



Scrutiny Committee

Wednesday 1 October 2014 at 7.00 pm

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

A Choudry (Chair)
Colwill (Vice-Chair)
Allie
Daly
W Mitchell Murray
Oladapo
Southwood
Van Kalwala

Substitute Members

Councillors:

Agha, J Mitchell Murray, Nerva, RS Patel, Ketan Sheth,
Stopp and Thomas

Councillors:

Kansagra and BM Patel

Co-opted Members

Ms Christine Cargill
Mr Alloysius Frederick
Mrs Hawra Imane
Dr J Levison
Vacancy
Vacancy

Observers

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

For further information contact: Toby Howes, Senior Democratic Services Officer
020 8937 1307, toby.howes@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:
www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
1 Declarations of interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Deputations (if any)	
3 Minutes of the previous meeting held on 9 September 2014	1 - 10
The minutes are attached.	
4 Matters arising	
5 North West London Hospitals Trust Care Quality Commission inspection compliance action plan	11 - 26
This item includes the compliance plan produced by North West London Hospitals Trust in response to the Care Quality Commission's recent inspection of the Trust. The Trust, with covers Northwick Park hospital, was the subject of a Care Quality Commission inspection in May 2014 and was found 'to require improvement.'	
6 Local Safeguarding Children Board annual report	27 - 108
The purpose of this report is for the independent chair of the Brent Local Safeguarding Children Board (LSCB) to present the annual report to members.	
7 Draft school places strategy	
Members will receive a presentation on the draft school places strategy.	

8 Children's centres 109 -
126

Members will receive a presentation updating them on plans to extend childcare at Treetops, Barham Park and St Raphael's Children's Centres. The reports from the Cabinet meeting on 21 July 2014 are attached for information.

9 Scrutiny Committee forward plan 127 -
128

The current Scrutiny Committee forward plan is attached.

10 Any other urgent business

Notice of items to be 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.

Date of the next meeting: Monday 3 November 2014



Please remember to switch your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.



MINUTES OF THE SCRUTINY COMMITTEE Tuesday 9 September 2014 at 7.00 pm

PRESENT: Councillor A Choudry (Chair), Councillor Colwill (Vice-Chair) and Councillors Daly, R Patel (attending for Councillor Van Kalwala) W Mitchell Murray, Oladapo Southwood and Thomas (attending for Councillor Allie), together with Mr Alloysius Frederick, and appointed observer, Lesley Gouldbourne.

Also Present: Councillors Perrin and Aden, Butt, Hector, Hirani, Kabir, McLennan and Filson

Apologies were received from: Councillors Allie and Van Kalwala , Co-opted Member Dr J Levison and appointed observers Jenny Cooper and Chrissy Jolinon

1. Declarations of personal and prejudicial interests

None.

2. Deputations (if any)

None.

3. Minutes of the previous meeting

RESOLVED:

That the minutes of the previous meeting held on 6 August 2014 be approved as an accurate record of the meeting subject to the following amendments:

- (i) That the first sentence of the second paragraph under minute item 3 be amended to read 'Councillor Daly asserted that she could not support the plans to close Central Middlesex Hospital Accident and Emergency Department as she been provided with inadequate evidence to make a decision.'
- (ii) That the comments of Mr Kaye under minute item 7 be amended to include reference to his concern that there was no longer a Scrutiny Committee dedicated to scrutinising the One Council programme.

4. Matters arising

There were no matters arising.

5. Closure of A&E at Central Middlesex Hospital

The Chair advised that the committee had received an update on the closure of the A&E Department at Central Middlesex Hospital (CMH) at its last meeting on 6 August 2014. However, since that time, the Care Quality Commission (CQC) had published a report following its inspection of Northwick Park Hospital (NPH), and had rated the A&E service as 'Requires Improvement'. Members had raised concerns about how this affected plans to close CMH A&E and senior health colleagues were present to address members' queries.

At the invitation of the Chair, Rob Larkman (CO Brent, Harrow and Hillingdon CCGs) introduced the briefing report before the committee which set out the response of the North West London Hospitals Trust (NWLHT) to the CQC report and addressed the implications of the report for plans to close CMH A&E. He explained that the closure of CMH A&E formed part of the Shaping a Healthier Future (SaHF) proposals which aimed to improve hospital based services across the whole of North West London. The proposals had been made by medical professionals working in North West London and had been extensively consulted upon in 2012. They had been reviewed and supported by an independent panel of medical professionals and had been agreed by the Secretary of State, who had recommended that in light of concerns regarding safety and sustainability, the CMH A&E department be closed as soon as practicable. Since the publication of the CQC report on NPH, NWLHT together with the CCGs had revisited and reaffirmed the decision to close CMH A&E on 10 September 2014 having concluded that it remained both safe and necessary to proceed.

Chris Pocklington (Deputy Chief Executive of North West London Hospitals Trust (NWLHT)) explained that the findings of the CQC report had been anticipated and were fully supported by NWLHT. He outlined four key themes identified by CQC in relation to NPH A&E; workforce shortages, lack of clinical leadership on the floor, pressure on beds leading to long waiting times, and patient privacy and dignity. In describing planned improvements, he emphasised that NWLHT was of the view that the closure of CMH A&E would enable many of the concerns identified by CQC to be addressed. In closing CMH A&E, staff would be transferred to NPH A&E, increasing the number of consultants and nursing staff available. Prior to the publication of the inspection report, NWLHT had already appointed a team of senior clinicians to lead the A&E department. The ongoing pressure on beds at NPH would be eased by the creation of 20 new beds due to open on the closure of CMH A&E. It was also considered that further benefits would derive from the opening of the new A&E department at NPH later in the year, including improved patient experience.

Rob Larkman concluded the presentation by emphasising that the feedback received from the CQC actively reinforced the decision to proceed with the closure of CMH A&E.

In the subsequent discussion a member questioned why the issues identified by the CQC report had not been addressed with the committee at the previous meeting and why permission had not been sought from the CQC to release the relevant information to members. It was further queried whether the Brent CCG had been aware of the findings of the CQC report at the previous meeting of the committee.

The committee also requested further detail on the findings of CQC inspection report regarding NPH A&E and queried when the new A&E department at the hospital was due to open. Queries were raised regarding the creation of 20 additional beds at NPH on the closure of CMH A&E. A member challenged whether this increase was sufficient to address the concerns highlighted by the CQC, particularly given the anticipated increase in patients following the closure of CMH A&E. The committee sought confirmation of the timescales for increasing bed capacity to the required standard and turning-around performance at NPH. It was subsequently queried why CMH A&E was being closed before the various pressures on the hospital were tackled. Emphasising the need to increase bed capacity at NPH, a member sought confirmation of the number of beds that would be removed across North West London's Hospitals under the SaHF programme.

Addressing issues of workforce shortages at NPH, the committee questioned whether a sufficient number of staff from CMH A&E were prepared to take up new posts at NPH A&E, particularly given that the staff configuration at CMH had been deemed unsustainable. Comment was sought on concerns that had been expressed by NHS Harrow and Greenbrook Healthcare regarding the physical capacity of the Urgent Care Centre (UCC) at NPH to cope with any increase in patients following the closure of A&E at CMH. A Member noted that the changes to hospital configuration across North West London were predicated on improvements in the delivery of primary and community care and queried the progress achieved in implementing GP hubs across Brent, and Harrow. The committee questioned whether it was accepted that there would be significant issues caused by the closure of CMH A&E.

Chris Pocklington confirmed that the CQC report had been issued in draft to NWLHT at the time of the previous committee meeting, though the CCG had not been aware of the findings of the report until its publication on 20 August 2014. He emphasised that NWLHT did not dispute the findings of the CQC report and felt able to provide a positive response to CQC, describing how the issues identified would be addressed. He reiterated that nursing and consultant staff from CMH A&E would transfer to NPH A&E. Tina Benson (Director of Operations, NWLHT) explained that formal consultation with staff had concluded just over four weeks previously. Only two members of staff had opted to remain at CMH and had been accommodated into other teams at the hospital. All other staff had confirmed that they wished to transfer to NPH. Chris Pocklington asserted that the decision to close CMH A&E was fully supported by the consultant and nursing staff at the hospital and Ursula Gallagher (Director of Quality and Safety, Brent, Harrow and Hillingdon CCGs) advised that the CCGs would not have supported the plans to close the A&E department at CMH if clinical staff had not backed the plans. Tina Benson further explained that CMH had been deemed clinically unsustainable not because staff members were overworked, but because staff were not able to maintain and develop their clinical skills due to the restricted number of patients using the A&E department.

Chris Pocklington further advised that the CQC had felt that there needed to be greater evidence that senior doctors were involved with the leadership and management of the Emergency Department. Since the inspection in May 2014, three Senior Doctors had been appointed to the Emergency Department and a Senior Physician had been appointed to lead the emergency pathway. The CQC

had also identified the lack of bed capacity at NPH, though had commented that length of patient stay and mortality rates were good. Several measures were being taken to address bed capacity across NPH. In the immediate term this included the creation of the additional 20 beds at the hospital and the opening of the new Emergency department at NPH in November 2014, which was expected to deliver performance improvements. Plans were in progress to open a new modular ward in Autumn 2015 which would provide an additional 70 beds. It was expected that the opening of this new ward would enable NPH to bring waiting times down in the A&E to meet the national standard. Ursula Gallagher advised that the CCG had also commissioned additional beds at a number of locations, including Mount Vernon Hospital and various nursing homes to address the expected increase in service pressure over the winter months. The role of the short-term assessment, rehabilitation and re-ablement service (STARRS) in easing pressure on bed capacity was highlighted and it was emphasised that CQC had commented on the success of this service. Daily system-wide monitoring was now conducted via phone to ensure the provision of safe, emergency care across North West London.

Dr Mark Spencer (Medical Director, SaHF) confirmed that the SaHF strategy involved the reduction of 150 hospital beds across North West London over the next five years. He emphasised that SaHF aimed to improve primary and community care to minimise unnecessary hospital admissions; however, due to the requirement to close CMH A&E sooner than had been anticipated, there was a short term need to increase bed capacity at NPH. Responding to the query regarding improvements in primary care, Sarah Basham (Deputy Chair, Brent CCG) advised that there were GP Hubs in operation in every locality in Brent. These hubs enhanced patient access to GP services and the CCG was currently in the process of extending the model. Rob Larkman explained that Harrow had an equivalent strategy aimed at improving access to primary care. Walk-in Urgent Care Centres had long been established at the Pinn Medical Centre and Alexandra Avenue Health and Social Care Centre and GP appointments were already offered in Harrow at weekends and in the evenings. It was confirmed that NHS Harrow and Greenbrook Healthcare had expressed concerns regarding the physical capacity of the Urgent Care Centre at NPH if patient attendances increased following the closure of CMH A&E but had decided that the closure was safe and that the system across North West London was able to accommodate this change.

The Chair thanked everyone for their contribution to the discussion and emphasised that it was clear that councillors and members of the public continued to hold concerns regarding performance of the A&E at NPH and the impact of the closure of the A&E department at CMH. He noted that there remained a number of areas that still required improvement and proposed that the committee receive a further update in six months time.

The committee agreed the Chair's proposal and extended an invitation to the health representatives to attend the forthcoming round of Brent Connects Forums. A member requested that an item on maternity services at NPH be included on the committee's work programme for the next meeting.

RESOLVED:

That an update on performance at Northwick Park Hospital Accident and Emergency Department be provided to the committee in six months time.

6. **Parking Services Update**

Michael Read (Operational Director, Environment and Protection) introduced a report to the committee updating members on the delivery of parking services. He explained that in September 2012, the Executive had agreed to make a raft of changes to the service to modernise delivery, reduce expenditure and provide a platform for future efficiencies. Key to these changes was the development of a new online parking permit database designed to facilitate access to the service via telephone, text and the council's website, whilst removing counter services. These changes posed no difficulties for adequately capturing the data required for residents' permits but it was recognised that substantial changes would be required for visitor parking which had operated using scratch-card permits. It had subsequently been agreed that a virtual visitor permit system be implemented and this had been built into the contract specification put to the market. The contract had been awarded to Serco with anticipated savings for the council of up to £850k per annum, predicated on the reduction of Civil Enforcement Officers permitted by the introduction of virtual permit system.

Michael Read acknowledged that there had been significant problems with the initial implementation of the new system and described the work that had been undertaken to address these issues. The committee heard that initial capacity issues for the call centre had led to long call waiting times and a high rate of call abandonment. Members' attention was drawn to the table at paragraph 5.3 of the report, detailing improvements in call centre performance. Michael Read highlighted that the call abandonment rate had reduced from 26.3 per cent between July and September 2013 to 1.7 per cent between April and June 2014. The average call waiting time had also reduced from 4 minutes 27 seconds to 39 seconds over the same period.

During the subsequent discussion the Committee emphasised that many elderly and vulnerable residents had reported that they had experienced significant difficulties attempting to use the new system. Many of these residents were not computer literate, nor au fait with mobile phone technology and given the difficulties and cost implications associated with registering visitor permits via the call centre, faced significant barriers to accessing the system. Members also noted that the system relied upon residents having the car registration details of a visitor in advance of the visit or being able to quickly arrange the permit on arrival. The committee expressed strong concerns that vulnerable residents who relied upon regular visits from friends, relatives and carers, could become isolated as a consequence of being unable to use the new permit system. Members noted that there had been numerous requests for alternatives to virtual permits to be considered and queried what action had been taken in response. The committee also queried how long a resident had to register a visitor's car, before a parking ticket could be issued to the vehicle. Further questions were raised regarding the cost to residents of calling the permit service and whether customer feedback from elderly residents had improved since the initial difficulties. The committee queried the savings made by replacing scratch-cards with the virtual permit system. Members also commented upon errors made in relation to Controlled Parking Zones (CPZ) for resident permits and the importance of keeping the council's

website up to date, noting that the date for final usage of the scratch-card visitor permit was no longer correct.

The committee then questioned whether it was legal for CCTV cameras, installed for community safety reasons, to be used to issue parking tickets. Councillor Thomas advised that the use of these cameras had caused particular difficulties in the High Street in Harlesden, where ill planned road works had left businesses without appropriate loading bays, thereby forcing deliveries to be made in areas where parking was prohibited. Councillor Thomas invited Michael Read and Sue Harper to view the difficulties caused at the High Street in Harlesden in person. A query was then raised regarding the length of time that was considered reasonable to stop in areas where parking was restricted before a ticket was issued by cameras. Concerns were expressed regarding inappropriate use of CCTV vehicles by officers and it was highlighted that reports of these being dangerously parked had been received. Members questioned what monitoring arrangements were in place to ensure that CCTV vehicles were used correctly.

At the invitation of the Chair, Councillor Hector addressed the committee to advise that residents with English as second language had also experienced difficulties accessing the parking permit system.

Responding to the queries raised, Michael Read advised that alternative measures to support residents in accessing the parking permit service had been explored. As a consequence of this work, a Cared-For permit would be soon be introduced. This would be a physical permit that could be displayed in a carer's car, then returned to the resident at the end of the visit. The use of a physical permit in these circumstances would not affect the overall operation of the system as it would only apply to a very small proportion of users. The option to have up to two 'trusted phone numbers' had been introduced for those who had been unable to use the phone or text service. This enabled a resident to nominate two people who would be able to authorise visitor permits on their behalf. He further explained that an Equalities Impact Assessment (EIA) had been completed in 2012 when developing the new strategy for delivering parking services in Brent. The EIA had identified that residents who had difficulty accessing or using a computer would be adversely affected by the proposed changes. In response to the EIA, options to access the service via telephone or text message had been added. The council was currently working with the contractor to extend automatic answering to enable a twenty-four hour telephone option to be available from late Autumn 2014. The EIA was currently being revised and if continued access issues were identified, officers would explore how the current system could be adapted to address these. Michael Read emphasised that feedback from customers had indicated that many people had found that their needs had been met by the trusted-numbers option, or that they had simply needed some initial assistance understanding how to use the new system.

Michael Read further advised that calls to the service were charged at a local rate for landlines and at the standard charge for mobile phones. Civil Enforcement Officers were required to wait for approximately 5 minutes before issuing a ticket to an offending vehicle to allow time for visitor registration. The savings made by the council by moving to virtual visitor permits was approximately £500k a year, though it was difficult to separate these savings from those achieved overall. Michael Read acknowledged the issues regarding CPZ and advised that these had been

addressed in the report before the committee. He accepted that it was important to ensure that the council's website was kept up to date but advised that he would proposing to Cabinet that there be no deadline for use of the remaining scratch-cards visitor permits held by residents.

Addressing the committee's queries regarding the use of CCTV cameras, Michael Read advised that the council's use of these to issue Penalty Charge Notices (PCNs) was lawful and explained that permission had been sought from the Department of Transport. There had been errors made by the Council in relation to the difficulties caused by the contractor undertaking work in the High Street in Harlesden. However, the council had cancelled a number of the PCNs issued where there was evidence of loading and unloading taking place. It was clarified that CCTV vehicles were permitted to park in areas where parking was prohibited if there was no other alternative to capture footage of the offences; however, at no time should a CCTV vehicle be parked in such a way as to cause danger to pedestrians or other road users. The council investigated any allegations of misuse of the vehicles and took disciplinary action where appropriate. The council had worked with Serco to ensure that staff understood their legal responsibilities and did not cause reputational damage to the council. Michael Read explained that this issue would become defunct as legislation was forthcoming to prevent local authorities from using CCTV to issue PCNs, except in very limited circumstances.

The committee welcomed the work being undertaken to revise the current EIA and sought details of the timeline for completion and the contribution members would be invited to make. It was suggested that consideration be given to lengthening the period allowed before a PCN could be issued, in light of some of the difficulties reported by residents. Members highlighted the importance of training for Civil Enforcement Officers and reiterated concerns regarding the use of CCTV cameras to issue PCNs, particularly where they had been installed for community safety purposes. A view was put that the council should not wait for legislation to be enacted before ceasing to use CCTV to issue PCNs.

Michael Read advised that the EIA would be completed over the next few months. He invited members to report any examples of customer experiences of the Parking Permit Service and agreed to look into whether the period allowed before a PCN was issued could be extended.

The Chair highlighted that the committee had unanimously expressed concerns that the current functioning of the visitor parking arrangement was far from adequate. He emphasised the feeling of the committee that there was overwhelming evidence of public dissatisfaction with the existing system, drawn from the level of complaints made directly to councillors, and proposed that Cabinet be advised to reappraise the visitors parking arrangements, taking into account the serious concerns expressed by members and residents. The committee agreed with the Chair's proposal.

The Chair thanked Michael Read and Councillor Perrin for attending the meeting.

RESOLVED:

That Cabinet be requested to reappraise the existing arrangements for visitor parking permits, taking into account the serious concerns expressed by the Scrutiny Committee and members of the public.

7. Proposed Scope for Scrutiny Task Group on the Pupil Premium

Cathy Tyson introduced a report to the committee setting out proposals for the establishment of a task group on the use of the Pupil Premium Grant (PPG). She explained that the PPG was provided by central government direct to schools as part of the Schools Funding Formula to assist schools in raising attainment of disadvantaged pupils. The task group had been requested by the members of the Scrutiny Committee in response to borough priorities to improve attainment for disadvantaged pupils. Members attention was drawn to appendix A to the report which detailed the proposed scope for the task group. Cathy Tyson highlighted that schools were required to report on their use of PPG and there were a number of good sources of data that could be drawn on.

At the invitation of the Chair, Mr Francis addressed the committee. He declared an interest in the item, explaining that he was Chair of Governors at Chalkhill Primary School. Mr Francis asserted that it was important that schools be publically accountable for their use of PPG. He suggested that the task group consider how schools identify pupils who required additional assistance, noting that categories such as eligibility for free school meals were not always indicative of support needs. Mr Francis further proposed that the task group also examine qualitative data regarding the activities undertaken by schools. He advised that holistic activities which aimed to meet emotional as well as academic needs were also very important for a child's development and attainment. It was emphasised that some enrichment activities did not deliver immediately observable results and that this should be considered when looking at the period of study. Mr Francis also suggested that the task group engage with parents and children to discuss their experiences.

A view was put that teachers should also be directly consulted regarding their insights on the use of the PPG. A member noted that an enhanced focus should be applied to Stonebridge Ward as it was ranked the 12th most deprived affected children's ward in London. Councillor Filson added that it would also be important to examine schools who had slightly lesser numbers of pupils eligible for PPG, as they might be less able or less practiced at making the best use of the grant.

Christine Gilbert (Chief Executive) advised that the Brent Schools Partnership should be contacted for their views on the scope of the task group and about how Brent schools can best support each other to make best use of the PPG.

The committee welcomed the additional proposals and agreed that they be incorporated into the scope of the task group.

RESOLVED:

- (i) That the scope and time scale for the task group on the use of the Pupil Premium, attached as Appendix A to the report be approved.

- (ii) That the proposals made by councillors, officers and members of the public during the discussion of the item be noted and incorporated into the scope of the task group.

8. **Any other urgent business**

None.

The meeting closed at 9.07 pm

A Choudry
Chair

This page is intentionally left blank



Scrutiny Committee

1 October 2014

Report from the Assistant Chief Executive

For Action

Wards Affected:
ALL

North West London Hospitals CQC Inspection Compliance Action Plan

1.0 Summary

- 1.1 This covering report accompanies the compliance plan produced by North West London Hospitals Trust in response to the Care Quality Commission's recent inspection of the Trust.
- 1.2 Under the new CQC Chief Inspector of Hospitals inspection regime all hospital sites within North West London Hospital's NHS Trust underwent a comprehensive inspection in May 2014.
- 1.3 North West London Hospitals NHS Trust was selected as potentially high risk based on the CQC Intelligent Monitoring report. This was an announced inspection.

The final report has identified the Trust as "Requires Improvement" for each of five domains that were assessed under the inspection regime. The five domains are:-

- Are services safe?
- Are services effective?
- Are services caring?
- Are services responsive?
- Are services well led?

The Trust is now required to undertake two tasks in respect to remedial action. The first is to produce an action plan to address issues of specific regulatory non compliance with Essential Standards of Quality and Safety.

The second action requires the Trust to develop a Quality Improvement plan. This will be undertaken in collaboration with partners as initially discussed at the Quality Summit in August 2014 and the Trust Development Authority will have oversight of that plan. The compliance plan was presented for agreement to NWLHT Board meeting on 23rd September 2014.

2.0 Recommendations

- 2.1 The committee is recommended to question representatives of the North West London Hospitals Trust on the robustness of their improvement plan and the timescale for their implementation.

Contact Officers

Ben Spinks
Assistant Chief Executive
ben.spinks@brent.gov.uk

Cathy Tyson
Head of Policy and Scrutiny
Cathy.tyson@brent.gov.uk

Update for the Brent Overview and Scrutiny Committee on North West London Hospitals NHS Trust's improvement plan following the Care Quality Commission inspection in May 2014

Summary

Under the new CQC Chief Inspector of Hospitals inspection regime all hospital sites within North West London Hospital's NHS Trust underwent a comprehensive inspection in May 2014.

Whilst all hospital Trusts will ultimately undergo this style of inspection, North West London Hospitals NHS Trust was selected as potentially high risk based on the CQC Intelligent Monitoring report. This was an announced inspection.

The final report has identified the Trust as "Requires Improvement" for each of five domains:

- Are services safe?
- Are services effective?
- Are services caring?
- Are services responsive?
- Are services well led?

Recommendations

The Trust is now required to undertake two tasks in respect to remedial action. The first is to produce an action plan to address issues of specific regulatory non compliance with Essential Standards of Quality and Safety.

These standards are covered in legislation, through the Health and Social Care Act, under domains of:

- Respecting and involving people who use services
- Consent to care and treatment
- Care and welfare of people who use services
- Meeting nutritional needs
- Safeguarding people who use services from abuse
- Cleanliness and infection control
- Safety, availability and suitability of equipment
- Staffing
- Supporting workers
- Assessing and monitoring the quality of service provision

The second action requires the Trust to develop a Quality Improvement plan. This will be undertaken in collaboration with partners as initially discussed at the Quality Summit in August 2014 and the Trust Development Authority will have oversight of that plan.

The attached paper described the Trust's action plan in respect to the specific action to correct regulatory non compliance. It has been developed by the clinical and managerial teams and signed off by the Trust Executive.

The paper has already been submitted to the CQC in order to meet specified deadlines.

The paper will also be considered at the next Trust board meeting on 23 September.

Care Quality Commission Chief Inspector of Hospitals Inspection Compliance Action Plan

Regulation:

Regulation 10 HSCA 2008 (Regulated Activities) Regulations 2010 Assessing and monitoring the quality of service provision.

Regulated Activity:

Treatment of disease, disorder or injury
Maternity and midwifery services
Surgical procedures

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
<p>People who use services and others were not protected against the risks associated with ineffective decision-making in order to protect their health, welfare or safety. In that:</p>				
<ul style="list-style-type: none"> Very little information was systematically collected on the safety and quality of care and treatment provided within critical care. <p><i>Regulation 10 (1) (a) (b) (c)(i) (e)</i></p>	<p>ICNARC license application - May 2014 Confirmed joining – June 5, 2014.</p> <p>Data collection in place with NWL <i>Critical Care Network Quality measures uploaded</i> for first quarter of 2014/15</p>	<p>Sue Field / Jamie Zanardo</p>	<p>Complete</p> <p>Complete</p>	

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
	Clinical Lead – dedicated 1PA for development, leadership and overseeing of quality measure return. Recruitment to Audit Nurse Post underway – interview date 16/9/14		Complete Nov 2014	
<ul style="list-style-type: none"> There was a lack of up-to-date protocols and guidelines for staff to work from within surgery. <i>Regulation 10 (1)(b) (2) (b)(iv)</i>	Clinical teams to review and update clinical protocols and guidelines in line with best and evidence based practice.	Antony Fitzgerald / Clinical Director Surgery	Consult and write up to end of Oct 2014 Approval during Nov 2014 Publicise and test efficacy during Dec 2014	
<ul style="list-style-type: none"> The maternity service did not respond to complaints in a timely manner, nor did it actively seek women's feedback on the maternity pathway. <i>Regulation 10 (1) (a) (b) (2) (b)(i)</i>	<ul style="list-style-type: none"> Ensure clear display of Trust posters and information on: 'Listening, responding and improving your experience' Audit compliance Staff engagement workshop Develop Complaints management improvement plan and trajectory for compliance with response standards and to sustain continued Trust wide performance 	Carole Flowers Jayne Adams / Gloria Rowland/Onsy Louca James Nugent – Pt relations Pami Kalia - HR	September 2014 September 2014	

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
	<ul style="list-style-type: none"> Recruit designated maternity Patient Experience & Quality Improvement Lead. (appoint interim) Explore mechanisms for real time patient feedback Develop women's feedback plan on maternity pathway, to include: <ul style="list-style-type: none"> ➤ Improve response rate of F&F test. ➤ Themes and trends from on call supervisor of midwives and bleep holder ➤ Repeat of national survey Evidence of feedback, learning and change incorporated into: <ul style="list-style-type: none"> ➤ Divisional Monthly Clinical Governance meetings. ➤ Report to Clinical Performance & Patient Experience subcommittee of the Trust Board. 		Sept 2014 – interim in post Review appt substantively Nov 2014 September 2014 January 2015 Oct 2014 October 2014 and quarterly.	
<ul style="list-style-type: none"> The lack of escalation processes in maternity. <i>Regulation 10 (1)(b)</i> 	<ul style="list-style-type: none"> Re-launch Maternity Early warning Signs MEOWS assessment and escalation tool Audit compliance 	Carole Flowers/Charles Cayley Jayne Adams / Gloria	September 2014 November 2014	

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
	<ul style="list-style-type: none"> Review clinical and bed management escalation protocol and re-launch with compliance testing by audit Establish joint midwifery and obstetrician handover - compliance testing by audit 	Rowland/Onsy Louca	September 2014 November 2014 October 2014 January 2015.	

Regulation:

Regulation 9 HSCA 2008 (Regulated Activities) Regulations 2010 Care and Welfare

Regulated Activity:

Treatment of disease, disorder or injury

Maternity and midwifery services

Surgical procedures

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date
Women who use maternity services at Northwick Park Hospital were not protected against the risks of receiving care or treatment that is inappropriate or unsafe, by means of –			
<ul style="list-style-type: none">Having their individual needs met as comfort checks on the postnatal ward were not regular. <i>Regulation 9(1)(b)(i)</i>	<ul style="list-style-type: none">Comfort Rounds Audit with process review to ensure outcome of regular checks noted is established	Carole Flowers Jayne Adams / Gloria Rowland	November 2014.
<ul style="list-style-type: none">Having their safety and welfare ensured because behaviour and attitudes of some midwives towards women fell below expectations. <i>Regulation 9(1)(b)(ii)</i>	<ul style="list-style-type: none">Provide ongoing customer care training.Re-launch expected standards for staff attitude & behaviour➤ Re-launch Maternity services staff attitude and behaviour charter & card.Launch 'See something say something campaign' for staff to raise concerns	Carole Flowers Jayne Adams / Gloria Rowland Colette Mannion – Pt Experience	September 2014 Review training compliance - Dec 2014 October 2014 Oct / Nov 2014

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date
	<ul style="list-style-type: none"> • Undertake observational audits to assess patient safety and welfare standards. • Implementation of midwifery consultation paper to ensure right staff, right skills right place. Consultation started February 2014 and completed March 2014. Implementation started 1st April 2014, staged programme completion date March 2015. 		<p>September 2014</p> <p>March 2015</p>

Regulation:

Regulation 15 HSCA 2008 (Regulated Activities) Regulations 2010 Safety and suitability of premises.

Regulated Activity:

Diagnostic and screening procedures
Treatment of disease, disorder or injury

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
People who use services and others were not protected against the risks associated with the safe and suitability of premises in that:				
Jack's Place: <ul style="list-style-type: none">The design of the ward meant that many areas were not observable from the nurses' station, or the reception desk, which posed a safety risk when children were playing in the ward. <i>Regulation 15 (1) (a)</i>	Review of ward configuration undertaken with options for changes being scoped and costed.	Paul Kingsmore/ Carole Flowers Jayne Adams / Kay Larkin	May 2015	
<ul style="list-style-type: none">The ward appeared clean, but it was cluttered which meant thorough cleaning could not be achieved. <i>Regulation 15 (1)(c)(i)</i>	Weekly monitoring of ward using PLACE template	Paul Kingsmore/ Carole Flowers Jayne Adams / Jackie Waldron	Complete	

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
<ul style="list-style-type: none"> The treatment room and store room doors on the ward were left open, potentially allowing access to children. <p><i>Regulation 15 (1) (b)</i></p>	<p>Door now remains locked with ongoing spot checks</p>	<p>Carole Flowers</p> <p>Jayne Adams / Ward manager Jack's Place</p>	<p>Completed May 2014</p>	
<ul style="list-style-type: none"> On the day of our visit, there were blood samples on a shelf in the open area of Jack's Place awaiting collection, because the pneumatic tube system to take samples to the laboratory was out of order. <p><i>Regulation 15 (1) (b)</i></p>	<p>New process in place for contingency in event of pneumatic tube failure</p>	<p>Carole Flowers</p> <p>Jayne Adams / Jackie Waldron</p>	<p>Sept/ October 2014</p>	



Regulation:

Regulation 16 HSCA 2008 (Regulated Activities) Regulations 2010 Safety, availability and suitability of equipment.

Regulated Activity:

Diagnostic and screening procedures

Treatment of disease, disorder or injury

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
People who use services and others were not protected against the risks associated with the safety and suitability of equipment in that:				
Jack's place <ul style="list-style-type: none"> Not all equipment in the ward was on the trust's asset register, which was why service dates had been overlooked. <i>Regulation 16 (1) (a)</i>	 CQC Inspection-Jacks Place	Paul Kingsmore / Antony Rankin	Complete	
<ul style="list-style-type: none"> Some electrical equipment did not have PAT testing dates, and trust records showed that on the children's ward 24% of equipment had passed their due date for servicing. <i>Regulation 16(1)(a)</i>	 220814 Jacks Place Completed Maintenance	Paul Kingsmore / Antony Rankin	Complete	Please find enclosed "220814 report. Confirmation of all medical devices serviced within date.

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
<p>Neonatal unit</p> <ul style="list-style-type: none"> We noted that a fridge in the neonatal unit was iced up and there were gaps in the temperature recording. <p><i>Regulation 16 (1) (a)</i></p>	<ul style="list-style-type: none"> Fridge defrosted. Out of samples disposed off HCA to add to rota of temperature recordings 	<p>Carole Flowers /</p> <p>Jayne Adams /</p> <p>Gene Taylor</p>	<p>Complete</p>	

Regulation:

Regulation 22 HSCA 2008 (Regulated Activities) Regulations 2010 Staffing.

Regulated Activity:


Diagnostic and screening procedures

Surgical procedures

Treatment of disease, disorder or injury

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
People who use services did not always have their health and welfare needs met by sufficient numbers of appropriate staff in that:				
Page 25 • There were inadequate staffing levels to provide safe care to patients within the major's treatment area in the A&E department. <i>Regulation 22</i>	Additional staffing available post CMH A&E closure Appointment of new clinical leads Full Business case submitted for additional beds submitted to TDA Beds/4 hour performance – Estates Strategy, Carroll Ward, Treat & Transfer CMH, Modular Units (up to 100 beds by Oct 2015)	Chris Pocklington James Walters / Nigel Stephens	Sept 2014 Complete Oct 2015	
• There were low numbers of middle grade doctors in	Review middle grade staffing numbers and allocation across	Charles Cayley	Oct 2014	

Recommendation / Finding	Action taken	Exec Lead / Manager Responsible	Completion date	Comments
general surgery. <i>Regulation 22</i>	general surgery to assure sufficient cover and move to Consultant delivered service with associated recruitment plan as required	Antony Fitzgerald / Clinical Director Surgery		
<ul style="list-style-type: none"> Medical staffing levels were very low in critical care. A large number of positions were filled by locums and clinical fellows. The trainees in the department were very junior and unable to take on many tasks independently. <i>Regulation 22</i>	<p>Clinical Lead appointed May 2014 with dedicated time to develop unit this includes the clinical teams</p> <p>Robust weekly MDT Programme and Mortality Review meetings</p> <p>Recruitment plan in place and in progress</p>	<p>Charles Cayley</p> <p>Sue Field / Clinical Director Critical Care</p>	<p>October 2014</p> <p>Oct 2014</p> <p>Jan 2015</p>	

 <p>Brent</p>	<p>Scrutiny Committee</p> <p>1 October 2014</p> <p>Report from the Strategic Director of Children and Young People</p>
<p>For Action</p> <p>Wards Affected: ALL</p>	
<p>Local Safeguarding Children Board Annual Report for Scrutiny</p>	

1.0 Summary

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

2.0 Recommendations

- 2.1 That the Scrutiny Committee reviews and 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 regard 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 2013 to March 2014. The format of the report is that recommended by the Independent Association of LSCB Chairs.

- 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 The present Chair joined the Board in May 2012 and restructured the Board, creating an Executive group, drafting a new constitution and a revised three year business plan.
- 3.5 This report covers year 2 of the three year business plan
- 3.6 The refreshed business plan was agreed by LSCB partners in September 2013
- 3.7 The work of the Board is taken forward by sub groups. Each of these sub groups are chaired by members of the Executive group.
- 3.8 The report reviews the progress of the Boards priorities addressed through seven 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.
 - Policies and Procedures,
Ensures partners have access to clear policies and procedures in line with statutory guidance
 - Serious Case Reviews,

Ensures Serious Case Reviews are undertaken and learning cascaded in line with national guidance.

- **Child Death Overview Panel**

This panel reviews all child deaths in Brent and the findings inform local strategic planning on how best to safeguard and promote the welfare of the children and young people.

3.9 The report addresses the analysis of the sufficiency of arrangements to ensure the safety of the children and young people of Brent.

3.10 The report addresses the finances of the Board and how the budget is committed.

3.11 Future challenges facing the Board are identified with a view to identifying work to be addressed within the final year of the three year plan.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 The requirement to publish an Annual Report is set out in “Working Together to Safeguard Children” (2013) which is statutory guidance published by the Department for Education.

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers -

Contact Officers

Sue Matthews; Brent Local Safeguarding Children Board Business Manager

sue.matthews@brent.gov.uk

Tel: 0208 937 4299

Mobile:07867183942

This page is intentionally left blank



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**

2013-14

June 2014

Contents

Section	Content	Page
1	Foreword by Chris Spencer, Independent Chair of Brent Local Safeguarding children Board	3
2	Executive Summary	5
3	Introduction	9
4	Local Background and Context	11
5	Statutory and Legislative Context for LSCBs	12
6	Governance and accountability arrangements	13
7	Budget and Partner Contributions	15
8	Analysis of the sufficiency of arrangements to ensure the safety of the children and young people of Brent	15
9	Achievements and Challenges	45
10	Appendices Appendix A – Population and School places Appendix B – Households resident less than one year Appendix C – Children becoming Looked After Appendix D- Ethnicity Appendix E- Borough Profile Appendix F – Budgetary contributions Appendix G– Attendance at meetings and sub groups Appendix H – Section 11 Combined action plan Appendix I – Section 11 Dates Appendix J-Cause of Unexpected Death	52

1. Chair's Foreword

I became Chair of Brent LSCB in May 2012. Since then we have developed a 3 year business plan drawing on local national and partner specific priorities that is dynamic, responsive and flexible to need. Building on achievements of the 2012-3 stronger collaborative work is taking place across partners. Brent Family Front Door (BFFD) including the Multi Agency Safeguarding Hub is now in place, providing a clear route for safeguarding concerns and as a Board we are focussed on outcomes.



An Executive group has been put in place that is able to consider the effectiveness of the Board and drive forward its agenda. The Ofsted Inspection report of October 2012 acknowledged our business plan "clearly demonstrates high aspirations and ambitions, through five appropriate priorities". However, our Annual report has offered the opportunity to review and reflect. Priorities and structures can change and there has been considerable change over the last year. The Executive group has shown itself to be an effective medium for driving the Board removing the requirement of the Governance, Accountability and Business Processes sub group. We will start the new financial year with a refreshed and more responsive structure.

The challenges of austerity and restructure continue to require careful management of the resources of the Board in its safeguarding role and addressing the requirements of the revised Working Together to Safeguard Children 2013. However this also offers opportunities for new approaches. We have funded a Training Co-ordinator post to work with both partners and members of the community. Some progress has been made with our website, offering even more quality assured information and, LearningPool, our eLearning site, now having over 1000 registered users.

Our conference, "The V Factor" Vulnerable Children and Young People in Brent", based on our "Vulnerable Groups" priority received excellent feedback from an audience of over 200 multi-agency representatives. The conference covered the impact of gangs and welfare reform, a presentation on Child Sexual Exploitation and culminated in a powerful play, addressing this emotive issue. The conference was inclusive, pertinent and useful.

One of our significant scrutiny roles is undertaken through the Section 11 audits of statutory agencies. Partners were honest, open and reflective and we have been able to identify a number of themes across agencies which has influenced a refreshed Business Plan.

The Village School hosted the Board meeting in October 2013 offering a selected number of Board Members the chance to meet directly with groups of young people from a number of Brent Schools, this was a genuine opportunity for the Board to listen and respond to the "Voice of Child" in person.

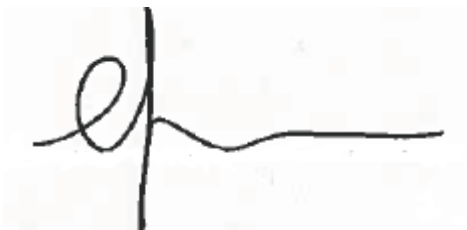
Our foundations are in place but we need to progress our "build". As a result of our refreshed priorities we will develop SMARTER work plans so we are better able to gauge our effectiveness. The core business of an LSCB is to;

- 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)

The proposed refreshed priorities are informed by our section 11 audits and outcomes of 2 SCRs as well as reflecting local and National priorities.

- **Discovering;** Having an accurate shared and owned LSCB dataset which informs our understanding of what is happening from a multi agency safeguarding perspective.
- **Investigating;** Finding out who our children at greatest risk are and identifying how to protect them including having in place an effective Information Sharing processes
- **Listening;** Listen to the voice of the child and include their views in everything we do.
- **Learning;** Become a Learning Organisation, providing opportunities for professional development in safeguarding from Serious Case Reviews, Management Reviews, local and national developments
- **Improving;** Improving quality and assurance around practice and service delivery to children and young people across the partners

Our continuing challenge is to improve safeguarding outcomes for the children and families. We have developed a strong partnership and will continue to work together with our revised plan in 2014-5.



Chris spencer
Independent Chair
Brent Local Safeguarding Children Board

2. Executive Summary

This annual report covers the period from April 2013 to March 2014 and addresses Year 2 of a three year plan. The format of the report is based on recommendations from the National Association of Independent Chairs of Local Safeguarding Children Boards.

Approximately 312,000 people live in Brent, 77,500 of whom are children. Brent has one of the highest proportions of ethnic minority residents in London; they make up 92% of the Borough's school population. Large and established communities of Indian, Black Caribbean and Irish people live in Brent with the Black and Minority ethnic population making up 64% of the total. Brent was ranked as the 35th most deprived local authority area in the 2010 Index of Multiple Deprivation, placing it amongst the top 15% most deprived areas. 1 in 3 children in Brent currently live in poverty.

Brent has been significantly impacted by Welfare Reforms. This has increased the vulnerability of some families leading in turn to not being able to access services and causing considerable mental stress which could in turn impact on the safety and well being of these children and young people

Brent has more domestic violence offences per 1,000 head of child population than the London average. There has been a reduction in crime over the last four years with significant reductions in gun crime, knife crime, robberies and youth violence, although they remain at a higher rate (per capita) than Brent's statistical neighbours and the London average.

Referrals to children's social care are managed through the five locality social work teams and the children with disabilities team. These teams retain responsibility for all cases where children remain at home, apart from those occasions where the work is passed to either the looked after children service, the early intervention service or are closed. The locality service is supported by early help services, much of which are delivered through the Borough's 17 children's centres.

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

The core objectives of the LSCB are to:

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

The Board identifies its work through a Business Plan based on priorities agreed as a result of local and national drivers influenced by the key safeguarding priorities of partner agencies. The work of the Board is managed through its Executive group and seven sub groups, all chaired by members of the Executive.

These sub groups are;

- **Quality Audit and Outcomes**, which has a mainly monitoring and evaluation function.
- **Vulnerable Groups**, which provides a strategic oversight of work with children perceived to be most vulnerable.
- **Voice of the Child**, ensuring the voices of children and young people in Brent are at the heart of the work of the Board.
- **Developing a Learning Culture** is responsible for providing internal and external learning and development opportunities for partners to enhance their safeguarding skills and knowledge.
- **Policies and Procedures**, ensuring partners have access to clear policies and procedures in line with statutory guidance,
- **Serious Case Review** sub group which ensures Serious Case reviews are undertaken and learning cascaded in line with national guidance.
- **Child Death Overview Panel** reviews all child deaths in Brent and the findings inform local strategic planning on how best to safeguard and promote the welfare of the children and young people.

The Board is funded by annual partner contributions and has an independent Chair, a Business Manager, a Business Support Officer and for the next financial year will be able to fund a Training Co-Ordinator.

The revised “Working Together to Safeguard Children 2013” 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.

This has been addressed through an analysis of the sufficiency of arrangements to ensure the safety of the children and young people of Brent by considering, firstly by the section 11 audits undertaken through the “Challenge and Support” programme and secondly through the work of the multi –agency sub groups.

The Challenge and Support process includes a meeting of key members of the agency, the Independent Chair and a peer on the Board. The section 11 template is used whereby the agency undertakes a self assessment and the Independent Chair and peer member act as a mirror to the agency to further enable self scrutiny and evaluation. Action plans have been produced and are monitored by the Quality Audit and Outcome sub group through the Partnership Improvement Plan (PIP).

There were common themes which emerged across agencies. These included Training and LearningPool, the use of the Partnership Improvement Plan, Information Sharing and guidance with regards to recruitment and selection and allegations against professionals and the disclosure and barring requirements. A report will be submitted to the LSCB with recommendations about how these issues can be taken forward.

The work of the sub groups has been analysed using the "Signs of Safety" model, with an assessment of; what is working? what are we worried about? and what can we do about it? being made across each element of the work plan. This model offered an assessment of the effectiveness and impact of the initiative, an acknowledgement of the weakness and a challenge to improve.

The achievements and challenges of the Board have been identified through the work of the sub groups. However there has been a range of other achievements and challenges during the year as a result of other aspects of the work of the Board. Significantly, there have been collaborative events with other strategic partnerships notably White Ribbon Day with the Community Safety Partnership challenging violence against women and girls, which took place on 25th November 2013 and International Women's Day on 12th March 2014 in partnership with the Diversity and Equality team.

The Vulnerable Groups sub group event of 26th February offered a springboard into working to improve outcomes for children and young people from a position of knowledge and a genuine grasp of what is in place, what is in development and what is needed?

Brent LSCB is working closely with Brent CVS, who are offering a venue for the Community Reference Group and access to their network of community groups to raise the profile of the Board and its work and provide safeguarding training opportunities. The current Lay Member on the Board is the chair of this group and has been proactive in raising the profile of safeguarding

The Board agenda offers opportunities for information sharing and discussion, but also encourages questioning and challenge.

The six meetings that have taken place this year with a range of areas having been addressed. Children Missing in Education presents the Board and its partners significant challenge in terms of data collection and addressing the complexities entailed. This work will be carried through into the next review period.

The initial strategy for the Health and Well-Being Board was perceived to be insufficiently child focussed. This resulted in comments from the LSCB being taken back to the Health and Well-Being board and the strategy amended.

An initial presentation of the "Working with Families" strategy identified a multi agency Early Help response, encompassing the Multi Agency Safeguarding Hub, Edge of Care initiatives and Aligned Services. These initiatives remain under scrutiny and will be the subject of further work in 2014/5.

The impact of welfare reform continues to be an area of interest. Whilst there is good evidence of collaboration between housing, schools and education and protocols have been put in place, there is emerging evidence of child self harm which merits further research.

Case presentations of multi agency working have been a feature of selected Board meetings, offering the opportunity to reflect on challenges but also acknowledging positive outcomes in multi agency working and learning from good practice as well as the more challenging lessons that come from Serious Case Reviews and Management Reviews.

There are other more formal challenges which are noted in the challenge log and these have resulted in the Chair calling to account particular areas of practice resulting in improved outcomes.

The continuing challenge the Board faces is being able to clearly define the “so what” factor in terms of directly relating a positive outcome for children as a result of Board actions. To this end, the Board is adopting SMARTER priorities, focussing on discovering, investigating, listening, learning and improving.

- Discovering; Having an accurate shared and owned LSCB dataset which informs our understanding of what is happening from a multi agency safeguarding perspective.
- Investigating; Finding out who our children at greatest risk are and identifying how to protect them including having in place effective Information Sharing processes.
- Listening; Listen and respond to the voice of the child and consider their views in everything we do.
- Learning; Become a Learning Organisation, providing opportunities for professional development in safeguarding from Serious Case Reviews, Management Reviews, local and national developments.
- Improving; Improving quality and assurance around practice and service delivery to children and young people across the partners

3. Introduction

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.

The Brent LSCB Business plan spans the period 2012-15, this annual report addresses progress from the period April 2013-March 2014 and as such needs to be seen as work in progress rather than a final report.

The report follows the guidance issued by the Association of Independent Local Safeguarding Children Board Chairs with regards to its format.

Brent LSCB revised its structure and priorities after the Business Planning Day on 25th May 2012 based on local and national priorities and those areas specifically identified by partners. An Executive group was established and the sub groups were restricted to address the overarching priorities of the Board. This plan was further refreshed by the Business Planning Day on 18th September 2013.

The Brent LSCB Sub Groups are as follows;

Quality, Audit and Outcomes Sub Group

This sub group addresses the Board's priority of remaining focussed on positive outcomes for children. The work of this subgroup evaluates the ways in which Brent LSCB will ensure effectiveness by considering a range of qualitative and quantitative data under three dimensions:

- a) The effectiveness of member organisations to safeguard and promote the welfare of children
- b) The effectiveness of multi-agency practice to safeguard and promote the welfare of children
- c) The effectiveness of the LSCB and its members to safeguard and promote the welfare of children

The Voice of the Child Sub Group

The LSCB recognises the importance of listening to and responding to the voice of the child in undertaking its work in relation to safeguarding. The Board recognises the need to meaningfully engage with the children and young people of Brent through the work of its partners.

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

- Missing children from care, home or education
- Those at risk of sexual exploitation
- Children and young people involved in gangs
- Children whose care is compromised by their parents;
 - Abusing substances
 - Involved in domestic violence and/or
 - Experiencing mental health problems.

It is acknowledged that poverty can also be a significant risk factor which is a highly significant issue for Brent.

Developing a Learning Culture Sub Group

Brent LSCB recognises the importance of learning lessons from Serious Case Reviews. We will identify and learn from good practice both in Brent and elsewhere. We will learn from evidence informed practice and listening to the voices of our communities, children and young people to continually expand and share our safeguarding knowledge, skills and wisdom. We recognise that to enable effective learning we need to be able to effectively communicate and so need to raise our profile within Brent with both professionals and our communities. Safeguarding is everyone's business and we need to develop a well-informed highly aware and actively engaged workforce and local community to keep children and young people safe. We note the importance of developing our learning in line with our priorities to ensure that those involved in working with children and families have the skills necessary to address the most pressing concerns and having effective communication mechanisms in place.

Governance, Accountability and Business Processes Sub Group

Brent LSCB recognises that in order to achieve our priorities we need to have sound governance and business systems which are fit for purpose to enable our Board to carry out this plan through effectively from a position of strength. We need to ensure effective processes to manage our serious case reviews, management reviews and child deaths. We need to have clear Policies and Procedures in line with statutory guidance. The Governance, Accountability and Business Processes sub group encompasses the Serious Case Review sub group, Policies and Procedures sub Group and the Child Death Overview Panel

3. Context and Local Background

Approximately 312,000 people live in Brent, 77,500 of whom are children. 25.1% of the population are under 20. There is an increasing population of younger children. There are 45,767 school places. Brent has one of the highest proportions of ethnic minority residents in London; they make up 92% of the Borough's school population. Approximately 60% of children and young people speak English as an additional language. Large and established communities of Indian, Black Caribbean and Irish people live in Brent with the Black and Minority ethnic population making up 64% of the total. However, the proportion of children from these backgrounds is decreasing. The numbers of children from Somali and other Black African groups, Eastern European, Afghan, Iraqi and Hispanic backgrounds are increasing. Brent was ranked as the 35th most deprived local authority area in the 2010 Index of Multiple Deprivation, placing it amongst the top 15% most deprived areas.

Brent has been significantly impacted by Welfare Reforms which have resulted in families needing to move out of Brent and a proportion of families "going under the radar" in order to remain in Brent. This has increased the vulnerability of some families leading in turn to not being able to access services and causing considerable mental stress which could in turn impact on the safety and well being of children and young people in these families. Family homelessness in Brent is worse than the England average.

1 in 3 children in Brent currently live in poverty, 28.1% under 16 and 20% in a single-adult household. There are high levels of child obesity, particularly affecting children living in Harlesden and Willesden and children of Black Caribbean and Black African backgrounds. Brent has more domestic violence offences per 1,000 head of child population than the London average. There has been a reduction in crime over the last four years with significant reductions in gun crime, knife crime, robberies and youth violence, although they remain at a higher rate (per capita) than Brent's statistical neighbours and the London average.

Referrals to children's social care are made through the Multi-Agency Front Door or MASH and are managed through the five locality social work teams and the children with disabilities team. These teams retain responsibility for all cases where children remain at home, apart from those occasions where the work is passed to either the looked after children service, the early intervention service or are closed. The locality service is supported by early help services, much of which are delivered through the Borough's 17 children's centres.

(See Appendices A to E)

4. Statutory and Legislative Context for the LSCB

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. Section 13 sets out the requirement for the establishment of an LSCB and specifies the organisations and individuals to be involved.
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)
3. Regulation 5 of the Local Safeguarding Regulations 2006 sets out the functions of the Board in order to fulfil those responsibilities.
4. The Board is required to develop policies and procedures for safeguarding and promoting the welfare of children and young people in its area. These include;
 - Thresholds for intervention
 - Training for people who work with children
 - Recruitment and supervision of people who work with children
 - Investigations of allegations against people who work with children
 - Safety and welfare of children in private fostering
 - Cooperation with neighbouring authorities
5. LSCB's are required to raise awareness across partners and communities of the need to promote and safeguard the welfare of children and how best to do this.
6. Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of and advising them on ways to improve outcomes for them
7. The Board has a lead role in planning of services for children and young people.
8. The Board must undertake Serious Case Reviews and advise the Authority and partners of lessons to be learned.
9. Boards may also engage in any activity which facilitates or is conducive to fulfilling its objectives. Full details of the roles and responsibilities of LSCBs are outlined in Chapter 3 of Working Together to Safeguard Children 2013

5. Governance and Accountability Arrangements

Brent LSCB has a unique statutory role in ensuring that partners are co-operating, that effective safeguarding arrangements are in place across the partnership, and assisting with the planning and delivery of services for children and young people. The Board must be able to form a view of the quality of local activity, challenge organisations as necessary and speak with an independent voice.

The Board Members represent their agencies and must be of sufficient seniority to do so, but also have a responsibility to ensure effective safeguarding within their agencies and across partner agencies. Organisations are as far as possible, required to designate particular named people as their representatives so that there is consistency and continuity in the membership of the Board. Brent LSCB is accountable to the Chief Executive of the Council and has in place a Lead Member for Children's Services as a Participating Observer.

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.

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 has one lay member, the second lay member having resigned on 20.1.2013. There is a process in place to recruit another lay member.

Working Together to Safeguard Children 2013, states that every LSCB should have an independent Chair, who can hold all agencies to account. The Brent LSCB Chair is Chris Spencer who 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.

The Board Constitution is in place and will be reviewed in line with the requirements of Working Together to Safeguard Children 2013.

The Board is accountable to its core funding partners. It will produce an annual report on its progress which will be presented to the Executive bodies of all partners. 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 Well-Being Board, as required by Working Together 2013.

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.

Brent LSCB 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 Bichard 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 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 in line with statutory requirements.
- 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

6. Budget and Partner Contributions

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

Contributions have remained fixed for the last 3 years. (**See appendix F LSCB Contributions**)

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

From 1st March 2014 a Training Coordinator will be in post for a fixed term contract of 1 year.

Frequency of meetings

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

(See Appendix G – Attendance Charts)

LSCB attendance split by agency and sub group attendance

7. Summary of the sufficiency of arrangements

Brent LSCB is required to monitor and evaluate the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve. The Board undertakes this task through its business plan and evaluates the effectiveness and accountability of partners through their actions with regards to the plan and through its implementation of Section 11 audits, multi agency audits and the monitoring of associated action plans.

Individual Assessments

Brent Local Safeguarding board has adopted a "Challenge and Support" process to undertake it's monitoring of the effectiveness of individual agencies with regards to Section 11 audits. **(Appendix H dates of meetings)**

Section 11 of the Children Act 2004 places a duty in key persons and bodies to make arrangements to ensure that in discharging their functions, they have regard to the need to safeguard and promote the welfare of children.

Challenge and Support" meetings are used as a mechanism for providing tailored challenge and support to individual agencies to assist them in meeting their section 11 responsibilities effectively and giving a more complete and accessible analysis of compliance information. The board in effect "holds a mirror" to the agency so both Board and agency can reflect on the arrangements in place and identify appropriate actions where required.

These meetings are chaired by the Independent Chair of the Board with a Board member from another agency to provide an additional challenge and support element. A template (Appendix xx) agreed by the London Safeguarding Children Board is used to produce the required documentation for the Brent LSCB section 11 audits. Additionally the following information is required to "Scan the horizon" for factors that may impact on the organisation's ability to deliver effective arrangements for safeguarding children.

- A structure chart of organisation with designated staff
- The impact of any restructure on safeguarding arrangements
- Any actions and outcomes from any previous inspections with regards to safeguarding or Government returns linked to safeguarding children.
- Actions and outcomes resulting from SCRs or Domestic Homicide Reviews
- Actions and outcomes from the Partnership Improvement Plan
- Feedback from the previous section 11 meeting

Agencies are requested to think about what partners or the Board can do to support them in their safeguarding responsibilities as part of the support element of the process.

The 8 Section 11 standards are:

- 1) Senior management have commitment to the importance of safeguarding and promoting children's welfare.
- 2) There is a clear statement of the agency's responsibility towards children and this is available to all staff.
- 3) There is a clear line of accountability within the organisation for work on safeguarding and promoting welfare.
- 4) Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children & families.
- 5) There is effective training on safeguarding & promoting the welfare of children for all staff working with or, depending on the agency's primary functions, in contact with children & families.
- 6) Safer recruitment procedures including vetting procedures and those for managing allegations are in place.
- 7) There is effective inter-agency working to safeguard & promote the welfare of children.
- 8) There is effective Information Sharing.

Section 11 standards and compliance

Whilst agencies met the standards, actions to enhance performance were identified and these actions are monitored through the Quality Audit and Outcomes sub group. The combined action plan is attached (see **Appendix I section 11 combined Action Plan**)

There appeared to be a number of common themes across agencies which will be addressed the by LSCB during the next reporting period. These included:

- The Partnership Improvement Plan (PIP) requires wider use to monitor performance effectively
- Listening to the Voice of the Child and being Child Friendly especially with regards to complaints requires greater focus
- Training and Development requires greater focus on priorities
- Allegations against professionals
- Ensuring safeguarding responsibilities are included in all JD's
- Safer Recruitment processes need to be embedded more consistently across organisations
- An Information Sharing Protocol needs agreement and sign off

The Partnership Improvement Plan (PIP)

The Partnership Improvement Plan is a spreadsheet where all actions of the Board, sub groups actions from inspections, serious case reviews or management reviews are recorded to track progress. There is a filter system so that both individuals and agencies can see both their individual or agencies actions and so is an important tool to track progress and effectiveness. During the Challenge and Support meetings some agencies were not using the PIP to its optimum effect.

To address this issue the Plan is now a standing item on every Board agenda to ensure it is more systematically updated. The actions of every sub group will be included in the PIP and addressed at every Board meeting. By tracking actions agreed through the Board and sub groups, the Board has been able to monitor effectiveness and potential risk much more cohesively and will be able to gauge impact of actions. Completed actions and actions which fall below expectations are presented to the full Board meetings for sign off and mitigating actions respectively.

Listening to the Voice of the Child

There was evidence of the Voice of the Child being heard across agencies in terms of consultation but most agencies acknowledged their complaints procedures for children were often not child friendly and needed review. This was particularly the case with regards to the local authority which encompasses Adults and Children's Social Care, Youth Support Services, Early Help and Education and Housing. The council has a corporate complaints section and this has been raised by agency leads. This was followed up with the Corporate Complaints Manager who was not aware of any specific incident where concerns had been addressed and has asked for specific examples to be shared. There will need to be consultation with young people about what would be useful to them and this would need

to be tested out to demonstrate a positive impact. This will be addressed in the next reporting period

Health partners also highlighted this as an area of concern but have been able to share good practice across the partnership with a child friendly complaints procedure in place in one Trust (CNWL) being shared with another, Ealing ICO. A leaflet will now be rolled out across Brent, Harrow and Ealing as a result.

All partners were of the view that there was room for improvement with regards to *listening to children* although there were examples of good practice within Youth Support Services using texting with young people giving positive feedback to this initiative. There were also good examples of listening to children within Social Care through the Looked After Child reviews and Child Protection Case Conferences where children and young people are actively encouraged to contribute at their own pace and in a way that they are comfortable with. There is value in reviewing all agencies responses to this standard to see if any other initiatives can be shared. In the next reporting period communicating with children in a way that uses language and technology that they identify and understand will be a key focus.

It was acknowledged by all partners that hearing and responding to the Voice of the Child is crucial for the Board to operate effectively. It has been agreed that this will be a more targeted priority for the Board and the sub group will revise it's terms of reference and work plan to address this. The principles of engagement and participation will be more coherently addressed. Social Care has established a "Listen Up" forum which offers excellent feedback opportunities for young people within the care system to "speak" to social workers and their managers specifically about their experiences, this could be further developed across partners.

Training

Safeguarding Training opportunities addressed through standard 5 were varied across partners with some agencies identifying what staff should undertake what level of training and mechanisms for establishing compliance. Others were less clear and the Board has commenced a Training Needs Analysis across partners to establish what is in place and what is needed. The findings to date are;

- Within the caring professions (social care, schools, early years, youth service, health services and the police child abuse investigation team), where the safeguarding of children is a core element of the work, all staff would initially be trained in the following: definition of abuse, child development, awareness of the possible signs and symptoms of abuse and neglect, awareness of the organisation's basic safeguarding children procedures, awareness of who within the organisation should be contacted regarding any concern about a child's safety or welfare, awareness of who within the organisation should be contacted regarding any concern about a colleague's behaviour towards a child or potential risk that they may present, awareness of the expected standards of behaviour by staff towards children, documentation and the importance of information sharing and the threshold criteria for the levels of intervention. There need to be opportunities for refresher training for practitioners who have been in post for some time.

- Health professionals who work directly with children across the health economy are required to access the relevant safeguarding children training commensurate to their roles.

Gaps in learning have been identified for some workers who contribute to assessments and review the needs of children in Children's Social Care. These development needs were identified through discussions with the Social Care Learning and Development Manager and include:

- The impact on the vulnerability of children including individual factors such as babies, disabled children, children who are picked on as being different, children who are thought of as a problem.
- Social factors including families living in poverty, facing racism or living in areas with a lot of crime, poor housing and high unemployment.
- Being aware of the dimensions of parenting capacity as described in "The Framework for the Assessment of Children in Need and their Families" chapter 2.

In agencies where the workforce mainly deals with adults, the findings are different. There is a basic awareness of the core elements of safeguarding in Brent Adult Social Care but not necessarily the knowledge of procedures to follow or personnel to contact. Again, lack of refresher training is an issue.

In other Council departments, not all employees appear to have had the very basic safeguarding training. This has now been addressed in that all new employees participate in mandatory induction and are required to complete the two Learning Pool courses – "Brent Safeguarding Awareness" and "Safeguarding and child protection for non children's service workers".

Brent Borough Police do not receive the level of safeguarding training that the Child Abuse Investigation Team (CAIT) receives but uniform colleagues in Brent use their police protection powers appropriately as an immediate tool to safeguard children. All Brent police officers have basic training in safeguarding.

The Probation Service will be re-structuring and further information will be needed to ascertain their training needs with regards to safeguarding following their re-organisation.

LearningPool, an Elearning facility is now available to all working with children and young people in Brent in both statutory and voluntary settings, offering a range of programmes from basic awareness to more specific subjects. Further work needs to be done to publicise LearningPool. The Board had agreed that the basic awareness module should be a standard induction programme across partners but this has not happened in all agencies. The newly appointed Training Co-ordinator will follow this up.

Brent LSCB is a learning organisation and agencies identified that they were engaged and welcomed the training offered. Agencies were taking advantage of the learning opportunities through LearningPool, the training programme offered, the conferences and

the learning events as a result of Serious Case Reviews. This is addressed in more detail in the report from the Developing a Learning Culture sub group.

Safer Recruitment, Allegations against professionals and the role of the Local Authority Designated Officer and ensuring safeguarding is included in all Job Descriptions

Agencies had robust processes for Safer Recruitment which were identified and evidenced through the section 11 audit. It was noted that some agencies had job descriptions where safeguarding was not included. This was taken up as action points by those agencies and these will be reviewed by the Quality Audit and Outcomes sub group. The Board further supported agencies by providing a Disclosure and Barring briefing to advise all partners of current requirements.

Agencies were aware of the role of the Local Authority Designated Officer (LADO) role but welcomed the training offered by the Board for new managers in dealing with Allegations Against Professionals. The presentation of the LADO annual report enabled partners to have an overview of allegations and outcomes across the partnership.

Information Sharing

New Arrangements have been signed off by the Multi Agency Safeguarding Hub and for sharing information with Health. Partners indicated it would be useful to have a protocol for the Board using the work already undertaken. This will be taken forward through the boards revised business plan.

Conclusion

It was evident through the Challenge and Support process that safeguarding remains a priority for statutory partners. Reflective work has resulted agencies identifying areas for development through their action plans which will be monitored through the Quality, Audit and Outcomes sub group. Areas of good practice were in evidence such as the Health Child friendly complaints leaflet, this has been shared across Health partners. Inclusion and Alternative Education is a reconfigured service which reflected that the process had been particularly beneficial in auditing what was previously in place and ensuring future safeguarding arrangements met requirements.

Section 11 Case Studies

Learning together as a Board- has been promoted by presentations at Board meetings. The case studies have highlighted good practice between agencies,. Issues where they have arisen have been addressed as part of the core discussion and agreements reached.

There have been three presentations to the full Board of specific cases, identifying how agencies are better able to work together to safeguard children. To date presentations have been undertaken by Brent CCG, presented by the Designated Doctor, Community Services Brent, presented by a team of school nurses and a joint presentation by CAIT and Social Care. The presentations have encompassed what is working well, what could have been done differently and what actions have been taken to improve services. All Board members have the opportunity to both ask questions and reflect on the performance of their own services in the context of the case resulting in actions put in place to improve practice, service and training opportunities.

Collective Assessment

The work of the Board is undertaken through its sub groups. The work plans of the subgroups are informed by the Business Plan and this section of the report reviews this work. A "signs of safety" approach has been adopted by the Board as a mechanism for evaluating its own practice and the work of the sub groups by using "what's working?"; "what are we worried about?" and "what can we do about it?" The "what's working" element addresses the impact of the work so that partners can be more confident about minimising risk and having practices in place that promotes children's safety. The model also demonstrates the achievements challenges and future plans to the Board.

This approach is part of a wider approach adopted by Brent Children's Social Care and partners in their work with child protection.

Quality Audit and Outcomes

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
1	<p><u>Quality Assurance and Learning Improvement Framework</u></p> <p>The framework is developed to identify how Brent LSCB will monitor and evaluate the effectiveness of partner agencies work.</p>	<p>The Board will be aware, through both quantitative and qualitative information of the effectiveness of organisations in safeguarding children.</p>	<p>The Quality Assurance and Learning Improvement Framework was signed off in December 2013 by the full Board.</p> <p>The framework encompasses qualitative and quantitative data under three dimensions.</p> <ul style="list-style-type: none"> • The effectiveness of member organisations to safeguard and promote the welfare of children • The effectiveness of multi-agency practice to safeguard and promote the welfare of children • The effectiveness of the LSCB and it's members safeguard and promote the welfare of children 	<p>A timetable has been set up for all audits but there has been some slippage with the themed and reflective audits</p>	<p>Commitment by all partners to promote the learning aspect of cases and encourage participation in the reflective and practice audits</p> <p>Agreement across group that members will take turns to facilitate audits.</p> <p>Is there a training need in which case customised learning can be set up for the group? Does it need to be a group member, could multi agency managers be called upon.</p> <p>Self audit process</p>
2	<p><u>LSCB Dataset</u></p> <p>(Effective organisational safeguarding practice)</p> <p>Appropriate multi agency management information is collected and analysed with regards to safeguarding and promoting the welfare of children and young people</p>	<p>The Board has access to relevant multi agency data and is able to measure the effectiveness of multi -agency safeguarding activities</p>	<p>The dataset is in place and is being monitored by the Board.</p> <p>Data has been divided into helping, protecting and caring in line with the journey of the child to support analysis of effectiveness of interventions for children and young people.</p>	<p>The dataset is subject to ongoing refinements, especially in relation to information from partner agencies and benchmarking. More qualitative data is needed to give a closer view of front line practice</p>	<p>The dataset is being revised to include a wider range of partner information and better benchmarking data to allow comparisons to be made and progress monitored. Greater levels of challenge are possible as a consequence. The data presented has a close relationship to key priorities</p>

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
3	Section 11 (Effective organisational safeguarding practice) Compliance with regards to section 11 is evaluated	Section 11 safeguarding audits to the board that partners are effectively safeguarding children. Areas for improvement are identified and actioned.	All audits for partners have been completed and Challenge and Support meetings have taken place using the completed audit templates. Actions plans for improvements have been received and are tracked by the Board on a regular basis	How do we audit schools? What do we do where there are agencies who operate across two boroughs, could we undertake joint Section 11 audits The capacity to effectively monitor action plans	A model has been produced and has been trialled by one school. This can be shared with the Designated Teachers forum to discuss and take forward once it is established. Consideration of simplified electronic model? Meeting with Harrow/Board discussion All action plans will be placed on the Partnership Improvement Plan and monitored through the QA and O sub group
4	Audit programme (Effective multi agency safeguarding practice) ensures that there are range of themed and case based audits in place to assure the board about quality of practice across agencies and identify areas of improvement.	a) The Board is aware of the quality of practice across partner agencies and is able to track progress against actions plans. b) Agencies work systematically to ensure that children are safe and that where concerns are identified, they are addressed.	A range of audit tools have been identified to address policy/procedure/practice Four themed audits have taken place; <ul style="list-style-type: none"> The interface between adults and children's services Strategy meetings. Role of Parents , Journey of the Child Three have been completed with lessons to be learnt identified and actioned. The interface audit is being refreshed as a result of emerging information from a partner agencies. The actions emerging from the Strategy meeting	Lack of clarity about single agency audits which could inform practice or inform audit choice Concerns were expressed about the outcome of the interface between adult and children's services by a partner agency	Individual agencies were asked to identify what audits single agencies have undertaken and what were the outcomes through their Section 11 audits Additional work to be undertaken to make the audit process even more robust Partners will each present a case which reflects both positive and challenging aspects of working together and how effective working together to safeguard children is promoted Practice and Reflective audits to be undertaken at the same time on

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
			<p>audits have been progressed with Health partners now having clear tools to produce reports.</p> <p>Cases are presented at the full LSCB by individual agencies and agencies working together to review practice, identifying what is working well, barriers and what has been done to improve partnership working. Three cases have been presented, one by the CCG, one by Community Services Brent and a joint presentation by CAIT and CSC</p> <p>Templates are in place for practice and reflective audits</p> <p>Learning events are tracked with outcomes monitored congruently by the Developing a Learning culture sub group.</p> <p>8 feedback sessions for lessons learnt from the 2 Brent Serious Case Reviews for Child F and Child H were attended by 350 practitioners and managers across the partnership.</p>	<p>There has been some slippage with regards to practice and reflective audits.</p> <p>A pilot of the practice audit tool had limited success in terms of across agency feedback. This is being pursued.</p>	<p>identified cases and the workers involved in the case to attend a group meeting to look at what is working, what are the barriers to effective working and what we will do about it?</p> <p>A clear timetable of when reflective and practice audits needs to be undertaken with leads to chair the reflective meetings identified.</p>
4	<p><u>Partnership Improvement Plan (PIP)</u></p> <p>(Effective Board)</p> <p>is in place to enable the Board to monitor progress against agreed actions across all agencies</p>	<p>The Board can be assured that all agreed actions across partner agencies are in place and as a result children are safeguarded.</p>	<p>The PIP is in place, monitored on a regular basis and concerns are highlighted and raised pro-actively with partners.</p>	<p>A risk register needs to be developed</p>	<p>London colleagues to be contacted to see who has an effective model that they can share</p>

Vulnerable Groups

No.	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
1	Children and Young People perceived as particularly vulnerable are identified and protected	Appropriate mechanisms for identification of potentially vulnerable children and young people are in place and inform service provision	<p>Brent is a designated priority borough for Gangs and Youth Violence and the Prevent agenda and multi agency partnerships are in place.</p> <p>A presentation took place on 26.2 identifying the work of all groups working with Vulnerability at this time across all agencies to clarify governance and reporting arrangements.</p> <p>Appropriate discussions have taken place to ensure effective collaborative work across the LSCB and the Safer Brent Partnership.</p> <p>Work is underway with regards to missing children and children missing from Education</p> <p>CSE Task and Finish group is in place, draft strategy and action plan produced</p> <p>FGM group in place</p> <p>Children with Disabilities Task and finish group is in place</p>	<p>There are potentially two statutory bodies with the same agenda and this needs to be progressed without duplication.</p>	<p>Particular groups of very vulnerable children receive better protection through better risk management and improved identification.</p> <p>Data is effectively collated</p>
2	A "Vulnerable Children's Panel" be set up to determine numbers of vulnerable young people and inform multi agency service planning to meet their needs	The Board is aware of the range of vulnerability within the population of children and young people in Brent and appropriate services can inform service planning	<p>The Missing and Sexual Exploitation and Vulnerability Panel was set up on 5.11 and is operational.</p> <p>It has considered to 30 cases to date</p>	The membership of the Panel needs to be reviewed to ensure everyone who needs to be there is present, either on a regular basis or if a specific case requires specialist input.	There is a need to continually evaluate the outcomes and effectiveness of service delivery.
3	Appropriate Task and finish groups set up to provide targeted actions with regards to specific themes/groups	Timely targeted action plans are developed and owned from a multi-agency perspective to improve outcomes	<p>CSE and FGM groups in place and a multi agency action plan is being progressed.</p> <p>Children with Disabilities Group to commenced in September</p>	<p>CSE group potentially has an on-going agenda and so doesn't fit the remit of a Task and Finish group.</p>	<p>CSE to be addressed at Seminar and decisions re progressing the agenda to be agreed.</p> <p>The FGM report will be taken to the April Board and recommendations made.</p> <p>Consideration to be given to the</p>

No.	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
				<p>The FGM group has concluded it's work and next steps need to be agreed and progressed and issues to be addressed with local communities.</p> <p>The children with Disabilities group have met once but no further meetings have taken place as a result of restructure.</p>	<p>recommendations emerging from the Harmful Practices report led by Cllr Ann John to be presented to the Council's Scrutiny Committee</p> <p>Staff to attend the Met Police and West London seminar on 28.3.2014 to raise awareness</p>
4	A "whole family" approach is adopted with regards to safeguarding to include protection of vulnerable children /young people and adults	Effective collaborative work is undertaken by both the LSCB and SAB to promote effective multi agency working to protect the whole family	<p>Section 11 audits have produced some helpful actions for progressing a "Whole Family" approach</p> <p>Toolkit has been shared with Adults to support staff</p> <p>Interface Audit has given focus for inter-agency protocols at the point of transition</p> <p>Joint actions between the Chairs of both SAB and LSCB have been agreed.</p> <p>Managers and Heads of Service of Transition service have CP experience</p>	<p>There needs to be improved communication across agencies to ensure clarity of what work is being undertaken to avoid duplication</p>	<p>Head of Safeguarding to join Adults Board to enable more effective information sharing re Children's Social Care.</p> <p>Children will be better safeguarded if practitioners consider the bigger picture with regard to issues affecting children within families</p>
5	Risk areas are identified to ensure that appropriate service planning can be in place to promote and safeguard the welfare of children and young people	Services are targeted in areas of the greatest need	CSE and FGM groups have identified risk areas in service and identified action plans to address	Engagement of GP's Raising awareness of referral pathways for FGM	The Vulnerable Groups seminar has outlined what is currently in place and can provide clarity where gaps exist and make suggestions of how this can be covered from a multi agency perspective

Voice of the Child Sub Group Work Plan

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it/are we doing about it
1	Brent LSCB is able to effectively engage with and consult children and young people to ensure their voices inform the work of the Board	The Board is able to demonstrate the impact of the voices of children and young people on the work of the Board and service delivery.	<p>Involvement and consultation with the Youth Parliament is effective. A recent consultation with the newly elected parliament took place on 22.2.2014 and identified the safeguarding priorities of the parliament. The last consultation was undertaken jointly with Health colleagues to establish Young Peoples safeguarding priorities and how they wanted their health needs met. This consultation informed the setting up of health services for young people through the CCG and how the Vulnerable Groups sub group has been set up.</p> <p>The Child in Action group for young people has been consulted with regards to safeguarding priorities which have informed the development of the Vulnerable Groups sub group</p> <p>A consultation group of Brentonians (a group of young people who had undertaken a leadership course run by Brent Youth Support Services) took place.</p> <p>This group identified that their biggest safeguarding concerns are:</p> <ul style="list-style-type: none"> • Bus safety • Road safety • Gang culture • Paedophiles • Legal highs • Who to go to when in trouble <p>A specific concern about Barham Park being dark and men loitering has been raised with the Parks Service. This has been raised with them and the Parks Service are undertaking work to</p>	<p>We are not sure that we are targeting all established groups especially vulnerable groups and devising effective ways of doing this.</p> <p>Whilst we were usefully able to consult with the Brentonians (a group of young people who had undertaken a leadership course at Eton) this group was an all female group and once again, was from a specific group of young people who welcomed our questions, rather than the more difficult to engage and hard to reach young people.</p> <p>Multi-disciplinary and multi-agency audits do not as a matter of course incorporate the voice</p>	<p>The Voice of the Child sub group will take advantage of the Vulnerable Groups presentation on 26th February 2014 identifying operational groups currently in place, to explore consultation opportunities with those particular groups, this will give broader access to the various voices of children and young people.</p> <p>Liaise with the voluntary sector where there are services for young people e.g. Victim Support</p> <p>Work with BYM2 youth group to gain more male responders when established at the Roundwood Centre. This is in line with the Brent Borough Plan to encourage use of the centre across a broader range of young people</p> <p>Check what youth service provision there is in relation to the Youth Bus and Detached Social Workers. There may be similar posts about sexual health and drugs.</p> <p>Create a link to sexual health drop in nurse so they can raise SC concerns with Voice of the Child sub group.</p> <p>Each LSCB rep to feedback to the group any service offered to YP where their voice could be heard and a feedback loop established to the Voice of the</p>

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it/are we doing about it
			<p>increase lighting and cut back undergrowth and replanting so designing out crime.</p> <p>Partnership work with the Community Safety Partnership is positive with a cross fertilisation of knowledge and ideas to promote safeguarding</p> <p>The multi-agency Gangs Strategy has been produced which will have a joined up approach to addressing gang related issues and concerns.</p> <p>Feedback from pupils leaving schools not feeling safe – example of Queens Park School where pupils not feeling safe at bus stop where affray had taken place</p>	<p>of the child to be a golden thread across services and viewed as a key part of delivering quality services.</p> <p>The sub group itself has been operating at an operational rather than a strategic body. The group could be more effective by utilising operational groups in place and a scoping exercise of what is in place could be undertaken to identify groups in place and consultation opportunities.</p>	<p>Child sub group.</p> <p>Need to get back to young people with responses from their points</p> <p>Work collaboratively with Safer Schools Partnership to access the established forums for consultation. There are police officers linked with schools who can be a point of contact for establishing effective communication.</p> <p>Possible forums for YP linked to School Councils to meet Police on termly basis to inform of their concerns and receive feedback on what has been completed to tackle YP concerns has been discussed with the Chief Inspector (Partnerships) with the Met who is positive about taking this forward.</p> <p>Explore Safe Schools Protocols which should describe the Safer Schools Partnership joint responsibilities</p> <p>Change the audit templates to include the voice of the child so that every agency is feeding back on this.</p>
2	<p>Young people identify how best to voice their concerns about safeguarding</p>	<p>There are a range of opportunities for children and young people to voice their concerns about safeguarding and these are utilised to good effect</p>	<p>The Board met at the Village School where selected Board members met with young people from the Village School, Kingsbury High School and the Pupil Referral unit. They raised a series of points including issues with parks lighting and travel to and from school.</p> <p>Questionnaire has been available to YP presented at Youth Parliament and Youth conference</p>	<p>Lack of feedback from boys</p> <p>How we gain feedback from the younger age group</p> <p>How can we gain</p>	<p>Theme the Board's agenda so we can focus on YP issues or report on gaps and put things in place.</p> <p>To hold a meeting of the LSCB at a school on an annual basis.</p> <p>Involve the Youth Parliament or the members of this sub group to articulate</p>

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it/are we doing about it
			<p>Questionnaire used a catalyst to inform discussion and feedback from Children in Action</p> <p>Discussion with girls attending Roundwood Youth Club</p>	<p>more feedback from vulnerable groups</p>	<p>their priorities</p> <p>Work with BYM2, once established</p> <p>Arrange to see group of YP who are looked after to hear their issues in 2014 and encourage the Council to create young apprentice positions for liaison with vulnerable groups.</p>
3	<p>Safeguarding is addressed at least once a year at all school council meetings across the borough</p>	<p>All school pupils with a school council are involved with regards to what they think, what they want, and what they need about safeguarding</p>	<p>2 YP from the Youth Parliament have attended the group</p> <p>The Youth Parliament is open to being involved</p> <p>8 adolescent girls attended a meeting in September 2013 at Roundwood</p> <p>The LSCB met at the Village School and YP from the school and the local PRU were invited to part of the meeting and gave their safeguarding concerns to the board members. Involvement of YP at the end did require careful consideration and preparation of the YP by the relevant head and LSCB members.</p> <p>The Director of Children and Families and Head of Safeguarding did a presentation to school governors on their roles and responsibilities</p>	<p>There have been no safeguarding sessions through school councils.</p> <p>The interface with the School Head Teachers and School Councils is a missed opportunity</p>	<p>Possibility of creating ambassadors that go into schools and talk to other YP about safeguarding Think about who could pilot this approach in schools</p> <p>Write to Head Teacher and Designated SC Teacher and SC Designated Governor and hold a meeting or go to an existing meeting to discuss this...</p> <p>Or.. write to the School rep and ask them to raise SC at their School Council</p> <p>Annual presentations to School Governors about safeguarding and their roles and responsibilities</p>

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it/are we doing about it
4	Young people are involved in the development of all Brent LSCB material aimed at young people	All board material is user friendly and fit for purpose	No real engagement so co-producing materials not a possibility yet Meeting at Roundwood Centre in September with 8 girls supported competition with prizes	We have not developed any materials for young people recently We are not aware of the latest electronic and social media ways of communicating with YP	Make some proposals to groups once have gauged what material is friendly to YP: ? Make a video ? Have a Tumblr page ? YP help devise a page on LSCB web site?
5	Brent LSCB works collaboratively with Youth conferences to raise the profile of safeguarding and involve young people with regards to their safeguarding needs	The voices of children and young people from a range of cultures and environments are listened to and their voices inform the work of the Board	This has worked well in the past so there is goodwill towards this involvement.	There has been no Youth Conference.	Liaise with the Youth Support Service to clarify the status of this conference
6	Brent LSCB promotes awareness of Children's Rights	This is a new objective and needs further discussion with the group	The 8 YP at the Roundwood Centre meeting in September were keen to find out about these	This is a new objective and needs further discussion with the group	This is a new objective and needs further discussion with the group. Need to develop a summary of children's rights so this can be presented.

Developing a Learning Culture

No	Aims and Objectives	Intended Outcome	What is working	What are we worried about	What can we do about it
1	Employees across agencies and community members are able to learn from Best Practice both internally and externally	Safeguarding practice and knowledge is enhanced and improved both across the statutory and voluntary and community sectors.	A revised "Working Together" programme has been developed and is available to staff and community members to offer enhanced knowledge and the opportunity to network. The LSCB conference which took place on 20.11.2013 was multi agency event addressing current best practice across Vulnerable Groups, one of the Boards priority areas. The LearningPool Dynamic Learning Environment (DLE) is now operational and accessible to both multi agency staff and community members. All courses are accessed by booking through LearningPool with over 600 people now registered	We need better systems in place to share best practice within and between organisations We need to promote LearningPool and the LSCB more effectively	The appointment of a training coordinator will give capacity for out reach and setting up of sharing best practice forums and ensuring current best practice links are located on the LSCB website. The initiation of reflective and practice reviews through the Quality audit and Outcomes sub group will offer opportunities to share and disseminate best practice.
2	Learning from Serious Case Reviews and Management Reviews are disseminated across all partner agencies and communities	Safeguarding practice is improved and enhanced as a result of learning from SCR's and Management reviews	8 sessions have taken place for multi agency staff with the opportunity for targeted delivery for single agencies about the lessons learnt from Child F and H. 350 staff have attended the sessions and material has been made available for single agency cascade to frontline staff	It is difficult to quantify what difference the learning makes to the outcomes for future children. Workers who attended the sessions were asked for their key learning points and what they would do differently and how would they know they had had a positive impact changes made are difficult to translate into better outcomes for children	There needs to be consideration about linking what workers have said with their managers A Learning Review will be sent out to everyone who attended the conference to clarify the impact of their learning re positive outcomes for children after a 3 month period. The newly appointed Training Coordinator will work with L and D leads to establish better feedback about impact on practice and outcomes.
3	To provide high quality learning opportunities to staff across the partnership and communities of Brent	All training provided by the LSCB has been quality assured and is fit for purpose and is accessible.	The feedback from all training provided directly through the Developing a Learning Culture (DLC) group has been very positive. External providers are where appropriate, quality assured through consultation with other LSCB's. The group has set up a Quality assurance process against which to vet potential providers.	Where free training has been offered from a range of different deliverers, there have been issues of quality which could not have been foreseen. The DLC delivery group is	The setting up of an LSCB delivery group managed by the Training Coordinator would provide a more flexible delivery model. Agencies could open out training opportunities in those areas where the training would be

No	Aims and Objectives	Intended Outcome	What is working	What are we worried about	What can we do about it
		Training addresses LSCB priorities	The implementation of the LearningPool initiative offers quality assured learning opportunities across a broad range of subjects to a multi agency and community audience,	small and contracting with limited opportunity to increase the pool of deliverers. Accessibility is limited. There has been limited publicity with regards to LearningPool which benefits from a physical display. Making certain that there is widespread take up of training opportunities	suitable to a multi agency audience. The ELearning capacity offered through the DLE would offer quality and breadth of delivery. The location of the community Reference Group at the CVS premises will offer greater visibility
4	To develop good partnership arrangements with other LSCBs and share quality learning opportunities	Brent Developing a Learning Culture sub groups works collaboratively with colleagues across Boards to develop and share good practice	There has been attendance at the London Training Officers sub group where useful information can be shared and networking opportunities arise There are good electronic links with the London Board Brent LSCB has been involved in London initiatives to enhance practice through policy and procedure development, e.g. Sect 11 template. Training material developed through the London group with regards to MASH has been disseminated. The Quality of Care toolkit has been shared with other Boards with very positive feedback. The Chair is an active member of the London and National Safeguarding Children's Board Chairs	There is less opportunity to attend Business Managers meetings due to the meetings being on the same day as the LSCB however information is shared electronically.	The appointment of a training coordinator will offer additional capacity to engage in shared opportunities. The training Co-ordinator can attend the London Training group and deputise for the Business Manager if the Board and London meetings coincide.
5	To raise the profile of Brent LSCB across the partnership and communities of Brent and enhance communication across partners and communities	There is clarity about the role and function of the LSCB and it's sub groups across the partnership and communities of Brent	LearningPool has a classroom connect option which has now been purchased which will require anyone wanting to book onto an LSCB course to access via LearningPool. The site is hosted on the LSCB website and so will broaden access to the site and raise it's profile. An E Induction programme which addresses the role and function of the LSCB as well as what to do if you have concerns about any child being harmed	There has been considerable delay in developing both the communication Strategy and ensuring LearningPool is on line. There have been improvements with regards to LearningPool as a result of the purchase of the	The training coordinator role will enhance capacity and will raise awareness of the Board through the LearningPool offer.

No	Aims and Objectives	Intended Outcome	What is working	What are we worried about	What can we do about it
			<p>is mandatory to all council staff.</p> <p>Cards advising what to do if you are concerned about a child being harmed are available to all as are cards covering LearningPool are Board products and raise the profile of the Board. Posters with the same information are available across the borough in the buildings of all agencies.</p> <p>A joint communication strategy is being developed across the LSCB and Adult Safeguarding Board</p> <p>The Independent Chair of the LSCB now has access on the Health and Well-being Board (HaWB) and has access to the Safer Brent Partnership which will further raise the profile of the Board.</p>	<p>Classroom Connect function which enables registration and certification to be done on-line. It is crucial that LearningPool is used as this, plus our website is the hub of the Board's communication strategy.</p> <p>Work with the SAB in terms of the Communication Strategy has suffered as a result of capacity.</p> <p>Safeguarding issues need to be given greater priority at the HaW Board</p>	<p>A protocol identifying Governance arrangements between the two Board has been identified and this should address these issues .</p>

Governance Accountability and Business Processes

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
1	The structure of the of Brent LSCB and it's sub groups are fit for purpose	<p>The Board and it's sub groups address the core purpose of the LSCB which is:</p> <p>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</p> <p>Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)</p>	<p>The Board now has an Executive group and sub groups that reflect the priorities of the Board.</p> <p>Meetings for both the board and sub group are taking place and Terms of Reference established.</p> <p>Task and finish groups have been set up where appropriate.</p> <p>Despite some delay with regards to the progressing of Vulnerable Groups sub group but this has now been resolved and a presentation on 26th February 2014 attended by all current operational groups working with children and young people gave clarity to governance and oversight issues.. The Head of Service of Community Safety now sits on the Board</p>	<p>The Governance Accountability and Business Processes sub group has only met once due to the restructure of both the Council and the Children and Families department. However "Keeping in Touch" meetings have been established including the Leader of the Council, The Chief Executive, The Director of Children's Services, the Operational Director of Social Care Children and the Chair of the LSCB</p> <p>The pace of the work undertaken by the sub groups needs to be quicken.</p>	<p>This sub group will reconvene in the New Year and review the frequency of meetings</p> <p>Lessons have been learnt from the Vulnerable Groups sub group and a refreshed group will be reconvened with a more oversight of established groups of young people. This will work collaboratively with Vulnerable Groups to facilitate their views being heard but will have a broader reach.</p> <p>The Vulnerable groups presentation on 26.2 will be a catalyst more strategic oversight about what is in place, gaps and cohesive work to be undertaken</p>
2	The Independent Chair, Board and sub group members participate fully in the work of the Board and there is an effective mechanism for managing performance	<p>The Board is well managed and effective in undertaking the work identified through the Business Plan and work plans and can be held to account and risk to children is minimised</p>	<p>The Board is well managed</p> <p>The Board is well attended</p> <p>The Executive group signs off the full Board agenda</p> <p>Chairs of the sub groups raise any performance concerns to the Board and appropriate actions are identified.</p> <p>Board members participate and contribute fully to an</p>	<p>There has been concern about appropriate membership in some sub groups</p>	<p>The work of both the Board and sub groups was reviewed at the Business Planning Day on 18.9. 2013</p> <p>Membership of the sub groups has been addressed by the Chair at the Business Planning Day and there have been improvements notably in Quality Audit and Outcomes and Policy and Procedures</p>

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
3	Brent LSCB will establish Constitution which is fit for purpose which complies with "Working Together"	There is clarity about the role and function of the Board, the Executive, it's members and sub groups which is in line with "Working Together"	appropriately crafted agenda The Board has a constitution which complies with "Working Together" 2013	The constitution needs to be reviewed in the near future	The constitution has been reviewed and will be presented to the Executive Board and LSCB in June 2014.
4	The Board will ensure that Policy and Procedures are reviewed in line with the requirements of "Working Together"	Multi Agency and single agency policies and procedures will be presented to the board and signed off as being fit for purpose	The Policy and Procedures sub group is established and it's work plan complies with the requirements Regulation 5 LSCB Regulations 2006 with regards to Policies and Procedures		A 3 year forward plan for review of current policies and procedures has been identified. An agenda with standard items will be agreed to ensure a consistent and thorough approach
	The Board will establish a mechanism for establishing guidance with regards to Safeguarding in Employment	There is clarity for all agencies and voluntary and community groups about expectations with regards to safeguarding in employment or where there is direct contact with Children and Young people	A multi agency Human Resources Reference group has been established and has met on 2 occasions. A presentation updating the board on revised Vetting and Barring processes has been to the Board, agreed and shared across Community groups. Further updates will be presented to the February Board and shared.	The reference group does not include all agencies. There are concerns about engagement with Schools and the Community	A group has been set up chaired by the Interim Strategic Lead for Behaviour, Attendance and Wellbeing to address issues with schools and a revived Designated Teachers group is being established supported by the Board in the first instance but this is to be taken over by the L.A. /Schools once in place. There is a Community Reference group chaired by a Lay Member and collaborative work is taking place with the CVS including a presence at the launch of the new premises and future meetings taking place in the CVS building

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
6	The Board will have a sub committee in place for reviewing available information on child deaths, a Child Death Overview Panel will be in place in line with the revised "Working Together"	The aggregated findings from all child deaths in Brent inform local strategic planning on how best to safeguard and promote the welfare of the children and young people of Brent	The CDOP meets regularly, is well attended and informs local strategic planning on how best to safeguard and promote the welfare of the children and young people of Brent. Papers and presentations have been made to the LSCB and the	Better uptake of learning from CDOP cases.	This group is established and operational. There have been information sharing issues which are being addressed effectively at the Executive Group level.
7	The Board will have a sub committee in place consider Serious Case Reviews and to make decisions against the working together criteria	Referrals with regards to SCR's or cases which do not meet the SCR criteria but offer learning around multi agency practice and procedure are discussed	The Board has an established well attended group that undertakes SCR's in accordance with regulation and management reviews when required. Learning events have been timely and well attended with these having attended, reporting what they have learnt and how they will improve their practice	Reviews and SCR's have not taken place in a timely manner. There have been good reasons for the delay in most cases but this is something the sub group needs to be vigilant about..	Timescales for undertaking SCR's and management reviews need to be carefully monitored and actions taken to ensure timely completion.

Policy and Procedures

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
1	Develop guidance for policies, procedures and protocols to be presented to Board	Consistent policy and clarity across agencies about the way we do our work in Brent including how we share information.	There has been on going discussion and in principle agreement about what policies need to be refreshed or updated. Any policy or procedure that includes a multi agency safeguarding context needs to come to the group. There is an expectation that any procedure or policy presented to or initiated by this group will be tracked and reviewed to ensure fitness for purpose	Membership of the group is not fully representative of the Board and so any actions with regards to the guidance need to be informed by a fully representative group able to speak with authority. As a minimum requirement this sub group requires partner reference points	Guidance was agreed at the December 2013 Board
2	A template is developed to track progress of procedures /policies and protocols including inception, progress, sign off and review	All policies , procedures and protocols developed through the group are kept under scrutiny to ensure continued fitness for purpose	The template has been drafted and partially populated.	Whilst there have been a series of policies produced, they have not formally been signed off by the Board. This has been in part as a result of the group not being operational for a year prior to the creation of the current group in January 13.	Future policies and procedures will be tracked through the template to ensure that initiation date, completion date, sign off date and review date are recorded as a matter of course. New Policies and procedures will be signed off by the Board
3	Review of current procedures as required	Appropriate procedures	Recent policies including Thresholds and Allegations against Professionals have been signed off by the Board and these has been added to the template so progress can be tracked.	There is a backlog of procedures that have neither been to the Board or where agreement has been given but no review has taken place.	The meeting of 30.1.2014 will identify a 3 year forward plan with review dates in place
4	Develop new multi agency policies , procedures and protocols as required	Brent LSCB has appropriate multi agency policies and procedures in line with current legislative, national or local requirements	There is a branded template for future policies and procedures and these will be located on the LSCB website	There will need to be leadership from within the group and a multi agency working group set up to produce any new procedure, due to a reduced and unrepresentative current membership there is likely to be an over-reliance on the current membership	Membership needs to be reviewed again and it has been agreed that the option to co-opt members for particular pieces of work based on skills and knowledge needs to be adopted.

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
5	Draw up a local protocol to ensure compliance with the Licensing guidelines	Protocol in place	A draft protocol has been drafted by the Business Manager with input by Legal and the Police		The procedure will be presented to the February 2014 Board
6	Safeguarding disabled children	Disabled children's safeguarding needs are identified and appropriately referred.	A report was presented to the last Board with the suggestion that a Task and Finish group be set up to address this area. This recommendation was agreed		The Task and Finish group was set up meet on 18-9-13.

Child Death Overview Panel

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
1	Ensure Child Death Review Panel(CDOP) is in place	Child Deaths are reviewed in line with requirements of Children Act 2004 and Working Together 2013	<p>The panel has been in place since 2008.</p> <p>During the last financial year, (until 17.01.2014) the panel has met on four occasions. The panel has reviewed 33 cases and was notified of 26 cases.</p> <p>The CDOP is properly constituted with implementation of rapid response meetings when appropriate.</p>	<p>This is an effective group but on occasions there can be limited representation.</p>	<p>Agencies are advised of the panel requirements and ensure they have appropriate representation.</p> <p>Provide the necessary challenge.</p>
2	CDOP processes are effective	CDOP reviews all deaths in a timely manner.	<p>Information sharing is timely and in full avoiding unnecessary interventions that are stressful to bereaved families and carers and leads to appropriate safeguarding children /medical decision making in services.</p> <p>Decisions made by the Panel are disseminated to front line staff that have dealt with the deceased and their families.</p> <p>The unexpected deaths of two children in January 2014 have triggered a SCR as per Working Together to safeguard Children 2014.</p>	<p>Information sharing from the local acute Trust is poor and availability of PM results from pathologists has been difficult</p>	<p>Concerns have been expressed at Executive levels in health and at the LSCB.</p> <p>The Chair of the board has met with the CEO of NWLH NHS trust to challenge this and other aspects of performance.</p>
3	Preparation of annual report	Child Death Annual Report for each cycle complete and fit for purpose	The report is prepared in good time and addresses the required elements of the report. Lessons learnt from the review process is shared with the LSCB and Health and Well-Being Boards to	No particular concerns	Nil

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
4	Training sessions on child death reviews and lessons learnt	<p>Quality seminars and workshops are organised and delivered to large groups on</p> <ol style="list-style-type: none"> 1.raising awareness about child death and 2.learning the lessons from our cases and preventing deaths where possible support for professionals working with families and child death 	<p>ensure dissemination from a multi agency perspective</p> <p>Training is organised and delivered by NHS Brent CCG staff and outside speakers</p> <p>Training has been focused on preventable causes of child deaths.</p> <p>Over the last year there have been 5 Sudden Unexpected Deaths of Infants (SUDI) and so training sessions have focussed on this area.</p> <p>The panel have endorsed that ensuring care of the new-born infant (CONI) is provided is a preventative factor for families in need.</p> <p>A young person who died from hanging was a LAC and was the subject to a SCR and inquest. The case highlighted the mental health needs of adolescents especially LAC.</p>	<p>Limited resources to co-ordinate and deliver training across partners</p> <p>Request additional resources and appoint a training co-ordinator</p>	
5	Revision of Working Together 2013 – implemented into updated P & P and local guidance	Current Policy and Procedure is in line with current legislation	The Policy and Procedure covering Child Deaths is in line with Working Together 2013 requirements	No particular concerns	Nil

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
6	Staff are in post to support the CDOP process	The CDOP and child death review process is effectively supported	The Panel is appropriately supported in the child death review processes and the conduct of the panel meetings		Continue to promote the efficacy of the processes.
7	Rapid Response protocol procedure is in place	Unexpected deaths can be responded to in line with requirements through the Rapid Response team	Where required, child deaths are appropriately responded to by an appropriately staffed team that may conduct home visits.	Lack of health staff to perform the home/scene visits	

Page 71

Child Death Details see Appendix J

The Child Health Profile was released in March 2014 and notes that child mortality rates are worse than the England average whereas infant mortality is similar. This has been noted through the CDOP annual report which noted the increase in Sudden Unexplained Death in Infancy (SUDIs)

Serious Case Review sub group

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
1.	<p>Work in accordance with Chapter 4 of Working Together to Safeguard Children 2013, and Brent's LSCB Learning and Improvement Framework.</p>	<p>The work of the Serious Case Review sub-group is in accordance with Working together guidance and the Board's Learning and Improvement framework</p>	<p>All work has been undertaken in line with guidance.</p> <p>The sub group is well attended by the right people; decisions are made in line with guidance and are well considered and recorded.</p> <p>The National Panel of Independent Experts is appropriately consulted</p>		
	<p>To undertake Serious Case Reviews in line with Regulation 5 of the LSCB Regulations 2006</p>	<p>Serious Case Reviews undertaken by Brent LSCB meet the criteria specified</p>	<p>Consideration is given at the request of the LSCB Chair whether a Serious Case Review (SCR) should take place, and recommendations are made to the LSCB Chair who has ultimate responsibility for deciding whether or not such a Case Review should be conducted.</p> <p>Learning is appropriately disseminated across the partnership. Seminars have been provided with regards to Child f and Child H with attendance being mandatory for some agencies.</p>	<p>Capacity to carry out an SCR is a real concern especially when there is more than one case under review.</p>	<p>Resource each SCR on a case to case basis</p>

No	Aims and Objectives	Intended Outcome	What's working	What are we worried about	What can we do about it
3	To undertake Management Reviews	Reviews are undertaken not only where there are statutory requirements where useful insights and learning can be gained into the way organisations work together to safeguard and protect the welfare of children	A Review have been undertaken with regards to Child AD which did not meet the SCR criteria but offered significant learning opportunities	Whilst there were good reasons for the delays, the process was not timely.	Ensure clear timescales which are carefully monitored. The inclusion of timescales into contracts with independent providers.
4	To oversee the implementation of actions resulting from SCR and Management reviews	Actions are progressed and partners and the Board are able to demonstrate the impact.	Actions are being implemented systematically across the partnership and are being monitored by the SCR sub group and cross referenced with the Quality Audit and Outcomes sub group.	Accurately describing the impact on outcomes for children.	Develop qualitative measures to compliment quantitative data.
5	The Learning from SCR's and Management Reviews is shared across the partnership and as widely as possible	There is evidence e that children and young people are better protected as a result of broadly disseminated learning.	The learning from SCR's is shared across agencies and is accessible to all	Learning is not accessible to the third sector and non statutory agencies	A section to be developed on the website by the Training Co-ordinator, linked to LearningPool and publicised across the borough.

Serious Case Review sub group

2 Serious Case Reviews were undertaken over the last year and one has recently been commenced, due to be completed in July 2014.

An SCR was undertaken with regards to Child F, October 2011 integrating aspects of the systems model discussed in the Munro report. The completed SCR was presented to the Board on the 3rd 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 13th February 2013. The action plan has however been progressed since the sign off on 3rd July 2013. This report was published after consultation with the National Panel of Independent Experts. The key learning points from this review were:

- Where parents do not live together and have children, efforts need to be made by health professionals to share information, in this case both mother and father had separate GP's and both GP's had different sets of information.
- When patients who have mental health problems become fathers, this should be noted on their files so everyone in the practice who has access to the notes is aware.
- Health professionals working with mother need to be clear about the detail of non resident fathers and their caring responsibilities with regards to their children and should have training to ask these questions.

A further SCR was undertaken as a result of the tragic death of Child H. This was a very complex review involving 2 local authorities and two county councils. A range of different agencies were involved with the young person and their family. This SCR was published on 7th August 2013. Eight joint learning events have taken place with 350 people having attended representing all agencies. The key learning points here were:

- The importance of effective information sharing both inter and intra agency,
- The impact of gangs and effective safeguarding for a gang affected young person,
- The impact of risk taking behaviour.
- The importance of culturally competent practice so that children from minority, cultural and ethnic backgrounds are not disadvantaged
- Where a child is part of a family seeking asylum is suspected of being at risk of significant harm or becomes looked after the LA should always seek information from UKBA as part of it's assessment process.
- Commissioning arrangements across agencies need to be carefully reviewed
- Professionals need to read the files and ensure they are aware of the history of the case.
- The impact on young people where there are placements outside London and the challenges of building relationships with YP in these circumstances.

Action plans have been put into place for all agencies concerned and are monitored through the SCR sub group.

A Management Review, utilising elements of the SCIE model has been undertaken, this review has been completed and actions emerging are being addressed and monitored. The key learning points from this review are being cascaded through the teams.

Two learning events were presented to schools through the LSCB with regards to the learning from the Daniel Pelka Serious Case Review on 2nd December.

Further sessions were offered to sessions were extended to multi agency staff on the 14th December and 4th March.

9. Achievements and Challenges

Achievements

This annual report considers the progress made in implementing the 2012-2015 Business Plan over the period April 2013- March 2014. It builds on the work of the previous year where the Ofsted Inspection report of October 2012 acknowledged the revised business plan "clearly demonstrates high aspirations and ambitions, through five appropriate priorities". Work on these priorities can be seen both in terms of achievements but equally challenges, to progress to where the Board aspires to be.

The achievements and challenges of the work undertaken by the Board's sub groups have been addressed in some detail in the above tables using the "Signs of Safety" approach. The "What's working" section has identified positive impact on outcomes for children and effective partnership working across agencies. The "what are we worried about ", has identified challenges and the "what can we do about it" offers concrete and measurable actions that can be taken.

There have been two collaborative events hosted with partners, White Ribbon Day, a day challenging violence against women and girls, which took place on 25th November 2013, hosted by Community Safety with LSCB input. International Women's Day was celebrated on 12th March through an event hosted by the Equalities team, Community Safety and Brent LSCB. An event steering group has now been set up to coordinate information sharing and presentations at Council and other Brent events, where awareness of Safeguarding and the work of the Board can be promoted.

Under the auspices of the "Developing a Learning Culture" sub group LearningPool has progressed significantly. It was launched on 27th March 2013. There are now over 1000, registered users who are able to access free, quality assured safeguarding training and enhance their safeguarding knowledge to better protect the children and young people of Brent. There is the capacity to develop further programmes and there will be a suite of learning opportunities covering a range of safeguarding topics at a range of levels that can be either used as an individual learning aid or as a tool for group learning. Feedback to-date has been very positive and a formal evaluation will be undertaken by the Training Co-ordinator. The instructions of how to use the site are now available in the 10 most used languages in Brent which will enhance accessibility.

The LSCB annual conference attracted a multi agency audience of over 200 people. The conference addressed Vulnerable Groups, one of the Board's priorities. The conference included excellent presentations from Dr Helen Beckett on Child Sexual Exploitation and Gangs by Alyas Karmani both of whom had been recommended by other London based LSCBs.. It concluded with a play by the AlterEgo Theatre Company "Chelsea's Choice" an innovative and powerful production highlighting the very serious and emotional issue of child sexual exploitation. An evaluation of the impact of learning from the conference 6 months after the event will be undertaken by the LSCB Training co-ordinator. The initial evaluation was extremely positive.

The October meeting of the Board took place at the Village School. Young people from the Village School, Kingsbury High and the Church Lane Pupil Referral Unit, were invited to meet small groups of Board members to give their views about what worried them. The young people present shared concerns about street lighting in parks generally; they specifically raised concerns about Barham Park, which was identified as a dangerous environment. They specifically mentioned concerns about poor lighting and overgrown areas. This was taken forward by the Board, who were able to advise the young people that landscaping was due to take place in March 2014, which would make the park a safer and more user friendly environment. This was a real example of the "Voice of the Child" being listened to and a positive response received.

The Vulnerable Groups sub group has worked hard to be inclusive and collaborative to ensure that there is genuine working together ensuring that voluntary sector partners have been included. The event of 26th February offered a springboard into working to improve outcomes for children and young people from a position of enhanced knowledge and a genuine grasp of what is in place, what is in development and what is needed. Work undertaken through the Task and Finish group on CSE has resulted in a revised strategy and action plan. In November 2013 the first meeting of the Vulnerability and Multi Agency Sexual Exploitation panel. This panel has gone from strength to strength and now has full multi agency buy-in. Work undertaken with regards to FGM has been taken forward by the Assistant Chief Executive as part of a broader piece of work on harmful cultural practices such as Forced Marriage and so called Honour based violence.

The Quality Audit and Outcomes sub group has developed a Learning and Improvement framework which addresses organisational improvement, professional improvement and considers the work of the Board itself. The work of this group has influenced the Board changing it's "high aspirations and ambitions priorities" to SMART priorities identified in the Chair's forward through developing a even more meaningful database from which to interrogate emerging themes and patterns. Feedback the March 2014 sub group was that the child friendly complaints leaflet initially shared by CNWL to other Health colleagues through the Section 11 process has been further developed and will be used across providers not only in Brent but in Ealing and Harrow as well.

Brent CVS have recently moved into new premises and have proposed that safeguarding learning events can take place in the centre as well as outreach opportunities offered to individual groups through the LSCB Training Co-ordinator. The Lay Member on the Board is Chair of the Community Reference Group and is working hard to establish robust links with the CVS and the communities affiliated to the group. Brent LSCB is currently recruiting for a second Lay Member; this is being done collaboratively with the Brent CVS to access their network of community groups and raise the profile of the Board and its work.

The current Lay Member has been very proactive, having a regular slot on a local radio station, raising the profile of safeguarding and the work of the LSCB to audiences that can be hard to reach.

She has been appointed Regional Safeguarding lead for a Church group that covers Wembley and Harlesden and sits on the Safeguarding Board for a National Faith Group that covers three Churches in Brent, all of whom have been encouraged to use LearningPool. She has successfully put forward a bid to put on a safeguarding event that

will bring together young people, charities, local faith groups to re-launch the Community Reference group and raise the profile of safeguarding at the Newman Catholic College on 9th July 2014.

Young people from Newman College, The Convent of Jesus and Mary Language College, Capital City Academy in association with the US Charitable Trust and RAFFA, will develop a short film to raise the importance of safeguarding amongst young people. JSTAR (Just Stand Together and Reach) youth, a community group of whom the Chair of the Community Reference Group is CEO will be designing and develop awareness raising products for young people.

Brent's Multi Agency Safeguarding Hub came into being on the 1st July, this initiative has been fully supported by all partner agencies.

Challenges

The Board agenda offers opportunities for information sharing and discussion, but also encourages questioning and challenge.

The six meetings that have taken place this year with a range of areas having been addressed.

February 2013 addressed **Children Missing in Education**. This had been an on-going area of concern addressed by the Board in May 2012. The Board was influential in getting an additional Education Welfare post in place to collate data from the range of databases available. The revised Children Missing in Education produced as a result of recent national guidance is due to come the Board in June 2014 for the board to be updated on progress. It is acknowledged that further work needs to be done.

The initial strategy for the **Health and Well-Being Board was perceived to be insufficiently child focussed**. This resulted in comments from the LSCB being taken back to the Health and Well-Being board and the strategy amended.

An initial presentation of the **"Working with Families"** strategy identified a multi agency Early Help response, encompassing the Multi Agency Safeguarding Hub, Edge of Care initiatives and Aligned Services. This enabled the Board to be aware of proposed Early Help developments The Board needed to satisfy itself that safeguarding was fully integrated, further feedback was requested. The strategy is to be revised and will return to the Board for information and oversight in April 2014.

A report was requested for the April 2013 Board, as a result of the Governments proposed **Welfare Reforms** and a need to understand the potential impact of safeguarding on those children directly affected. A series of multi agency meetings were held to ensure that there would be packages of support for families affected from multi agency perspective. A

Welfare Reform Protocol was produced through the Education Welfare Service to ensure a co-ordinated response. There were assurances given to the Board and evidenced that there was good communication with the areas where families were relocated to ensure continuity of support where there were already packages of care in place, and information sharing where there might be potential risk.

The June Board further considered the “**Working with Families**” initiative and noted the importance of careful linking with the work of the “Vulnerable Groups” sub group. This was taken forward through the information sharing event on 26.2 2014.

The October Board was a ground breaking event, whereby the Board re-located itself to a Brent school to be more accessible to children and young people and to hold a series of consultation events with young people invited from a range of Brent schools. This will now become an annual event where the Board can actively demonstrates it listens and responds to the **Voice of the Child**.

December offered the opportunity of a case presentation of multi agency working from Social Care and the Child Abuse Investigation Team. It is important to acknowledge positive outcomes in multi agency working and learn from good practice as well as the more challenging lessons that come from Serious Case Reviews and Management reviews.

The February 2014 Board heard a report from the Chair of the Community Reference Group, also Brent’s first Lay Member, which offered an insightful reflection on the work Board from a Lay member perspective.

The Lay Members have actively challenged the Churches, Social Enterprise and voluntary groups locally to review their practices and introduce policies and procedures regarding safeguarding children at two events in July and October. As a result a Safeguarding Event has been planned for 9th July 2014 at Newman Catholic College - highlighting the risks to Children and Young. The event will be performed for children and young people by children and young people.

There are more formal challenges which are noted in the challenge log. The following table outlines these challenges and the impact and learning that has emerged. The biggest challenge the Board faces is being able to clearly define the “so what” factor. The Board is grasping this nettle by changing it’s priorities to be more targeted. This annual report asks the Board to consider changing its Business Plan and adopting the priorities outlined by the Chair in his forward. It will focus on discovering, investigating, listening, learning and improving.

- **Discovering;** Having an accurate shared and owned LSCB dataset which informs our understanding of what is happening from a multi agency safeguarding perspective.
- **Investigating;** Finding out who our children at greatest risk are and identifying how to protect them including *Develop an effective Information Sharing protocol*
- **Listening;** Listen and respond to the voice of the child and consider their views in everything we do.
- **Learning;** Become a Learning Organisation, providing opportunities for professional development in safeguarding from Serious Case Reviews, Management Reviews, local and national developments.
- **Improving;** Improving quality and assurance around practice and service delivery to children and young people across the partners

Challenges

The Board has been proactive in holding partners to account and has challenged where matters needed to be addressed, this has been done formally using the "Challenge Log" and through discussions within the Board meetings.

The Challenge	Agency/Agencies Challenged	Date of Challenge	Outcome	Impact/Learning
Brent PRU failed to produce a Chronology and IMR for the Child H Serious Case Review from August 2012 after a series of requests.	Brent Children and Families, Early Help and Education	21 st November 2012	Outcome A Letter was sent to the Assistant Director, Early Help and Education requesting the Chronology be produced Chronology and IMR report completed and submitted to Brent LSCB on the 29 th November 2012	A new procedure was instigated by CSC OD where by if children were known to social care on admission to the PRU information must be passed via the child's key worker at the point of entry. When a referral is made to the PRU by Alternative Education they must check see if any other agency is involved?
The SCR sub group were notified that a Serious Incident on a paediatric ward involving a child had taken place.	NWLH NHS Trust	June 2013	A letter was written to the Lead physician Dr Muller asking for him to present the case and emerging actions to the SCR sub group. This case was presented 19.4.2013	There is now an enhanced degree of rigour with regards to compliance with hospital procedures All SI where there are safeguarding children and young people issues will be brought to the SCR panel for scrutiny
The LSCB was invoiced for services which should have been provided as part of NWLH contribution to the Board	NWLH NHS Trust	June 2013	The NWLH Board member initiated an internal investigation	There is enhanced scrutiny by the new NWLH safeguarding lead with regards to invoices submitted to ensure financial regulation compliance.
NWLH NHS Trust had not made a contribution to the Brent LSCB budget	NWLH NHS Trust	June 2013	Contribution to LSCB Budget for 2012-13 and 2013-14 received	The Board now has increased resources to enable the running of its business which is overseen by the executive
A challenge has been made to Health & Wellbeing Board to incorporate children's issues explicitly in their work.	Chair of Health and Wellbeing Board	September 2013	Proposed action is that LSCB's annual report and business plan are an annual agenda as an item for discussion.	Will be resolved by Chair of the LSCB <ul style="list-style-type: none"> An agreed protocol will be signed off by both the H&WB and the LSCB Boards.

Date of publication: Friday 6th June 2014

Approval process: Approved at the LSCB meeting of 4th June 2014

Availability and accessibility: available through the Brent LSCB website: www.brentlscb.org.uk

Contact details; Sue Matthews, LSCB Business Manager

sue.matthews@brent.gov.uk

Tel; 020 8937 4299

APPENDIX A

National Census 2001 & 2011

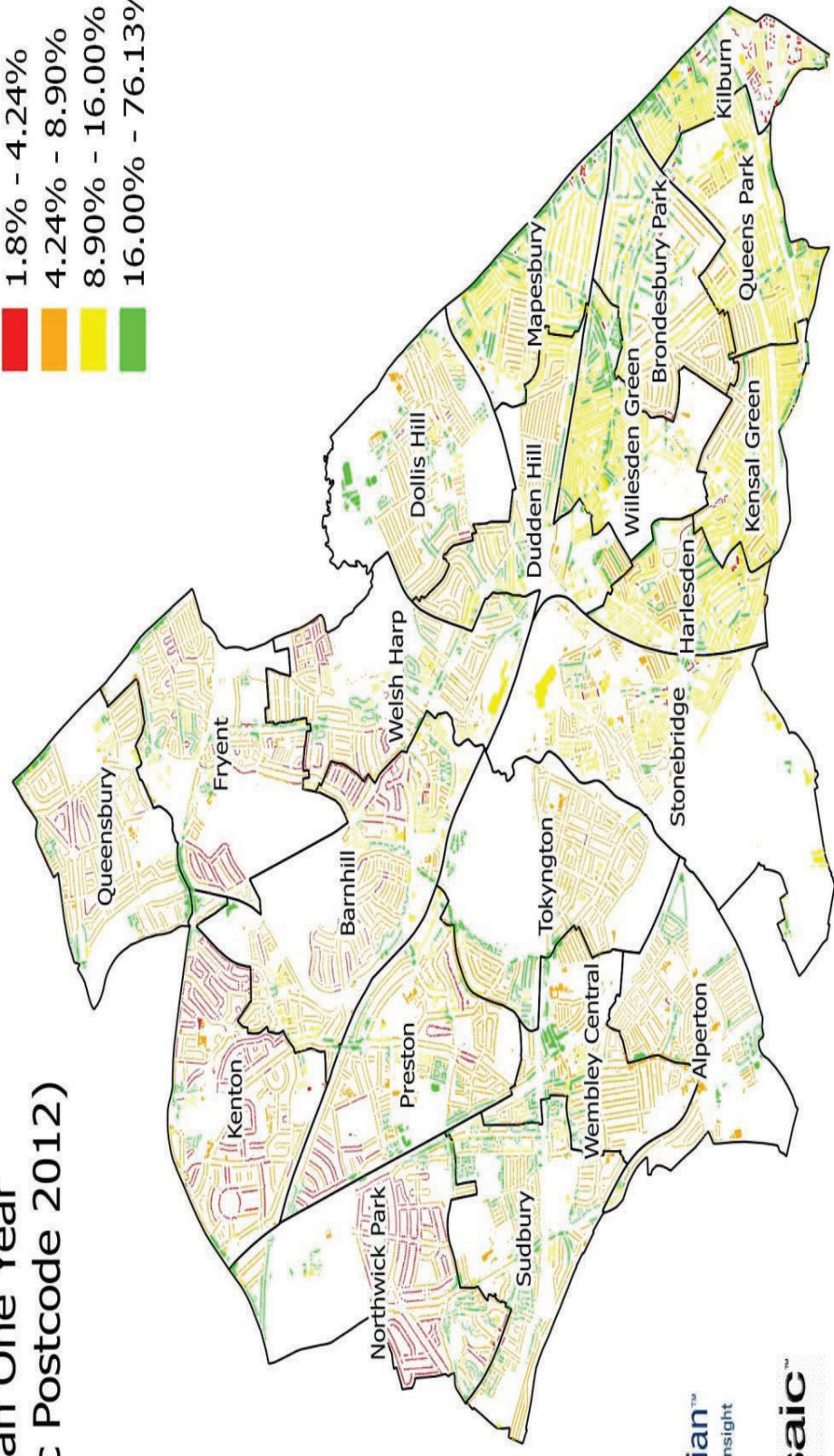
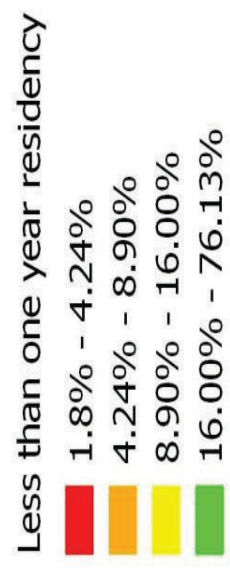
	All Ages			Under 19 years old		
	2001	2011	Change 2001-2011	2001	2011	Change 2001-2011
Total	263469	311215	47746	62411	74050	11639

Brent School Places 2011 - 2013

	2011	2012	2013
Brent school places	44233	45154	45767
Annual increase	1138	921	613

APPENDIX B

Percentage of Households Resident Less than One Year (Mosaic Postcode 2012)



Mosaic Public Sector © 2011 Experian Ltd. All rights reserved
© Crown copyright and database rights 2014. Ordnance Survey 100025260
Contains Royal Mail data © Royal Mail copyright and database right 2014
Contains National Statistics data © Crown copyright and database right 2014

APPENDIX C

Children becoming looked after in calendar years 2011, 12 and 13 by ward

Ward	2011	2012	2013	3 Year		Income Deprivation Affecting Children (2010)	
				Count	Percentage	Score	Rank within London (1 being the most deprived ward, 624 being the least deprived)
Harlesden	23	24	19	66	10.8%	0.52	53
Stonebridge	10	26	25	61	10.0%	0.62	12
Barnhill	22	11	9	42	6.9%	0.41	182
Kilburn	16	12	13	41	6.7%	0.48	88
Mapesbury	10	15	11	36	5.9%	0.34	276
Sudbury	10	13	10	33	5.4%	0.36	242
Dudden Hill	8	16	7	31	5.1%	0.43	145
Tokington	11	7	13	31	5.1%	0.33	285
Willesden Green	11	8	10	29	4.7%	0.50	70
Wembley Central	9	4	13	26	4.2%	0.35	252
Kensal Green	11	11	3	25	4.1%	0.40	196
Dollis Hill	10	4	9	23	3.8%	0.49	81
Preston	10	6	6	22	3.6%	0.35	255
Queens Park	2	6	11	19	3.1%	0.24	403
Alperton	4	7	7	18	2.9%	0.27	362
Welsh Harp	7	4	7	18	2.9%	0.44	128
Brondesbury Park	6	4	7	17	2.8%	0.27	354
Northwick Park	7	4	6	17	2.8%	0.25	384
Queensbury	4	7	5	16	2.6%	0.32	296
Fryent	4	5	5	14	2.3%	0.34	266
Kenton	4	3	4	11	1.8%	0.20	448
Unknown	4	5	7	16	2.6%		
Grand Total	203	202	207	612		0.39	
Inner London						0.40	
Statistical Neighbours						0.34	
London						0.32	
Outer London						0.27	

Children becoming looked after in calendar years 2011, 12 and 13 by locality

Locality	2011	2012	2013	3 Year		Income Deprivation Affecting Children Score
				Count	Percentage	
Harlesden	44	61	47	152	24.8%	0.51
Wembley	51	41	55	147	24.0%	0.32
Kilburn	34	37	42	113	18.5%	0.33
Kingsbury	41	30	30	101	16.5%	0.34
Willesden	29	28	26	83	13.6%	0.47
Unknown	4	5	7	16	2.6%	
Brent	203	202	207	612		0.39
Inner London						0.40
Statistical Neighbours						0.34
London						0.32
Outer London						0.27

Children becoming subject of a child protection plan in calendar years 2011, 12 and 13 by ward

Ward	2011	2012	2013	3 Year		Income Deprivation Affecting Children	
				Count	Percentage	Score	Rank within London (1 being the most deprived) wards 624 being the least deprived
Kilburn	16	16	23	55	7.9%	0.48	88
Harlesden	22	11	18	51	7.4%	0.52	53
Kensal Green	18	3	27	48	6.9%	0.40	196
Dollis Hill	11	18	18	47	6.8%	0.49	81
Wembley Central	16	13	18	47	6.8%	0.35	252
Dudden Hill	21	16	8	45	6.5%	0.43	145
Willesden Green	12	13	17	42	6.1%	0.50	70
Barnhill	13	10	18	41	5.9%	0.41	182
Alperton	10	2	25	37	5.3%	0.27	362
Stonebridge	14	11	12	37	5.3%	0.62	12
Welsh Harp	6	9	17	32	4.6%	0.44	128
Queensbury	15	6	9	30	4.3%	0.32	296
Preston	16	5	8	29	4.2%	0.35	255
Sudbury	13	7	8	28	4.0%	0.36	242
Queens Park	18	3	6	27	3.9%	0.24	403
Mapesbury	8	9	7	24	3.5%	0.34	276
Tokyington	9	7	4	20	2.9%	0.33	285
Kenton	6	8	2	16	2.3%	0.20	448
Fryent	9		3	12	1.7%	0.34	266
Brondesbury Park	8	1	2	11	1.6%	0.27	354
Northwick Park	3	4	4	11	1.6%	0.25	384
Unknown	1		1	2	0.3%		
Grand Total	265	172	255	692		0.39	
Inner London						0.40	
Statistical Neighbours						0.34	
London						0.32	
Outer London						0.27	

Children becoming subject of a child protection plan in calendar years 2011, 12 and 13 by locality

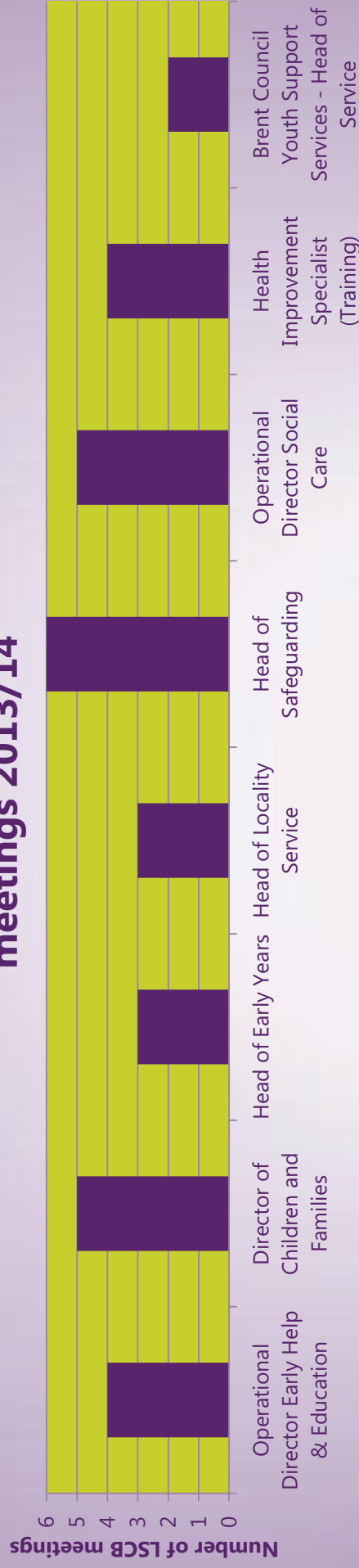
Locality	2011	2012	2013	3 Year		Income Deprivation Affecting Children Score
				Count	Percentage	
Harlesden	54	25	57	136	19.7%	0.51
Kilburn	50	29	38	117	16.9%	0.33
Kingsbury	49	33	49	131	18.9%	0.34
Wembley	67	38	67	172	24.9%	0.32
Willesden	44	47	43	134	19.4%	0.47
Unknown	1		1	2	0.3%	
Brent	265	172	255	692		0.39
Inner London						0.40
Statistical Neighbours						0.34
London						0.32
Outer London						0.27

APPENDIX D

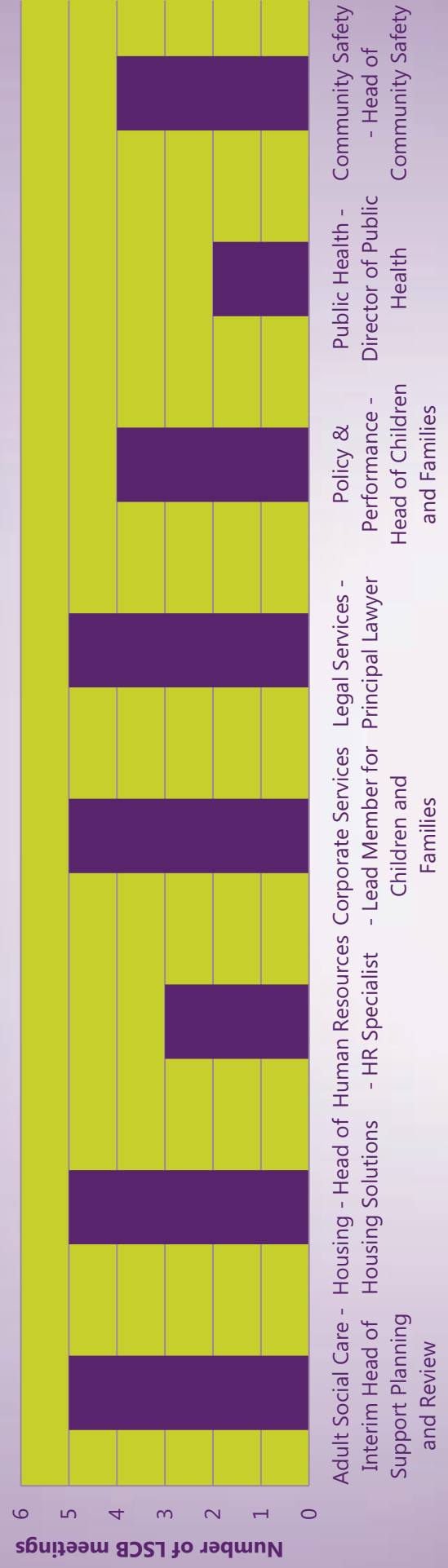
Breakdown of Agreed Partner Agency Contributions	
Brent CCG	£45,900.00
CAFCASS	£550.00
Youth Support Services (YOS)	£2,080.00
Probation	£2,000.00
C & F Social Care	£92,529.28
NWLH NHS Trust	£11,000.00
Met Police	£5,000.00
Total Contributions	£159,059.28

APPENDIX E

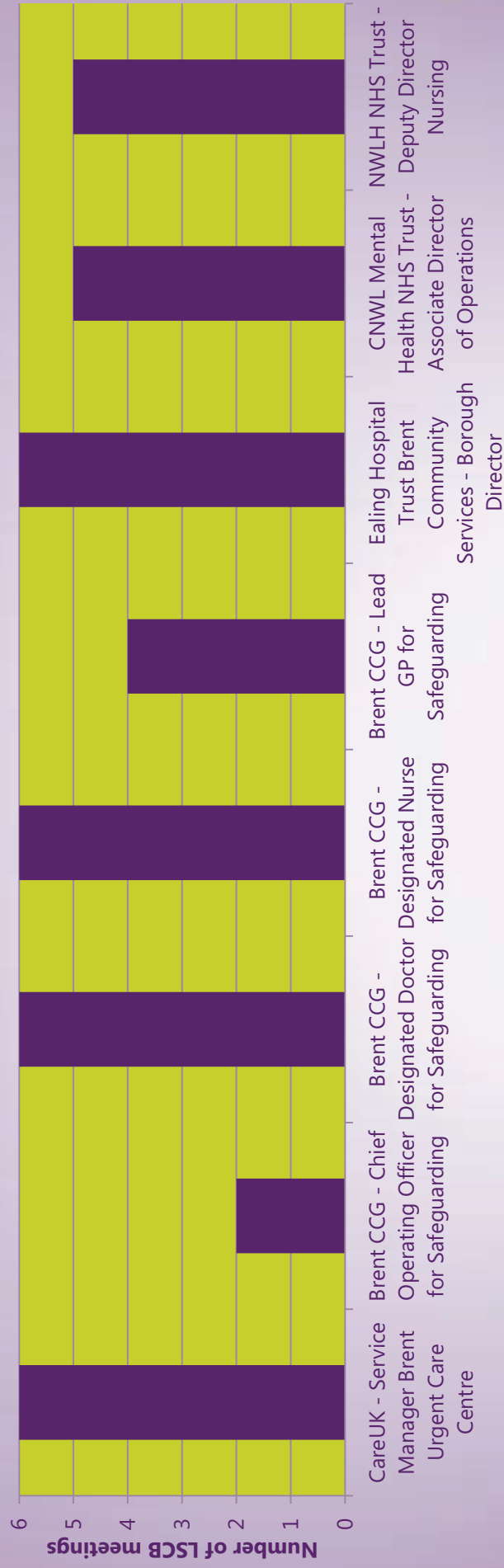
Children & Families (including YOS) attendance at Brent LSCB meetings 2013/14



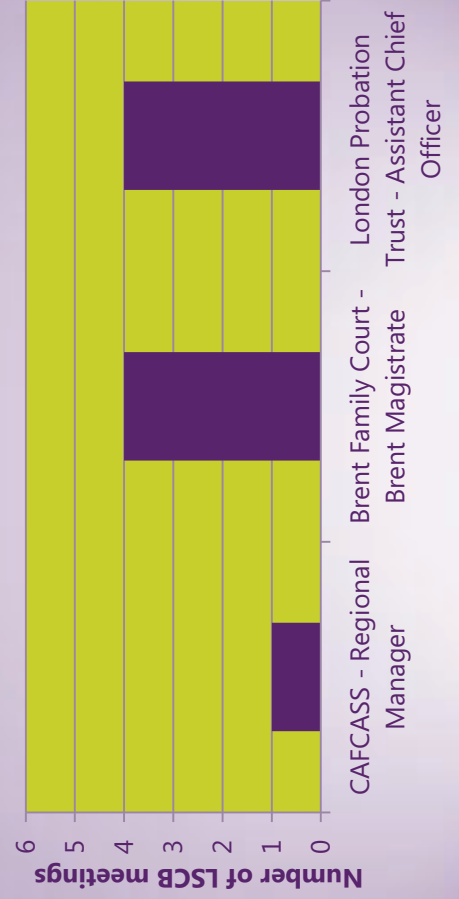
Brent Council attendance at Brent LSCB meetings 2013/14



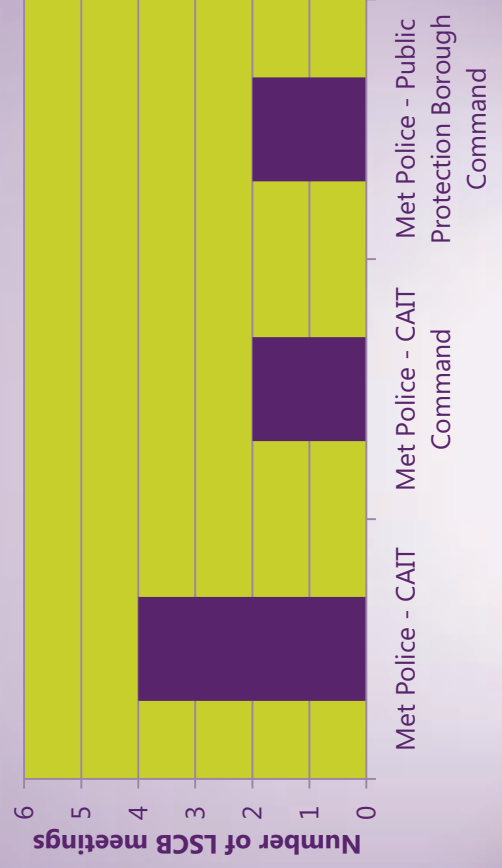
Health attendance at Brent LSCB meetings 2013/14



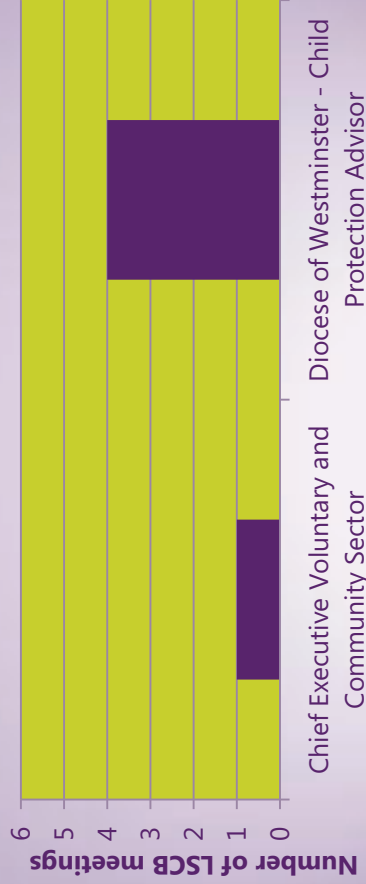
Courts, CAFCASS and Probation attendance at Brent LSCB meetings 2013/14



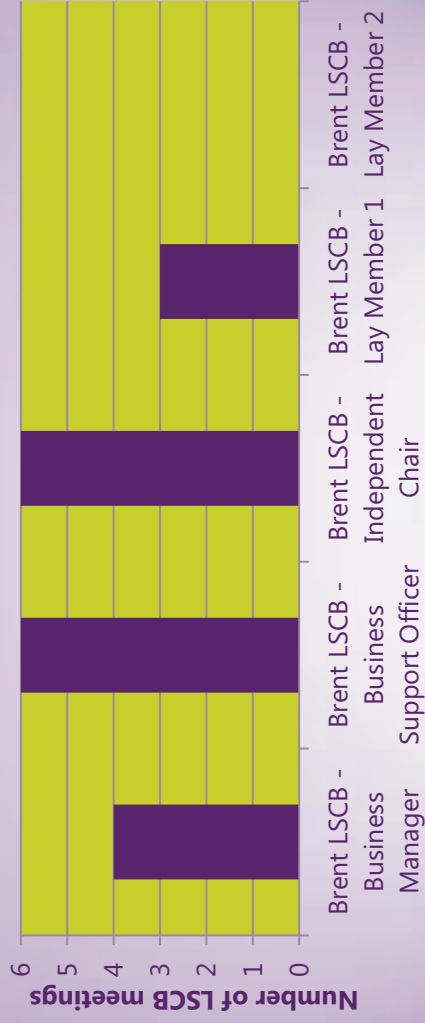
Met Police attendance at Brent LSCB meetings 2013/14



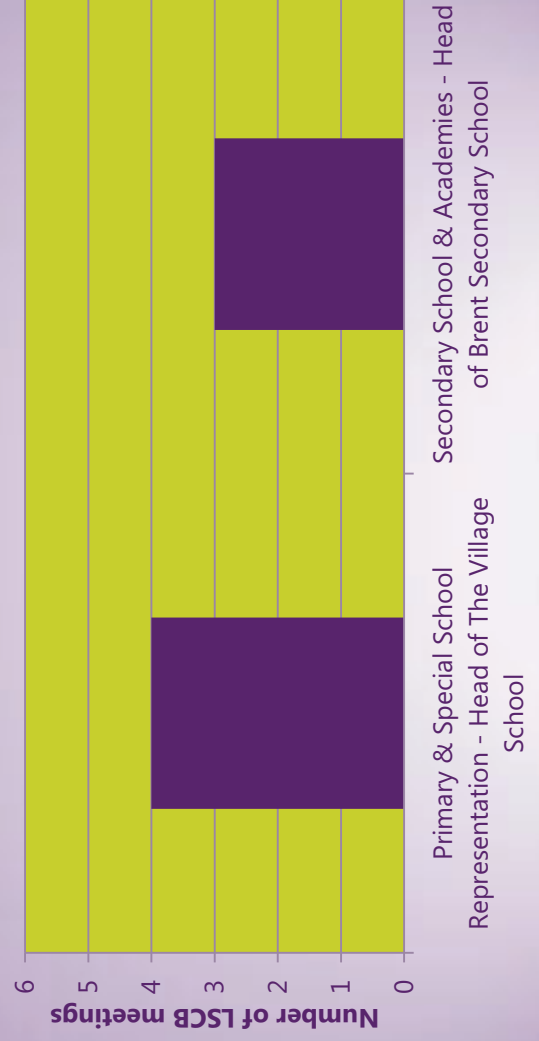
Community & Faith Sector attendance at Brent LSCB meetings 2013/14



LSCB Officers and Lay Members attendance at Brent LSCB meetings 2013/14



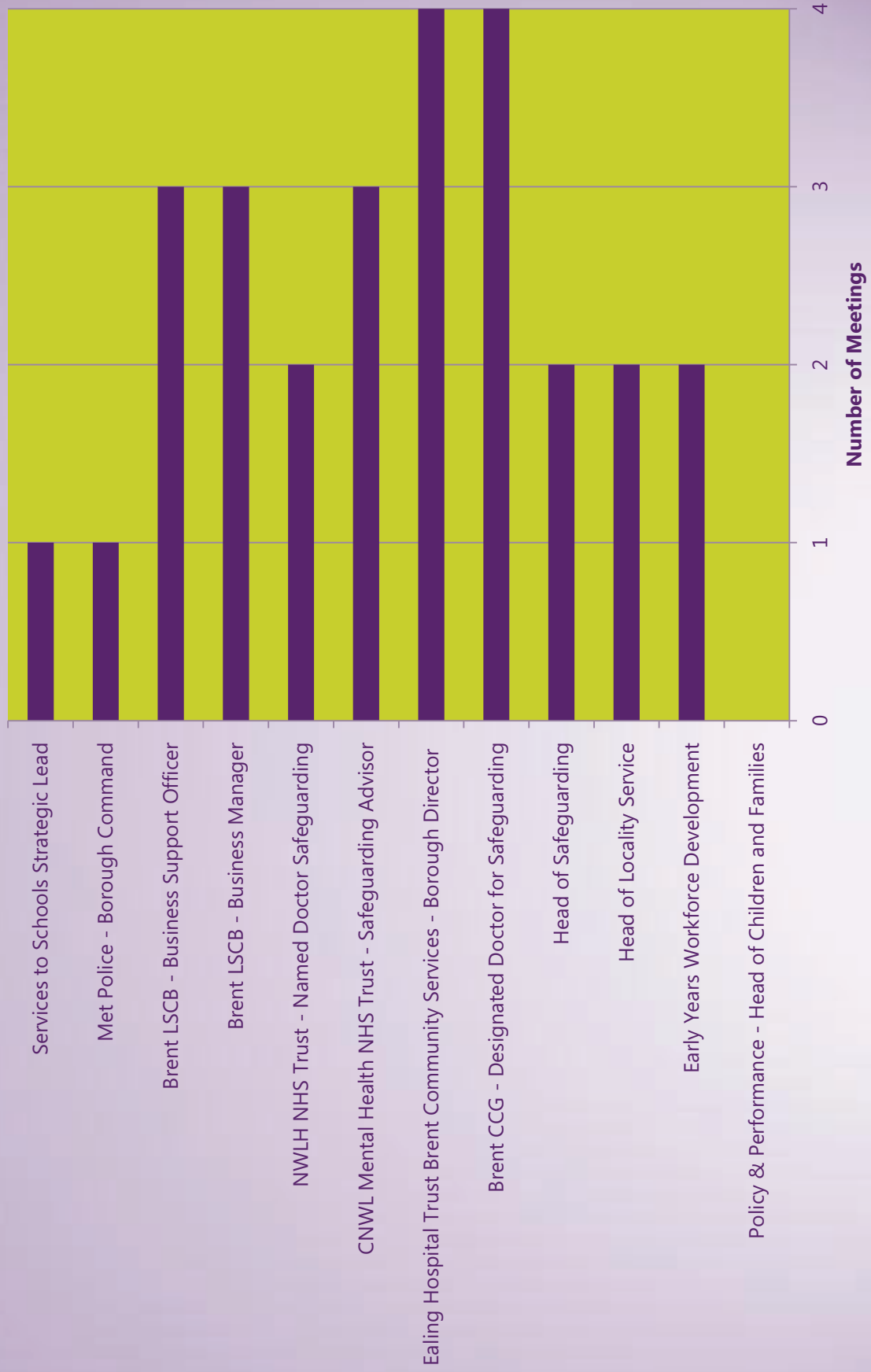
Schools/Education attendance at Brent LSCB meetings 2013/14



Developing a Learning Culture Sub Group Meeting Attendance 2013/14



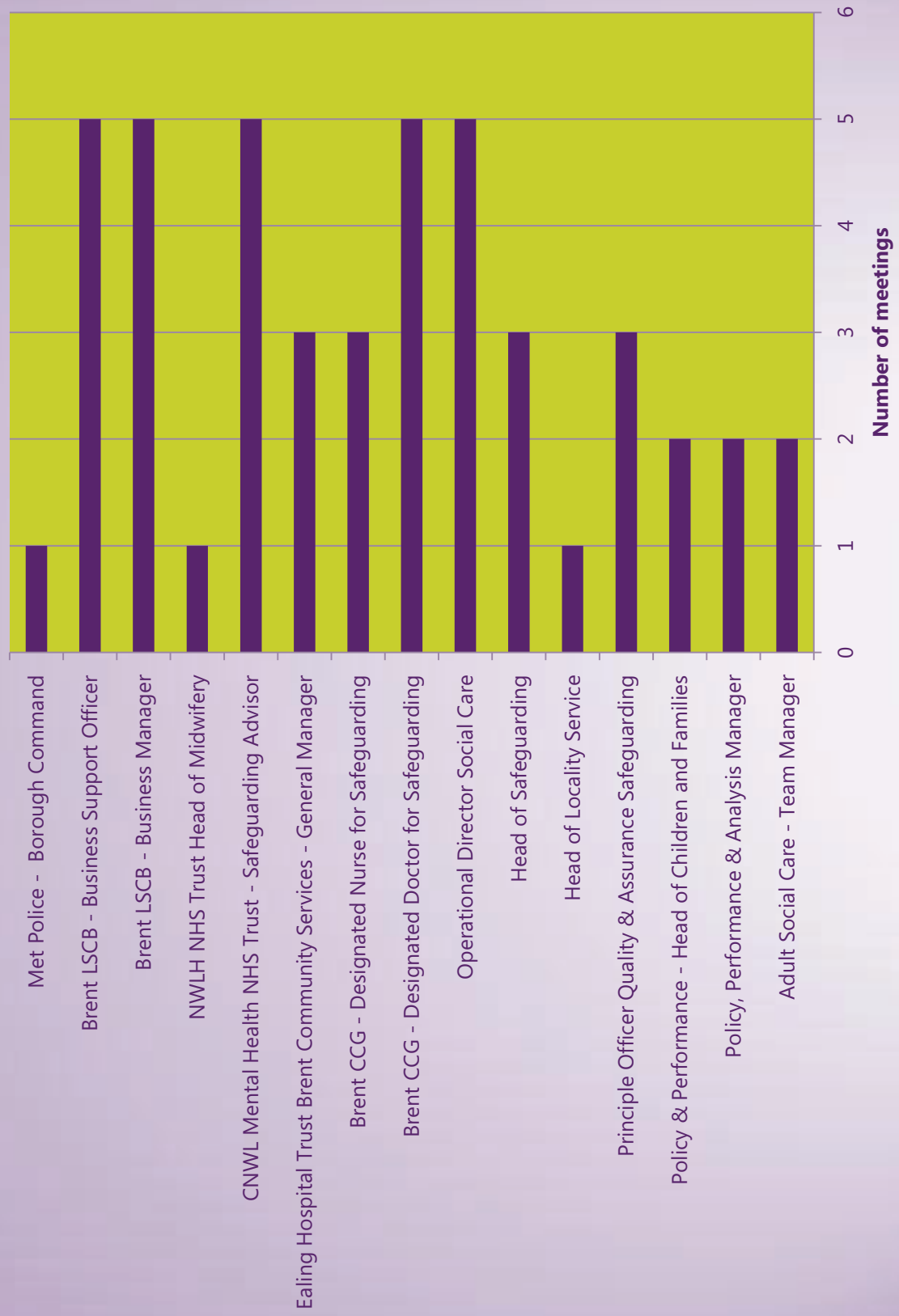
Policies & Procedures Sub Group Meeting Attendance 2013/14



Executive Group Meeting Attendance 2013/14



Quality, Audit and Outcomes Sub Group Meeting Attendance 2013/14



APPENDIX F

Section 11: Challenge and Support Meeting Dates Chair: Chris Spencer

Agency	Date
Brent Community Services	10 th April 2013
Youth Support Services /YOS	8 th May 2013
Brent CCG	15 th May 2013
London Probation	19 th June 2013
Social Care	19 th June 2013
Housing	3 rd July 2013
Met Police	3 rd July 2013
Education and Early Help	18 th December 2013
Adult Social Care	14 th August 2013
NWLH NHS Trust	4 th September 2013
CNWL Mental Health Trust	11 th September 2013

APPENDIX G

Causes of unexpected Child deaths:

Cause of death	Number
SUDI	5
Murder -asphyxia	2
Prematurity	1
Birth asphyxia	2
pneumonia	1
Brain haemorrhage	1
Congenital abnormality - cardiac problem, Brain a-v malformation	2
Total	14

Lessons/ issues:

- 1). Road traffic accidents – information and training in schools on road safety is being implemented widely across Brent especially for children with special needs (e.g. children with hearing impairment, autism, ADHD)
- 2). Co-sleeping issues is an identified risk for SUDI. Professionals who works with expectant mothers should share with them information about safe sleeping for babies such as in the. leaflets available from The Lullaby Trust.
- 3). Missed appointments for patients with chronic conditions should trigger a review by primary care to ensure that the child's health needs are being met.
- 4.) Consanguinity – risk of congenital abnormalities which may have lethal outcomes at birth or in childhood. This should be highlighted to at risk parents ante-natally giving them informed choices about the prospective pregnancies and potential problems.
- 5) Group B strep screening ante-natally has been introduced in large maternity unit aiming to reduce carriage of the bacteria and morbidity and mortality of this infection in newborns.

APPENDIX H

Evaluation of the conference: The V Factor – Safeguarding vulnerable children and young people in Brent

1. How would you rate your knowledge of topic before the session?

The average rank was adequate / good.

2. How would you rate your knowledge of topic now?

The average rank was good / very good.

3. Did this session meet its aims and objectives?

The average rank was mostly / yes.

4. Will the learning you have done today be useful in your work?

The average rank was mostly / yes.

5. What will you do differently in your work with children and families as a result of the session?

These were the main responses:

- Recognise risks through observation and listening
- Work more collaboratively
- Have professional curiosity
- Make better assessments
- Provide training

6. How will you know you have made a difference?

These were the main responses:

- Have better outcomes
- From evaluation and feedback
- Have better engagement with families
- Change in behaviour of clients
- Several were unsure

7. Will the learning you have done today be useful to you personally?

The vast majority said "yes" but there was 1 "no" and 1 "may be".

8. How do you rate the delivery of the session?

The average rank was very good / excellent.

9. What did you gain most from this session?

- Knowledge of CSE
- Knowledge
- Amount of information and contacts
- Understanding of vulnerability
- Listening to speakers who have expertise
- Understanding of gang culture
- The power of theatre

10. What would have made this session even better?

- Nothing
- More time for the speakers
- More time for group work
- Having copies of the presentations in advance
- Having a 2 day course
- Having a "survivor " speak
- Housekeeping issues (temperature, acoustics, lunch arrangements)

11. What learning needs have you identified as a result of this event?

- Sexual issues and CSE
- More about gangs
- More about vulnerable groups
- Knowledge of community agencies and links
- Knowledge of housing issues
- Knowledge of social care's way of working
- Emerging policies

12. Any other comments?

The conference was received very positively as having excellent speakers and being very well organised.

Conclusion

This was an extremely successful conference where participants felt that they had received valuable learning from knowledgeable and interesting speakers. What could have made it better for some was more time for each individual speaker and more time for group work.

It certainly raised awareness of the need to listen and observe, to have professional curiosity and to carry out better assessments.

The main learning needs were to have more knowledge about sexual issues, including CSE, and more knowledge about the gang culture.

The next step will be to contact participants of the conference three months after the event, February 2014, to revisit some of the questions above to see the actual impact the day has had on practice.

APPENDIX I

Brent Section 11 Audit Template May 2013

Section 11 of the Children Act 2004 places a duty on key persons and bodies to make arrangements to ensure that in carrying out their work they have regard to the need to safeguard and promote the welfare of children. This template has been developed and passed by the London Safeguarding Children Board to provide a uniform approach to section 11 audits. Additionally, Brent LSCB will require the following information.

- Structure chart of organisation
- Impact of any restructure on safeguarding arrangements
- Actions and outcomes from any inspections with regards to safeguarding or Government returns linked to safeguarding
- Actions and outcomes resulting from SCRs or Domestic Homicide Reviews
- Actions and outcomes from the Partnership Improvement Plan
- Feedback from the previous section 11 meeting

Agencies are also requested to think about what partners or the Board can do to support them in their safeguarding role.

The above information needs to be provided ideally 10 working days before the "Challenge and Support" meeting

A biennial assessment of all LSCB member agencies and organisations in relation to their duties under Sec 11 Children Act 2004 is undertaken by the LSCB. This is a self-assessment tool that aims to assess the effectiveness of the arrangements for safeguarding children at a strategic level. Each agency or organisation must ensure that any statements made within the tool are backed by evidence. It is anticipated that assessment of compliance with arrangements at operational service level will have been undertaken to support statements in this self-assessment. Wherever possible, evidence of impact on improving outcomes for children should be identified.

The tool assesses each agency / organisation against 8 standards based on the requirements of Sec 11 CA '04 as set down in the 'Statutory Guidance on Making Arrangements to Safeguard & Promote the Welfare of Children under Sec 11 Children Act 2004' (pages 13-17) . Throughout the self-assessment, consideration must be given to **evidencing improved outcomes for children young people and their families** as a result of the arrangements.

STANDARD 1 – Senior management have commitment to the importance of safeguarding and promoting children’s welfare

How effective is the commitment of senior management to safeguarding and promoting the welfare of children within your agency / organisation?	
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.
Page 10 Named person at senior level responsible for safeguarding and championing role clearly in job description Corporate plans include reference to safeguarding and staff involved Senior managers demonstrate good understanding of safeguarding Annual monitoring in place and is communicated to staff and action plans to address issues developed	
	How do you know? – include evidence of improved outcomes
Are any actions required to improve effectiveness?	How will you do this?
	Who will lead?
	Timescale?

STANDARD 2 – There is a clear statement of the agency’s responsibilities towards children and this is available to all staff

How clearly are the agency’s responsibilities towards children communicated to all staff?			
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.		
<p>All staff are aware of safeguarding policies and procedures</p> <p>Effective complaints system in place, which is in line with current statutory guidance, for children, staff & other people to make complaint about non-compliance to agency’s procedures.</p> <p>Child friendly complaints information</p> <p>Organisation demonstrates how recommendations / outcomes on practice are communicated to staff</p> <p>Commissioning arrangements include monitoring of sec 11 responsibilities</p> <p>Organisation can demonstrate policies and procedures have positive impact on outcomes for children</p>			
	How do you know? – include evidence of improved outcomes		
Are any actions required to improve effectiveness?	How will you do this?	Who will lead?	Timescale?

STANDARD 3 – There is a clear line of accountability within the organisation for work on safeguarding and promoting welfare

How clear is the line of accountability within the organisation for work on safeguarding & promoting welfare?			
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.		
<p>Named person has ultimate accountability for safeguarding arrangements</p> <p>There are clear lines of accountability from staff through organisation to named person & flow chart of accountability is displayed and available to staff</p> <p>Anyone who comes into contact with children or their families has their responsibility towards children's welfare explicitly stated in job description.</p> <p>Staff are aware who has overall responsibility for agency contribution, and are clear of own responsibilities.</p> <p>Effective supervision and monitoring is available to all staff.</p>			
	How do you know? – include evidence of improved outcomes		
Are any actions required to improve effectiveness?	How will you do this?	Who will lead?	Timescale?

STANDARD 4 – Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children & families

How effectively does service development take into account need to safeguard? How is it effectively informed by views of children & families? How can you demonstrate improved outcomes?			
<p>Compliance checklist – policies & procedures, organisational arrangements</p> <p>Service development has taken into account the need to safeguard and promote the welfare of children</p> <p>Children & their families are actively involved in design, development & delivery of services & their involvement is demonstrated.</p> <p>Different methods of communication are available to children to express their views.</p> <p>Children & young people are involved in the development of equal opportunity policies</p> <p>There is a responsive process in place to act on identified unmet need</p> <p>Improved outcomes for children matched to agency / LSCB business plans are demonstrated as a result of service development</p>	Describe / identify how your organisation meets this standard.		
	How do you know? – include evidence of improved outcomes		
<p>Are any actions required to improve effectiveness?</p>	How will you do this?	Who will lead?	Timescale?

STANDARD 5 – There is effective training on safeguarding & promoting the welfare of children for all staff working with or, depending on the agency’s primary functions, in contact with children & families

How effective is training on safeguarding & promoting welfare of children for all staff & volunteers working with or in contact with children & their families? Can you demonstrate improved outcomes as a result?	
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.
A clear induction process is in place for all staff that addresses safeguarding & is delivered in a timely way	
Staff receive appropriate safeguarding training & individual training plans are in place	
10 Organisation can evidence training undertaken by staff through a database	How do you know? – include evidence of improved outcomes
Training enhances staff awareness of diversity issues	
Organisation can demonstrate impact of training on practice & improved outcomes	
Are any actions required to improve effectiveness?	How will you do this?
	Who will lead?
	Timescale?

STANDARD 6 – Safer recruitment procedures including vetting procedures and those for managing allegations are in place

How robust are organisation's recruitment, vetting and managing allegations procedures?			
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.		
<p>Organisation has safer recruitment & selection procedures in place in line with statutory guidance</p> <p>Organisation can demonstrate that agencies commissioned to provide services have safer recruitment in place</p> <p>Safe recruitment training is in place for managers involved in recruitment</p> <p>Organisation has managing allegations procedures in place</p> <p>A senior manager has been identified for the managing allegations process & knows who the LADO is and when to contact them</p> <p>Support is available for staff who are subject to allegation</p> <p>Audit processes are in place to monitor safer recruitment & managing allegations</p>			
	How do you know? – include evidence of improved outcomes		
Are any actions required to improve effectiveness?	How will you do this?	Who will lead?	Timescale?

STANDARD 7 – There is effective inter-agency working to safeguard & promote the welfare of children

How effective is inter-agency working by your organisation? How do you demonstrate improved outcomes as a result?			
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.		
<p>Multi-agency working is actively promoted</p> <p>Early Assessment tools are utilised to improve outcomes and are monitored for effectiveness of improved outcomes</p> <p>Agency contributes to the team around the child approach</p> <p>Organisation uses LSCB inter-agency protocols for specific needs</p> <p>Organisation ensures effective contribution to Sec 47 investigations and CP Plans</p> <p>participation in multi agency planning at multi-agency meetings is monitored and non-attendance addressed</p> <p>Outcomes identified though assessment of children are monitored to demonstrate improvement at all levels of intervention</p> <p>Children & their families are consulted on regarding the effectiveness of inter-agency working.</p>			
	How do you know? – include evidence of improved outcomes		
	How will you do this?	Who will lead?	Timescale?
Are any actions required to improve effectiveness?			

STANDARD 8 – There is effective Information Sharing


How effective are the organisations arrangements for information sharing governance?			
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.		
	How do you know? – include evidence of improved outcomes		
<p>Organisation has a clear policy on appropriate information sharing to ensure children are safeguarded and their welfare promoted</p> <p>Organisation can evidence how this impacts on outcomes for children</p> <p>Training addresses need for effective information sharing and encourages staff to use professional judgement</p> <p>Staff know where to seek advice on information sharing & have confidence in their professional judgement</p>			
Are any actions required to improve effectiveness?	How will you do this?	Who will lead?	Timescale?

This audit was completed by:	
Name:	
Position:	
Signed:	
Date:	

LSCB representative:	
Name:	
Position:	
Signed:	
Date:	

Receipt: to be returned to agency as acknowledgement	
Name:	
Position:	
Signed:	
Date	

This tool was developed as a good practice template by the London network of LSCB Development Officers and Managers, and we are grateful to Bexley Safeguarding Children Board for sharing their original tool with the group.

 <p>Brent</p>	<p style="text-align: center;">Cabinet 21 July 2014</p> <p style="text-align: center;">Report from the Strategic Director of Children and Young People</p>
<p>For action</p>	<p style="text-align: right;">Wards affected: Sudbury, Willesden Green, Stonebridge</p>
<p>Extension of Childcare at Treetops, Barham Park and St Raphael's Children's Centres</p>	

1. Summary

- 1.1. This paper sets out proposed changes to Brent's Children's Centres which aim to increase the supply of childcare while maintaining the reach of our children's centre provision.
- 1.2. The changes set out in the paper represent an adjustment to the current offer rather than a major reorganisation.
- 1.3. Following approval from Cabinet, officers would aim to implement the proposals in order to enable children to begin to take up places at the new provision from September 2014.

2.0 Recommendations

- 2.1 That the Cabinet approves the re-designation of the children's centre satellite delivery at Barham Park Children's Centre (currently 1.5 days per week) as Nursery Education Grant-funded childcare provision for two, three and four year olds open five days per week, managed by a private early years provider, with children's centre sessions being delivered in the evenings and at weekends.
- 2.2 That the Cabinet approves the reorganisation of the Willesden Locality Children's Centres so that Treetops Children's Centre building becomes a satellite children's centre providing evening and weekend sessions, with new satellite provision being established part-time in Willesden Health Centre.
- 2.3 That the Cabinet approves the use by the current private provider of on-site nursery provision at Treetops Children's Centre of the space released during the working day to provide additional Nursery Education Grant-funded nursery for two, three and four year olds.

- 2.4 That the Cabinet approves the conversion of the large hall at St Raphael's Intergenerational Centre using two year old capital funding to provide Nursery Education Grant-funded childcare for two, three and four year olds, open five days per week, such childcare to be managed by a private early years provider.

3.0 Detail

Statutory obligations- children's centres

- 3.1 The Childcare Act 2006 made local authorities responsible for the provision of children's centres, working with partners in health and JobCentre Plus. In particular, the LA responsibility is to ensure integrated early childhood services from children's centres and to meet the requirements for the inspection of children's centres by Ofsted.
- 3.2.0 The statutory guidance for children's centres (May 2012) and the Ofsted inspection framework for children's centres (April 2013) both emphasise the essential role of local authorities in ensuring sufficient children's centres to deliver positive outcomes for families with young children, particularly for families with greater levels of need. In addition, local authorities must ensure:
- 3.2.1 Good quality performance management of children's centres with requirements to set and monitor progress against targets and to provide outcomes and profile data of the reach area.
- 3.2.2 Children's centres comply with all safeguarding requirements and have links with Children's Social Care to address any safeguarding issues as quickly as possible.
- 3.2.3 Integrated services that support school readiness, health and wellbeing and effective parenting outcomes for families with children aged nought to four years particularly those with greater levels of need.
- 3.3 Under Section 7 of the Childcare Act 2006 local authorities have a duty to provide 15 hours of free early learning and childcare for eligible three and four year olds (amended in 2012 to include two year olds delivered in two phases). In September 2013 phase 1 of the two year olds duty was implemented and the government estimates that 20 per cent of this age group will have benefited nationally. The scheme will be extended to phase 2 from September 2014 when 40 per cent of two year olds will benefit. Locally this equates to about 1,057 two year olds in phase 1 and 2,345 two year olds in phase 2.

4.0 Reconfiguration proposals

4.1 We have taken account of:

- **The statutory requirements on local authorities** in relation to performance management, the provision of outcomes and profile data, safeguarding and ensuring sufficient integrated early childhood services are delivered through children's centres.
- **Financial risks to the council** from breaching any agreements with the Department for Education (DfE) in relation to capital investments. This has implications in relation to any potential building closures given requirements to ensure that centres that benefited from DfE capital grants continue to operate as children's centres for at least 25 years. In the event that Brent closes any of these centres, there are one-off costs associated with capital claw-back. However, these costs are not relevant to the extension of childcare (confirmed by DfE March 2014).
- **The revised Ofsted inspection framework for children's centres** which identifies 'good' as children's centres that have, at a minimum, contact with at least 80 per cent of all families in their reach area and engage at least 65 per cent of target families in each year in good quality provision, with demonstrable outcomes from targeted support and identification and early support for target families from children's centres. The children's centres are inspected on a locality basis with our one children's centre nursery inspected separately. Currently four localities and the children's centre nursery have been inspected under the new framework. Two localities have been judged as requiring improvement, two localities and the children's centre nursery have been judged as good. The remaining localities are due for inspection imminently.
- **Levels of need in Brent.** For Brent, there are approximately 11,100 families with children aged nought to four years that are 'target families' of which 3,300 are identified with greater levels of need. To ensure at least a good grade, Brent needs to have contact with at least 13,700 families with children aged nought to four years each year through children's centres and actively engage in support for 7,215 target families. Atypical service delivery hours and increased NEG funded provision, in particular for targeted two year olds will increase contact and support.
- **The importance of children's centres in providing early help.** Children's centres are at the front-line of identification of and engagement with families at risk of escalating problems. The Common Assessment Framework is used to identify families' needs and target support to prevent more costly and intensive social care interventions being required.
- **Two year old targets.** Local authorities are required to make available 15 hours of free early education for eligible two year olds. The two year old offer has been run on a pilot basis in the borough since 2009, but a large marketing campaign was carried out across the borough in preparation for the implementation of the statutory duty. Through summer and autumn of 2013, there was a surge in demand as the effects were felt of the

campaign to reach eligible families. This demand is likely to increase further when the criteria are widened to include low income families in receipt of Working Tax Credit.

4.2 Creation of nursery provision at Barham Park Children's Centre

- 4.2.1 It is proposed to lease Barham Park Children's Centre building (currently a satellite children's centre) to a PVI provider to create a children's centre two year old nursery specifically for children eligible for NEG 2. A competitive process would allow providers rated as at least Ofsted Good to apply to lease the premises in order to provide this service.
- 4.2.2 It is currently considered that a lease is the preferred route but there will be further discussion with Property Services and Legal regarding the exact length and terms of the arrangements with the provider. Following these discussions, officers will report to Cabinet if further approval is necessary or appropriate.
- 4.2.3 The proposed lease to a PVI provider would result in increased provision of two year old nursery education to a greater number of deprived families. The lease would also reserve rights allowing the Early Years and Families Support service to access the premises at specified times to continue to undertake direct outreach into the setting to work specifically with early years practitioners and children. This is considered important given the nursery will be catering for deprived two year olds in the Wembley locality. The lease would also reserve rights allowing the Early Years and Family Support Services to access the premises to offer evening and weekend children's centre activities targeting working families and in particular dads (currently under-represented). This is a key priority for Brent.
- 4.2.4 This proposed approach avoids the risk of capital claw-back as childcare is considered a children's centre activity. The outcome would be cost neutral to the local authority.

4.3 Changes to provision at Treetops Children's Centre

- 4.3.1 It is proposed to lease the Treetops Children's Centre building to the existing nursery provider who currently occupies adjoining nursery premises. The nursery provider will have exclusive occupation of the Treetops Children's Centre premises from 0800 - 1800 Monday to Friday. The lease would however reserve rights allowing the Early Years and Family Support Service to access the premises in the evenings and at weekends in order to offer weekend and evening children's centre activities.
- 4.3.2 Income from the lease of the Treetops Children's Centre building will be used by the Council to enter into an arrangement with Willesden Health Centre to enable part-time delivery of children's centre services from this site. This centre is located in an area that is substantially more deprived than Treetops and which can cater more readily for families with greater levels of need. This change increases nursery provision for two, three and four year olds and enables some additional children's centre provision to take place in an area reaching more disadvantaged families while being cost neutral to the council. This assists the council in addressing the shortcomings identified in the recent

Willesden Locality Ofsted inspection where insufficient numbers of targeted families were being reached and too few services outside of core hours were being delivered.

- 4.3.3 The children's centre network manager currently working at Treetops will, given these changes, become responsible for ensuring successful delivery from Willesden Health Centre and ongoing service delivery in the evenings and weekends from Treetops and contribute to development of the wider service, working closely with the Head of Service.

4.4 Changes to provision at St Raphael's Children's Centre

- 4.4.1 It is proposed that the currently under-utilised hall space at St Raphael's Intergenerational Centre is converted to enable a private childcare provider to offer Nursery Education Grant places for two, three and four year olds in this space. A competitive process would allow providers rated as at least Ofsted Good to apply to lease/license premises from which to provide this service. The outcome would be cost neutral to the local authority. It would also ensure that the full complement of children's centre services can continue to be delivered at this site. This helps the service to sustain children's centre service delivery and to increase provision for two year old free early education to a greater number of deprived families.

4.5 Consultation

- 4.5.1 It is a legal requirement where changes are proposed to the structure of children's centres that consultation on the proposed changes should be carried out with Locality Advisory Boards, partner agencies, service users and the local community. This consultation process has started and the initial timescale would have seen this completed. There have been some glitches in the programme including an Ofsted Inspection, that have meant that this process is not yet complete at time of writing so will require an oral update at the Cabinet meeting. The consultation to date has shown positive results as all aspects of the proposal represent an enhancement of the current service and any services which will no longer be available at current delivery times will be available nearby. The Parents' Forum discussions have shown a positive response to the proposals and the chairs of the Locality Advisory Boards have also shown support for the proposals. A questionnaire has been issued to staff and Advisory Board members. A separate questionnaire is being made available in hard copy and on Survey Monkey for users of the centres. Three focus groups are taking place and the Cabinet will be informed of the outcome.

Consultation is also being carried out with private, voluntary and independent providers of early years provision in the areas affected. There may be some anxiety from these providers around changes to provision in their local areas. Population and Ofsted information indicates however that there is sufficient demand to warrant the creation of new high quality places in these areas.

5. Financial Implications

- 5.1 These proposals avoid one-off costs arising from capital claw-back where the DfE has made investments.

- 5.2 If the hall at St. Raphael's is occupied by a private provider for nursery provision, the benefit to the council will be a contribution to the running costs of a largely underused council site. These costs would potentially be covered via a rental income stream to be agreed with property services at the time of tendering the lease.
- 5.3 The private provider will cover all costs for providing the additional provision with no financial implication for the council.
- 5.4 Any potential additional costs associated with the department running additional services at the satellite sites will be covered within the current Early Years budget. It is anticipated that the changes will be cost neutral to the council.

6. Legal Implications

- 6.1. Under Section 17 of the Children Act 1989, the council is under a duty to safeguard and promote the welfare of children who are in need, and promote the upbringing of children by their families by providing a range of services appropriate to those children's needs.
- 6.2. Under Section 5 of the Childcare Act 2006, the council has duties to secure sufficient children's centres for the area it serves and is required to consult with families about changes to children's centre reach areas and buildings as set out in this report. Section 5E also places a duty on the council to deliver integrated early childhood services that deliver school readiness, parenting, health and wellbeing and reduced inequalities outcomes for very young children and parents as part of a programme of support jointly with partners including Health and JobCentre Plus.
- 6.3. Under Section 98C of the Childcare Act 2006, the local authority's obligations in relation to Ofsted inspection of children's centres are also set out. The framework of inspection for children's centres emphasises contact with most families (more than 80 per cent) in an area with at least 65 per cent of target families actively engaged in support from children's centres as minimum for a 'good' inspection judgement.
- 6.4. Section 7 of the Childcare Act 2006(as substituted by Section 1 of the Education Act 2011, fully in force from 1 September 2013), which places a duty on English local authorities to secure early years provision free of charge. Regulations made under Section 7 set out the type and amount of free provision and the children who benefit from the free provision.
- 6.5. The Barham Park Children's Centre is on land owned by the Barham Park charity which Brent Council holds on Trust as a recreational charity. The proposed disposal of Barham Park Children's Centre premises to a PVI provider will need the consent of the Barham Park Trust Committee. The site is the subject of a formal application to the Charity Commission for consent to lease the land to Brent Council.

- 6.6.** As detailed in paragraph 4.2, it is currently considered that it is appropriate for the council to lease the Barham Park Children's Centre premises to a PVI provider reserving rights to the council to continue to use the premises at specified times, particularly in the evenings and at weekends.

7. Equalities Legislation

- 7.1.** Section 149 of the Equality Act 2010 sets out the public sector equality duty which requires the council, when exercising its functions to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimisation and other conduct prohibited under the Equality Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
- 7.2.** A 'protected characteristic' is defined in the Equality Act as:
- age;
 - disability;
 - gender reassignment;
 - pregnancy and maternity;
 - race; (including ethnic or national origins, colour or nationality)
 - religion or belief;
 - sex;
 - sexual orientation.
- 7.3.** Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.
- 7.4.** Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not, includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.
- 7.5.** Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.
- 7.6.** Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.
- 7.7.** There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the facilities. A careful consideration of this assessment is one of the key ways in which the Council can show "due regard" to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an

adverse effect on equality then adjustments should be made to avoid that effect (mitigation).

7.8. The duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its functions. “Due regard” means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.

7.9. There must be a proper regard for the goals set out in s.149. At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for the council.

8. Diversity Implications (Equalities Impact Assessment attached as Appendix One)

8.1. Efforts will be made to minimise any negative impact of the changes.

8.2. While a number of families will be impacted by this proposal, we have sought to mitigate the impact by the following:

- Increasing evening and weekend provision at Treetops Children’s Centre and making additional satellite provision available at Willesden Health Centre for families living in the Willesden locality. This will locate more service delivery in an area where there are more disadvantaged families and provide evening and weekend provision for working families.
- The space identified for use at St Raphael’s Children’s Centre is an intergenerational space that is currently poorly utilized in an area of social deprivation.
- Increasing childcare provision for families with young children at Treetops Children’s Centre.
- Increasing childcare provision for disadvantaged 2-year olds in Wembley locality through Barham Park Children’s Centre building and increasing evening and weekend provision of children’s centre services reaching more working families.
- Increasing childcare provision for disadvantaged 2 year olds is a particular priority in Harlesden locality where need is high and there are fewer good and outstanding providers available.

9. Staffing/Accommodation Implications

- 9.1.** Accommodation implications include the proposed usage on a lease or license of the Treetops Children's Centre, Barham Park Children's Centre and St Raphael's Children's Centre buildings by early years providers who would offer early years places. Children's centre services will continue to be provided by local authority staff at times more suited to working families.

Contact Officer(s)

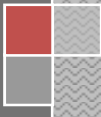
Sara Williams
Operational Director Early Help and Education
Children and Young People
Sara.williams@brent.gov.uk
020 8973 3719

Sue Gates
Head of Early Years and Family Support
Sue.gates@brent.gov.uk
020 8937 2710

GAIL TOLLEY
Strategic Director Children and Young People

This page is intentionally left blank

Equality Analysis



Brent Council Equality Analysis Form

Please contact the Corporate Diversity team before completing this form. The form is to be used for both predictive Equality Analysis and any reviews of existing policies and practices that may be carried out.

Once you have completed this form, please forward to the Corporate Diversity Team for auditing. Make sure you allow sufficient time for this.

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Children & Young People Service Area:	Person Responsible: Name: Sue Gates Title: Head of Early Years & Family Support Contact No: 020 8937 2710 Signed:
Name of policy: Changing some children's centre provision to provide Nursery Education Grant funded childcare and also increasing some out of traditional hours children's centre services.	Date analysis started: 2014 Completion date 23 June 2014 Review date: 3 December 2014 and 6 December 2014
Is the policy: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>	Auditing Details: Name: Elizabeth Bryan Title: Equality Officer Date: 26 June 2014 Contact No: 0208 937 1190 Signed:
Signing Off Manager: responsible for review and monitoring Name: Sue Gates Title: Head of Early years & family support Date: 23 June 2014 Contact No: 020 8937 2710 Signed:	Decision Maker: Name individual /group/meeting/ committee: Sara Williams Operational Direction – Early Help & Education Date: 23 June 2014

2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area?
 Please refer to stage 2 of the guidance.

The proposal is that we will transfer Treetops Children's Centre in Willesden to a childcare provider. Although Treetops is in a more affluent part of Willesden, there are still many parents who would choose this as a nursery for their children to receive their free nursery entitlement. This will increase childcare places (numbers will be confirmed following Ofsted registration) available for Brent families and at least two to three additional staff being employed as childcare workers. To ensure adequate services in the Willesden locality, however, we propose making available additional services through the Willesden health centre and offering evening and weekend provision at the Treetops Children's Centre. The health centre is in a more deprived part of Willesden and it will be easier for some of our targeted vulnerable families to access alongside their healthcare services.

Statistics show that we need an increase of NEG funded child places in the locality. The July 2013 Ofsted report makes clear that Treetops is not well established in the community. This relates mainly to its location in a more affluent part of Brent. By making provision available during the evening and weekend, we hope to increase access to working parents, while simultaneously making more provision available in Willesden where the level of deprivation is more significant. We have in-principle agreement with the childcare provider in relation to this.

At Barham Park Children's Centre in Wembley we propose to lease the Children's Centre to a Nursery Education Grant (NEG) two year and three and four year old provider for use during the day, this will increase the available places in this area. We plan to offer Children's Centre activities outside of traditional service delivery hours for those who cannot access activities during normal opening hours of 9am to 4pm.

We propose to lease the large hall of St. Raphael's Children's Centre in Harlesden to a child care provider for provision of NEG two year and three and four year old places. There is limited good quality provision in this area. This will not impact on Children's Centres services as this hall is an underused integrated space.

3. Describe how the policy will impact on all of the protected groups:

We believe that the impact of the proposals will be neutral on most protected groups except for the 'Age' group and 'Race' group. The 'Age' group will benefit where the impact will be positive on eligible two year olds meeting the DfE criteria who will be able to access targeted childcare provision. In Willesden and Harlesden, the Somali community make up the largest community group (11.5 per cent and 24.8 per cent respectively) and as they also figure in the workless households list, they will be able to access and benefit from the targeted provision offered by the NEG2 entitlement and other children's centre activities. The policy will also benefit working parents who historically have not been able to access many traditional children's centre activities as they have tended to take place between 9am and 4pm on weekdays. Children with a disability will also be able to access places in this provision and this will be a requirement of our engagement of contract.

Please give details of the evidence you have used:

We have used feedback from the annual Parent Satisfaction Survey carried out in children's centres and from Parents Forum discussions. We have also used data on eligible families sent to us by the DfE which when broken down by locality shows a high number of eligible families for the two year free early education entitlement in Wembley, Willesden and Harlesden:

Harlesden	459
Kilburn	243
Kingsbury	225
Wembley	418
Willesden	368

TOTAL 1,713

(Taken from the DWP dataset, April 2014)

4. Describe how the policy will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

We are not aware of any public concerns of discriminatory practices or policies within these settings. The proposed changes will have a positive impact on most local parties. We anticipate that there is likely to be concern from other local childcare providers who may not be aware of the incoming need in the area. We will understand more the public concerns once consultation has been completed.

(b) Advance equality of opportunity;

We aim to ensure, as per Brent Council's Equality and Diversity Policy Statement, that our services continue to meet the varied individual needs of local children and parents and that they continue to have equal access to services, regardless of their race, heritage, gender, religious or non-religious belief, nationality, family background, age, disability or sexuality, in a fair and equitable manner. Our services will remain relevant, responsive and sensitive and alternative arrangements will be made where required in order to ensure that local children and parents have continued access as appropriate. There will be increased service provisions.

(c) Foster good relations

Our services will remain relevant, responsive and sensitive and alternative arrangements will be made where required in order to ensure that all local children and parents have continued access as appropriate. Informed and local access to childcare is a positive change.

5. What engagement activity did you carry out as part of your assessment?
Please refer to stage 3 of the guidance.

i. Who did you engage with?

Consultation is ongoing. Families, staff members, the Advisory Boards and local providers in the relevant areas have been consulted on the proposals. Consultation is taking place across all the protected characteristics and in a targeted fashion for families living in Willesden, Harlesden and Wembley.

ii. What methods did you use?

We have used Parents Forum discussions, other meetings and questionnaires for parents, staff and Advisory boards. These have been made available on-line and in hard copy.

iii. What did you find out?

The consultation is ongoing. We are not expecting negative responses but other childcare providers may have concerns. We believe that there is sufficient demand for NEG funded places in both Willesden, Harlesden and Wembley to warrant the setting up of additional provision.

iv. How have you used the information gathered?

Informal conversations with some parents have already helped us to shape the questionnaires. The feedback gathered will be used to inform the delivery of the childcare provision which will take into consideration the views and responses of affected families, staff, advisory boards all other childcare providers.

v. How has it affected your policy?

N/A yet, but the findings will be used to inform and adapt the policy where needed to ensure that the needs of local families and stakeholders are met.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

Please refer to stage 2, 3 & 4 of the guidance.

The primary negative impact of this proposal will be for families who are current users of Treetops Children's centre and Barham Park Children's Centre in that they will not be able to continue accessing the activities currently offered there and will instead have to go to other centres in the locality. We have minimised the impact of this by ensuring that the same or similar services are available in the locality:

- Providing high quality childcare in an area of deprivation and need.
- Increasing evening and weekend provision at Treetops and Barham Park Children's Centre and making additional satellite provision available at Willesden Health Centre for families living in the Willesden locality
- Increasing childcare provision for families with young children at Treetops, St Raphael's and Barham Park Children's Centre

With the above actions in place, we believe negative impact can be brought down to a minimum and in most cases mitigated away.

Please give details of the evidence you have used:

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	X		
Disability			X
Gender re-assignment			X
Marriage and civil partnership			X
Pregnancy and maternity			X
Race	X		
Religion or belief			X
Sex			X
Sexual orientation			X

8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only).
Please refer to stage 4 of the guidance.

No major change

Your analysis demonstrates that:

- *The policy is lawful*
- *The evidence shows no potential for direct or indirect discrimination*
- *You have taken all appropriate opportunities to advance equality and foster good relations between groups.*

Please document below the reasons for your conclusion and the information that you used to make this decision.

We will continue with this proposal which will be subject to the completion of the consultation process.

Adjust the policy

This may involve making changes to the policy to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential adverse effect on a particular protected group(s).

Remember that it is lawful under the Equality Act to treat people differently in some circumstances, where there is a need for it. It is both lawful and a requirement of the public sector equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.

If you have identified mitigating measures that would remove a negative impact, please detail those measures below.

Please document below the reasons for your conclusion, the information that you used to make this decision and how you plan to adjust the policy.

Continue the policy

This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not amount to unlawfully discrimination, either direct or indirect discrimination.

In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing the policy, and how you reached this decision.

Explain the countervailing factors that outweigh any adverse effects on equality as set out above:

We believe the outcomes of the changes will be mostly positive for local children and families.

Please document below the reasons for your conclusion and the information that you used to make this decision:

Stop and remove the policy

If there are adverse effects that are not justified and cannot be mitigated, and if the policy is not justified by countervailing factors, you should consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.

Please document below the reasons for your conclusion and the information that you used to make this decision.

9. Monitoring and review

Please provide details of how you intend to monitor the policy in the future.
Please refer to stage 7 of the guidance.

Will renew once consultation is complete and then monitor in 3 months and 6 months through parent satisfaction surveys due in 6 months and parents forums that already meet monthly.

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome

Please forward to the Corporate Diversity Team for auditing.

**Scrutiny Committee
Forward Plan 2014/15**

Date of Committee	Agenda items	Responsible officers
Wednesday 1 October 2014	<ul style="list-style-type: none"> North west London Hospital Trust – Care Quality Commission compliance plan. Local Safeguarding Children’s board Annual Report School places strategy – Cabinet report Children’s centres – Cabinet report and up-date on implementation. 	<p>North West London Hospital’s Trust and CCG.</p> <p>Gail Tolley, Strategic Director Children and Young People.</p>
Monday 3 November 2014	<ul style="list-style-type: none"> Promoting Electoral Engagement – report from task group Employment, Skills and Enterprise update 	<p>Cathy Tyson, Head of Policy and Scrutiny and task group.</p> <p>Andy Donald, Strategic Director, Regeneration and Growth.</p>
Wednesday 26 th November 2014	<ul style="list-style-type: none"> Borough Plan, proposals for partnership structures and community engagement activities. Update from Budget Scrutiny Panel 	<p>Christine Gilbert, Interim Chief Executive.</p> <p>Chair of Budget Panel</p>
Tuesday 6 January 2015	<ul style="list-style-type: none"> Safer Brent Partnership – update on progress. Voluntary Sector update Update from Budget Scrutiny Panel 	<p>Borough Commander Met Police Christine Gilbert, Chair of Safer Brent Partnership Chris Williams, Head of Community Safety. Ben Spinks, Assistant Chief Executive.</p> <p>Chair of Task group</p>

Date of Committee	Agenda items	Responsible officers
Tuesday 10 February 2015	<ul style="list-style-type: none"> Education Commission – 6th month Update on implementation of Action Plan Use of Pupil Premium – Task group report 	<p>Gail Tolley, Strategic Director Children and Young People.</p> <p>Chair of task groups</p> <p>Cathy Tyson, Head of Policy and Scrutiny</p>
Wednesday 11 March 2015		
Thursday 30 April 2015		
Tuesday 16 June 2015		
Wednesday 8 July 2015		