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Community and Wellbeing Scrutiny Committee

Wednesday 2 July 2025 at 6.00 pm

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

Please note that this will be held as an in person physical meeting which all Committee members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast will be made available HERE.

Membership:

Members Substitute Members

Councillors: Councillors:

Ketan Sheth (Chair) Ahmadi Moghaddam, S Butt, Conneely, Dixon,

Aden Kennelly, Long, Mitchell, Molloy and Shah

Afzal

Chohan Councillors:

Clinton

Ethapemi Kansagra and Maurice

Mahmood Councillors:
Rajan-Seelan Lorber and Matin

Smith Mistry Vacancy

Co-opted Members

Alloysius Frederick, Roman Catholic Diocese Schools

The Venerable Catherine Pickford, Archdeacon of Northolt/Willesden Area, Church of England Faith Schools

Sayed Jaffar Milani, Muslim Faith Schools

Rachelle Goldberg, Jewish Faith Schools

Vacancy X2 Parent Governors

Observers

Brent Youth Parliament, Observer Jenny Cooper, NEU and Special School observer



John Roche, NEU and Secondary School Observer

For further information contact: Hannah O'Brien, Senior Governance Officer hannah.o'brien@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/democracy

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

*Disclosable Pecuniary Interests:

- (a) **Employment, etc. -** Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship -** Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts -** Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land -** Any beneficial interest in land which is within the council's area.
- (e) Licences- Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies -** Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities -** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

**Personal Interests:

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party of trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

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A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

You yourself;

a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest

Agenda

Introductions, if appropriate.

Item Page 1 Apologies for absence and clarification of alternate members 2 **Declarations of interests** Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate. 3 **Deputations (if any)** To hear any deputations received from members of the public in accordance with Standing Order 67. 1 - 14 4 Minutes of the previous meeting To approve the minutes of the previous meeting as a correct record. 5 Matters arising (if any) 6 Brent Safeguarding Adults Board (Multi-agency safeguarding 15 - 46 arrangements) Annual Report April 2024 - March 2025 To enable members of the Community and Wellbeing Scrutiny Committee to consider the Brent Safeguarding Adults Board (SAB) Multi-agency safeguarding arrangements annual report covering the period from April 2024 to March 2025. 7 Brent Safeguarding Children Partnership (Multi-agency safeguarding 47 - 82 arrangements) Annual Report April 2024 - March 2025 To enable members of the Community and Wellbeing Scrutiny Committee to consider the Brent Safeguarding Children Partnership multi-agency safeguarding arrangements annual report covering the period from 1 April 2024 to 31 March 2025. 8 Community and Wellbeing Scrutiny Committee Recommendations 83 - 96 Tracker

To present the Scrutiny Recommendations Tracker to the Community and Wellbeing Scrutiny Committee.

9 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Deputy Director – Democratic and Corporate Governance or their representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Wednesday 17 September 2025



Please remember to turn 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 on a first come first serve basis. Alternatively, it will be possible to follow proceedings via the live webcast HERE.



Public Document Pack Agenda Item 4



MINUTES OF THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE Monday 28 April 2025 at 6.00 pm

PRESENT: Councillor Ketan Sheth (Chair), and Councillors Fraser, Afzal, Chohan, Clinton, Ethapemi, Mistry, and Smith, and co-opted members Ms Rachelle Goldberg, Archdeacon Catherine Pickford and Mr Alloysius Frederick (online)

In attendance: Councillor Gwen Grahl, Councillor Neil Neva

The Chair led introductions of those present and highlighted he was pleased to announce that Brent Youth Parliament had been nominated for an award, offering congratulations.

1. Apologies for absence and clarification of alternate members

Apologies for absence were received from Councillor Rajan-Seelan.

2. Declarations of interests

Personal interests were declared as follows:

- Councillor Ketan Sheth Lead Governor of Central and North West London NHS Foundation Trust
- Councillor Ethapemi governor for Brentfield Primary School
- Alloysius Frederick Chair of governors for All Saints Trust, consisting of a number of Brent schools
- Councillor Fraser close family member employed by Brent social services

3. **Deputations (if any)**

There were no deputations received.

4. Minutes of the previous meeting

The minutes of the meeting held on 5 March 2025 were approved as an accurate record of the meeting.

5. Matters arising (if any)

There were no matters arising.

6. Annual School Standards and Achievement Report

The Chair opened the discussion by welcoming and thanking colleagues for attending, including 4 headteachers from various Brent schools. He invited Councillor Grahl, as Lead Cabinet Member for Children, Young People and Schools, to introduce the report.

Councillor Grahl began by highlighting that the report provided the opportunity to recognise the strengths in what she saw as a thriving school community as well as identify weaknesses and discuss challenges facing schools, staff and young people. As detailed in the report, she felt there was strong performance in many areas of children and young peoples' educational journeys with nearly every school in the borough rated good or outstanding by Ofsted. There were also very good outcomes for children with Special Educational Needs and Disabilities (SEND) who had always been a priority in Brent, and this was reflected in the recent CQC SEND Local Area inspection of Brent. She also drew members' attention to the current reforms going through parliament in the Children's Wellbeing and Schools Bill which would help to support some of the work the Council and partners were doing to tackle inequalities, such as universal breakfast clubs and ending forced academisation.

Nigel Chapman (Corporate Director Children, Young People and Community Development, Brent Council) added that, overall, he felt satisfied with the outcomes in Brent schools, whether that was Ofsted ratings or overall outcome measures for individual children. He felt the Brent school system, regardless of how that school was governed, all worked closely in collaboration with each other and the local authority. He reassured the Committee that there was no complacency and it was recognised that there were groups, as referenced in the report, who were not performing as well as the rest of the cohort. However, by the time disadvantaged groups had finished secondary school they had performed well, and he felt this was a testament to the strength of the school system overall that once children were in school and remained in school their outcomes were positive. Attendance had been a big focus since the Covid-19 pandemic and Brent was above the national average for overall attendance of children in schools, which was attributed to school leaders' ability to encourage and provide a welcoming and appropriately challenging atmosphere for children.

In relation to attendance, Nicky Lobo (Headteacher, Roe Green Infant School) added that there had been a change in expectations to monitor the attendance of under 5s for infants and early years settings. She highlighted that it was very challenging to ensure the attendance targets for under 5s were on par with primary and secondary school and it was a time-consuming process to monitor. Roe Green Infant School reviewed attendance every week to maintain overall outcomes. Whilst she highlighted the challenge in meeting and monitoring attendance targets for under 5s, she did feel that it was a step in the right direction that this was something that the government wanted to focus on.

The Chair thanked presenters for their introduction and informed the Committee that a request to speak in relation to this item had been received from Mr Martin Francis. He invited Mr Francis to begin his remarks, for which he would have up to 3 minutes.

Mr Francis introduced himself as a former teacher, head teacher and local authority school governor. In addressing the Committee, Mr Francis emphasised that the underachievement of boys of Black Caribbean heritage had persisted over several years, highlighting the consideration of a report by the Community and Wellbeing Scrutiny Committee in 2018 which showed that the attainment gap for boys of Black Caribbean heritage, compared to the national average for all pupils, had widened to 23 points below the national average. He noted that a specialist centre for Black Caribbean Achievement had been set up, led by Chalkhill Primary School, with Boys of Black Caribbean Heritage Achievement Champions in each school, and detailed analysis of achievement by ethnicity was provided to the School's Forum, where he noted some schools' reluctance to provide that data.

In noting that the current report presented to the Committee treated the attainment monitoring data of Boys of Black Caribbean Heritage as confidential, Mr Francis queried why that data was not available in the public domain. Further referencing the report, Mr

Francis highlighted paragraph 3.12.8, detailing the Brent Schools Race Equality Programme which aimed to significantly increase the attainment of underperforming ethnic groups, and paragraph 7.4, which stated that the data indicated a more collaborative approach was required to improve outcomes and ensure this cohort did not continue to be left behind. As such, he raised concerns that a problem had been identified and was being monitored but the community, parents and other interested parties were not permitted to view the data and assess the extent of the issues and the success of the initiatives put in place to improve attainment for Boys of Black Caribbean Heritage. He felt that this indicated a lack of transparency and could give rise to a lack of trust in the system. In bringing his remarks to close, he called on the Committee to recommend:

- i) That the data referred to in paragraph 3.12.6 of the report be made available to the public.
- ii) In order for the Committee and public to understand the full context of the data, to receive ethnicity information on the following: absence rates; exclusions; number of pupils being home-schooled; extent of any off-rolling; the impact of Covid and; the number of Not in Education, Employment or Training (NEET) in the borough.

In response to Mr Francis, Shirley Parks (Director Education, Partnerships & Strategy, Brent Council) explained that the DfE did not publish the data to the level of granularity that Brent was assessing it at, and as such Brent only had access to use that data internally and could not publish national comparators. Without the national comparators then the data was not meaningful which was why it was being treated as confidential. In terms of the general trends of the data, she highlighted that while there were shifts in trends every year, fundamental trend which had been detailed by Mr Francis and which Brent Council had been addressing for several years was that boys of Black Caribbean Heritage had not performed as well as the Council would want them to. The yearly data did see the attainment of different cohorts go slightly up or down,, overall they were still not achieving what the local authority would want to see.. A number of initiatives had been delivered to address this, including the project to have champions in each school and work on a Race Equality Programme. The previous year, a programme funded by the local authority called 'Leading from the Top' had been delivered by the Brent Schools Partnership, focused on addressing practices in schools that might indirectly impact children and which asked headteachers to be reflective about how their school was moving towards an anti-racist approach. This focused on proactively addressing the achievement of boys of Black Caribbean Heritage. This year, the local authority was funding an anti-racism programme working with Leeds Beckett University that offered the opportunity for schools to achieve an anti-racism award and ensured schools were doing everything possible to support a high quality of access to education for all children throughout the Brent system.

Whilst the Committee recognised the good work being done to address the attainment of boys of Black Caribbean heritage, they highlighted that it had been an ongoing concern for several years and noted that performance had been below their peers over the last year, particularly in early years ages. They queried why the actions being put in place were not working to improve outcomes. Nigel Chapman responded that there had been an impact on attainment from the pandemic and its disruption. Deprivation was also a factor, particularly for families who were more socially isolated. The take-up of the Nursery Education Grant for families from underrepresented groups was lower and those groups' access to early years provision was lower. As such, there had been a focus in early years to encourage take-up of those opportunities and get the message out there that the provision was available. The local authority was hearing reports of children entering reception who were not school ready, lacking physical self-care and social and language skills, and a lot of work was going on in

schools in the very early years that may have previously happened in nursery settings. The impact of poverty and the cost-of-living was playing a major role in attainment and schools were supporting children with skills they might otherwise have had in a different setting through nursery provision. He added that the total population of children of Caribbean heritage was small at around 5% of the Brent population, equating to around 2.5% of boys of Black Caribbean heritage being in schools, meaning that the relatively low cohort size could mean fluctuation in the figures. He was hopeful that the current programme would encourage focus and spotlight on the issue and felt that he would need to see longer-term figures over time to provide a clear narrative, but assured the Committee that this was something he wanted to focus on.

The Committee asked whether any qualitative or quantitative research had been undertaken in Brent to establish the expectations teachers had for boys of Black Caribbean heritage. Shirley Parks referred the Committee back to the Leading from the Top Programme which encouraged schools to ensure they were setting high expectations for all children across all elements of school practice and the Brent Schools Race Equality Programme which provided a framework and toolkit for schools to evaluate their practice with regard to all children to develop an anti-racist approach. The Council had also offered training for school governors so that they could hold school leaders to account for their practice, learning and development professionally. She highlighted that one of the reasons an improvement in phonics had been seen for boys of Black Caribbean heritage was because the choice of literature being used in schools was now much more appropriate for them, which had came about as a result of focusing on the hidden curriculum. Andy Dunne (Headteacher, Newman Catholic College) added that Newman Catholic College was pleased the Council had heavily invested in the programme for primary and secondary schools and they were keen to be one of the first schools to obtain the first level of the anti-racist award. A funded questionnaire known as FLAIR was conducted for all students and staff to offer a baseline understanding of where the school was with race equality, the outcomes of which were available through a platform and could be fed back to staff. That programme had provided targets for where the school needed to improve race equality, and the school was now looking at policy development, identifying any gaps.

Noting that the data members received provided a snapshot going back one year, the Committee highlighted that one cohort could vary greatly compared to another and felt it would be helpful to see data going back over a longer period of time so that they could understand trends and direction of travel. In relation to the data, Nigel Chapman added that there had been two years where there had been no published figures during the pandemic where no formal exams were taken, making it difficult to look across historical data. As such, it was only the last 2 years that the local authority had published data on exam results that could be tracked. However, with the previous two years plus the current year, he felt that would give a good sense of where the trends were going, and from an Ofsted perspective Brent schools had performed well for a number of years. He added that the current trends compared favourably to where Brent had been 5 years ago, with attainment data strong for the whole population for a number of years. He felt it was key to have a strong performing system which could be shown through the data. Alison Loffler (School Effectiveness Lead Professional, Brent Council) further reassured the Committee that when the School Effectiveness Team visited schools they looked at three-year trends with close scrutiny of all the available data and challenged the underperformance of any groups of students as well as their attendance, discussing barriers to performance for students achieving in line with their peers for all groups of children. The Team also looked at partnerships with parents and the suitability and appropriateness of the curriculum.

The Chair then invited school leaders present to explain how they tracked trends in attainment for their individual schools and addressed the performance of their cohorts. Oweda Harrison (Headteacher, Donnington Primary School) explained that Donnington was

an A1 form entry school, meaning there was one class per year group, and every year group would have fluctuations. Donnington worked closely with families to get to know their children well and worked very closely with an organisation called 'All Child' who used a proportion of pupil premium money to provide a Link Worker who targeted 40 children on a 2-year programme who were affected by multiple levels of deprivation. Children were identified for that programme in multiple ways such as through their attendance, socio-economic status or their attainment, and within that programme they received 1 to 1 and group tutoring, a mentor and enrichment activities. As such, children were supported by a familiar adult over a twoyear period who got to know those students very well. Attainment, achievement and attendance data was also reported from that programme. Where the performance of individual children was not where the school wanted it to be, which was identified through pupil progress meetings to identify slippage, the school operated a key worker system so that the young person had a key adult they knew well and could speak to. Teachers also had open conversations about the performance of different groups and discussed what was being done to address any issues and took advice from the local authority where necessary.

The Committee asked further details about early years performance and what support was available to ensure good outcomes at a young age. Nicky Lobo highlighted that Roe Green had many different groups of children coming in, with early years making up 50% of the school. There were 117 children in the nursery and a cohort of 24 children had been taken in the previous week. For her as a headteacher, early years needed to be a priority focus within the school because it was at the start of a child's career and the relationship the school built with parents. It was important to take the time welcoming meetings for play group sessions before children even came to the school, ensuring a SENCO and Inclusion Officer were available, and that staff were at the school gates every day to build that relationship. She felt it was important for senior leaders to take the time to get to know this very important group of children. Hermann Farrington (Headteacher, The Village School) added that The Village School had been working closely with the Council as they had identified that early intervention was best and were focusing on effective admissions panels working together to ensure those students that most needed places in complex needs schools got them.

Councillor Grahl added that she had seen evidence of children not being as prepared as they previously would have been in nurseries when she had visited, with children struggling with normal play tasks or unable to put their coats on and generally needing a lot more help and support. She thought this was partly an impact of the pandemic, but also highlighted the impact of staying in temporary accommodation on children's outcomes. The National Education Union (NEU) stated that, nationally, around 1 child in every class was statistically living in temporary accommodation. She advised the Committee that the Council was doing everything it could to minimise the effects of living in temporary accommodation on education, for example prioritising children who were undertaking GCSEs and A-Levels for housing within the borough, but the demand was so high this was not an easy task.

Noting that there were no longer national statutory assessments for Key Stage 1, and the importance of foundation stages being very critical in the life of a child, the Committee asked what measures had been put in place to measure the achievements and performance at each Key Stage, particularly in stages where there were no statutory examinations such as 1 and 3. Shirley Parks highlighted that the report outlined the data available to the Council on national assessments so that Brent could benchmark performance against national comparators, but the Council did look at data from other cohorts not sitting exams and, as part of the School Effectiveness Team visits, data for each year group was reviewed based on progress and attainment and this was used to challenge schools where appropriate.

In terms of Newman Catholic College, Andy Dunne gave an overview of the demographic make-up of the school, which was a Catholic all-boys school for Key Stage 3-4 with a mixed 6th-form. He highlighted the demographics of the school were very mixed with students from

over 60 different nationalities, and 77% of students spoke English as an additional language. In the last year, the school identified that 60% of those students were illiterate in their home language. Within Key Stage 3, most schools, including Newman Catholic College, would receive performance data 3-4 times per year. In Newman Catholic College, those figures were based on internal assessments done both informally and formally, such as through a class-based extended writing assessment or a controlled assessment by a teacher, and then twice-yearly formal tests taking place in a timetabled assessment week. Those tests were moderated by departments, and, as an associate member of the All Saints Trust, the College worked with other schools in that Trust to share moderation and practice. There were different systems within different schools to measure Key Stage 3, meaning the data was not always comparative. The Newman assessment system was called KASH which assessed Knowledge, Attainment, Skills and Habits on a 4-point scale across those attributes. He added that the school also had a high number of students from abroad who arrived after primary school had finished for them, so Newman would do its own baseline assessment for reading age, spelling age and a cognitive abilities test. That mix of data was then used to make a judgement about where a student would be. He added that there would be no comparative data for year 11s for the next two years due to the pandemic, so the progress scores schools were usually judged against would not be applied and a focus on attainment would be relied upon. For Newman Catholic College, which had high levels of need and EAL and lower attainment, that was an issue because whilst attainment might be lower the progress was usually very high. As such, he felt the attainment scores would only tell half of the story where some of the students at the college were making progress that was on par with some of the highest performing schools in the country. He emphasised that the KS3 data was important but not recognised by Ofsted and DfE.

Nicky Lobo provided a response from a primary school perspective, highlighting that Roe Green did assessments through from nursery. A reception baseline assessment was conducted, where all children were nationally required to be assessed within their first 6 weeks of school. For all assessments, she highlighted the importance of following through on the outcomes of those. Roe Green's Quality of Education Lead sat with every teacher and asked about every child within that class to understand their results and next steps. The importance of this was emphasised to teachers in their 10% Planning, Preparation and Assessment (PPA) time, because assessment could sometimes be less prioritised, and she felt it was for senior leaders to remind teachers to take that time to discuss outcomes.

In relation to how special schools measured performance, Hermann Farrington advised that the focus was destination led. Most special schools designed their own assessment systems to be able to meaningfully measure the steps at the appropriate rate and it was important to quality assure that process and continuously triangulate assessment data, which was measured on a live document with data drops 3-4 times per year to review the progress students were making. There was also a need for the school to be at the centre of Education Health and Care Plans (EHCPs) and for those documents to contain student voice, parent voice and professional voice in one, breaking down targets for behaviour and engagement and recognising reductions in the child's ability to self-regulate or socialise. As such, there was regular formative and summative assessments that were vital to the progress of students.

The Chair invited representatives of Brent Youth Parliament (BYP) to address the Committee. They informed the Committee that BYP had discussed what was going well in schools and what could be improved, and over 50% of feedback related to students being unsure how to access specific support for work experience and careers advice. BYP wanted to see more careers advice in school or outside of school that was accessible to everyone, and asked what the Council could or was doing to support this. Andy Dunne responded that careers advice sat with schools as a statutory responsibility to provide, but that had been more challenging in recent years. Schools were required to have a careers advisor available

and often that might be through a Connexions worker, someone already working within the school or someone from another organisation, but he felt that careers advice across schools in general was not adequate and teachers needed support to have a better grounding to understand the world of work. In Newman Catholic College, Key Stage 4-5 students benefited from personal 1-1 interviews with the careers advisor who helped them to look at the type of career they might want, as well as the qualifications necessary, to find something that suited their needs best, but he found that the quality and accessibility of careers advice did vary between schools. Shirley Parks added that the DfE conducted a review in 2023 of careers guidance in schools and pointed out some areas for improvement. Whilst careers advice was managed by schools individually, the local authority did provide a service targeted towards young people at risk of being Not in Education, Employment or Training (NEET) through a contract with Shaw Trust. That contract was longstanding in Brent and ensured that the number of young people NEET was low compared to nationally, and it was a service that individual young people could seek advice and guidance from outside of the school system.

BYP also highlighted that not all schools had the same resources and funding, meaning their performance could be impacted in interschool events such as sports competitions. They asked what the Council did, or could do, to ensure all young people in Brent had access to the same resources and opportunities to succeed. Nigel Chapman replied that school leaders stretched their budget as far as possible to achieve good outcomes for children. The funding for primary, secondary and special schools was provided to the Council by the DfE and allocated through Schools Forum which had the responsibility of handing the funding on to schools. In relation to the influence the local authority had over that funding at a political level, there was continued lobbying around fair and equitable funding to central government. A pay body review suggesting a 4% pay increase for teaching staff would need to be paid from existing departmental and school budgets would lead to further pressures within schools to find that pay whilst also providing other services. He acknowledged the very difficult reality school leaders were in.

The Committee then asked how SEND pupils were performing in Brent compared to national figures. Councillor Grahl highlighted that there was a fairly strong set of results outlined in Table 12 of the report which showed that SEND results were consistently above the national average in Brent. She highlighted that there was acute demand for SEND support, with the number of EHCPs rising 10% per year for the past 10 years, and there was sometimes a delay in putting extra support in place as funding was needed to do that and then time would be needed to build that additional infrastructure and recruit staff. She was pleased there were representatives from 2 schools in Brent helping to meet that demand through specialist provision present at the meeting, and highlighted that Brent had a very good provision of special schools and was building the new special school, Wembley Manor. There was also the Additional Resourced Provision (ARP) programme within some mainstream settings to provide additional specialist support. She added that one reason SEND demand had increased was the increased awareness and understanding of SEND, learning disabilities and autism, with parents and children more likely to seek support and diagnoses, which she saw as a positive.

Hermann Farrington added that in relation to SEND and boys of Black Caribbean heritage, his school did not have the same challenges with attainment, and those who were not making progress in The Village School were more likely due to challenges related to profound and multiple learning disabilities (PMLD), for example a non-verbal student needing a very sensory approach. For his school, around 80% of students would meet their EHCP targets.

In relation to Wembley Manor, Andy Dunne advised the Committee that Newman Catholic College was currently hosting it's Key Stage 3 provision onsite in a temporary building, which he described as revelatory to see the cohort of 60 students onsite sharing dining facilities

with Newman Catholic College students. The site also would be hosting an ARP as one of a number of schools in Brent who had agreed to set up new provision, which would house 22 students accessing mainstream curriculum for 20-80% of their timetables and the remainder in ARP. Within the school there was also provision for children with mainstream setting. He provided a case study of a year 11 student with a visual impairment who had undertaken 3 days of work experience on a building site of an ARP which he saw as a great example of those provisions coming together.

Nicky Lobo spoke about the grants Brent Council had been giving to schools without ARPs and which were not special schools but had children with complex needs, advising members that Roe Green had now created 2 outreach rooms using that money and staff were recognising how beneficial those were. She highlighted that SENCOs themselves were essential in supporting SEND students in schools and applauded them for the work they did. Roe Green was supporting their SENCO by providing one day a week to work from home to complete paperwork and 2 mornings with a PA. She added that SENCOs were an aging workforce and when they began to retire that expertise would be lost, so highlighted the need for focus on that role.

The Committee asked what the Council was doing to help schools with new technology to help manage the workload of teachers and SENCOs in order to give teachers an opportunity to focus on value-added work. Nigel Chapman responded that the use of new technology was emerging including piloting the use of AI to assist with the generation and review of EHCPs. Those pilots were showing a reduction in the time taken to produce EHCPs, and if that continued to be successful then the intention was to see what opportunities could be rolled out to SENCOs.

In noting the multiple references during the discussion to gaps in data caused by Covid, and the recent press announcement regarding the changing of one word Ofsted assessments, the Committee asked how the Council could ensure that the change in assessment did not cause a gap in understanding of how schools are performing. Nigel Chapman confirmed that discussions with headteachers around this had taken place the previous week at the Strategic School Effectiveness Partnership Board. Ofsted were consulting about the new scorecard approach, which did not have universal support, and Brent was waiting to see the final outcome of that consultation. Whatever the new assessment and judgement process was, there would be a way of measuring progress, and the Chief Inspector of Ofsted was keen to ensure that local areas could continue to use the Ofsted inspection process to judge the strength of the local system.

Noting that 98% of schools in Brent were rated as good or outstanding by Ofsted, the Committee asked whether there were any schools at risk of slippage on their judgement. Alison Loffler explained that the School Effectiveness Team worked to ensure that schools were of a good standard. Any school identified as at risk of underperforming would receive a full school review in conjunction with the headteacher, looking at any subject or area found to be underperforming, and then recommendations for improvement were agreed with a rapid follow up. It was added that academies would have their own improvement processes as the Council did not have responsibility for them.

The Committee asked whether there was any learning from the forced academisation of Byron Court School following their inadequate rating by Ofsted. Nigel Chapman explained that the risk areas that were monitored in schools were around significant financial strain within the school system, a significant change in performance data, and for Byron Court the key issues were around the leadership and governance of the school. The learning for the Council was the around the importance of that relationship between governors and the leaders within that school, so, going forward, whenever there was a change of leadership in a school the Council was ensuring that an immediate review was put in place within the first term to ensure the Council was reassured any issues were well managed. Councillor Grahl agreed that school governance was essential to keep schools on track. She also added that the forced academisation legislation would come to an end in the Children's Wellbeing and Schools Bill.

The Committee noted that parents were fundamental to a child's success in school and asked what work schools were doing to support parents with their child's education. Hermann Farrington agreed that the relationship between the school and parents and carers was key, and often there were things happening at home or outside of school that teachers might not see, so unless the school worked to understand the whole picture it was difficult to make progress. He liked to get parents on site, but as the majority of students at the school travelled by bus staff saw a very small proportion of parents during pick up and drop off. As such, there was a need to invite parents in and be flexible by offering times that worked for them and something valuable to them. For example, when social workers or health professionals were in the school they brought parents in, and responded to what training needs parents were looking for, such as support with regulation at home or difficulties reaching puberty. Andy Dunne added that the organisation his school worked with, All Child, had a link worker who worked closely with parents to build relationships and trust, and the college had designated staff to engage families, such as a refugee co-ordinator working to engage non-English speaking families and a LAC co-ordinator working with Looked After Children and foster carers. Additionally, heads of year and pastoral team members worked very closely with families.

As no further issues were raised the Chair thanked officers for their time and responses and invited members to make recommendations, with the following RESOLVED:

- For the Council to develop a dashboard to be used to track school performance providing early warning indicators that a school's Ofsted rating might be at risk.
- ii) For the Council to support after-school learning opportunities and develop a community group structure that allows learning and mentoring to continue outside the school environment.
- iii) For the Council to commit to a proactive approach in supporting schools to identify staff pressure points and utilise technological solutions to support staff, including reducing admin tasks.
- iv) For the Council to conduct further research on the reasons for the gap in attainment for Boys of Black African and Caribbean Heritage, considering barriers to learning and creating a CoP (community of practice) dedicated to improving the educational attainment, engagement, and well-being of these boys in primary and secondary education.

7. Meeting Adult's and Children's Social Care Workforce Challenges

The Chair welcomed the joint report regarding the workforce challenges facing both adults and children's social care and invited the lead cabinet members to introduce the item, drawing out any points they wanted to highlight.

Councillor Grahl (as Cabinet Member for Children, Young People and Schools) welcomed the opportunity to look critically at how the Council was addressing challenges in retention and recruitment. She highlighted that the report showed Children, Young People and Community Development had done sustained work in this area and some successful interventions had helped bring down the number of agency staff and retain good quality social workers for longer. As examples, she highlighted the generous package of incentives

for new permanent staff, including a golden hello, co-operation with London boroughs through the London Pledge to fix agency wages and promote staff moving to permanent contracts, and offering individualised career support in social work teams to promote permanent contracts and bring placement stability to children and young people. She emphasised the importance of acknowledging that, whilst recruitment and retention was important for the Council to make it more economically viable and minimise risk, it was also important for young people to give them the stability they needed as their social worker could be one of the most important people in that person's life, and having a high turnover of staff meant those crucial relationships were easily disrupted, potentially affecting their outcomes in life.

Councillor Nerva (as Cabinet Member for Adult Social Care, Public Health & Leisure) highlighted the longstanding parity of esteem issues between children and adults, which was not unique to Brent. He advised the Committee that work was being done in Adult Social Care to level out that parity. He highlighted that Brent operated and lived in a mixed economy in terms of social work, but he highlighted the range of social care support provided by workforces outside of the Council and the importance of training for those individuals. Going forward, training, retention and lifetime career opportunities would heavily feature in the tender approach for the new home care contract.

The Chair thanked the Cabinet Members for their introductions and invited the Committee to ask questions of the officers, with the following points raised:

The Committee highlighted section 6.3 of the report which detailed the reasons social workers were leaving the profession, citing poor supervision and management as one of the reasons for 38% of respondents. The Committee felt the report did not address that specific point and at several points had quotes from staff highlighting good management, which they felt was contradictory to the finding and asked what was being done in relation to management supervision. Palvinder Kudhail (Director Early Help and Social Care, Brent Council) explained that the survey referred to in 6.3 had been a London-wide survey which Brent had then used the findings of in its own services. In the children's service, the majority of social work managers were permanent, which she added was not meant to say that a permanent manager could not be a bad manager, but it did provide stability and less likelihood of turnover. That permanency helped with the retention of staff. The service had also recently introduced some specific guidance regarding management oversight on individual cases and case supervision which was prescriptive in terms of the support a frontline worker should receive from their supervisor or manager, and placed an expectation on managers to ensure supervision was taking place on a regular basis to provide oversight and case direction. Audit activity was then done to ensure that support was in place in order to ensure that staff felt supported in the work they did and casework risk was managed appropriately. The feedback from those audits and through 6-weekly open-door sessions with the Corporate Director Children, Young People and Community Development, Nigel Chapman, was that social workers trusted their direct line manager.

Another reason for attrition nationally, detailed in section 7.16 of the report, related to workload and burnout and members did recognise a persistent strain on frontline teams, and asked what was being done to support staff to avoid burnout. In terms of Adult Social Care, Evelyn Amedoda (Head of Safeguarding & Principal Social Worker, Brent Council) advised members that the average caseload for social workers was 13, working to an optimal caseload of around 20. As such, she highlighted there was capacity for social workers to undertake reflective practice, supervision and casework discussions. In Brent, the community was complex in relation to deprivation, complexity of need and entering Adult Social Care much later in life, which could lead to burnout, but caseload was managed well, and over the last 12 months no one had worked a caseload exceeding 20 cases.

Noting that average caseloads were below the maximum of 20 but that most other boroughs also had an average caseload of around 15, and the figures showing that people were leaving the profession due to burnout and workload, the Committee asked whether the target caseload of 20 was too high. In response, Evelyn Amedoda reiterated that the data in the report related to national data around burnout and the reasons for leaving the profession. Whilst Brent had seen attrition and turnover of staff, she did not see a caseload of 20 as too high. Acknowledging that the local community was complex, she highlighted that there were long term case holders but also short-term work around hospital discharge and reablement where there was a faster turnover of cases meaning some cases were held for only a short period. As the Principal Social Worker for Brent, she met regularly with London Principal Social Workers, and confirmed that a caseload of 20 was not an outlier across London, but added that most of Brent's staff did not hold caseloads beyond 13.

From a children's social work perspective, Palvinder Kudhail acknowledged the correlation between workload and social workers leaving the profession, but highlighted that workload was not the sole reason. The pandemic had changed things for people in terms of their worklife balance and people wanting to do something different, and casework and needs had become more complex following the pandemic. She highlighted that what formed a caseload was constantly considered, for example, a social worker might have only 9 cases but those 9 cases may all be complex, so the service would not want to assign them any more. As such, the service ensured caseloads were manageable. Managers also ensured they matched skills according to a particular case and situation and offered additional support or co-working opportunities.

In terms of burnout, the Committee asked what mental health provision was on offer to support staff. Rachel Crossley advised members that there was a good wellbeing offer for staff in the Council, and the Director for Adult Social Care held open door sessions for staff to speak about their concerns. Emotional support was made available for staff with difficult cases and work took place with CNWL around career pathways.

The Committee noted that the vacancy rate for adult social care in Brent was the third highest in London, and asked why that was. Rachel Crossley (Corporate Director Service Reform and Strategy, Brent Council) explained that the challenge in Adult Social Care was retention, the cost-of-living, and people moving around organisations to get more money. Through some of the service restructures that had taken place, the service had looked at the skills mix of teams where there were hard to recruit roles and put in place different types of roles, such as care assessors, to bring different skills mixes into the team. This, as well as retention payments, was seeing an improvement in the number of people converting from temporary to permanent. She added that she did not foresee vacancy rates immediately improving but there was a current recruitment drive taking place following restructure.

In response to a query on what other boroughs with lower vacancy rates were offering that Brent might not be, Rachel Crossley advised that they likely had retention bonuses for staff earlier than Brent had. The London weighting was also a factor. Where people were living, where they wanted to work and the willingness and capability of people to deal with complex cases also factored into people's choices. She advised members that Brent had a complex landscape to work in and often found people underestimated that kind of working across multiple different communities.

The Committee noted the reference in the report to difficulties recruiting specialist therapists. Evelyn Amedoda responded that Brent Adult Social Care had done well for Occupational Therapy with 80-90% permanency in that workforce. Where the service was struggling, which was the case nationally, was for rehabilitation officers for visually impaired adults which was a piece of work being done across the NWL Academy.

In terms of the vacancy rate for children's social care in Brent, Palvinder Kudhail highlighted that it was an improved picture with a significant increase in the permanent workforce, but she felt there was more to do. The data on agency workers converting to permanent contracts was increasing with more than 1 a month converting. Rolling ads were also being placed continually to recruit permanently. The service was now doing work on its PR and looking at what other local authorities were offering before putting some information out to attract more staff.

The Committee asked what was being done to improve retention, including training, cultural competence and incentives. Evelyn Amedoda responded that, from an Adult Social Care perspective, retention was a national issue, but locally Brent appreciated there was something that could be done to improve retention and had started that work. There was now focused attention on exit interviews to understand why people were leaving, and a strengthening of the induction process when people joined the workforce so they had a good experience in Brent. The terms of supervision and training offer were also being improved. She added that, as detailed in the report, staff spoke positively about training and supervision, which was affirmed with the external rating from CQC in terms of the learning and development offer. From a children's perspective, Nigel Chapman highlighted the biggest factor in retaining staff was workload and balance of workload. He felt that the caseloads in London were generally manageable and Brent kept a close eye on caseloads and management of caseloads so that social workers felt able to do a good job. He felt that making staff feel that they had the ability to be autonomous, make a difference and could make informed decisions for their clients was especially important for retention. Councillor Grahl highlighted the broader context of recruitment in social care, feeling that the profession had been undervalued and underpaid, as well as being impacted by Brexit. There had also been changes to immigration legislation where residents from overseas did not have the right to bring partners or family to the UK unless they earned more than £30,000, which affected people starting out in their careers and may put people off going into social work. She highlighted the work being done in Brent to improve recruitment and retention, working with Trade Unions to make Brent a good place to work and ensuring the option to work flexibly for staff. The recent staff survey results had provided some interesting insights and had found that staff found Brent a good place to work.

In relation to national funding for Adult Social Care and the potential for the Council to receive less, the Committee asked how the Council would continually support investment in the workforce. Rachel Crossley advised members that the Market Sustainability Fund had 2 elements, one of which was workforce and one of which was for external care provision. The Council was hoping that the spending review would not see money taken away from local government but make it more consistent and long-term, so that some of the Market Sustainability workforce funding may become part of the Council's base funding or come through the Better Care Fund (BCF). Brent had used that funding mainly for piloting different ways of working and bringing in extra resource to tackle waiting lists and test models or review safeguarding practice rather than use it towards the establishment so that it was not over reliant on that funding in case it did not continue. Not having that funding would mean the Council would not be able to deliver some of those additional pilots but there was resilience built in to ensure there was no cliff edge should that funding stop. In terms of what was being done to ensure it was possible to have the funding as part of the Council's base funding, the Committee were advised that the Association of Directors of Adult Social Services (ADASS) was lobbying in London and nationally for continuation of funding and the options around funding models, but there was no indication yet what the government would do. The Council was being proactive in that space around the BCF for all discharge and admission avoidance, working in an early intervention preventative social care space to ensure staff were doing reviews quicker to stop people moving into crisis.

The Committee asked whether there had been any discussions to create shared recruitment pools with neighbouring boroughs. In terms of children's social care workforce, Nigel Chapman explained that London Social Work for Children was a shared recruitment platform website for each local authority to add their roles and which did a spotlight on particular areas. Each borough paid a small amount to be part of that platform and the site then helped drive traffic towards each local authority. He felt it had been helpful to build that platform together with other local authorities and there was now a spirit of collaboration instead of competition in London thanks to the London Pledge. The Council was also part of an international recruitment framework and intended to work with other boroughs to do joint recruitment from overseas. For Adult Social Care, Evelyn Amedoda advised members that work was underway with the NWL Social Care Academy, of which Brent was a part of, looking at international social work recruitment. There was an appetite to do more collaborative work amongst NWL local authorities in terms of regulated staff recruitment.

The Committee asked what the Council was doing proactively to support staff through technology. Rachel Crossley informed members that Adult Social Care had piloted the use of Magic Notes and wanted to roll that out for frontline workers. The tech had been a positive in reducing admin burdens and allowing quality conversations and time spent with the client. Social workers were feeding back that they were having much better conversations with clients because they were not concerned with the notes they were taking. The service had also been a part of the Council's Co-Pilot pilot and was looking for managers to start using that more in the next year. There were 3 business cases for tech enabled care to support friends and family to check in on people. Palvinder Kudhail advised members that children's social care was looking to do some pilots through multi-agency work and needed to get partners on board with that, which needed careful consideration as some partners did not use AI or had taken a decision not to. The service was also looking at an assessment process redesign to streamline that to a single assessment and single plan that would follow the family around and reduce workload and assessments. The system Mosaic, which social work staff used, was also due for modernisation and a consultant was supporting that.

In terms of the financial challenges facing the Council, Nigel Chapman advised that in children's social services the Council had prioritised a focus on frontline staff and social work services for the most in need, which meant difficult decisions had to be taken in relation to early intervention and early help services to ensure workloads continued to be manageable for frontline workers.

The Committee asked whether the Council did any grow your own schemes to reduce vacancy rates and support local residents into work. Evelyn Amedoda advised that Adult Social Care had a grow your own scheme which had benefited from the Department for Health and Social Care's Apprenticeship Fund, and that scheme recruited only local Brent residents with social care experience so that they could earn while learning to get a Level 6 qualification. That scheme was in its second year. There was also an internal grow your own scheme where colleagues with social care experience could qualify for a degree. For Children's social care, Nigel Chapman advised that students from local universities and living locally were recruited. There was also the Step Up to Social Work Programme which took local young people through social work programmes, and apprenticeships. Children's services was focusing on recruiting locally as much as possible because those with local roots and connections were more likely to stay long term.

The Chair drew the item to a close and invited members to make recommendations with the following RESOLVED:

- i) For the Council to commit to a proactive approach in identifying staff pressure points and utilise technological solutions to support staff, including reducing admin tasks.
- ii) For a future paper to come to the Committee on this subject emphasising the coordination between adult's and children's social work and cross-working opportunities, including the recent joint work on transitional safeguarding.

The Committee also made an information request, recorded as follows:

- i) For the Committee to receive Brent specific reasons given by Social Care workers for leaving the organisation at their exit interviews.
- 8. **Community and Wellbeing Scrutiny Committee Recommendations Tracker**

The Committee noted the recommendations tracker.

9. Any other urgent business

None.

The meeting closed at 8:15 pm COUNCILLOR KETAN SHETH, Chair



Community and Wellbeing Scrutiny Committee

2 July 2025

Report from the Brent Safeguarding Adults Board

Lead Cabinet Member for Adult Social Care, Public Health & Leisure - Cllr Nerva

Brent Safeguarding Adults Board (Multi-agency safeguarding arrangements)
Annual Report April 2024 - March 2025

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix A - Annual Report April 2024 – March 2025
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Kayliegh-Ann Creamer Strategic Partnership Lead for Safeguarding Adults Kayliegh.creamer@brent.gov.uk

1.0 Executive Summary

1.1. To enable members of the Community and Wellbeing Scrutiny Committee to consider the Brent Safeguarding Adults Board (SAB) annual report covering the period from April 2024 to March 2025.

2.0 Recommendation(s)

2.1 The Community and Wellbeing Scrutiny Committee is asked to note the contents of this report and the Safeguarding Adults Board annual report (Appendix A).

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The SAB work has connections to the following outcomes within the Borough Plan:

A Healthier Brent – The SAB has links to various health forums, including the Drug and Alcohol Related Death Panel and inputs into Domestic Homicide Reviews & Offensive Weapon Homicide Reviews being undertaken. This enables members to be aware of the wider work being undertaken that also informs Board decisions and direction. One of Boards key priorities is substance misuse. A joint Transitional Safeguarding sub-group with the Brent Safeguarding Childrens Partnership has been set up to ensure continuity of support and intervention from services from childhood into adulthood. This follows on from the work that has already been undertaken in Brent to date.

Thriving Communities – The SAB incorporates community engagement through its voluntary community sector members. The SAB are currently exploring ways to improve community engagement and incorporate lived experience to shape Board actions and priorities. Community safety is also a standing member of the SAB, and there is representation from the SAB at the Safer Brent Partnership.

Prosperity and Stability in Brent – The SAB considers the impact on communities during a cost-of-living crisis and works with agencies such as housing and voluntary community sector members to have insight into the evolving landscape. The learning and development programme is working towards ensuring practitioners are equipped to recognise signs and provide suitable intervention.

- 3.1.2 The Safeguarding Adults Board has a responsibility under the Care Act 2014 to produce an annual report each year that outlines the work and progress of the Board and it's member agencies. This report must be signed off by the Board, and is published on the Brent Safeguarding Partnerships website upon sign off agreement.
- 3.1.3 <u>Key activities</u> The Board has implemented a new sub-group during the period, the Performance and Audit group, chaired by Claudia Brown, Operational Director of Adult Social Care, Brent Council. This group considers data sets on agreed themes from member agencies to try to garner a better understanding of the 'Brent picture' in relation to the identified topic. From here, the Board can be better informed and agree any actions that need to be taken in light of findings.
- 3.1.4 <u>Identifying and addressing key priorities</u> The SAB has agreed its strategic plan for 2024-2026 consisting of the following priority areas:
 - A focus on self-neglect as a category of abuse.
 - Substance misuse & Housing Need
 - Learning from SARs (how the SAB disseminates learning, good practice and seeks assurance of system changes and improvements)
- 3.1.5 The Safeguarding Adults Board annual report (Appendix A) contains the detail of the priorities and progress of the Board against them.

3.1.6 Partnership Working – Key Board member organisations provide support and input across the Brent Safeguarding Adults Board system via the Boards regular subgroups, Task and Finish, project groups and via routine updates. This ensures there is both assurance and a rounded input on important pieces of work that require multi-agency input to develop and improve safeguarding processes In Brent.

3.1.7 National, Regional and local learning

The Board approved the 'Indira' Safeguarding Adults Review in March 2025. Following this, the Board has implemented a new 'Task and Finish' approach to respond to the recommendations and expedite Safeguarding Adult Review actions and learning. The chair undertook a review of legacy reviews in Brent, which were considered in the development of the Strategic Priorities and the wider Board work plan. The Board is connected to National Board and Chair networks to stay abreast of emerging themes and this allows it to identify and link learning. The Chair has now set up a regional North West London SAB Chairs group.

Further to recommendations made by the Community and Wellbeing Scrutiny Committee last year the BSAB has developed a new data dashboard to monitor and evaluate the Learning and Development multiagency training offer which is shared across all sub-groups including the Learning and Development Group.

3.1.8 **Forward planning** - The Board will now enter it's second year of it's Strategic Priorities focus, which will be reviewed and amended at the end of 25/26.

3.2 Background

- 3.2.1 Brent Safeguarding Adults Board is (SAB) a statutory multi-agency partnership board consisting of senior leaders from a range of organisations that deliver services to adults in the London Borough of Brent. The SAB is a wider partnership forum accountable to the Executive Group, it is chaired by an Independent Chair.
- 3.2.2 The objective of the SAB is to ensure that adults at risk are able to live their lives free from abuse and neglect. The way in which a Safeguarding Adults Board must seek to achieve its objective is by co-ordinating and ensuring the effectiveness of what each of its members does.
- 3.2.3 SAB members represent their organisations at the Board. The SAB is made up of statutory partners and non-statutory partners. It also has an independent chair. The statutory partners of the SAB are;
 - Brent Council
 - Metropolitan Police
 - NHS North West London Integrated Care Board

The non-statutory partners who attend the SAB include; London Ambulance Service, London Fire Brigade, London North West NHS University Hospital Trust. Central and North West London NHS Foundation Trust, Healthwatch Brent, voluntary organisations, London Probation Service and Public Health representation

- 3.2.4 In order to provide oversight, the SAB must be independent. There is an independent chair, Nicola Brownjohn, who assumed post in January 2024 after the passing of the previous Chair. The Chair holds all member agencies to account. The Independent Chair is held to account for effective working of the SAB by the Chief Executive of Brent Council.
- 3.2.5 The SAB has the freedom to put in place anything it deems necessary to achieve its objectives. This may include raising awareness of adult safeguarding or learning and development in relation to a particular area of practice.
- 3.2.6 The SAB should be assured that partners are putting systems in place to protect adults at risk in the area for which it is responsible. Including people with additional needs and under-served communities.
- 3.2.7 All SAB members have an obligation to provide the board with resources to support its functions. This includes having a representative present at the Board and where applicable, at its sub-groups. It may also include contributing financially and/or providing relevant information to the Board.

3.2.8 Brent's safeguarding partnership arrangements

Brent's Board arrangements consist of a three-tier structure:

- Tier 1 The Executive Group provides high-level strategic leadership
- Tier 2 Brent Safeguarding Adults Board diverse and wider-ranging partnership group
- Tier 3 Delivery focussed sub-groups responsible for carrying out specific statutory duties of the partnership, these include:
 - Case Review Group
 - Joint partnerships (SAB and Safeguarding Children Partnership) Learning and Development Group
 - Performance & Audit group
- 3.2.9 The Safeguarding Children partnership and the Safeguarding Adults Board are undertaking a review of Transitional Safeguarding progress in Brent, with a view to refresh the work through the development of a joint sub-group driven by both safeguarding partnerships. This work is underway with a view to conclude in this upcoming reporting year.

The Executive Group

3.2.10 The Executive Group membership includes senior representatives from the three statutory safeguarding partners - Brent Council (Corporate Director of

Community, Health and Wellbeing and also the DASS), North West London Integrated Care Board (Director of Quality, Nursing and Safeguarding) and Metropolitan Police (Superintendent, Public Protection-Safeguarding Lead, North West BCU).

Partnership support staff arrangements

- 3.2.11 Support staffing arrangements for the SAB arrangements are funded and resourced by Brent Council.
- 3.2.12 The Strategic Partnerships Team is responsible for leading the coordination of the arrangements and is managed by the Strategic Partnerships Manager. The team is based in the Children, Young People and Community Development.
- 3.2.13 Alongside the SAB arrangements, the Strategic Partnerships Team also currently coordinates activities for other strategic partnerships in Brent including Brent Safeguarding Children's Partnership, Brent Health and Wellbeing Board and Brent Children's Trust.
- 3.2.14 This staffing structure enables stronger strategic coordination between the strategic partnerships in Brent to both avoid duplication and develop joint initiatives. It also successfully facilitates a level of independence from the operational safeguarding activity of the council.

The Brent Council Governance Team provide some administration support for both the Executive Group and Safeguarding Board meetings (approximately 1 day a month).

4.0 Stakeholder and ward member consultation and engagement

4.1 The Lead Cabinet Member for Community Health & Wellbeing, Councillor Nerva is a member of the Safeguarding Adults Board and regularly attends key meetings to inputs to the work of the partnerships

5.0 Financial Considerations

- 5.1 For the 2024/25 financial year, the SAB had an annual budget of £67,000 excluding staff costs. A full breakdown of the budget is included in in the annual report (please see Appendix A).
- There was an underspend and funds not spent were moved to reserves to ensure that the Board is able to continue meeting its statutory requirements. The Board currently has a number of reviews underway, that commenced in 23/24, the reserves will be drawn upon to cover the costs of the independent reviewers commissioned to undertake these reviews.
- 5.3 Aside from administration and completion of mandatory Safeguarding Adult Reviews, the budget is predominantly spent on the SAB Chair fees, learning

- events, the annual conference and running a joint Learning and Development offer with the Children's Partnership.
- 5.4 The local authority makes additional contributions in the form of staffing costs to support the running of the SAB.

6.0 Legal Considerations

- 6.1 The Care Act 2014 directs local authorities to set up a SAB covering their area with core membership from the local authority, the Police and the NHS and the power to include other relevant bodies.
- 6.2 The Care Act places a requirement on SABs to; publish an annual report and strategic plan and to hold partner agencies to account for how they work together to protect adults from neglect or abuse. The Act states that partner agencies and services must work together to implement strategies to protect adults at risk of abuse and neglect locally.
- 6.3 The Care Act 2014 also requires the SABs to commission Safeguarding Adult Reviews under Section 44 where the threshold is met. The Care Act 2014 requires partners to cooperate with the review process and Section 45 of the Care Act 2014 requires partners to supply relevant information to enable the Review to take place.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 In carrying out its functions, the SAB will adhere to general equalities duties namely, eliminate unlawful discrimination; harassment and victimisation; to advance equality of opportunity between people who share a protected characteristic and those who do not; and to foster good relations between people who share a characteristic and those who don't.
- 7.2 The three Statutory Safeguarding partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of Adults in Brent. In discharging their duty safeguarding partners must be assured by member agencies in the borough that multi-agency services are accessible, inclusive, and responsive to the diverse needs of Adults in Brent.
- 7.3 The Safeguarding partners also ensure that services are culturally aware and skilled in identifying, assessing, and meeting the individual needs of Adults in Brent.
- 7.4 The SAB has a responsibility to consider and implement recommendations in regard to EDI, where such themes present as part of a Safeguarding Adults Review. It also has discretion to carry out work outside of formal recommendations where it sees fit and aims to drive positive system changes and improved resident experiences.

8.0 Climate Change and Environmental Considerations

- 8.1 This report has no direct impact on the Council's environmental objectives and climate emergency strategy.
- 9.0 Human Resources/Property Considerations (if appropriate)
- 9.1 This report does not relate to any HR or property related issues.
- 10.0 Communication Considerations
- 10.1 This is not within the scope of consideration.

Report sign off:

Rachel Crossley

Corporate Director, Service Reform and Strategy



BRENT SAFEGUARDING ADULTS BOARD ANNUAL REPORT



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01 INTRODUCTION

Foreword Brent Safeguarding Adults Board Independent Chair



This is my second annual report for Brent Safeguarding Adults Board (BSAB). I would like to commend this report and the work of the Board over the past year.

The BSAB has made good progression with the priorities set out in the 2024-26 strategic plan published in January 2024. The report sets out the progress made with the strategic priorities as well as providing clarity on the forward plan for 2025-26 to ensure that these priorities are delivered to be business as usual in 2026-27.

During 2024-25, the governance of the BSAB has been strengthened. This has included revising the work programmes for the subgroups to achieve the aims of the BSAB. There has also been good working together with the Brent Safeguarding Children's Partnership which has culminated in a joint conference and a joint group to take a leadership role in promoting transitional safeguarding, as well as the establishment of a joint Executive group to oversee the work of the Brent SCP and Brent SAB.

There has been a considerable improvement in the BSAB's commitment to consider the commissioning of Safeguarding Adults Reviews and publishing those undertaken. During 2024-26, three reviews have been completed and reports approved for publication, either the full review or a learning report. There has been an additional SAR ongoing during 2024-2025, which was delayed due to unforeseen circumstance, this will be published in the first quarter of 2025-26.

There has also been work undertaken to go back to SARs previously published in Brent to check the impact of the learning from these SARs. This work identified an area for more improvement - the application of the Mental Capacity Act. This continues to feature in SARs nationally. A task and finish group was set up in Brent and this group will continue until the summer of 2025 to help to shape training and toolkits to support workers to apply the Act in a more effective way which promotes safeguarding.

In the last annual report, I set out how I planned to get out to meet community groups. During the year, I worked with Brent Healthwatch to establish a community engagement project which was approved by the BSAB in January 2025. This project will run until November 2025 and will involve hearing from community groups, meeting community leaders, Brent Health Matters, and the Brent Council Co-Production Team.

During 2024-25, there have been major changes nationally and internationally which have an impact on the lives of the Brent population. The BSAB is taking particular notice of the issue of rough sleeping and homelessness as safeguarding issues and receive regular updates from services to provide assurance that people are supported to keep safe.

10 Brown L

Nicola Brownjohn
Independent Chair for Brent Safeguarding Adults Board
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O2 BRENT SAFEGUARDING ADULTS BOARD ARRANGEMENTS

Brent Safeguarding Adults Board (SAB)

The Board is a partnership made up of statutory and non-statutory partners. The statutory partners are; The Metropolitan Police, Northwest London NHS Integrated Care Board and Brent Council. There are also many non-statutory partners who provide a valuable contribution. The Board meets quarterly.

Role of the SAB

The SAB is a strategic board that provide oversight and direction to help partners work better together to achieve agreed strategic priorities. It also works to seek assurance from partners that sound systems are in place to effectively manage safeguarding concerns. It does this via reviews, audits and various sub-group activities

There are currently four active sub-groups that assist the SAB in carrying out its duties. These sub-groups meet at agreed frequencies by each group members. Each sub-group has different aims and objectives but all work to feed into the SABs overall priorities and responsibilities.

bjectives but all work to re	sed into the SADS overall phonties and responsibilities.
Case Review Group (CRG)	This CRG multi-agency group considers serious cases submitted for potential Safeguarding Adult Reviews. The sub-group aims to ensure that lessons learned are shared, acted upon and impact is assessed. During the reporting period the group met each month in 2024, this frequency moved to bi-monthly in 2025.
The Executive Group	This group has been trialled as a joint Executive with the SCP, as the Partners are the same and there are cross cutting themes.
Multi-agency Learning and Development Group	A joint sub-group with the Safeguarding Children Partnership. Its purpose is to consider and develop the multi-agency safeguarding Learning and Development programme, and ensure it is linked to the Strategic Plan over the coming years. This group has previously met quarterly and It has been agreed that this will increase to bi-monthly in 2025/2026.
Performance & audit subgroup	Implemented in October 2024, the new Performance subgroup focuses on seeking out data to understand priority areas of Safeguarding in Brent that have been identified as needing further scrutiny and attention.
Mental Capacity Task & Finish group	This is a time-limited working group, set up to respond to the need for system learning around Mental Capacity assessments. The group will conclude by summer 2025.
Transitions sub group	Work on the group has progressed, with a TOR set, focus cohort agreed. Workshops are planned for early 2025/26 with a view to hold a bi-annual group check in g pagg paged.

03 BUDGET, INCOME AND EXPENDITURE

The Safeguarding Adults Board budget comprises of monetary contributions from the Statutory Partners, with the Local Authority also contributing additional funding of staffing support and resource to the Board. The Independent Chair is funded via the Statutory Partner contributions.



Staffing

1 full time Strategic Partnerships Lead (SAB Business Manager)

1 full time Strategic Partnerships Manager

1 part time joint Learning and Development Officer (0.8 FTE)

This financial year the Board received the following contributions from Statutory Partners:

• Brent Council: £37,000

MOPAC: £5,000NWL ICB: £26,415

Below is a summary of Board expenditure covering the financial period since the last annual report:

Expense	Value (£)
Independent Chair Fees	22,500
Information systems development	3,405.76
Meeting & Event costs	1,398
Joint Conference fees	5,182.42
Safeguarding Adult Review (SAR) fees	17,563.24
Learning and Development programme	1,800
Total	51,849.42



This year, the majority of the Board expenditure was allocated to Chair fees, with an equal contribution as the Children's Partnership being made to the Partnerships joint Learning and Development programme and it's supporting IT solutions. During this financial year, the contribution included the implementation cost of the Brent Safeguarding Partnerships joint conference.

The Safeguarding Adults Board has undertaken various reviews over the last 2 years. Some fees for Independent review work undertaken on SARs last year fell into this financial year due to payments being made only after report sign off and approval. We anticipate the coming years contribution to SAR fees to be reduced. These spends are in line with an expected expenditure for a Safeguarding Adults Board.

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04 TIMELINE OF ACTIVITY

THE SAB KEY ACTIVITES IN THIS REPORTING YEAR

MONTH	ACTIVITY
May 2024	23/05 - Case review group: Colleagues reviewed progress against 2 SAR action plans, agreeing actions.The group also had a presentation on effective SAR Panel activity and implementing learning.
June 2024	O7/O6 - Joint Executive: The first of the combined executive for the SAB/SCP. The group discussed and agreed ways of working, priorities, Transitional Safeguarding and annual reports. O4/O6 - Joint Learning & Development group: The group discussed course data, emerging themes that will translate to training needs. 18/O6 - SAB: The Board received presentations and discussed Fatal fire deaths, Cuckooing, the DARD Panel and also reviewed and signed off the 23/24 annual report. 25/O6 - Case review group: This meeting, colleagues heard about the OWHR pilot in Brent, reviewed and signed off Carers assessment briefing and had a discussion around managing 'red carding'.
July 2024	30/07 - Case review group: The group received a Learning from lives and deaths - People with a learning disability and autistic people (LeDeR) update from NHS colleagues, alongside progression SAR action plans.
Sept 2024	 4/09 - Joint Executive: The group reviewed the TOR, Board updates from the partnerships and progress on planning for the Transitions subgroup. 10/09 - SAB: The Board signed off 2 SAR reports, approved the new escalation policy and received updates on the ministerial letter and assurance on pressure ulcer protocols. 17/09 - Joint Learning & Development group: The members discussed alignment of the programme with Partnership Board priorities, and set up a Task and Finish group for the joint conference. 19/09 - Case review group: The group heard a new case referral to be considered for a SAR, and also progressed work on SAR action plans.
Oct 2024	15/10 - Performance & Audit subgroup: The group held it's first introductory meeting to agree the TOR, workplan and approach. 22/10 - Case review group: The group concluded discussions on the previously referred case heard in September 2024, agreeing that the case did not meet the review criteria. In addition, ongoing SAR action plans were reviewed.
Nov 2024	5/11 - Joint Learning & Development group: This session focused largely on firming up conference planning including agreed outcomes, case study details and input on spotlight & facilitator roles. 12/11 - SAB: The Board heard updates on the Self Neglect Toolkit, inspection outcomes, the housing picture in Brent and thematic issues arising from substance misuse and housing.
Dec 2024	11/12 - Joint Executive: In relation to Adults, the Executive received a strategic update from Statutory Partners, Board and review updates and a briefing on joint work with SCP including the joint conference. 17/12 - Case review group: The Chair gave a presentation on effective SAR panels which was followed by a group discussion. The group agreed to change the meeting frequency to bi-monthly.
Jan 2025	 21/01 - SAB: The SAB met post-development day, receiving an update on LeDer & Care Education and Treatment Review processes and discussed subgroup updates, the forward plan and the SAB community engagement project. 23/01 - Performance & Audit subgroup: The group shared data on safeguarding referrals, discussed how they are managed and how data trends could be further explored.
Feb 2025	 18/02 - Case review group: The group discussed proposed SAR recommendations for ADULT I and shaped and refined these. They also reviewed action plan progress for Thematic SARs. 25/02 - Joint Learning & Development group: The group welcomed a new Co-Chair representing the SAB, discussed conference outputs, next years learning plan, membership and reviewed the TOR. There was an agreement to uplift the meeting frequency to bi-monthly.
Mar 2025	18/03 - Performance & Audit subgroup: The group discussed local cuckooing data and the high risk panel. 25/03 - SAB: At this meeting, the Adult I SAR report was signed off, an update given on revised strategic priorities plan, and a presentation from the Built for Zero project that focuses on community based homeless reduction, of which Brent is pilot borough.

05 SAB PROGRESS 2024-2025

Development Work

- The Safeguarding Partnership Audit Tool (SAPAT) was reviewed by the SAB, with the outputs explored at the board development day held in January 2025. This has supported in refining the updated strategic plan and targeted actions for 25/26.
- The SAB Chair has established a North West London Chairs and Business Managers network which will provide peer support and challenge.
- The SAB Chair and Business Manager have attended team meetings to share learning from SARs and delivered presentations to improve understanding of SAR processes.
- Improved SAB governance, reporting and forward planning, including training on effective SAR panels.
- Strengthened relationships with key partners such as Community Safety, London Ambulance Service and Housing.
- Delivery of a successful joint conference with the Safeguarding Children's Partnerships, focusing on improving multi-agency partnership work and relationships.
- Implementation of two further working groups, in the form of the Performance and Audit, and Mental Capacity Task and Finish groups
- Completed four SARs during the period.
- Completed an audit of legacy SARs, ensuring that themes revisited.



- Development and publishing of the Brent Self-Neglect Toolkit which will be revised and tested in 2025/2026
- Delivered targeted training to Brent Housing colleagues on Self Neglect and Hoarding to improve awareness.
- Published a SAB multi-agency escalation process, detailing how professionals can escalate cases where there are multiagency professional disputes that cannot be resolved.
- Promotion and review of the Brent Multi-agency High Risk Panel - increasing awareness and monitoring its effectiveness.

Housing & A

- Following the issuing of the ministerial letter, the SAB identified a named lead on the Board for Homelessness.
- Supporting partner awareness of local projects, such as BuiltforZero and Groundswell
- Exploring Cuckooing data via the Performance subgroup
- Developed a plan to review
 the purpose of several panels
 that exist in Brent to consider
 deaths, and how these can be
 better co-ordinated and
 linked in with the SAB.

Learning from SARS



- Set up a joint transitions working group to focus on the three cohorts agreed by the SCP Scrutineer, SAB Chair and Joint Executive Group.
- Commencement of a SAB
 community engagement project for
 2025: HealthWatch, Brent Council
 Community Safety and Brent Health
 Matters are supporting the SAB to
 identify key community groups to
 meet and hear about their lived
 experience of safeguarding. There
 will be an evaluation of the project
 and plans established for how to
 make community feedback business
 as usual for the SAB.
- Development of a co-produced briefing on carers assessments, building on the need for carers to receive support.
- Commissioned training on coercion
 & controlling behaviour in response
 to SAR themes.

05 BOARD MEMBER ACTIVITY

Brent Adult Social Care



An overview from Marcia Richards, Head of Access, Care & Support Since the updates for the 2023/24 Brent SAB reporting period, progress has been made across the Board's key priorities. This includes the creation of a standalone Supportive Multi-Agency Response Team 24 (SMART 24), which provides a joined-up response to Brent residents living with complex issues such as: An intersecting cycle of homelessness, acute or underlying mental health problems, drug and/or alcohol dependencies, experience of exclusion, and risk of self-neglect.

The Brent ASC restructure and creation of a Safeguarding Risk Unit (semi-centralised specialist coordinators who manage high-risk enquiries where high-level multi-agency risk assessment conferences are required) will see positive advancements and development of expertise and consistency in practice, robust and effective multi-agency partnership arrangements and strengthened support for individuals at risk of 'falling through the net.' The High-Risk Panel has been relaunched with more cases being presented at the panel. Safeguarding Adults Review (SAR) briefings are regularly held to enable multi-agency learning and for practitioners and managers to reflect on their practice and systems.

The ICB has restructured its safeguarding adults training offer to strengthen the overall package available to GPs, primary care colleagues, and ICB staff involved in commissioning. In parallel, the Safeguarding Adult's Team launched an expanded calendar of safeguarding training events over the past year. These sessions have seen high levels of engagement and have been well-received, with each session offering valuable, actionable learning.

NWL Integrated Care Board (ICB)



An overview from David MacSweeney, Designated Lead for Safeguarding Adults

Key learning from serious incidents in Brent and across other boroughs within North West London has been consistently shared with commissioning teams, primary care, and continuing healthcare colleagues. This has been achieved through a combination of regular bulletins, integration into training sessions, and ongoing direct engagement with operational teams. The ICB remains committed to ensuring that learning is disseminated not only within boroughs but also across the wider North West London footprint, reinforcing the importance of joined-up care that is not limited by local boundaries.

Designated Safeguarding Adults Leads are now routinely involved in commissioning processes. They play an active role in the development of new contracts, from shaping tender specifications to participating in bid evaluations. As a result, safeguarding adults has become an integral component of healthcare commissioning across North West London. All prospective providers are now expected to demonstrate how they will safeguard vulnerable individuals from the outset of the procurement process. The aim is to ensure that safeguarding considerations are embedded from the earliest stages of service planning and contract development, rather than being reviewed at later stages in response to concerns.

Metropolitan Police



An overview from DCI Sukh Kanwar

Improvements have been made in the following areas:

- Implementation and embedding of Right Care Right Person (RCRP)
- Implementation and embedding of new software system, CONNECT.
- Improved Multiagency Safeguarding Hub (MASH) processes
- Improved staffing for Public Protection teams
- · Routine training for frontline staff
- Keeping safeguarding a priority by implementing further training to staff regarding MASH referrals.
- Collaborative work with SAB and it's subgroups, with timely completion of actions.

The Probation Service implemented change programmes during the year that resulted in increased numbers of people on probation being released from prison earlier than expected.

Brent Probation Service



An overview from Alexandra Johnson , Head of Service. Brent PDU

Brent Probation, together with community safety colleagues, facilitated a working group of key partners to ensure measures were in place and individuals with a need to access adult safeguarding services were notified to social care.

The Probation Service has continued to facilitate MAPPA in which adult social care is a core member, contributing to level 2 and level 3 meetings. Effective and robust risk management plans have been put in place via the facilitation of these multi-agency meetings.

Brent Public Health



An overview from Andy Brown, Head of Substance Misuse, Public Health

By the end of 24/25 there will be an estimated 1410 residents engaged in local structured treatment for problematic drug and alcohol misuse with an estimated 76% having some level of co re-recurring levels of mental health. – this represents some of Brent's most vulnerable clients. Via New Beginnings continue to take over 125 referrals a month.

Locally it has been identified that there are some barriers to substance misusers accessing treatment, including an individual's willingness to recognise they have a problem and need help, and that effective help is available. In 24/25 there has been a concerted effort to minimise these barriers, for example, there are no waiting times to access treatment in Brent, the 24-hour helpline is open to anyone worried about their or someone else's substance misuse and the service continually reaches out to residents, clinicians, and partners to encourage referrals.

Drug and Alcohol Services in Brent are provided by Via Care, The New Beginnings Service covers two sites: Cobbold Road, which is the community hub, and Willesden Centre for Health and Care where the majority of clinical services are provided, (although there is clinical outreach at Cobbold Road). Services at Cobbold Road are open 5 days a week from 9.00 am to 5.30 pm with extended opening to 7.00 pm on Mondays, Tuesdays, Wednesdays and Thursdays backed by a 24/7 helpline: 0800 107 1754. In addition, outreach work takes place in the early morning and late evenings.

At weekends Cobbold Road Treatment and Recovery Service is also open for the BSAFE (Brent Social Access for Everyone) which is run by B3 Service User Council.

The service offer is tailored to individual health and social care needs with all service users having an individual care plan and a personal keyworker in a treatment and recovery model aimed at supporting people from addiction through to abstinence-based recovery pathways – safeguarding is an integral part of the treatment offer. There are no waiting times to access

structured treatment services in Brent.

Through the 24/25 Substance Misuse Treatment and Recovery Grant (SSMTRG) key investments have been made to support Mental Health In-Reach Team, an Intensive Harm Reduction Team and outreach teams working across a range of settings from acute and primary care to community services and the criminal justice system.

The Intensive Harm Reduction Team will continue the focus on maintaining micro elimination of Hepatitis C, opt out testing, chem sex pathways and the continued roll out of naloxone across the borough.

The outreach service will continue to build on the relationships developed with Transport for London (TfL) staff based at Tube stations in Brent on the use of Naloxone. Naloxone will continue to be a key focus for harm reduction in relating to preventing opiate overdose deaths across the borough

In 25/26 there will a strategy to continue to strengthen the Local Drug Information System (LDIS) and increase the closer working with local Project Adder leads from the Metropolitan Police and a redrafted professional information network with primary and secondary leads for onward dissemination across a range of networks including rough sleeping and homelessness forums.

The recent experience relating to the major public health outbreak in Camden saw key messages communicated across and beyond the partner agencies involved in BDAP in which there were joint outreach and engagement session between VIA New Beginnings and the Police clinical alerts and housing providers notified within 24 hours.

Brent Community Safety



An overview from - Silvia Costa, Community MARAC Coordinator This year, ASB team made significant steps effective safeguarding in Brent through the Community MARAC (Multi-Agency Risk Assessment Conference). Our focus has been on addressing safeguarding concerns arising from anti-social behaviour (ASB) and repeated calls involving vulnerable individuals, particularly through police interventions in complex cases.

Significant actions have been undertaken in case management and coordination within the panel, encompassing the processing of 55 cases that adopt a comprehensive approach. This involved a thorough assessment of risks, support requirements, and the implementation of pertinent intervention strategies. We have facilitated the escalation of cases through more than 25 case conferences and professional meetings, aimed at fostering collaboration and ensuring timely interventions from involved agencies. Additionally, there have been over seven escalations to senior management to evaluate and strengthen our response strategies and improve coordination, particularly concerning referral pathways.

Joint visits have been conducted with partners such as police and housing officers to enhance risk assessments for high-risk cases, allowing us to prioritise actions effectively. The relationships established with Anti-Social Behaviour (ASB) officers and safeguarding teams have been instrumental in refining early intervention strategies. Moreover, we undertake new training initiatives for frontline workers focused on identifying and responding to emerging risks, specifically addressing issues like cuckooing and modern slavery.

As a result of the targeted interventions implemented through Community Multiagency Risk Assessment Conference (CMARAC), we have achieved improved outcomes for victims having a 36% risk reduction. This effort ensured adequate safeguarding measures are established, particularly in cases of cuckooing and substance misuse dependence where some individuals were moved into supported housing, rehabilitation programmes and implementing care and support packages through the Adult Social care team. In some cases, enforcement action such as closure orders to safeguard victims from perpetrators especially for the cuckooed cases.

Additionally, we have developed community engagement strategies that raise awareness and improve accessibility. Our presence at community engagement events and the training of new members and relevant agencies have led to an increase in referrals to the CMARAC panel for partnership working to safeguard vulnerable individuals thus increasing our capacity to oversee 45 cases at any time across the 3 localities. The CMARAC has established a strong partnership with the safeguarding team and has expanded safeguarding tools through training. Metropolitan Police contacts are assessed to identify learning opportunities and to prevent recurring missed opportunities and information is shared for early joint intervention. Meetings are scheduled for reviews and follow-ups, alongside a case review schedule for timely actions. Coordinated meetings with police, safeguarding leads, and ASB officers to enhance responses to Cuckooing during joint visits.

London Ambulance Service



An overview from Alan Taylor, Head of Safeguarding & Prevent

The London Ambulance Service (LAS) NHS Trust is a pan-London organisation. We have continued to maintain and improve our support to children and those at risk of abuse and neglect during the year. We see an increase in concerns and referrals from staff year on year. We have now moved to an electronic safeguarding referral platform (Doc_Works) that allows practitioners to make referrals direct to the relevant safeguarding partner. This partnership with Doc_Works is working well and we continue to refine to improve the quality and user experience of the platform.

Safeguarding activity and compliance has continued to increase throughout the year with the addition of a new Safeguarding Specialist for Integrated Urgent Care, ensuring all areas of the Trust have a named local contact for safeguarding. The Trust undertakes Disclosure and Barring Checks on eligible staff and the Trust is 99.9% compliant with this. From 2023 the Trust began undertaking a full recheck and requires staff to sign up to the update service to improve internal recruitment and DBS checking. We held our annual Safeguarding Conference in March 2025 with the theme of 'Hear my story' focusing on safeguarding issues and topics that are less obvious, recognised or spoken about both professionally and within our communities. The aim of the day was to shine a spotlight on these topics and enable further understanding as well as strengthen our awareness of these subject matters. We had expert speakers from both a professional and lived experience background sharing with us their knowledge, expertise and insight.

London North-West University Hospital Trust



An overview from - Angela Sobers, Lead Professional for Adult Safeguarding

The Trust Adult Safeguarding Team has built strong and positive working relationships with the team in Brent. As our hospital is based in Brent, we manage allegations against the organisation (e.g. unsafe discharges, Persons in a position of trust (PIPOT) cases and share outcomes of any enquiries with the Brent Local Authority Team. We meet with them monthly to discuss any relevant cases and exchange information. This regular communication helps to ensure momentum is maintained.

The Trust Safeguarding Team represents the organisation at the Brent Adult Safeguarding Board meetings, subgroups, and the High-Risk Panel. This enables us to support robust safeguarding arrangements across Brent, contribute to shared learning from Safeguarding Adult Reviews (SARs), and participate in the development of action plans, policies and procedures that are aimed at protecting the most vulnerable members of our community who access our services. We are actively supporting the Board's work around the Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS) by completing a staff survey to assess current understanding and inform future training and development.

In July 2024, the Trust launched the "How Safe Do You Feel?" (HSDYF) routine enquiry campaign, led by Head of Safeguarding, Ludmila Ibesaine. The campaign focuses on routine enquiry to assess individual safety and promote disclosure of domestic abuse through asking questions, such as "How safe do you feel?", in a sensitive and trauma informed way. The campaign was implemented across EDs (Emergency Departments) and Maternity with an ambition to roll it out across the Trust. We are creating a safe space for our patients but also our colleagues by normalising safety and routine enquiry despite any indicators of abuse. The approach ensures that individuals remain at the centre of all decision-making, with appropriate support offered where needed.

As part of the HSDYF campaign, we introduced a Spotlight Series, highlighting communities and groups that experience domestic abuse at disproportionately high rates and may face barriers to accessing support. This includes raising awareness of hidden harms and topics related to domestic abuse. To increase accessibility, public-facing campaign materials such as posters are now available in Gujarati, Arabic and Romanian.

The Safeguarding Team continues to enhance support for ED staff around safeguarding procedures, domestic abuse pathways, the "Think Family" approach and delivery of holistic care. We also continue to develop the All Age Advanced Safeguarding Practitioner role, with a focus on transitional safeguarding and adopting a Think Family/Think Household approach to safeguarding practice across the life course. We are committed to collaborative partnership working and we are contributing positively to shared learning, system-wide improvement, and the development of integrated safeguarding strategies.

The Trust has conducted several Internal Learning Reviews (ILRs) and thematic reviews, leading to the identification of key focus areas for improvement. The following actions represent our commitment to continuous improvement of safeguarding in mental health services through enhanced professional curiosity, inter-agency collaboration, and a robust understanding of crisis care pathways.

Central North West London NHS Foundation Trust



An overview from - Matt Henshaw, Borough Director for Mental Health & Learning Disability Services

We look forward to further developments and the positive impact these initiatives will have on service users.

Professional Curiosity: The Lead Nurse for Brent and the Deputy Director of Nursing for the Division organised three training sessions attended by 36 staff members across the Mental Health services. This simulation training utilised real examples from ILRs, prompting staff to reflect on cases and share insights. The sessions, supported by the senior nursing team, focused on enhancing professional curiosity and identifying missed opportunities for addressing potential concerns. A proposal has been submitted to the SAB to specifically explore inter-agency collaboration by developing a joint workshop/ training programme. This initiative aims to engage staff across local authorities, CNWL, Integrated Care Partnerships (ICP), and the third sector.

Inter-Agency Collaboration on Safeguarding: Brent Mental Health Service have initiated a broader mapping of inter-agency collaboration. A Senior Management Team Multi-Disciplinary Team forum has been established in partnership with Central London Community Healthcare NHS Trust and Primary Callagie soft or managers from each attending. This forum serves as a platform for escalating complex cases, thereby facilitating early intervention and better meeting the needs of service users with mental health challenges.

Brent Regulatory Services



An overview from Simon Legg, Head of Regulatory services

Brent Regulatory Team operates a Trading Standards 'rapid response' service seeking to prevent, disrupt, and deter financial abuse by doorstep criminals. In one example alone, a resident was saved from parting with £9,000 for unnecessary home repairs. Complaints about building, roofing and renovation services are assessed and staff supported residents by arranging for Building Control and if necessary, surveyors to visit and check work to assist and provide support to protect vulnerable residents from handing over cash.

The National Trading Standards (NTS) Scams team has been working closely with The Royal Mail to intercept and stop mail which is designed to defraud unsuspected victims out of their money. Scams include fake lotteries, deceptive prize draws, getrich-quick schemes, investments, miracle cures, and clairvoyant/spiritual fiddles. Our Trading Standards received up to 10 referrals per month from the NTS Scams team, of residents who have responded to such mail with cheques totalling up to £450. Victims were contacted, advised and where possible their monies were returned to them, importantly disrupting the scammers.

The team are Friends Against Scam 'SCAM Champions' and can therefore provide training to other community advocates on how to support and reduce the chances of being a scam victim. In September 2024 an officer presented to Safeguard Practice Month (ASG) - This is one of the actions of the Safeguarding Improvement Plan. Including roles and responsibilities, undertaking safeguarding referrals, liaison, and co-operation of Trading with ASG.

Over the reporting period, CLCH has made improvement in the following areas:

- Safeguarding training compliance (including level 3 adult safeguarding and Mental Capacity Act training) is >90%
- Evidence of robust system working in complex cases
- Voice of the adult at risk/carers captured in records and personalised care planning is evident
- Cases escalated when concerns about thresholds /decision making
- CLCH Safeguarding Conference considered trauma informed working /working with change resistant drinkers and homelessness /exclusion using case studies and learning from research
- NHS approach to learning from incidents (<u>Patient safety incident response framework</u> -PSIRF) is now embedded in practice and has been used in some boroughs to support learning in a discretionary SARs.
- CLCH 7-minute learning briefings developed and cascaded in response to incidents with a safeguarding focus, alongside briefings from the SAB.
- Patient stories recorded and presented at forums to support learning around how patients and their families experience our services and what makes a difference
- Recording ethnicity is a mandatory reporting requirement and is monitored across the Brent teams /Trust. The Trust Recording Keeping Audit evidence assurance ethnicity is recorded in line with Trust Policy.
- CLCH MCA 'live' audit undertaken in tandem with a staff survey of staff working in CLCH bedded units. MCA Training sessions undertaken with staff across all bedded units prior to the audit being completed.
- Safeguarding supervision audit undertaken across all services (adult and children).
- The CLCH Pressure Ulcer Policy was updated in 2024 to capture the revised <u>DHSC Safeguarding adults protocol: pressure ulcers and raising a safeguarding concern</u> (2024) and our internal processes revised to ensure safeguarding referrals in relation to the use of the pressure ulcer protocol are discussed with the safeguarding team/ data validated prior to a safeguarding referral being raised.
- CLCH is signed up to the NHS England Sexual Safety Charter and a Sexual Safety Policy with CNWL and West London Trusts has been developed. This links to the NHS staff survey and organisational values and wondering how this is being considered by BSAB re: safeguarding and protecting pulperable adults from unwanted sexual behaviours and abuse.

Central London Community Healthcare NHS Trust



An overview from Donna Thornley, Head of Safeguarding North

The Department is constantly learning from themes and issues raised by internal reviews and recommendations from SAR's and Domestic Abuse Related Death Reviews (DARDR's). This learning forms the ongoing work of continuous improvement activities, ensuring colleagues have the necessary tools and confidence to respond.



An overview from Rose Moore, DWP

Your paragraph Staff guidance, training and ongoing management and coaching is all designed to embed and facilitate the practices outlined in DWP's Memorandum of Understanding with the National Network of Safeguarding Adult Board Chairs.ext

The following is an outline of some of the actions being taken by DWP in response to issues found in SARs and DARDRs. There will be other changes being worked through so this list is not exhaustive. DWP will engage at a local level with SABs and stakeholders through the ACSSL network.

It should be noted that there are two reports expected shortly which may have an impact on the approach taken in this area:

- Recommendations coming from the Work and Pensions Select Committee, particularly the inquiry into Vulnerable Customers & Outcomes of the Equalities and Human Rights investigation into accessibility.
- Where DWP staff do have concerns, they will engage with benefit claimants and, where appropriate, direct or refer them to agencies including local authorities, social services, and the police who can investigate those concerns.
- DWP colleagues are trained to support our most vulnerable customers and have access to a wide range of guidance and signposting to support them. Where further specialist help is required, DWP has a national network of Advanced Customer Support Senior Leaders who can provide additional advice and support.
- Where a claimant or a child faces clear and significant risks to their welfare or safety DWP explicitly empowers its staff to proactively disclose information to the relevant body without the claimant providing explicit consent and to take any reasonable steps felt necessary to address those risks. It expects that staff will take action to volunteer to disclose information without any undue delay.

DWP Strategy - Trauma Informed Approach

The DWP is continuously working on ways to support vulnerable customers, including raising awareness around domestic abuse, we are committed to fostering a compassionate and supportive environment for all. As part of this dedication, the DWP is committed to becoming a more Trauma Informed organisation to understand and respond to the needs of individuals who have experienced adversity and trauma. We have a dedicated programme which will integrate the six pillars of the Trauma Informed Approach which are safety, trustworthiness, choice, empowerment, collaboration, and cultural consideration (Office for Health improvements and Disparities, December 2022). Our programme looks at these six pillars within the contexts of application to our colleagues, our customers, our culture, and the context of the interaction whether that is physical, telephony, digital or postal interaction.

Imperial College Helathcare trust, in the last reporting year, have taken the following actions:

- Ensuring all adult social care referrals having making safeguarding personal completed so the views of the patient are known and heard.
- Fatal fire work awareness and processes to follow.
- Ensuring staff understand mental capacity and its processes as well as fluctuating capacity understanding and applications for Dol S.
- Safeguarding supervision for adult cases. Assurance regularity opportionate referrals to adult social care around pressure ulcers.

Imperial College Healthcare Trust



An overview from Nicci Wooton, Head of Safeguarding

06 MULTI-AGENCY LEARNING & DEVELOPMENT

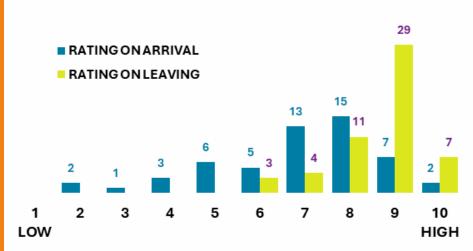


BRENT SAFEGUARDING PARTNERSHIPS CONFERENCE

In December 2024, the Brent Safeguarding Adults Board (SAB) and the Brent Safeguarding Children Partnership (SCP) came together to host a joint safeguarding conference for the first time, with the aim of bringing together professionals from both sectors to address safeguarding across all age groups.

The conference was attended by 155 delegates representing a broad range of statutory and community organisations. A deliberate decision was made to adopt an interactive format that prioritised active participation. Instead of traditional keynote speeches, attendees engaged in multi-agency table discussions centred around a case study. This approach proved to be extremely effective.

Each table had a facilitator who guided the discussions. Participants were asked to log their insights, decisions, learning, and actions onto a web-based platform throughout the day. This provided real-time, anonymised feedback visible to all attendees on a main screen. The case was presented in stages to the multi-agency groups, allowing participants to gradually understand and assess the complexities of a multi-generational family, their diverse needs, and the appropriate responses and support that agencies should provide in similar situations.



Attendees were asked to rate their knowledge of effective multi-agency safeguarding when they arrived, and again at the end of the conference: (1 = Low Knowledge 10 = High Knowledge).

When asked, **31%** of attendees stated that the conference would have some positive impact on their confidence working with other agencies.

69% said the impact would be significant.

51% of attendees identified working through the case scenario as the most valuable aspect of the day. The evaluations received from participants were overwhelmingly positive. One key indicator of success we aimed for was a "noisy room", a sign of active engagement. This goal was clearly achieved, as attendees were deeply involved in debate and discussion throughout the event.

Below are a few representative comments shared by participants about their experience:

'The idea of multi-agency working on each table was fantastic.
Discussion was effective, so much constructive feedback came forward'

'I have a clearer path/route identified for progressing multi-agency working which I will share with the team'

'This conference
has significantly
raised my
awareness
of how much
support is out
there and how
to locate it'

06 MULTI-AGENCY LEARNING & DEVELOPMENT



BRENT SAFEGUARDING PARTNERSHIPS MULTI-AGENCY TRAINING OFFER

Supporting the SAB and learning dissemination

The learning and Development group, and the learning offer has a stronger link to the SAB through attendance of the SAB Case Review Group (CRG) and associated task and finish groups. This has created a more robust thread between the SAB, case learning and the learning offer. L&D Group Members have a renewed focus on supporting adult-facing practitioners and volunteers and ensuring the three SAB priorities of self-neglect, housing and substance misuse and learning from SARs are met. More partners are now involved in supporting training delivery and development of content to be included in training, such as the Police and Regulatory Services. Members also ensure emerging issues are shared and considered for potential inclusion.

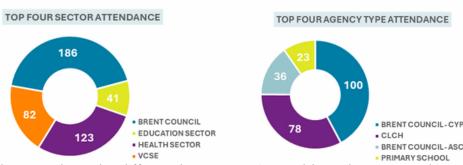
Evaluation, impact and attendance

The platform used for all the multi-agency training currently includes a staged evaluation process:

- Pre-course Evaluation This includes questions designed to measure their current knowledge & confidence.
- Post-course Evaluation Sent to attendees directly after a session which mirrors the initial evaluation
- Post-course Stage 2 Evaluation & Line Manager Evaluations Both sent two months later to try to gauge impact/actions resulting from the training from attendee and management perspectives

Whilst the pre-course evaluation is answered by the highest number of attendees, the remaining evaluation stage response rates require improvement. Those who do complete the post-course evaluation, regularly measure a 20% increase in self reported subject matter knowledge. The gains in other areas, such as confidence in dealing with the subject matter show similar increases.

We are now focused on improving the evaluation aspect in order to better understand impact and what attendees will go on to do differently as a result of attending the training. A Task and Finish group has been set up to review how we improve the dissemination of learning and better measure the impact in teams or service areas.



There has been some success with reaching voluntary organisations, which the 2024 conference highlighted as important partners in Safeguarding referrals and support.

The attendance by different key sectors is notable and we are working with those agencies to better understand their needs, internal offers and to identify barriers, duplication and gaps that effects uptake.

Forward plan

For 2025/26 we plan to focus on:

- · Strengthening the dissemination of learning via links to strategic priorities and learning form reviews
- Increasing the number of unique topic sessions offered
- Balancing the offer to equally service adults and children's partnership training needs
- Increasing the range of agencies attending
- Increasing attendance and reducing no shows
- Better understanding of impact

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 Increasing the number of shorter sessions to aid attendance (and monitoring this)

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Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 1 - SELF NEGLECT PARTNER PROGRESS IN 24-25

To address this key priority area, Brent ASC has focused training and practice forums on developing practitioners' knowledge and understanding of personcentred and outcome-focused care and support. This concentrates on building trust and rapport, multi-agency approaches, risk assessment, mental capacity assessment including executive functioning and legal literacy.

Brent Adult Social Care (ASC)



Multi-agency partnership arrangements has been recognised as the most comprehensive and consistent approach to addressing self-neglect and hoarding whilst avoiding duplication of work and issues, such as absence of information sharing which has been a common theme in many SARs.

To strengthen our multi-agency partnership working arrangements, regular Safeguarding Lead meetings have been set up to address any challenges, and discuss complex cases, recent research and case law. Brent ASC has realigned its Front Door, the Access and Information Team and SMART 24, to build capacity and focus on early intervention programmes, access to community resources, promoting self-management and strengthening social networks. Brent ASC is moving towards Integrated Neighbourhood Teams model where professionals from different organisations, such as health, social care, mental health services and the voluntary sector are brought together to provide coordinated and community-based services to meet local needs including self-neglect and hoarding.





The ICB remains committed to working in partnership across the health and social care system to improve responses to self-neglect and hoarding. This includes both providing health-specific clinical advice and contributing to the design of services that bridge the gaps between health, housing, and social care provision.

At a system-wide level, the ICB has actively supported multi-agency forums that identify and share learning on complex safeguarding issues, including self-neglect, hoarding, housing instability, and substance misuse. Significant work has been undertaken to highlight the health-related factors that often underpin self-neglect, with a particular focus on individuals facing multiple disadvantages.

The ICB has taken a leading role in learning discussions within suicide prevention forums across North West London. These discussions have drawn attention to the links between housing instability, substance misuse, and self-neglect, particularly among younger males. This insight has informed the strategic direction of suicide prevention work, helping to ensure that broader social determinants, including the lasting impacts of the COVID-19 pandemic, are recognised and addressed. The learning emerging from this work continues to shape how services are designed and commissioned, ensuring more integrated, trauma-informed, and preventative approaches for those at risk of self-neglect or hoarding behaviours

When officers have concerns for in regards to self-neglect /hoarding they create an adult 'come to notice' report, this is picked up and reviewed by the MASH team and flagged to relevant partners.

Metropolitan Police



Probation: At present, there are effective arrangements in place with substance misuse providers to deliver sentence of the Court via drug and alcohol rehabilitation requirements, and to also ensure effective service delivery in Court via reciprocal arrangements with Harrow and Barnet treatment provider 38



Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 1 - SELF NEGLECT PARTNER PROGRESS IN 24-25

Imperial College Healthcare Trust: The Trust holds regular meetings between the discharge team and safeguarding team to ensure all safeguarding aspects are considered. Referrals to London fire brigade around potential fire concerns and any hoarding aspects in people's homes are made. We have Increased Authorised DoLS applications and ensured appropriate referrals for pressure ulcers are made..

Central London Community Healthcare NHS Trust (CLCH):

The trust has focused on:

- Escalation of cases when concerns arise and increased awareness of the Brent high risk panel has meant our staff feel able to be heard when working with complex and high-risk cases.
- There has been an increase in CLCH staff recognising and reporting concerns about people on their caseloads who are seen to be self-neglecting. Their concerns are captured on the CLCH Datix incident system and the safeguarding team are involved.
- Applying the Mental Capacity Act (MCA), cases of self-neglect, and the transition of children with care and support needs into adult services continues to be problematic, but the BSAB sub-groups are covering key work and there is evidence that there has been change regarding cases of multi-exclusion homelessness. In CLCH we have highlighted MCA, the increasing complexity of cases (including self-neglect) and supporting transition at the CLCH Safeguarding Committee, with work to be undertaken in CLCH and system-wise to ensure the application of thresholds.

London Ambulance Service: We have continued to develop safeguarding pathways including a fire safety referrals pathways direct and a high intensity user pathway to alert local authorities to children who call 999 three or more times a year

London North West University Hospital Trust (LNWUHT): A

Trust representative attends the Brent High Risk Panel, where high-risk self-neglect and hoarding cases are discussed. When the individual is a hospital inpatient, we work closely with partners to support safe and timely discharge planning.

Brent Regulatory services: The Environmental Health Team have discussed several cases with Adult Social Care and Brent High Risk Panel to highlight cases of self-neglect, hoarding and filthy or verminous conditions in properties involving vulnerable residents.

Action plans have been agreed to improve the welfare of vulnerable residents and preserve the amenities of their neighbours through a streamlined referral process for difficult, complex and urgent cases. Joint visits have taken place with Brent Pest Control, Adult Social Care, Police and social landlords to review and assess the living conditions, the mental capacity and the works required to improve the home environment of affected vulnerable residents.

Examples include clearing of extensive hoarding with the assistance of Adult Social Care without the need of utilising any enforcement action. In another case where the residents did not want to engage, Adult Social Care, Neighbourhood Managers, Legal Services and the Police were involved supporting Environmental Health following an application for an entry warrant. A locksmith was required to assist gaining entry in what was a complex hoarding case which remains still ongoing with further intervention from all parties to safeguard the resident and their neighbours from the impact of the hoarded conditions. In a third hoarding case, Environmental Health sought support from Adult Social Care, Mental Health and Safeguarding teams along with the social landlord.

THE SAB FORWARD PLAN



- Publication of revised self-neglect protocol.
- Dissemination of learning across the system.
- Liaison with voluntary groups and agencies providing support for those who self-neglect
- Scrutiny of safeguarding data regarding self neglect.
- Multi-agency audits.
- Feedback from those with live experience of self-neglect.



Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 2 - HOUSING NEED AND SUBSTANCE MISUSE PARTNER PROGRESS IN 24-25

A focus on integrated care, person-centred care and support, early intervention and addressing underlying issues, such as trauma and mental health is the approach taken by Brent ASC to improve outcomes for individuals living with substance use problems whilst also ensuring practitioners are adequately trained to promote evidence-based practice.

Brent Adult Social Care (ASC)



The High-Risk panel now provides an opportunity for frontline practitioners across all Brent Council departments to escalate cases for discussion, guidance and resolution. Housing surgery including ASC, Community Mental Health Teams (CMHT), Housing Needs and Brent Housing Management is also facilitated by the ASC Mental Health Team every month where case holders across these departments can present a case for guidance and oversight. The aim of the housing surgery is to strengthen relationships and explore innovative ways of working together with the view of providing early intervention and avoiding intervening in cases only at the point of crisis. The Commissioning Teams continue to work closely with ASC to identify and commission specialist housing, such as extra care and supported living accommodation and specialist residential placements to meet the complex housing needs of individuals living with substance use disorder who may not be suitable for general needs housing. The SMART 24 works in close partnership with CMHT and Via - New Beginnings, a charity who offers dedicated support to individuals living with substance use disorder and their families to move beyond the addiction.

Brent Community Safety: Recent cases CMARAC has supported have seen the panel help to facilitate coordinated efforts from all professionals to ensure a multi-agency approach to safeguard individuals unable to manage their situation in general need's accommodation. Joint professional efforts supported cases in court, resulting in individuals receiving placements in suitable rehabilitation units and secured supported accommodation that includes support workers on-site to support recovery journeys. This integrated approach not only provides individuals with a safe living environment but also significantly safeguards them from exploitation.

The CMARAC panel is dedicated to actively participating in and enhancing the safeguarding process by extracting, reviewing, and implementing lessons learned. We conduct reviews of CMARAC cases and analyse multi-agency responses to identify and escalate gaps to the appropriate agencies.

The ongoing reviews and active involvement of CMARAC ensure that historical shortcomings inform future strategies, thereby improving the overall efficacy of safeguarding interventions and risk management plans.

Probation: Focus has included the continued delivery of emergency accommodation for 84 nights for prison leavers at risk of homelessness to allow housing applications to be dealt with and minimise street homelessness. The Probation Service chairs a monthly resettlement panel meeting to review prison leavers at risk of homelessness.

Central London Community Healthcare NHS Trust (CLCH):

Priorities this year included:

- Safeguarding supervision is available to staff working in adult services in relation to complex / high risk cases, and senior management informed as required. For example following an after-action review the staff involved had the opportunity to debrief using a listen and learn approach delivered by safeguarding and patient experience team.
- Making safeguarding personal and professional curiosity is encouraged across all services, and accessibility to the safeguarding team. The safeguarding team support in MDTs and encourage personalisation
- Substance use (alcohol /drugs) and multi-exclusion homelessness were topics highlighted at the CLCH Annual Safeguarding Conference, with Mike Ward leading a discussion in relation to these key safeguarding areas of focus.

London North West University Hospital Trust (LNWUHT):

The Trust has a Homeless Pathway Team to support patients admitted with no fixed address. This team assists with relevant housing forms and helps to establish eligibility for social housing. The Trust hosts an Independent Domestic Violence Advisor (IDVA) based at Northwick Park Hospital (NPH), supporting patients at high risk of domestic abuse who may require emergency accommodation or refuge support.

Central North West London NHS Foundation Trust (CNWL):

Many mental health service users use substances to manage their symptoms and trauma. We work with them in a trauma informed way and support them to find healthier coping strategies as well as harm minimisation.



Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 2 - HOUSING NEED AND SUBSTANCE MISUSE PARTNER PROGRESS IN 24-25

The ICB has adopted a more holistic and integrated approach to the interconnected issues of housing and substance misuse, placing greater emphasis on recognising when these challenges should be considered through a safeguarding lens. This has involved strengthening the connections between health services, local authority teams, and other partners across the North West London (NWL) footprint.

North West London Integrated Care Board (ICB)



In particular, there has been a focused effort to enhance collaboration with the London Ambulance Service safeguarding team, whose frontline role often brings them into contact with individuals facing both housing instability and substance misuse. This improved interface allows for earlier identification of risk, more timely interventions, and more effective signposting to appropriate services—such as substance misuse support, mental health care, adult social care, and housing services. The result is a more coordinated and responsive care pathway for individuals with complex needs. To ensure that learning is shared widely, the ICB ensures it promotes a strong messaging culture designed to cascade key learning across the health system. Key messages and insights—especially those emerging from Safeguarding Adult Reviews (SARs)—are shared with primary care teams and continuing healthcare colleagues through a range of mechanisms, including multidisciplinary case discussions, tailored learning events, and easily accessible materials such as 7-minute briefings and SAR summaries. Where beneficial, full SAR reports are also shared with relevant professionals to encourage deeper systems learning and reflective practice.

A particular area of focus has been cross-borough learning. The ICB actively promotes the sharing of safeguarding insights across all NWL boroughs, ensuring that lessons learned in one area inform practice across the entire patch. This approach ensures greater consistency in our safeguarding culture and amplifies the impact of shared learning across the wider health and care system. Furthermore, learning from SARs is now routinely embedded into core safeguarding training. This ensures that frontline staff remain equipped with the latest knowledge on emerging risks and effective interventions. Designated safeguarding adults leads also play a more strategic role in the commissioning process—supporting service design, contributing to bid development, and participating in the evaluation of tenders. This ensures that safeguarding considerations are embedded from the outset, helping to shape services that are more responsive to the complex intersection of housing, substance misuse, etc.

Brent Public Health The service has continued to maintain investment in the Rough Sleepers Outreach Team based in Via New Beginnings. The outreach team the DATRIG). The outreach team often referred to as the Brent Outreach and Engagement Teams (BOET) currently includes the following staff: Outreach and engagement Nurse, Women's Engagement and Recovery Practitioner ,Senior Practitioner ,Homelessness Drug and Alcohol Practitioner, Complex Needs Navigator, Homeless Recovery Support Practitioner & Peer Advocacy and Engagement Practitioner

The outreach team has worked extensively and will continue to work with Council community protection/community safety officers, MPS Safer Neighbourhood Teams as well as working with rough sleeping teams for St Mungo's and the Single Homeless Persons Team at Brent Council. They play a key educational and training role in raising awareness of naloxone and other harm reduction approaches. The team work with the rough sleeper hubs at Crisis Skylight and the Turning Point Single Homeless Access Hub as well as working with the community hubs, Police led multi agency initiatives and multi faith forums.

THE FORWARD PLAN



As a continued focus in 25/26, work will include:

- •The SAB will have assurance that there are clear pathways in place to provide appropriate housing for those who misuse substances.
- •Practitioners across agencies will have confidence in escalating concerns regarding the safeguarding of those who misuse substances.
- •Feedback from those with lived experience of substance misuse.



Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 3 - LEARNING FROM SARS PARTNER PROGRESS IN 24-25

COMPLETED SARS IN 24-25

'DRAKE'

The final report on the 'Drake' SAR was agreed by the Board in April 2024. A learning summary was published in June 2024. The SAR raised multiple themes, including Mental Health, exploitation, Learning Disabilities and substance misuse.

THEMATIC REVIEW: STEPHEN', 'MARK' & 'JOANNA'

This review produced 2 reports that drew learning from 3 cases all with themes of alcohol and substance misuse underpinning them.

'INDIRA'

After an unforeseen delay heard and approved the final report in March 2025. This SAR featured themes of neglect & Hoarding, Legal authority for decision making, and escalation and feedback loops The report was signed off in late March. Board hopes to be able to report on progress in next years report.

PARTNER PROGRESS ON LEARNING FROM SARS IN 24-25

Metropolitan Police



Relevant learning is shared with MPS Adult Safeguarding lead responsible officer for consideration across London. Relevant learning is also shared with the training team so it can be incorporated into our localised training packages.



Iln response to the themes emerging from the SARs significant work has been undertaken within ASC to embed learning and ensure improvements in practice. Key areas identified for development have been addressed, particularly around timely involvement of ASC, communication or information sharing between agencies, transition of individuals with complex health needs from children to adult service and cultivating professional curiosity.





Training has been introduced to strengthen practitioners' understanding relating to the importance of assessing both decisional and executive capacity, especially when individuals repeatedly refuse care. Opportunities for training including monthly themed safeguarding practice forums have been made readily available to develop practitioners' understanding of multi-agency working and collaboration and use of legal frameworks. The monthly themed safeguarding practice forums have been well received and attended averaging about 120 to 130 attendees from ASC. The monthly safeguarding practice forum focuses on thematic learning from SARs, multi-agency partnership working and joint responsibility. To name a few key partners including the police have delivered training on Right Care, Right Person model, the Community Safety Team on cuckooing and anti-social behaviour, Environmental Health on self-neglect and hoarding and Legal on Mental Capacity Act and the Court of Protection process.

In relation to the transition of children with complex health needs to adult services, we have worked closely with Children & Young People colleagues to ensure a more coordinated approach during this crucial period. Partnership approach have been enhanced, with a particular focus on ensuring smoother transitions and earlier intervention where needed.

We have also focused on improving inter-agency and multi-agency communication/ information sharing particularly between health, housing, community safety team and adult social care teams to enhance our multi-agency approach. Through regular multi-agency meetings and case discussions, we are ensuring that all partners or stakeholders involved in a person's care are informed, engaged and working in partnership to support the person's needs. This has helped to address issues such as delays in support and treatment, miscommunication and the lack of proactive follow-ups. We are ensuring that the individual's voice is heard and their interests are represented by commissioning the right advocacy services. Regular audits of case and feedback mechanisms are in place to monitor these processes and enables the lessons learned from SARs are consistently applied across all cases.

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Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 3 - LEARNING FROM SARS PARTNER PROGRESS IN 24-25

The ICB has taken a structured and proactive approach to embedding learning from Safeguarding Adult Reviews (SARs), ensuring that key themes are cascaded across all relevant areas of the health system.

Learning from SARs—including the recent reviews involving Drake, Joanna, Stephen, and Mark—is routinely shared with senior leaders and executive management within the ICB.

North West London Integrated Care Board (ICB)



These reviews have raised important themes such as the importance of early identification of risk, consistent information sharing, and improving support during transitions of care—particularly for individuals experiencing multiple vulnerabilities. The ICB continues to play an active and collaborative role in all Safeguarding Adults Board (SAB) activity, as outlined in earlier responses. Over the past calendar year, the ICB has demonstrated its commitment to the SAB's priorities by chairing the Learning and Development Subgroup. This leadership role has been maintained despite changes in personnel, reflecting the organisation's ongoing commitment to strengthening safeguarding practice across the partnership.

Through this role, the ICB has contributed to shaping the multi-agency training agenda, embedding learning from Safeguarding Adult Reviews (SARs), and promoting a culture of continuous improvement across Brent's safeguarding workforce. The ICB's involvement ensures that health sector perspectives are fully integrated into the SAB's learning and development strategy and that opportunities for shared learning are maximised.

Brent Public Health:

A key issue in a number of SARs involving drug and alcohol use as either a primary or secondary factor has been where referrals to Via New Beginnings specialist liaison drug and Alcohol service have not been made.

One of the key areas to address this has been the work of undertaken by Via to raise the profile of the New Beginnings Service and the treatment offer through presentation at teams meeting particularly Adult Social Care and Housing but also taking part in team/service area conferences and inter agency forums such as the Community MARAC

Central London Community Healthcare NHS Trust (CLCH):

- In November the Associate Director of Safeguarding delivered a webinar to all staff delivering key learning from national SARs
- CLCH Safeguarding Conference considered trauma informed working /working with change resistant drinkers and homelessness /exclusion using case studies and learning from research
- CLCH homeless team are a resource to teams where MDT discussion may be required and also Brent health matters teams support teams to reach the more complex and vulnerable groups.
- Work is underway to develop a SEND and transition pathway for all CLCH staff and strengthening transition processes for care leavers and also SEND caseloads.
- Work is planned with teams to support professional curiosity and escalating concerns when disagreements.
- · Ongoing attendance at complex case meetings and escalation to High-risk panels as required.
- CLCH safeguarding hub pages are being updated and will link to Local partnerships and SARs once published
- Safeguarding policies updated to reflect guidance and learning from reviews and Local and National SARs, e.g.: Disengagement and was no access policy, Prevent, fire. Hoarding and clutter scale ratings
- Work in progress regarding the delivery of domestic abuse and older adults with our Brent adult community services Page 43



Brent's forward plan and progress on agreed priorities in 24/25

PRIORITY 3 - LEARNING FROM SARS PARTNER PROGRESS IN 24-25

Central North West London NHS Foundation Trust (CNWL):

Drake - The Trust has trained staff on neurodiversity, enabling them to support people with neuro-diversity (ND) in mainstream services. This training, implemented in Talking Therapies and CMHTs, has improved understanding and support of users with ND across services.

Mark - Brent MHS has taken significant strides in embedding trauma-informed (TI) training and awareness across its services with prioritising educating and supporting staff to integrate TI practices into their daily interactions and care delivery. The service delivers TI training through team meetings and the 'See Think Act' forum, a platform dedicated to acute services. The 'See Think Act' approach focuses on continuous reflection and application of TI principles, using tools like the 'See Think Act' wheel to support staff in developing a deeper understanding of trauma and its impact.

CNWL is adopting open dialogue and this approach to care delivery is being tested on an adult MH ward. This approach fosters open communication and collaboration among staff, clients, and their social systems, promoting a more holistic and client centred approach to care planning. Through special forums, staff are encouraged to engage in reflective practice and dialogue, enhancing their ability to incorporate TI strategies into their work.

London North West University Healthcare Trust:

The Trust holds quarterly transition meetings to explore how to meet the needs of children and young people accessing our services, for instance, considerations for 16/17-year-olds on adult wards or transitions involving adults with complex needs. These meetings identify who needs to be involved in care planning to ensure safe transitions.

The Trust delivers neurodiversity training, led by our Lead Nurse for LD/Autism. This includes training as part of the Level 3 SGA course, bespoke sessions for staff, and delivery of the Care Certificate training for Healthcare Assistants. A bespoke training session delivered by Community Connex (including trainers with lived experience) took place on 2 April 2025. The Trust is over 85% compliant with Oliver McGowan Training (Tier 1), and we are preparing to roll out Tier 2 with support from the ICB later this year. Our LD/Autism Steering Group, chaired by the Lead Nurse for LD/Autism, continues to meet regularly.

There is ongoing encouragement across departments to recruit LD/Autism Champions to support inclusive practice at service level. We follow the complex discharge pathway through MDT working. Improvements include increased discharge planning meetings, reduced unsafe discharges, and a decrease in repeat attendances for individuals with complex needs.

The Trust has a comprehensive Tissue Viability Policy and dedicated Tissue Viability Nursing (TVN) team. We participate in the Pressure Ulcer Collaborative, where the Adult Safeguarding Team contributes by delivering training and updates. We use the Safeguarding Adults Decision Process for Patients with Pressure Ulcers. For patients presenting with multiple Category 2, 3, 4 or Deep Tissue Injuries, a safeguarding referral is made if their score exceeds 15. The safeguarding and TVN teams regularly prompt staff to complete this assessment when relevant incident reports are received. Capacity is considered in all cases, with appropriate assessments carried out depending on the decision at hand and ensuring

THE FORWARD PLAN

the most suitable person completes the assessment.



in 25/26 improvements will include:

- SAR recommendations and actions to improve are taken forward throughout the SAR process.
- There is SAB assured of changed systems within 6 months of the SAR completion.
- SARs are agreed and completed within 12 months of the referral to the SAB.

Brent's plan to progress in 25/26



GOLDEN THREAD - COMMUNITY ENGAGEMENT

- A Project plan for 2025 in place to engage community groups and hear local voices with a view to complete
- Links with Health watch & Brent Health Matters to help engage community voices
- In addition, practitioner groups will be visited by the Chair to establish what their concerns are on ground and test strategic priority impact.
- Project finalisation for November 2025



GOLDEN THREAD - TRANSITIONAL SAFEGUARDING

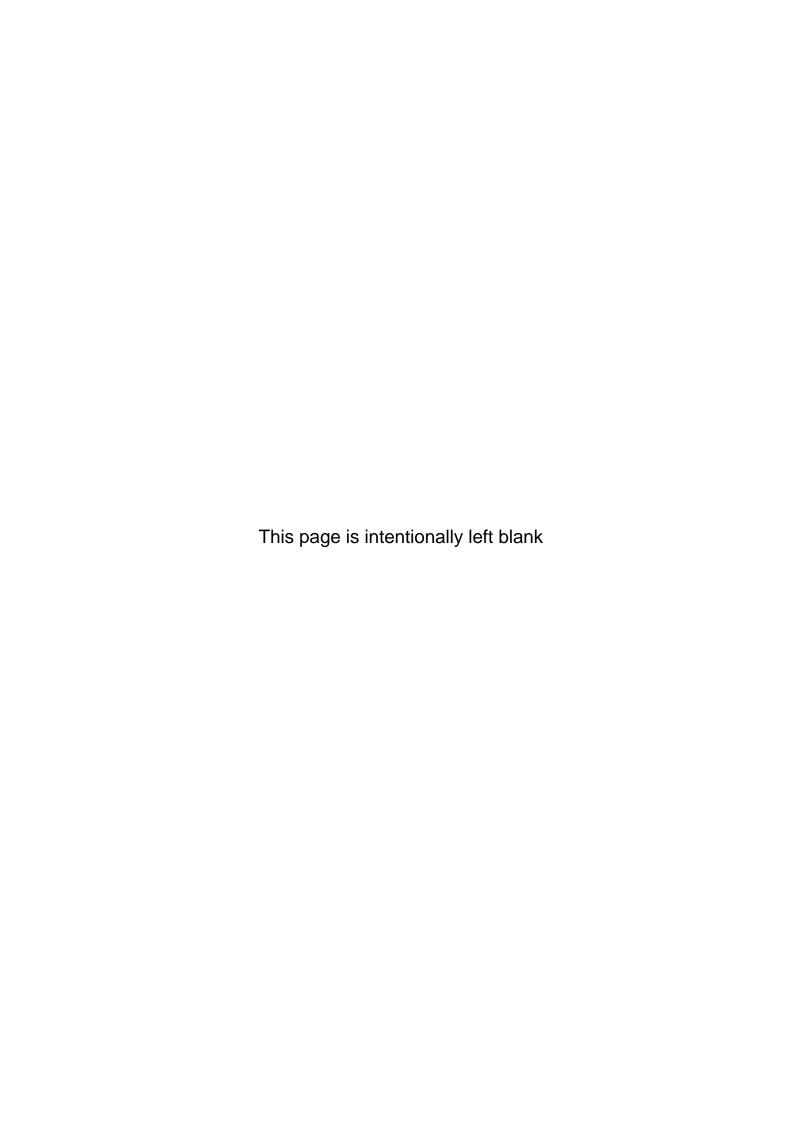
- A clear plan in place, working together with Brent Safeguarding Children's Partnership
- Priority cohorts identified and defined as: Additional needs, care experienced & Exploitation
- Seminars planned to gather professionals and forge a sustainable forward plan for improving how Brent manages transitions
- By end of 2025 the Partnerships hope to be in a place to report to Executive group on progress



We thank our partners for their continued support in our efforts to improve safeguarding practice and procedures in Brent

MORE INFORMATION CAN BE FOUND ON THE WORK OF THE SAFEGUARDING PARTNERSHIPS, AND ACCESS TO OPAGE NING AND DEVELOPMENT OFFER:

https://brentsafeguardingpartnerships.uk/





Community and Wellbeing Scrutiny Committee

2 July 2025

Report from the Brent Safeguarding Children Partnership

Lead Cabinet Member for Children, Young People & Schools -Councillor Grahl

Brent Safeguarding Children Partnership (Multiagency safeguarding arrangements)
Report April 2024 - March 2025

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix A - Annual Report April 2024 – March 2025
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Zoe Tattersall Strategic Partnership Lead for Safeguarding Children zoe.tattersall@brent.gov.uk

1.0 Executive Summary

1.1. To enable members of the Community and Wellbeing Scrutiny Committee to consider the Brent Safeguarding Children Partnership (BSCP) annual report covering the period from 1 April 2024 to 31 March 2025.

2.0 Recommendation(s)

2.1 The Community and Wellbeing Scrutiny Committee is asked to note the contents of this report and the safeguarding children partnership annual report (Appendix A).

3.0 Detail

3.1 Further to recommendations made by the Community and Wellbeing Scrutiny Committee last year, the BSCP has developed a new data dashboard to monitor and evaluate the Learning and Development Multiagency training

- offer which is shared across all sub-groups including the Learning and Development Group.
- 3.2 Additionally, the BSCP has commissioned a PHEW audit platform to support with Section 11 audits (one of the ways in which we assess the effectiveness of multi-agency working). The audit is under construction and due to be launched in autumn 2025.
- 3.3 Contribution to Borough Plan Priorities & Strategic Context

The Brent Safeguarding Children Partnership (BSCP) work has connections to the following outcomes within the Borough Plan:

- 3.3.1 **Prosperity and Stability in Brent** The BSCP considers the impact on communities during a cost-of-living crisis and works with agencies such as housing and voluntary community sector members to have insight into the evolving landscape. The learning and development programme is working towards ensuring practitioners are equipped to recognise signs, indicators and provide suitable intervention.
- 3.3.2 **Thriving Communities** The BSCP has community engagement including a Lay Member and voluntary community sector members. The Lay Member helps to engage with Brent's people and local groups to support community cohesion. Furthermore, the BSCP continues to seek the voice of the child and has commenced work on the recruitment of Young Scrutineers who will be representative at the Delegated Safeguarding Partners group. One of the priorities for the next 12 months is to expand this reach.

There is representation from the BSCP at the Safer Brent Partnership and Community Safety is a standing member of the Safeguarding Children Forum.

- 3.3.3 **The Best Start in Life –** One if the priorities for the BSCP over the next 12 months is to broaden the voice of young people in its membership, planning and activities.
- 3.3.4 A Healthier Brent The BSCP works to address health inequalities in the context of safeguarding children and recognises that children's wellbeing and mental health is a safeguarding priority. Auditing is carried out with all statutory partners to monitor and review the safeguarding provision in this area.

The BSCP is represented at the North West London Child Sexual Abuse steering group and the London Safeguarding Children Partnership – Neglect working group. This knowledge base is then disseminated across the BSCP.

The partnerships multiagency learning and development programme is informed by learning identified from Rapid Reviews and Local Safeguarding Children Practice Reviews.

Work has commenced on a joint BSCP and Safeguarding Adults Board, Transitional sub-group to ensure continuity of support and intervention from services from childhood into adulthood; this includes two workshops, one on reflective practice and the other a 'live audit'. A final report will be shared with statutory safeguarding partners through the Joint Executive Group.

3.4 Background

- 3.4.1 The Children and Social Work Act 2017 made provision for locally determined arrangements regarding safeguarding to be agreed and delivered by the three statutory safeguarding partners Local Authorities, ICBs and Police.
- 3.4.2 Statutory guidance, *Working Together to Safeguard Children (2023)* is referenced for the purposes of the yearly report, which sets out the framework for local safeguarding oversight arrangements.
- 3.4.3 As set out in the Children and Social Work Act 2017 and Working *Together to Safeguarding Children (2023)*, the three safeguarding partners have a shared and equal duty to work together to safeguard and promote the welfare of children.

Full compliance with the requirements of *Working Together to Safeguard Children* (2023) was required by December 2024. A few changes to the statutory functions of the Safeguarding Children Partnership arrangements were set out. Most notably, there is an additional layer of high-level strategic oversight in the form of Lead Safeguarding Partners and a requirement to embed education representation in strategic decision making and consider them as a 'fourth' partner.

Safeguarding Partners

3.4.4 The responsibility for the strategic oversight of this join-up locally rests with the three safeguarding partners (Brent Council, Metropolitan Police and North-West London Integrated Care Board) who have a shared and equal duty to work together to safeguard and promote the welfare of all children in Brent.

Independent Scrutiny

- 3.4.5 The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in Brent, including arrangements to identify and review serious child safeguarding cases. Independent scrutiny is part of a wider external inspection system administered by Ofsted, CQC and HM Inspectorate of Constabulary.
- 3.4.6 The decision on how best to implement a robust system of independent scrutiny is made locally and Brent safeguarding partners should ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

3.4.7 In Brent, the Safeguarding Partners work closely with the Independent Scrutineer. The Independent Scrutineer should consider how effectively the arrangements are working for children and families as well as for practitioners, and how well the safeguarding partners are providing strong leadership.

Brent's safeguarding partnership arrangements

- 3.4.8 Brent's safeguarding children partnership arrangements consist of a four-tier structure:
 - Tier 1 The Joint Executive Group provides high-level strategic leadership and fulfils the local Lead Safeguarding Partner role as required in Working Together 2023.
 - Tier 2 The Delegated Safeguarding Partners Group provides highlevel strategic leadership
 - Tier 3 Brent Safeguarding Children Forum diverse and widerranging partnership group
 - Tier 4 Delivery focused sub-groups responsible for carrying out specific statutory duties of the partnership, these include:
 - Case Review Group
 - Joint partnerships (Safeguarding Children Partnership and Safeguarding Adults Board) Learning and Development Group
 - Multi-agency Audit Group

The Joint Executive Group

3.4.9 The purpose of the Joint Executive Group is to ensure there is a strong joined up strategic leadership from both the Brent Safeguarding Children Partnership (SCP) and the Brent Safeguarding Adults Board (SAB).

The Joint Executive Group also fulfil the LSP responsibilities for the Brent Safeguarding Children Partnership as set out in Working Together to Safeguard Children 2023.

Membership includes senior representatives from the statutory safeguarding partners, Brent Council – Chief Executive, Corporate Director of Children, Young People and Community Development, Corporate Director Service Reform and Strategy, Director of Adult Social Care, North West London Integrated Care Board – Assistant Director for Safeguarding, Metropolitan Police – Borough Commander NW BCU, The Independent Chair of Brent Safeguarding Adults Board and The Independent Scrutineer of Brent Safeguarding Children Partnership.

The Delegated Safeguarding Partners Group (DSPs)

3.4.10 The DSP Group membership includes senior representatives from the three safeguarding partners - Brent Council (Corporate Director of Children, Young People and Community Development), North West London Integrated Care

- Board (Director of Quality, Nursing and Safeguarding) and Metropolitan Police (Superintendent, Public Protection-Safeguarding Lead, Northwest BCU).
- 3.4.11 The Independent Scrutineer is a standing member of the DSP Group and, as the Cabinet Member for Children, Young People and Schools is politically accountable for ensuring the Local Authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children, they are also a member of the DSP Group.

Brent Safeguarding Children Forum

- 3.4.12 The Brent Safeguarding Children Forum is the wider partnership forum accountable to the DSP Group, it is chaired by the Independent Scrutineer.
- 3.4.13 In line with the statutory guidance, the Brent Safeguarding Partners selected the agencies and organisations as members of the Forum. These agencies and organisations have been chosen as they provide key strategic and operational insight for the safeguarding of children and young people in Brent.
- 3.4.14 The membership of the Forum includes representation from the safeguarding partners, identified relevant agencies (including schools and other education settings, health service providers, the Probation Service, CAFCASS) and lay members.
- 3.4.15 The Safeguarding Partners recognise the importance of involving the local community and therefore the Forum currently has one lay member.

The lay member acts as valuable ambassador to help build stronger links with the local community as part of the new arrangements and are encouraged to:

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

Partnership support staff arrangements

- 3.4.16 Support staffing arrangements for the Brent safeguarding children partnership arrangements are funded and resourced by Brent Council.
- 3.4.17 The Strategic Partnerships Team is responsible for leading the coordination of the arrangements and is managed by the Strategic Partnerships Manager. The team is based in the Children, Young People and Community Development directorate of the Council.
- 3.4.18 Alongside the safeguarding children partnership arrangements, the Strategic Partnerships Team also currently coordinates activities for other strategic partnerships in Brent including Brent Safeguarding Adults Board, Brent Health and Wellbeing Board, Integrated Care Partnership Board and Brent Children's Trust.
- 3.4.19 This staffing structure enables stronger strategic coordination between the strategic partnerships in Brent to both avoid duplication and develop joint

- initiatives. It also successfully facilitates a level of independence from the operational safeguarding activity of the council.
- 3.4.20 The Brent Council Governance Team provide some administration support for both the DSP Group and Safeguarding Forum meetings (approximately 1 day a month).
- 3.4.21 During the period of reporting, the Brent Safeguarding Children's Partnership carried out a range of activities, see the annual report (Appendix A) for further information. Further details of the functions and activity of the DSP Group, Forum and subgroups are laid out in the annual report (Appendix A).

4.0 Stakeholder and ward member consultation and engagement

4.1 The Lead Cabinet Member for Children, Young People and Schools is a core member of the DSP Group providing high level strategic leadership for the BSCP and regularly attends key meetings and inputs to the work of the partnerships.

5.0 Financial Considerations

- 5.1 The safeguarding partners agree the partnership financial funding to support the local arrangements on an annual basis and the financial year runs from the 1 April to the 31 March the following year.
- 5.2 For the 2024/25 financial year, the Safeguarding Children Partnership had an annual budget of £68,125.24 excluding staff costs.
- 5.3 The contributions that make up the safeguarding partnership budget are:
- Metropolitan Police £5,000
- NWL Integrated Care Board £48,489
- Probation Service £3,627.24
- London North West University Healthcare NHS Trust £11,000
- 5.4 The Local Authority makes additional contributions in the form of staffing costs to support the running and coordination of the safeguarding partnership arrangements.
- 5.5 A full breakdown of the budget is included in in the annual report (please see Appendix A).

6.0 Legal Considerations

- 6.1 The safeguarding partnership is exercising its functions within the legislative framework of the Children and Social Work Act 2017.
- 6.2 The statutory guidance in the form of Working Together to Safeguard Children sets out the framework for local safeguarding oversight arrangements.

6.3 The Child Safeguarding Practice Review and Relevant Agency (England) Regulations sets out the duties on local authorities to notify the Child Safeguarding Practice Review Panel of serious safeguarding incidents that meet the reporting threshold. It also sets out the legislative requirements of the safeguarding partners in meeting their obligations to review the partnership working in these cases and implement learning across the partnership to improve systems and practice.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 The multiagency safeguarding children arrangements in Brent have been jointly developed by Brent Council, NWL Integrated Care Board and the North West Basic Command Unit, Metropolitan Police.
- 7.2 The three safeguarding partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in Brent. In discharging their duty safeguarding partners must be assured by partner agencies in the borough that multi-agency services are accessible, inclusive, and responsive to the diverse needs of Brent's children and young people, including those with additional needs and/or vulnerabilities.
- 7.3 The safeguarding partners also ensure that services are culturally aware and skilled in identifying, assessing, and meeting the individual needs of Brent children and their families.

8.0 Climate Change and Environmental Considerations

8.1 This report has no direct impact on the Council's environmental objectives and climate emergency strategy

9.0 Human Resources/Property Considerations (if appropriate)

9.1 This report has no direct impact on the Council's environmental objectives and climate emergency strategy.

10.0 Communication Considerations

10.1 Once the annual report has been through the Community and Wellbeing Scrutiny committee process it will be accessible on the Brent Safeguarding Partnerships website at www.brentsafeguardingpartnerships.uk

Report sign off:

Nigel Chapman

Corporate Director, Children, Young People and Community Development





BRENT SAFEGUARDING CHILDREN PARTNERSHIP

YEARLY REPORT

APRIL 2024 - MARCH 2025

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01 FOREWORD

Foreword by the Delegated Safeguarding Partners of the Safeguarding Children Partnership (SCP)

In this period of reporting the Safeguarding Children Partnership has been through a time of change; owing to the publication of Working Together to Safeguard Children 2023 and the requirement to be compliant with the guidance by December 2024. As such the SCP reviewed, updated and published its updated <u>Multiagency Safeguarding Arrangements</u> in January 2025 including a change to the structure at the most senior strategic level with the introduction of Lead Safeguarding Partners (LSPs).

In turn this led to enhanced joint working with the Safeguarding Adults Board (SAB) and the establishment of a Joint Executive Group. Furthermore, the SCP worked with consultants from the Department for Education (DfE) to successfully formalise representation from Education in high level decision making, in line with Working Together 2023.

The SCP has been successful in meeting areas of key focus over the twelve months including co-organising and delivering the Joint Sefeguarding Conference with the SAB and the commissioning of our audit platform tool which we are pleased to report is currently under construction and due to launch September 2025.

Most recently, the release of the Children's Wellbeing and Schools Bill will see Statutory Partners move towards a period of transformation with the intention of establishing Multiagency Child Protection Teams and embedding the Families First Partnership Programme.

Comment from the SCP Independent Scrutineer

This has been a busy time for the partnership, with much being achieved throughout the period covered by this Annual Report. The partnership is now fully compliant with the requirements of the Government guidance, Working Together 2023. The three core statutory partners, the Local Authority, Health and Police, are all engaged with the partnership, with the much wider network of partners also well connected.

The Report demonstrates that there has been progress in several areas, including a closer working relationship between the Safeguarding Children Partnership and both the Safeguarding Adults Board and Community Safety.

These relationships will be improved as the partnerships move into a single management structure within the Local Authority.

02 INTRODUCTION

Local organisations and agencies have a duty to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions. In addition, there is also a shared responsibility between organisations and agencies to safeguard and promote the welfare of all children in a local area.

The responsibility for the strategic oversight of this join-up locally rests with the three Statutory Safeguarding partners, who have a shared and equal duty to arrange to work together to safeguard and promote the welfare of all children in a local area.

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The three safeguarding partners in relation to a local area in England are defined as:



- 1. The Local Authority
- 2. The Integrated Care Board
- 3. The Police

The three safeguarding partners must:

- agree on ways to co-ordinate their safeguarding services
- act as a strategic leadership group in supporting and engaging others
- implement local and national learning including from serious child safeguarding incidents

03

BRENT MULTI-AGENCY SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENTS

The purpose of the local arrangements is to support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted.
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Organisations and agencies challenge appropriately and hold one another to account effectively.
- There is early identification and analysis of new safeguarding issues and emerging threats.
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice.
- Information is shared effectively to facilitate more accurate and timely decision making for children and families.

03

BRENT MULTI-AGENCY SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENTS



To fulfil this role, the three Statutory Safeguarding partners have set out jointly how they work together and with other relevant agencies in the Brent Multiagency Safeguarding Partnership Arrangements (MASA).

Brent's MASA was first published on the Brent Safeguarding Partnerships website in June 2019 and implemented on 30 September 2019.

The published arrangements were reviewed, updated and published by the Partnership in January 2025 in order to achieve compliance with Working Together to Safeguard Children 2023.

In light of the changes in Working Together to Safeguard Children 2023, Brent's Safeguarding Children Partnership arrangements now operates a four-tier structure:

Tier 1 - The Joint Executive Group - Safeguarding Children Partnership Lead Safeguarding Partners (LSPs) and Safeguarding Adults Beerd Leadership Group are representative of the local LSP requirement.

Tier 2 - The Delegated Safeguarding Partners Group (DSP), previously known as the Executive Group - high-level strategic leadership group.

Tier 3 - Brent Safeguarding Children Forum - diverse and wider-ranging partnership group.

Tier 4 - Delivery focussed sub groups - responsible for carrying out specific statutory duties of the partnership, these include:

- Case Review Group
- Multi-agency Audit Group
- Learning and Development Group (joint sub group of Brent's Safeguarding Children Partnership and Brent Safeguarding Adults Board)

Brent Strategic Safeguarding Partners - Joint Executive Group

The Joint Executive Group fulfilled the objectives, functions and responsibilities set out in Working Together 2023 to safeguard and promote the welfare of all children in Brent by:

- Setting the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively.
- Leading their organisation's individual contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates to account for the delivery of agency commitments.
- Reviewing and sign off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.
- Providing shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
- Ensuring multi-agency arrangements have the necessary level of business support, including intelligence and analytical functions, such as an agreed data set providing oversight and a robust understanding of practice.

Ensuring all relevant agencies, including education settings, are clear on their role and contribution to multi-agency safeguarding arrangements.

The Joint Executive Group membership includes:

Brent Council	 Chief Executive Corporate Director of Children and Young People Corporate Director of Service Reform and Strategy Director of Adult Social Care
North West London Integrated Care Board (ICB)	Chief Nursing OfficerAssistant Director for Safeguarding
Metropolitan Police	Borough Commander NW BCU
Independent Chair and Scrutineer	 Independent Scrutineer of Brent Safeguarding Children Partnership Independent Chair of Brent Safeguarding Adults Board

Brent Delegated Safeguarding Partners Group (DSP)

The DSP Group fulfilled the objectives, functions and responsibilities set out in Working Together 2023 to safeguard and promote the welfare of all children in Brent by:

- agreeing the overarching strategic vision and local priorities for safeguarding children
- challenging and holding the Safeguarding Forum to account
- agreeing, publishing, and reviewing the safeguarding oversight arrangements
- monitoring serious child safeguarding cases which raise issues of importance
- ensuring that the arrangements to work together to identify and respond to the needs of children in the area are effective and robust
- identifying any new safeguarding issues and emerging threats
- making strategic links with other Brent partnerships
- making provision for independent scrutiny of the safeguarding arrangements

The DSP Group membership includes:

Brent Council	 Corporate Director of Children and Young People The Leader Member for Children, Young People and Schools
North West London Integrated Care Board (ICB)	Chief Nursing OfficerAssistant Director for Safeguarding
Metropolitan Police	Detective Superintendent for Public Protection NW BCU
Independent Scrutiny	Independent Scrutineer for Brent Safeguarding Children Partnership

Brent Safeguarding Children Forum

The Brent Safeguarding Children Forum is a wider partnership forum accountable to the DSP Group.

The Forum co-ordinated and monitored multi-agency safeguarding oversight arrangements as set out in Working Together 2023 and is chaired by the Independent Scrutineer.

The Forum is responsible for;

- driving delivery of local safeguarding priorities set by the DSP Group
- building relationships with other strategic partnerships, the local community, local schools, and other educational establishments
- seeking assurance on behalf of the DSP Group that partners are fulfilling their safeguarding responsibilities, sharing information effectively and have robust safeguarding policies and procedures in place through multi-agency audits and challenge at Forum meetings
- ensuring that safeguarding partners and relevant agencies follow the London Safeguarding Children Procedures
 developing and maintaining a Brent Thresholds document giving guidance on children getting the right help at the right time
 developing, implementing, and monitoring the impact of an interagency safeguarding children learning and development
 programme, incorporating local and national learning from serious child safeguarding cases
- analysing and considering partnership responses to any new safeguarding issues and emerging threats identified by the DSP Group
- undertaking Local Learning Reviews on behalf of the DSP Group
- developing ways for the safeguarding oversight arrangements to include the voices of children and families in Brent (e.g., refining rapid reviews to include agencies who can properly represent the voice of the child/ren, such as schools)
- considering multi-agency management information (e.g., scrutinising annual reports presented to the Forum) and intelligence to establish an overview of and assess the effectiveness of safeguarding activity within Brent
- supporting agencies in resolving disputes that have been appropriately escalated
- scrutinising the learning, good practice, and implementation of recommendations from rapid reviews
- responding effectively to emerging safeguarding issues

The membership of the Forum includes representation from the following partners, relevant agencies and a lay member:

SAFEGUARDING PARTNERS	
North West London ICB	Designated Safeguarding Children Professionals for Brent Assistant Director for Safeguarding Named GP for Safeguarding, Brent
Brent Council	Statutory Lead Member for Children's Services (Safeguarding, Early Help and Social Care) Children and Young People Housing Needs Safeguarding Adults Public Health Community Safety
Metropolitan Police	North West Basic Command Unit (BCU) Public Protection

AGENCY/ORGANISATION	
Education establishments	College of North West London / United Colleges Group Newman Catholic College Lyon Park Primary School The Village and Woodfield Special Schools Kingsbury High School Preston Manor School
Central London Community Healthcare NHS Trust (CLCH)	
Central North West London Mental Health Foundation NHS Trust (CNWL)	
Children and Family Court Advisory and Support Service (CAFCASS)	
London Ambulance Service (LAS)	
London North West University Healthcare NHS Trust (LNWUHT)	
Probation Service	

Brent Safeguarding Children Forum

The Brent Safeguarding Partners selected the agencies and organisations as members of the Forum. These agencies and organisations have been chosen as they provide key strategic and operational insight for the safeguarding of children and young people in Brent.

The selected relevant agencies form the core membership of the Brent Safeguarding Children Forum. Forum members are expected to;

- proactively and enthusiastically engage with the partnership safeguarding arrangements
- be able to influence the strategic planning for safeguarding children within their agency
- be able to secure appropriate information from their agency to support the partnership work
- ensure that decisions of the Forum are taken forward within their own agency, and any impediments or delays to their implementation are reported to the Board

be responsible for communicating the partnership work effectively within their agency

The Safeguarding Partners recognise the importance of involving the local community and therefore the Forum has one lay member, with a view to seeking increased lay membership.

The lay member acts as valuable ambassador to help build stronger links with the local community as part of the new arrangements and is encouraged to:

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

The Forum continues to develop and strengthen the existing engagement from early years, schools and the Further Education College in the borough and has a significant membership from this sector.

Attendance at all Safeguarding Forum meetings is monitored and where any concerns arise regarding attendance and engagement of relevant agencies, the Chair will raise these with both the agency concerned and the DSP Group.

Case Review Group

The Case Review Group is critical to the work of the Safeguarding Partners in Brent. It is the key mechanism for carrying out reviews of serious safeguarding cases that meet the criteria set out in Working Together 2023. During this reporting year, one Rapid Review was undertaken on the theme of Window Safety and falls from height. There were three Serious Incident Notifications: Two for Care Leaver deaths and one for an incident of Neglect.

The Case Review Group meeting is led Chaired by the Independent Scrutineer and is responsible for:

- considering all serious incident cases in Brent and making recommendations to the Safeguarding Partners for determination if the learning review criteria has been met to refer a case to the National Panel.
- identifying recommendations for any lessons to be learnt from serious incidents in Brent
- coordinating the arrangements on behalf of the Safeguarding Partners for commissioning and publishing local child safeguarding practice reviews
- · developing the terms of reference, monitoring progress developing improvement plans coming for each local review
- making recommendations for multi-agency learning events based on the findings arising from case reviews and what the process is for undertaking them
- sharing examples of good practice to develop understanding of what works well.
- Case Review Group has a fixed core membership drawn from the statutory safeguarding partners and relevant agencies. It has the flexibility to invite the relevant professionals to discuss certain cases as and when appropriate (including rapid reviews).

The core membership of the Case Review Group includes representation from the following partners, relevant agencies, and organisations;

SAFEGUARDING PARTNERS	
North West London ICB	Designated Safeguarding Children Professionals for Brent Named GP for Safeguarding, Brent
Brent Council	Children and Young People Community Safety Legal Services
Metropolitan Police	North West Basic Command Unit (BCU) Public Protection

AGENCY/ORGANISATION
Central London Community Healthcare NHS Trust (CLCH)
Central North West London Mental Health Foundation NHS Trust (CNWL)
London North West University Healthcare NHS Trust (LNWUHT)

In recognition of the sensitive and confidential nature of business, all agency representatives/members must sign a confidentiality agreement, which includes the requirement to appropriately share and securely store information.

The Case Review Group also ensures that where possible and appropriate to do so, children, young people and families are involved in Local Child Safeguarding Practice Reviews (LCSPR).

Multi-agency Learning and Development Group

The Safeguarding Children Partnership (SCP) has a statutory duty to provide effective multiagency training that improves partnership working and safeguarding outcomes.

In Brent, the Safeguarding Children Partnership and Safeguarding Adults Board jointly deliver a multiagency safeguarding training programme, overseen by the Learning and Development (L&D) Group and coordinated by the Strategic Partnerships Team. The programme focuses on addressing local and national priorities, strengthening multiagency practice, boosting engagement, and continuously improving through evaluation and impact assessment.

The joint multi-agency Learning and Development Group focusses on:

- Delivering a joint multiagency safeguarding learning and development programme that is effective at responding to identified local and national safeguarding issues and priority areas of focus
- $\frac{1}{2}$ Redesign the current programme to increase the impact on multi-agency practice, processes, and systems in Brent
- \mathbb{R}^2 Maximising and raising the profile, and uptake, of the programme through the development of a communications plan
- Reviewing the evaluation process and defining impact

The Strategic Partnerships Learning and Development Officer leads on supporting the progress of this group and identifying the multi-agency membership and development of the work plan.

Multi-agency Audit Group

Multi-agency audit activity evaluates the effectiveness of agencies, individually and together, to improve the wellbeing of children, including ensuring that children and young people get the right help and protection at the right time. During this reporting year the Multiagency Audit Group has undertaken audits on the following themes: Serious Youth Violence, and Domestic Abuse. It has also successfully supported the Local Authority in a Ofsted inspection of SEND and a London Innovation and Improvement Alliance - Police Stop and Search audit.

The Multi-agency Audit Group meeting is chaired by Brent Council Head of Safeguarding and Quality Assurance and is responsible for;

- Developing a good oversight of multi-agency practice through audit activity.
- reviewing how agencies work together to create the right conditions for effective practice
- evaluating how and where improvements are needed
- developing and implementing a programme of multi-agency audits to establish that appropriate safeguarding activities are being undertaken and that effective procedures and practices are in place
- conducting multi-agency audits, making multi-agency practice recommendations, and disseminating learning
- Tmonitoring implementation of multi-agency recommendations and actions arising from audits and consider what difference these have made
- testing and monitoring multi-agency compliance with Section 11 of the Children Act 2004 requirements

The Multi-agency Audit Group has a fixed core membership drawn from the statutory safeguarding partners and relevant agencies. It has the flexibility to invite other relevant professionals to participate in certain audits as and when appropriate.

The core membership of the Multi-agency Audit Group includes representation from the following partners, relevant agencies, and

organisations;

SAFEGUARDING PARTNERS			
North West London ICB	Designated Safeguarding Children Professionals for Brent Named GP for Safeguarding, Brent		
Brent Council	Children and Young People		
Metropolitan Police	North West Basic Command Unit (BCU) Public Protection		

AGENCY/ORGANISATION
Central London Community Healthcare NHS Trust (CLCH)
Central North West London Mental Health Foundation NHS Trust (CNWL)
London North West University Healthcare NHS Trust (LNWUHT)
Education representatives (Designated Safeguarding Lead -Preston Manor School)

Independent Scrutiny

The Safeguarding Partners agreed that the Safeguarding Forum is led by an Independent Chair, who also undertakes the role of the Independent Scrutineer. The Independent Chair's role includes:

- appropriately challenging partner agencies and professionals for the purposes of safeguarding and promoting the welfare of children and young people in Brent
- providing direction to the Safeguarding Forum and ensuring statutory obligations and local priorities are being delivered
- overseeing the progression case reviews to ensure they meet required timescales
- ensuring that key local issues and national developments are considered by the Safeguarding Forum
- challenging and monitoring the performance and participation of partners in the work of the Safeguarding Forum
- chair and agree the record of rapid reviews and oversee the implementation of recommendations and learning

Officer support arrangements

Support staffing arrangements for the Brent safeguarding children partnership arrangements are funded and resourced by Brent Council.

The Strategic Partnerships Team is responsible for leading the coordination of the arrangements and is managed by the Strategic Partnerships Magnager. The team is based in the Children, Young People & Community Development Team of the Council.

Alongside the safeguarding children partnership arrangements, the Strategic Partnerships Team also coordinates activities for other strategic partnerships in Brent including; Brent Safeguarding Adults Board, Brent Health and Wellbeing Board, Integrated Care Partnership Board and Brent Children's Trust.

This staffing structure enables stronger coordination between the strategic partnerships in Brent to both avoid duplication and develop joint initiatives. It also successfully facilitates a level of independence from the operational safeguarding activity of the council.

The following staffing provision within the Strategic Partnerships Team that coordinate the safeguarding children arrangements include;

- A full time Strategic Partnerships Manager
- A full time Strategic Partnerships Lead
- A part time Strategic Partnerships Learning and Development Officer

The Brent Council Governance Team provide some administration support for both the DSP Group and Safeguarding Forum meetings (approximately 1 day a month).

The safeguarding partners agree the partnership financial funding to support the local arrangements on an annual basis and the financial year runs from the 1 April to the 31 March the following year.

Safeguarding Partnership Contributions

Brent Council

As Brent Council's contribution consists of the officer support staffing/resource arrangements for the partnership, no additional financial contribution is made to the partnership financial arrangements.

Metropolitan Police

Despite numerous repeated challenges made at all levels across London, all London boroughs, regardless of size, continue to receive the same level of financial contribution from the Metropolitan Police, agreed centrally by MOPAC and set at

f5,000. In recent communications it is noted that this is likely to remain unchanged until at least 2029.

North West London ICB

NWL ICB financially contribute towards the partnership financial arrangements, this is a continuation of the contribution previously made by Brent ICB and is set at £48,489 for this financial year.

Relevant Agency Contributions

Between 1 April 2024 and 31 March 2025 Brent Safeguarding Children Partnership also received financial contributions from the following relevant agencies:

National Probation Service 3627.24

London North West University Healthcare Trust £ 11,000

Financial Contribution	Amount £
Metropolitan Police	5,000
NWL ICB	48,489.00
Probation Service	3,627.24
London North West University Health Care NHS Trust	11,000
TOTAL	68,125.24

Expenditure

Below is a summary of Partnership expenditure covering the financial period since the last annual report:

Expense	Amount £
Independent Scrutineer fees	22,500
Learning Management System (LMS) and website contributions	3,500
External facilitators for multi-agency training	18,000
Events	5,000
PHEW Audit Platform	12, 700
P Total	61,700

The partnership recognises that there has been an underspend in this financial year which has been impacted by a number of factors including:

- The partnership has not seen any expenditure against Child Safeguarding Practice Reviews.
- There has been a focus on strengthening the existing multi-agency learning and development programme with a view to developing a richer and broader programme during the next financial year.

As a result, this underspend will be carried over into next year's reserves and it is projected that the partnership spend will increase during the next financial year through the activities associated with this including Section 11 audits and the recruitment and retention of young scrutineers.

04 BRENT SAFEGUARDING CHILDREN PARTNERSHIP ACTIVITY

Date	Meeting	Key areas of focus
25th April 2024	Case Review Group Meeting	 Outstanding actions from Rapid Review February 2023 addressed Notification of Care Leaver Death Reflections and discussion on Derbyshire LSCPR 'Theo' - Group sought assurances for Brent regarding similar serious incidents Rapid Review 7 Minute Briefing shared and signed off Learning and Development update
16th May 2024	Safeguarding Forum meeting	 Update on compliance with Working Together 2023 Presentation on Strategy Discussions from Brent CYP Presentation from Child Sexual Abuse Project Manager, North West London Local Authorities on Child Sexual Abuse provision from North West London Partner agencies Presentation from Police on Safer Schools Partnership Board Presentation from Child Death Review Team on their Key Working Offer Discussion led by Named GP for Child Safeguarding on The Cass Review
Page 77 June 12024	Joint Executive Meeting	 Initial meeting Discussion regarding the interface between SCP and SAB & the value of cross board representation National Priorities analysis Transitional Safeguarding
27th June 2024	Case Review Group Meeting	 Update on Multiagency Audit as an action from Rapid Review - February 2023 Learning and recommendations from Window Safety Rapid Review Paper and discussion regarding DfE Information Sharing Guidance Learning and Development update
28th June 2024	Executive Group Meeting	 The Group considered and signed off the following papers: Annual Report, Budget 2024/25, PHEW audit Proposal Police provided an update on a recent review of their involvement with MASH teams Feedback was provided on a Rapid Review on window safety and the Multiagency Audit on Young Peoples Mental Health and Discharge planning as a legacy from a Rapid Review in February 2023. Proposals for a Joint Executive of the Safeguarding Children Partnership and Safeguarding Adults Board.

04 BRENT SAFEGUARDING CHILDREN PARTNERSHIP ACTIVITY

Date	Meeting	Key areas of focus
2 nd September 2024	Joint Executive Meeting	 Update on Joint Transitional Safeguarding subgroup Safeguarding Partnership updates including SCP engagement with Youth Parliament Update on the development of Joint Safeguarding Conference ICB Partnership Funding Review discussed
16th October 2024	Executive Group Meeting	 The Independent Scrutineer provided an update on compliance with Working Together 2023 Presentation from Police on the MPS Children's Strategy Presentation on preparation from JTAIs
17th October 2024	Safeguarding Forum Meeting	 Rich discussion regarding the engagement of young people within the partnership Update on compliance with Working Together 2023 Presentation on overview of recent Multiagency Audits Standing item - Update on Strategy Discussions HMYOI Feltham - Prisons action plan and letter to stakeholders
Page 721st November 2024	Case Review Group Meeting	 Update on outstanding actions from Multiagency Audit Group - 1)Young people and Mental Health Needs. 2) Serious Youth Violence. Update on Serious Incident - Self Harm Presentation on JTAI preparation Learning and Development update - Joint Safeguarding Conference and new course information
4th December 2024	Executive Group Meeting	 Draft Multiagency Safeguarding Arrangements and Escalation Policy shared and agreed Discussion on case referral for dispute resolution CAMHS and Brent CYP
5th December 2024	Safeguarding Forum Meeting	 Presentation on the John Smyth Review Presentation on the On-line Safety Bill Presentation on Exclusions Annual Report 2023-24

04 BRENT SAFEGUARDING CHILDREN PARTNERSHIP ACTIVITY

Date	Meeting	Key areas of focus	
11 th December 2024	Joint Executive Meeting	 TOR signed off SCP MASA signed off by the LSPs High Level updates for Statutory Partners shared including MPS Children's Strategy, the ICB forward plan & the council Strategic Change Programme 	
12th February 2025	Case Review Group Meeting	 Presentation on learning and recommendations from Asthma Death Presentation on learning and recommendations from from Child Death - Neglect 7 Minute briefing and discussion on the John Smyth Review Learning and Development update 	
5th March P025 age 74	DSP Group Meeting	 Presentation from Police on Youth Base Neighbourhood Policing Dispute Resolution update and forward plan 7 Minute briefing and discussion on Children, Wellbeing and Schools Bill Update on Education as a fourth partner Update on voice of the child and the recruitment of young scrutineers Police update as assurances on Stonebridge shootings 	
13th March 2025	Safeguarding Forum Meeting	 Online Safety: Sharing learning from the DSL Network Annual Conference & next steps for the Partnership Update on Stop and Search Audit Paper and discussion - Investigating healthcare incidents where suspected criminal activity may have contributed to death or serious life-changing harm. 	

STATUTORY PARTNER ACTIVITY

INTEGRATED CARE BOARD -

Provided by Designated Nurse Safeguarding Children Harrow & Brent



Training

The North West London ICB has successfully co-ordinated and delivered a comprehensive safeguarding training programme meeting the training needs of the Designated Professionals, Named Professionals, and the wider North West London Children's workforce. The core safeguarding training offer in 2024/25 included Safeguarding Children (Level 3) and Safeguarding Adults (Level 3). These are full day training courses delivered online by the NWL ICB Safeguarding Team.

In addition to the core training offer the following training courses were commissioned 2024/25:

- · The Impact of Substance misuse on young people and family
- · Organ Trafficking Lunch & Learn Session by London Metropolitan Police
- · Aftercare under S117
- · Trouma Informed Practice
- Cold Sexual Abuse Exploitation: Supervision and Management of Investigations
- · Self Neglect & the Mental Capacity Act

A robust evaluation process is in place and this will further inform the NWL ICB training offer 2025/2026.

The NWL ICB training offer 2025/26 will include the core training offer - Level 3 training Safeguarding Children and Safeguarding adults and in addition two new courses: Domestic Abuse and Children Looked After.

The NWL ICB Safeguarding Team have developed a training package on domestic abuse specifically designed to meet the learning needs for Primary Care. The training package is a two hour online training package set at Level 3. The package was delivered in March 2025 and received positive feedback from attendees. There will be two further training sessions in May and July 2025.

The NWL ICB Designated Doctors and Nurses for Children Looked After have developed a new training course on Children Looked After and Care Leavers. This is a full day training delivered online and will be launched in 2025/26.

STATUTORY PARTNER ACTIVITY

INTEGRATED CARE BOARD -



Provided by Designated Nurse Safeguarding Children Harrow & Brent

In addition, to the NWL ICB Training offer the Brent Named GP Safeguarding Children delivers borough based training and supervision sessions to meet the needs of Brent GP.

Supervision:

The ICB has commissioned safeguarding supervision training to ensure Designated Professionals and Named Professionals have the skills and competencies to deliver effective safeguarding supervision across the NHS workforce.

ICON - Preventing Abusive Head Trauma in Babies:

NWL ICB has completed the roll out of the ICON programme across all eight North West London boroughs. ICON is an effective evidence-based programme designed to provide information to parents and carers about infant crying, including how to cope, where to get support and so prement abusive head trauma in babies.

age

In addition to the ICON training delivered to Health Providers an additional ICON session has been delivered a part of the LSCP training offer.

During 2025/26 work will be undertaken to audit the implementation of ICON across Health Providers.

CP-IS Phase 2:

NWL ICB has begun the implementation the Child Protection – Information Sharing Service (CP-IS) Phase 2 across North West London. This initiative further strengthens the safeguarding of children by enabling healthcare professionals to access real time crucial safeguarding information about children subject to a Child Protection Plan, Looked After Children, and unborn children with protection concerns.

The CP-IS system is a national safeguarding initiative that facilitates real-time data sharing between Local Authority Children's Social Care systems and health services across NHS England. CP-IS Phase 1 is already in place and operating in unscheduled care settings. In Phase 2, access will be extended to scheduled and community care settings, employing a silent lookup read feature when accessed.

Training sessions for Primary Care, Acute and Community Providers have been delivered and a Task and Finish Group in place to further support implementation during 2025/26. Timeframe for full implementation is March 2026.

05

STATUTORY PARTNER ACTIVITY

POLICE -

Provided by Detective Superintendent Public Protection NW BCU



NW-BCU is proud to be a statutory partner within the Brent Safeguarding Children's Partnership. The partnership gives us an opportunity to learn from each other, reflect and improve the service we deliver. Below is a brief snapshot of our contribution for this reporting year.

In 2024 the Metropolitan Police Service (MPS) spent many months preparing and consulting with partners and young people on a new child strategy. Many youth and community groups across London were consulted. These included the police cadets in Brent. The ambition being to keep children in London Safe, build their trust and to bring to justice those who abuse and exploit them. In September 2024 the MPS set out its new five year Child Strategy. The basis is formed from 'Working Together 2023 and the Children's Act 1989/2004 which sets out the statutory responsibility of the Police, Local Authority and Health partners to safeguard and promote the welfare of local children and respond to their individual needs. A Child First approach ensures that we know all of the circumstances of children coming to notice giving priority to tackle discrimination, improve our relationship with children, strengthen links between neighbourhood teams and education settings and promoting routes into policing careers and volunteering. At the same time we are increasing our efforts to prevent and reduce crime committed by children.

In July 2024 NW-BCU took part in a Safeguarding Stop and search Project aiming to help professionals better understand the impact of stop and search of young people through taking a safeguarding approach. Ten local Stop and Search cases were reviewed from each borough seeking to evaluate whether information sharing with key partners following a stop and search helped discover other safeguarding opportunities which could result in better overall safeguarding outcomes.

To bring police and schools closer together NW-BCU focussed on Operation Encompass inviting Local schools to sign up to the scheme which shares information regarding domestic abuse incidents with a child's school so that they can receive silent support from teachers. It does not replace any safeguarding processes but is an additional means of supporting children who may be exposed to domestic abuse.

Moving in to this year, NW-BCU have agreed to work with 'Comfort Cases' a UK based registered Charity who kindly provide a free rucksack with suitable age and gender based items such as Pyjamas, a book, teddy bear for children taken into police protection.

On the theme of Police Protection, the MPS have reached out to Local Authorities to work together in a three month audit of police protection cases. This will enable data to review what is going well and what can be done better.

Further linking in with both the Child Strategy and the Serious Violence Duty, NW-BCU have begun a renewed more vigorous focus on knife crime which is prevalent amongst our young people. NW-BCU has a Detective Superintendent leading the approach working together with the Community Safety Partnership leads.

STATUTORY PARTNER ACTIVITY

BRENT COUNCIL CHILDREN AND YOUNG PEOPLE -



Provided by Head of Safeguarding and Quality Assurance

Brent Children and Young People's Services contributed to the three priorities of the Safeguarding Children Partnership. This includes:

- -An active leadership role in shaping the Safeguarding Conference. This contributed to a well-received conference with a high level of attendance from both CYP and schools.
- -Sharing data collection tools used by CYP to develop data collection in the Safeguarding Children Partnership, including use of Power BI dashboards.
- -As part of communication engagement, CYP has been actively championing the voices and experiences of children and young people through the CYP Participation Strategy 2024-27 and the Brent Youth Strategy 2025-28.

Examples of additional activity to build upon the partnership response to safeguarding children during the period of review included:

- -Developing Family Help through a redesign of the Early Help and Children's Social Care target operating model, the first phase of implementing the Department for Education Families First Partnership reform programme. This phase will bring Early Help practitioners and social workers in Family Support Teams that are better linked with Family Wellbeing Centres, providing better aligned support for families that prevents escalation of risk and need. This redesign will go live in June 2025.
- -Coordinating a multi-agency Stop and Search audit as part of phase 4 of the London Innovation and Improvement Alliance (LIIA) led Stop and Search pilot. This involved multi-agency audits of 10 children who live in Brent to understand how we are working together to ensure children and young people who are stopped and searched are first seen through a safeguarding lens. The Brent report was shared with LIIA and the Safeguarding Children Forum to drive local recommendations.
- -Leading the Schools Designated Safeguarding Lead Network with a focus on digital safety in the 2024/2025 school year. This included a well-attended conference in February 2025 looking at current online trends such as generative AI and the impact on safeguarding in schools. The conference also focused on children's experiences of community safety, bringing children's lived experiences into cluster-based conversations with DSLs, community safety colleagues and police to make spaces safer for children.
- -Continuing to drive a strong multi-agency response to extra-familial harm by coordinating multi-agency complex strategy meetings, peer mapping meetings and co-chairing the Exploitation, Violence and Vulnerability Panel.
- -Further enhancing an adaptive training offer that identifies learning from serious cases and running reflective sessions to help practitioners learn from these situations and improve their practice.

06 PARTNERSHIP LEARNING AND DEVELOPMENT



A joint multi-agency training offer for Safeguarding Children's Partnership, and Safeguarding Adults Board in Brent.

The Learning and Development Sub-group

The group is led by two co-chairs, meets every two months. Members represent a range of agencies within the Safeguarding Children Partnership and Safeguarding Adults Board and provides a steer on the programme and new multi-agency courses.

It is important to recognise that the multi-agency safeguarding programme is not mandatory and is offered as an enhancement to all partners individual workforce training programmes.

Supporting the SCP and learning dissemination

The SCP's Case Review Group is providing a stronger link between learning from cases and the learning offer with a more effective thread between the SCP's case learning and the programme. A matrix is being developed to support mapping specific case learning with training and where possible, data is also used to provide context.

The SCP's key focus for the coming year is on online safety, this is being developed through a Task and Finish Group and will include multiagency training on this complex area. This is reflective of increased engagement by partners in the learning and development offer in this and other trainings and includes the Police, education and designated safeguarding Health professionals.

In 2024-25 66% of those booked onto training provided by the London Safeguarding Children Partnership attended these (145 of 217, dependent upon accuracy of registration). Bookings were up on 2023-24, but attendance was down by 8%. We continue to promote this offer.

Evaluation, impact and attendance

The platform used for all the multiagency training currently includes a staged evaluation process:

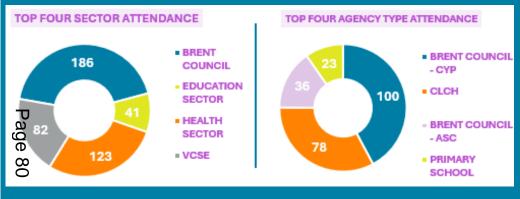
- Pre-course evaluation This includes questions designed to measure their current knowledge and confidence.
- Post-course evaluation Sent to attendees directly after a session which mirrors the initial evaluation
- Post-course Stage 2 evaluation and Line Manager evaluations Both sent two months later to try and gauge impact/actions resulting from the training from attendee and management perspectives

06 PARTNERSHIP LEARNING AND DEVELOPMENT



Whilst the pre-course evaluation is answered by the highest number of attendees, the remaining evaluation stage response rates require improvement. Those who do complete the post-course evaluation, regularly measure 20% increase in self reported subject matter knowledge. The gains in other areas, such as confidence in dealing with the subject matter show similar increases.

We are now focussed on improving the evaluation aspect in order to better understand impact and what attendees will go on to do differently as a result of attending the training. A Task and Finish group has been set up to review how we improve the dissemination of learning and better measure the impact of the learning and development programme.



There has been some success with reaching voluntary organisations, which the 2024 conference highlighted as important partners in safeguarding referrals and support.

The attendance by different key sectors is notable for its difference and we are working with those agencies to better understand this, their needs, offers and our offer to identify barriers, duplication and gaps.

Forward plan

For 2025/26 we plan to focus on:

- Strengthening the dissemination of learning via links to strategic priorities and learning from reviews
- Increase the number of unique topic sessions offered
- Balancing the offer to equally service children and adults partnership training needs
- Increasing the range of agencies attending
- Increasing attendance and reducing no shows
- Better understanding of impact
- Increasing the number of shorter sessions to aid attendance and monitoring this.

06 PARTNERSHIP LEARNING AND DEVELOPMENT



Brent Safeguarding Partnerships Joint Conference

In December 2024, Brent Safeguarding Children Partnership (SCP) and the Brent Safeguarding Adults Board (SAB) came together to host a joint safeguarding conference for the first time, with the aim of bringing together professionals from both sectors to address safeguarding across all age groups.

The conference was attended by 155 delegates representing a broad range of statutory and community organisations. A deliberate decision was made to adopt an interactive format that prioritised active participation. Instead of traditional keynote speeches, attendees engaged in multiagency table discussions centred around a case study. This approach proved to be extremely effective.

Each table had a facilitator who guided the discussions. Participants were asked to log their insights, decisions, learning, and actions onto a web-based platform throughout the day. This provided real-time, anonymised feedback visible to all attendees on a main screen. The case was presented in stages to the multi-agency groups, allowing participants to gradually understand and assess the complexities of a multi-generational family, their diverse needs, and the appropriate responses and support that agencies should provide in similar situations.



Attendees were asked to rate their knowledge of effective multi-agency safeguarding when they arrived, and again at the end of the conference: (1 = Low Knowledge 10 = High Knowledge).

When asked, 31% of attendees stated that the conference would have some positive impact on their confidence working with other agencies.

69% said the impact would be significant.

51% of attendees identified working through the case scenario as the most valuable aspect of the day.

The evaluations received from participants were overwhelmingly positive. One key indicator of success we aimed for was a "noisy room", a sign of active engagement. This goal was clearly achieved, as attendees were deeply involved in debate and discussion throughout the event.

Here are a few representative comments shared by participants about their experience:

'The idea of multi-agency working on each table was fantastic. Discussion was effective, so much constructive feedback came forward'

'I have a clearer
path/route
identified for
progressing
multi-agency
working
which I will share
with the team'

'This conference has significantly raised my awareness of how much support is out there and how to locate it'

Over the next year Brent Safeguarding Children Partnership will prioritise the below key areas of focus:



On Line Safety - In response to increased professional experiences from SCP agencies and the fast-paced national landscape, the BSCP will be implementing a Task and Finish group to drive a fixed term workstream around Online Safety and AI for young people in Brent.



Developing data collection, use and analysis. - Design and embed the audit platform to support quality assurance, including the Section 11 audit. Strengthen the Multiagency audit data gathering to support insights and enhance a systematic approach.



Capturing the Voice of Young People - The recruitment of Young Scrutineers to be representative at DSP group meetings in addition to various BSCP Task and Finish Groups



Neurodiversity - To focus on Autistic Spectrum Disorder, early identification and the safeguarding impact. In particular females and 'masking' behaviours.



Transitional Safeguarding- To collaborate with the SAB and relevant agencies to focus on the effectiveness of transitional safeguarding in Brent.

We thank our partners for their continued support in our efforts to improve safeguarding practice and procedures in Brent



Community and Wellbeing Scrutiny Committee 02 July 2025

Report from the Deputy Director, Democratic and Corporate Governance

Scrutiny Recommendations Tracker

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Appendix A – Scrutiny Recommendations Tracker 2024-25
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Chatan Popat Strategy Lead - Scrutiny, Democratic and Corporate Governance chatan.popat@brent.gov.uk Amira Nassr Deputy Director, Democratic and Corporate
	Governance amira.nassr@brent.gov.uk

1.0 Executive Summary

1.1 The purpose of this report is to present the Scrutiny Recommendations Tracker to the Community and Wellbeing Scrutiny Committee.

2.0 Recommendation

2.1 That the progress of any previous recommendations, suggestions for improvement, and information requests of the Committee be noted (Appendix A).

3.0 Background

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Borough Plan 2023-2027 – all strategic priorities

3.2 Background

- 3.2.1 The Recommendations Tracker tabled in Appendix A relates to the previous municipal year (2024/25). These responses will remain on the tracker for ongoing monitoring with some further updates expected in upcoming meetings throughout this municipal year and next.
- 3.2.2 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees), Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the Executive, or of any functions which are not the responsibility of the Executive, or on matters which affect the borough or its inhabitants.
- 3.2.3 The Community and Wellbeing Scrutiny Committee may not make executive decisions. Scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; the Cabinet or Full Council for policy and budgetary decisions.
- 3.2.4 The Scrutiny Recommendations Tracker provides a summary of any scrutiny recommendations made in order to track executive decisions and implementation progress. It also includes suggestions for improvement and information requests, as captured in the minutes of the committee meetings.
- 3.2.5 Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed. This is the same for suggestions of improvement and information requests.

4.0 Procedure for Recommendations from Scrutiny Committees

- 4.1 Where scrutiny committees make recommendations to the Cabinet, these will be referred to the Cabinet (and/or relevant cabinet member) requesting an Executive Response. If relevant, the item will be published on the Council's Forward Plan.
- 4.2 Regarding recommendations to Full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, where a report containing the scrutiny recommendations will then be forwarded to Full Council alongside the Cabinet's responses to those recommendations.
- 4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations to external decision makers (e.g. NHS bodies), the relevant external decision maker shall be notified in writing, providing them with a copy of the respective Committee's report and recommendations, and requesting a response.

5.0 Stakeholder and ward member consultation and engagement

5.1 None for the purposes of this report.

6.0 Financial Considerations

6.1 There are no financial implications for the purposes of this report.

7.0 Legal Considerations

- 7.1 Section 9F, Part 1A of the Local Government Act 2000, *Overview and scrutiny committees: functions*, requires that Executive arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the Authority's area or the inhabitants of that area.
- 7.2 Section 9FE, *Duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-
 - (a) consider the report or recommendations,
 - (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
 - (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

8.0 Equity, Diversity & Inclusion (EDI) Considerations

8.1 There are no EDI considerations for the purposes of this report.

9.0 Climate Change and Environmental Considerations

9.1 There are no climate change and environmental considerations for the purposes of this report.

10.0 Communication Considerations

10.1 There are no communication considerations for the purposes of this report.

Report sign off:

Amira Nassr

Deputy Director, Democratic and Corporate Governance



Appendix A

Community and Wellbeing Scrutiny Committee (CWBSC) Scrutiny Recommendations and Information Request Tracker 2024-25

The Recommendations Tracker is a standing item on committee agendas, and documents the progress of scrutiny recommendations, suggestions for improvement, and information requests made by the Community and Wellbeing Scrutiny Committee at its public meetings and as part of task and finish group reviews. Scrutiny recommendations, suggestions for improvement, and information requests will not be removed from the tracker until full responses have been provided to the Committee by either the Cabinet, council departments, and/or external partners.

Recorded Recommendations to Cabinet from CWBSC

Meeting date and agenda item	Scrutiny Recommendation	Cabinet Member, Lead Officer, and Department	Executive Response	Implementation Status	Review date

Recorded Recommendations to external partners from CWBSC

Meeting date and agenda item	Scrutiny Recommendation	External partner	Response	Status
30 July 2024 - Brent Safeguarding Children Partnership Report (Oct 2022–Mar 2024).	To formally invite Keith Makin (Independent Chair and Scrutineer, Brent Safeguarding Children Forum) to accompany the Chair of the Community and Wellbeing Scrutiny Committee to the next Brent Youth Parliament event.		The Independent Chair has been liaising with the Brent Youth Parliament and will be attending their events as and when appropriate. The Chair of the CWBSC will also be joining him when required.	

Recorded suggestions for improvement from CWBSC to Council departments/partners

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Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response	Status
30 July 2024 - Brent Safeguarding Adults Board (SAB) Annual Report (2023/24)	Recommend that an Internal Communications Strategy is drawn up for data sharing between partners.	Partnerships, Housing and Resident Services	This has been accepted by the Independent Chairs and the Brent Strategic Partnerships Team. All relevant stakeholders will work together to ensure a strategy and processes are developed to ensure data sharing is incorporated into the work of both partnerships and the Brent Strategic Partnerships Team. This will now become an on-going action throughout the year.	
30 July 2024 - Brent Safeguarding Children Partnership Report (Oct 22– Mar 24)	In relation to the commitment to develop data collection outlined in the report, to recommend that the next report details what the current system for data collection and analysis is and what the improvement over the period was.	Partnerships, Housing and Resident Services Independent Chair and Scrutineer, Brent Safeguarding Children Forum	This has been agreed and will be included in the next report that will come to the Committee in the 2025/26 municipal year.	
218 September 2024 – Overview of SEND Provision in Brent	To widen the understanding of SEND within the wider community outside of the school setting, particularly in organisations with a young people focus.	Children and Young People	Accepted by the department at the meeting. Updates are and will continue to be provided through various channels to all partners and relevant organisations to ensure residents and families are well informed of the SEND offer Brent has in place and work carried out in this area.	
18 September 2024 – Early Years Provision and progress towards meeting the expansion of childcare entitlements	Recommend that officers working on the Food Strategy looked to further utilise data from food banks to map where provision of breakfast and afterschool clubs is required.	Children and Young People	Accepted by the department. CYP and partners will utilise data captured by our current providers, food bank partners, the Public Health team and other data sources available to ensure they have accurate data that can be used to target the correct areas and to ensure informed decisions are being made.	

18 September 2024 – Early Years Provision and progress towards meeting the expansion of childcare entitlements	Recommend early years officers contact voluntary and community sector organisations who had data on children and families whose first language was not English so that information regarding provision could be disseminated to those families.	Children and Young People	Accepted by the department. The department does and will continue to work with Brent's communications team, translation service, voluntary sector and community partners, medical services and other partner agencies to ensure that all residents have access to the information they need in a clear and understandable manner, presented to them in several of Brent's most prominent languages to ensure the highest possible catchment.	
20 November 2024 – Brent i4B and FWH performance update	At a future meeting, to receive the voids action plan, including reassurance that properties were being looked after in a systematic way before the point they became void, with staff checking property conditions while tenants were in situ. The plan should incorporate value for money.	Neighbourhoods and Regeneration Chair of i4B and FWH Housing Companies	Accepted by the Chair of i4B and FWH. Future updates to the Committee will include detailed information on voids. This will include numbers by ward (where applicable), turnaround times, risks and a rectification action plan for long term major and minor voids. Information on planned inspections and maintenance will also be included.	
20 November 2024 – Brent i4B and FWH performance update	At a future meeting, to receive an engagement and communications plan that helps to improve the outcomes of future Tenant Satisfaction Measure (TSM) surveys.	Neighbourhoods and Regeneration Chair of i4B and FWH Housing Companies	This has been agreed and will be included in future iterations of the i4B/FWH performance report presented to this Committee.	
20 November 2024 – Brent i4B and FWH performance update	For future reports, where it is noted that performance targets are not being met, it should be stated what would be done to mitigate that.	Neighbourhoods and Regeneration Chair of i4B and FWH Housing Companies	Accepted by the Chair of i4B and FWH. Future updates to the committee will include an exceptions report highlighting areas where performance is below target, relevant information on the impact of non-performance and subsequent mitigations.	
20 November 2024 – Brent Housing Management	To provide information on the impact of the housing management services reorganisation at a future Committee meeting.	Partnerships, Housing and Resident Services	Accepted by the department at the meeting. Updates will be provided to this Committee and others once the service reorganisation has been implemented.	

Performance Update				
20 November 2024 – Brent Housing Management Performance Update	To include health and safety considerations in future reports, particularly relating to cladding and fire safety, as well as climate change targets.	Partnerships, Housing and Resident Services	Accepted by the department. Future reports on BHM performance will include all relevant information on health and safety and climate change implications.	
05 February 2025 – CQC Adult Social Care Improvement Plan	For the committee to receive 6 monthly updates on the CQC ASC Improvement Plan.	Community Health and Wellbeing	Accepted by the department at the meeting. Progress updates will be provided to the Committee either through a meeting setting or as a separate briefing every 6 months.	
D5 February 2025 – CQC Adult Social Care Improvement Plan & Adult Social Care Transformation Programme	In future reports, for the department to increase the visibility of available data. To have more target setting and to further outline mitigating factors where targets are not met. When benchmarking with other boroughs, to compare with boroughs of similar demographics to Brent.	Wellbeing	This has been agreed. Larger data sets will be included in future reports and progress updates to the Committee. The department do already benchmark against statistical and neighbouring boroughs that share similar pressures and demographic profiles to Brent and therefore will be also able to provide this type of analysis in future reports.	
05 March 2025 – Nicotine Addiction and Vaping in Brent	To ensure parents are included in the approach to tackling vaping, smoking and non-smoking tobacco use.	Community Health and Wellbeing	The department agrees with this recommendation. We will work with Elev8, our Young People Drug and Alcohol Service, to ensure parents are actively engaged in prevention efforts.	
05 March 2025 – Nicotine	To share information and learning with other local authorities with similar issues, such as Leicester,	Community Health and Wellbeing	The department agrees and will seek to actively engage with local authorities facing similar challenges, to share best practice and learning around non-smoking tobacco use.	

Addiction and Vaping in Brent	in relation to non-smoking tobacco use.			
05 March 2025 – Nicotine Addiction and Vaping in Brent	To further engage those whose first language is not English and other communities who the Council and partners may not be reaching.	Community Health and Wellbeing	We are actively working with communities in Brent to further develop a targeted community offer. This will support more inclusive engagement, particularly with those whose first language is not English and other underserved groups.	
05 March 2025 – Nicotine Addiction and Vaping in Brent	To ensure targets are set to reduce vaping, smoking, and non-smoking tobacco use.	Community Health and Wellbeing	The department acknowledges the importance of measuring progress in this way. The department uses the nationally agreed measures around 4 week quits and supporting data system. This has the advantage of allowing benchmarking. Unfortunately, there is no routine measurement of vaping or non-smoking tobacco use so we are reliant on extrapolating from national one-off surveys. This means we are unable to set targets for vaping and non-smoking tobacco use.	
05 March 2025 Nicotine Addiction and Vaping in Brent	To meet with young people regarding their experience and views towards vaping and smoking to further understand their lived experience and needs.	Community Health and Wellbeing	The department agrees with this recommendation. We will work with Elev8 to ensure young people's views and experiences directly inform the development of the service and future initiatives.	
05 March 2025 – Nicotine Addiction and Vaping in Brent	BYP Recommendation – to lobby for or undertake more research relating to young people vaping and smoking, and to incorporate that data into future reports.	Community Health and Wellbeing	The department acknowledges the value of further research in this area and is committed to supporting and utilising emerging evidence to inform our work. We will continue to work with partners who work directly with Children and Young People to incorporate relevant data into future reports and strategic planning.	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to develop a dashboard to be used to track school performance providing early warning indicators that a school's Ofsted rating might be at risk.	Children Young People and Community Development	The Strategic Framework for School Effectiveness guides the focus of the Local Authority's school improvement work with community schools. The Framework identifies sustaining high quality Ofsted judgements as a key priority. Under the Framework, schools are categorised as either 'good or better' or 'less than good' using both self-evaluation and the officers' assessment of the school improvement priorities of individual schools based on a	

			range of data analysis. Where a school is categorised as 'less than good' a Rapid Improvement Group is established to monitor and challenge the school's leadership on the impact of the school's improvement plan. Brent's Strategic School Effectiveness Partnership Board, that comprises headteacher and governor representatives, Brent Schools Partnership, the North West London Teaching School Hub and senior officers, is responsible for monitoring the impact of the framework and both supporting and challenging its delivery.	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to support after- school learning opportunities and develop a community group structure that allows learning and mentoring to continue outside the school environment.	Children Young People and Community Development	Individual schools provide a range of after-school learning opportunities. Through the Holiday Activity and Food Programme and the offer at Family Wellbeing Centres, the Local Authority provides access to out-of-school learning opportunities for vulnerable children. The Council does not have resources to organise after-school learning on a borough-wide basis outside of current programmes.	
N 28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to commit to a proactive approach in supporting schools to identify staff pressure points and utilise technological solutions to support staff, including reducing admin tasks.	Children Young People and Community Development	The DfE has provided guidance to schools on the use of Al. Officers will share information and guidance with schools as appropriate to support them in considering how the use of technology could support efficient ways of working, using any learning from the <i>Embrace Change</i> programme.	
28 April 2025 - Annual School Standards and Achievement 2023-24	For the Council to conduct further research on the reasons for the gap in attainment for Boys of Black African and Caribbean Heritage, considering barriers to learning and creating a CoP (community of practice) dedicated to improving the educational attainment, engagement, and well-being of	Children Young People and Community Development	The Council is committed to addressing disproportionality in education outcomes. The Council will be undertaking analysis of disproportionality across the education sector in 2025/26 as part of its work with schools to understand barriers to learning. The Council is currently funding an anti-racist training programme for schools that includes the opportunity for schools to participate in the Leeds Beckett University Anti-Racist School Award. Around 50 schools are engaging with the programme, which is developing a community of practice both within individual schools and across	

		these boys in primary and secondary education.		the borough. The programme is aimed at understanding barriers to learning for different cohorts of pupils and offers schools free access to a programme of central training, a resource library and access to knowledge exchange events. Through the programme, secondary schools have access to the FLAIR project that allows them to undertake data analysis, action planning and Equality, Diversity and Inclusion schemes of work for pupils in KS3-5.	
Lage 30	28 April 2025 - Meeting the Adults and Children's Social Care Workforce Challenges	For the Council to commit to a proactive approach in identifying staff pressure points and utilise technological solutions to support staff, including reducing admin tasks.	Children Young People and Community Development Service Reform and Strategy	Additional support has been commissioned to make changes to our case recording system, Mosaic. This is an end-to-end review to streamline forms and processes. A number of changes have already been implemented. Staff are involved in the proposed changes and testing of the changes. Pilots for AI in some areas of the service have been agreed and licences obtained where is it safe to do so. If successful, this will reduce time for front line practitioners and managers to focus on delivery and direct work with children and families. A new single assessment, one plan and review framework is being developed to use in early help and social care to replace the current 2 assessments and plan formats. A draft version is ready for consultation with staff Adult social care has implemented Copilot for managers and Magic Notes for all frontline workers. This has proven to be really effective and timesaving for those workers. We have commissioned service support to work with us on developing forms that will streamline the process and remove all duplications. The aim is that this will be implemented in September.	
	28 April 2025 - Meeting the Adults and Children's Social Care Workforce Challenges	For a future paper to come to the Committee on this subject emphasising the co-ordination between adult's and children's social work and cross-working	Children Young People and Community Development Service Reform and Strategy	A revised transition protocol is in place for children with disabilities to transition to adult services. There is a learning review on the programme for discussion at the transitional safeguarding forum.	

opportunities, including the recent joint work on transitional safeguarding.	The transition pathway has been refreshed, and the transition customer booklets have been updated. We have developed a transition meeting with children's services and a transition dashboard to identify children requiring transition to ASC. Regular meetings are held to ensure the transition process starts early in a child's life.	
	In adult social care, we are also developing a transition pathway and protocol to ensure consistency in how the transition happens.	

Information requests from CWBSC to Council departments/partners

Meeting date and agenda U item	Information requests	Council Department/External Partner	Response
18 September 0 2024 – Overview of SEND Provision in Brent	For the Community and Wellbeing Scrutiny Committee to receive a further breakdown of demand for EHCPs including ward breakdowns, age, gender and communities.	Children and Young People	Accepted by the department at the meeting. Future updates to the committee will include relevant data broken down into wards, age, gender and community groups wherever possible.
20 November 2024 – Brent Housing Management Performance Update	To provide the number of tenants the Council had diversity data on.	Partnerships, Housing and Resident Services	Accepted by the department at the meeting. The diversity data requested will be circulated to the Committee once it has been compiled for presentation.
20 November 2024 – Temporary Accommodation and Homeless	To provide the number of single homeless people aged 18-25 to Brent Youth Parliament.	Partnerships, Housing and Resident Services	Accepted by the department at the meeting. The single homeless people (aged 18-25) data requested will be circulated to both the Committee and Brent Youth Parliament once compiled.

Prevention Service				
05 February 2025 – Adult Social Care Transformation Programme	To provide further information and data on the number of people that are currently supported. The data should also include particular information about services users such as: Age Ethnicity	Community Health and Wellbeing	Accepted by the department at the meeting. The data required by the Committee will be requested by the Strategy Lead to the department. Once compiled, the data will be circulated to the Committee.	
	Gender			
05 March 2025 - Nicotine Addiction and Vaping in Brent	To provide the committee with data on smoking and vaping prevalence by age, with a focus on 8–18-year-olds.	Community Health and Wellbeing	The department acknowledges the importance of understanding the prevalence of these by age and will explore the availability and suitability of relevant data sources. There is very limited local data available which would inform us of the current situation in Brent. Meaningfully surveying children in an area such as this is quite difficult and is dependent on a number of factors outside of the control of the department.	
128 April 2025 - Meeting the Adults and Children's	Brent specific reasons given by Social Care workers for leaving	Children Young People and Community Development		or social care workers across CYP and 2 reasons given for leaving the organisang for new/different types of work.
Social Care	interviews.	•	Reasons for leaving	No. of leavers
Workforce		Service Reform and Strategy	Career Prospects	12
Challenges			New and Different type of work	8
			Did not wish to disclose	3
			Job security	2
			Lack of work life balance	2
			Management Style	2
			Maternity reasons	1
			Health reasons	1
			Relocation	1
			Grand total	30

The table below is a breakdown of how many social care workers left in the period 2022 to date.

Year	No. of Social Workers who have left over the years	Total No. of leavers across the whole council
2022	28	140
2023	16	102
2024	24	118
2025 (up to May)	10	44
Grand total	78	404

Due to the limited number of exit interviews completed, the general leavers report for the same period indicated that for the 78 social care workers who left over these years, the most common reasons for given for leaving were:

- Moving to a new job 30
- Career Break 3
- Majority of other records simply have voluntary resignation as the reason.