <b>Progress on borough plan</b>	<p>The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.</p> <p>Members have requested for an annual update. The report will provide information on the auditing procedures and findings from audits for Brent schools.</p>		

	<p><b>– children and young people</b></p> <p><b>School places update</b></p>	<p>Report on progress against CYP pledges in revised borough plan</p> <p>Standing item to update committee members of the current situation regarding school places in the borough</p>		
<p><b>19 March 2014</b></p>	<p><b>Brent Youth Parliament</b></p> <p><b>School places update</b></p>	<p>The members of the Brent Youth Parliament will be invited to provide an update on their work since the committee last met, as well as to raise any issues of concern they would like the committee to consider.</p> <p>Standing item to update committee members of the current situation regarding school places in the borough</p>		

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<b>Items from the Forward Plan and Work Programme to be timetabled.</b>		
The committee will be presented with a list of items related to children and young people's services on the Forward Plan, to decide whether there are any they wish to scrutinise. The committee's work programme will also be included on the meeting agenda		
<b>Item</b>	<b>Issue for the committee to consider</b>	
<b>Careers advice for young people in Brent</b>	BYP	
<b>Impact and Service Improvement Report</b>	Anna Janes to provide information and will present the report.	
<b>Domestic Violence – Children's Partnership Project</b>	The committee will consider the Children's Partnership report on domestic violence in Brent, following up previous presentations to the committee on this issue.	
<b>Youth service review update</b>	As requested by the committee in October 2010, the committee will receive an update on the progress of the on going youth services review, being carried out by the Children's Trust Sub Group.	
<b>Educational Benefits of all through schools</b>	Suggestion for a report covering the benefits and disadvantages of all through schools for members to consider.	
<b>A plan for Children and Families in Brent (PSCFB) 2012-2015</b>	Report on how Brent is will provide the support to ensure that children and young people in Brent are healthy and safe. The aim is to narrow the gap between those children who do well and those who need extra support to thrive. Report goes to Executive on 19 September 2012.	
<b>Travel Plans and Parking Permits for schools</b>	Report on the progress made on school travel planning, the process for school parking permits and future priorities.	
<b>Child Poverty Strategy</b>	It was agreed by members at the October meeting that this should be a regular item on the agenda and that members should receive regular updates on the work being done around this. This area links into various other projects and strategies and therefore will be presented to the committee as part of those.	

<b>Youth Service Review</b>	Not yet complete. Lead officer is Cathy Tyson.	
<b>Review of young people's services</b>	Committee to receive a report on the proposed restructure and how this will bring the different strands together.	