



local safeguarding children board

Keeping children safe is everyone's responsibility

# **BRENT LSCB**

# **ANNUAL REPORT**

**ADDRESSING THE PROGRESS OF THE BUSINESS PLAN**

**2012-15**

**COVERING THE PERIOD 2012-13**

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## 1. Introduction

**1.1** This report is produced by Brent Local Safeguarding Children Board (LSCB) in accordance with The Apprenticeships Skills, Children and Learning Act 2009 which requires the LSCB to produce and publish an annual report on the effectiveness of safeguarding in the local area.

**1.2** The Brent LSCB Business Plan spans the period 2012-15, this annual report addresses progress from the period April 2012-March 13 and so needs to be seen as work in progress rather than a final report.

**1.3** This report will cover the extent to which the functions of the LSCB as set out in "Working Together to Safeguard Children 2013" are being effectively discharged. The report will include:

- Governance and Accountability of the Board
- Progress in relation to the priorities 2012-13.
- Attendance and activities of the sub groups of the Board
- Monitoring & Evaluation/Quality Assurance Activity
- Contributions from Partners
- LSCB spend
- Future challenges

## 2. Context

**2.1** Under the requirements of the Children Act 2004, the LSCB is the key statutory mechanism for agreeing how the relevant organisations in Brent will co-operate to safeguard and promote the welfare of children in its locality.

**2.2** The core objectives of the LSCB are to:

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

**2.3** Working Together 2013 was published in March 2013 and came into effect on 15<sup>th</sup> April 2013. The LSCB and its sub-groups & task groups were established in accordance with the guidance issued in "Working Together 2010". However, this report will be considering the work of the Board in line with the new guidance. Coordinating work to ensure children are properly protected from harm remains the core function of the LSCB.

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

### 3. Terms of Reference

1. To monitor the effectiveness of organisations implementation of their duties under section 11 of the Children Act 2004.
2. To ensure that information is available to children so they know who they can contact when they have concerns about their own safety and welfare
3. To develop policies and procedures for safeguarding and promoting the welfare of children in the area of Brent.
4. To develop and implement strategies to safeguard and promote the welfare of children who are potentially more vulnerable than the general population, for example children living away from home, children who have run away from home, or children with disabilities.
5. To ensure that systems are in place to identify and support the safety and welfare of children who are privately fostered.
6. To develop and implement a training strategy to meet the training needs of staff across all agencies to work effectively together to safeguard and promote the welfare of children who may be at risk of significant harm.
7. To develop standards for the recruitment and supervision of persons who work with children and monitor their implementation and compliance, informed by the findings of the Richard Inquiry 2004
8. To ensure that systems are in place for all agencies for the investigation of allegations of breaches of safeguarding practices concerning persons working with children and monitor compliance with the procedures.
9. To establish means of communication with the communities in the London Borough of Brent to ensure that issues of safeguarding are understood by all communities and to provide the opportunity for those communities' issues to be addressed by the LSCB.
10. To monitor and evaluate the effectiveness of what is done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.
11. To participate in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.
12. To undertake serious cases reviews as required by Working Together to Safeguard Children 2010 ( Working Together has been revised with the new version being operational from April 2013)
13. To develop and analyse performance indicators relevant to safeguarding children in Brent.
14. To agree the reporting of management information from agencies to provide an overview of safeguarding activity within the area of the Safeguarding Children Board.
15. To implement a Child Death Overview Panel to review all deaths in Brent and to contribute to others where appropriate.
16. To ensure that an early intervention strategy is in place and the provision of early intervention services will be monitored and challenged where appropriate.

## 4. Governance and Accountability

**4.1 The Chair of the Board :** Working Together to Safeguard Children 2013 states that every LSCB should have an independent chair who can hold all agencies to account. Brent LSCB appointed a new Chair in April 2012. Chris Spencer is independent of local agencies and has a wealth of safeguarding experience as a result of his previous role as Director of Children's Services in a London authority and his current roles as safeguarding advisor to the Minister for Immigration and Parliamentary Under Secretary for Education.

**4.2 Membership of the Board:** Organisations are as far as possible, required to designate particular named people as their representatives so that there is consistency and continuity in the membership of the Board.

Members should be able to:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters and
- Hold their organisation to account

**4.3** There is an agreed role description for all Board members, recognizing that some members do not represent their agencies but represent professions or sectors .The Board recruited two lay members to the Board in June 2012 as required by the Apprenticeships, Skills Children and Learning Act 2009 and has invited a senior manager of "Care UK" who now provide the "Urgent Care Centres" in Northwick Park Hospital.

## 5. Brent LSCB Business Plan 2012-2015

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

**5.2** The revised priorities are;

Quality, Audit and Outcomes

Vulnerable Groups

The Voice of the Child

Developing a Learning Culture

Governance, Accountability and Business Processes

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

## 6. Progress on Priorities 2012-13

Key for RAG (Red, Amber, Green) rating

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

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



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

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

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

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

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

## 7. Attendance at the Board

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

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

## 8. Attendance activities of sub groups

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

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

### 8.3 The Executive Group

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

## **8.6 Policies and Procedures Sub Group**

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

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

## 8.7 Developing a Learning Culture Sub Group

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

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

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

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

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

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

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

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

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

This sub group has been chaired by Dr Sade Adenekan Consultant in Public Health. The deputy chair is the Designated Doctor for safeguarding children who presents the CDOP Annual Report. The CDOP has the responsibility of reviewing all child deaths to ascertain if the deaths were preventable. 42 deaths have been logged with the single point of contact (SPOC), of these 12 were unexpected with the remaining 30 being expected. 9 rapid response meetings were confirmed with good information sharing and representation. For the financial year 39 child deaths were reviewed. Neonatal deaths were 36% (15/42) of the total number and were expected deaths.

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

## 8.9 Voice of the Child Sub Group

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

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

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

### 8.10 Governance Accountability and Business Processes Sub Group

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

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

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

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

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

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

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

## 10. Relationship with Brent Children's Partnership

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

## 11. Finance

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

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

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

- 11.2** The Board received 50% of a one off grant to the Local Authority, £45,500; from the Children's Workforce Development Council to enhance learning and training opportunities. This has been used to develop and pilot the Quality of Care toolkit. Further detail of this project is outlined in the section regarding the "Developing a Learning Culture" sub group. This funding has also been used for the development and launch of the Brent LSCB Learningpool dynamic learning environment (DLE) Consideration is being given to funding a part-time post to effectively raise awareness and to use the DLE as a catalyst for community engagement.
- 11.3** The Board has undertaken two Serious Case Reviews, one involving three other LSCB's neither of which have yet to be concluded so the full cost of these reviews is not clear. A further Management Review has been undertaken using the SCIE model which will total 16 days and will cost £8,700. SCR's cannot be planned for and the Board may wish to consider how to fund future SCR's, either by having a contingency fund, or costs being divided by partners as and when they emerge.

## 12. Monitoring, Evaluation and Quality Assurance Activity

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

- 12.4** The Challenge and Support process to undertake section 11 audits commenced on 10.4.2013 as a result of a revised template. Brent was involved in the development of a Pan London section 11 template which was agreed by the London Board in May 2012. Dates have been identified with all agencies. It is intended that an action plan will emerge out of the meeting which will be monitored through the PIP
- 12.5** A Quality Assurance and Learning and Improvement Framework is being developed through the Quality Audit and Outcomes sub group as required by "Working Together 2013". The framework is based on that of Tameside, identified as a model of good practice by OFSTED 2011.
- 12.6** The Community reference group will undertake work that will support quality assurance around safeguarding processes in the voluntary sector. Work has been done by the Safeguarding in Employment sub group to provide guidance and it is proposed that prospective and current service providers must be able to demonstrate robust safeguarding practices in line with the LSCB commissioning standards to be commissioned.
- 12.7** The Board reviews management information presented to the LSCB. To date this has primarily been from Social Care. However a new dataset developed through the Quality Audit and Outcomes sub group will be available from June 2013.
- 12.8** The Serious Case Review Panel monitors that all actions emerging from the SCR Overview report and IMR's are complied with within the required timescales and evidence is provided that this work has been undertaken.
- 12.9** Board members report into the Board any issues pertaining to safeguarding that emerge from any single agency inspections.

## 13. Challenges to Brent Children's Partnership

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

## 14. Future Challenges

### 14.1 The Business Plan

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

### 14.2 Financial challenges

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

### 14.3 Engagement of Schools

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



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

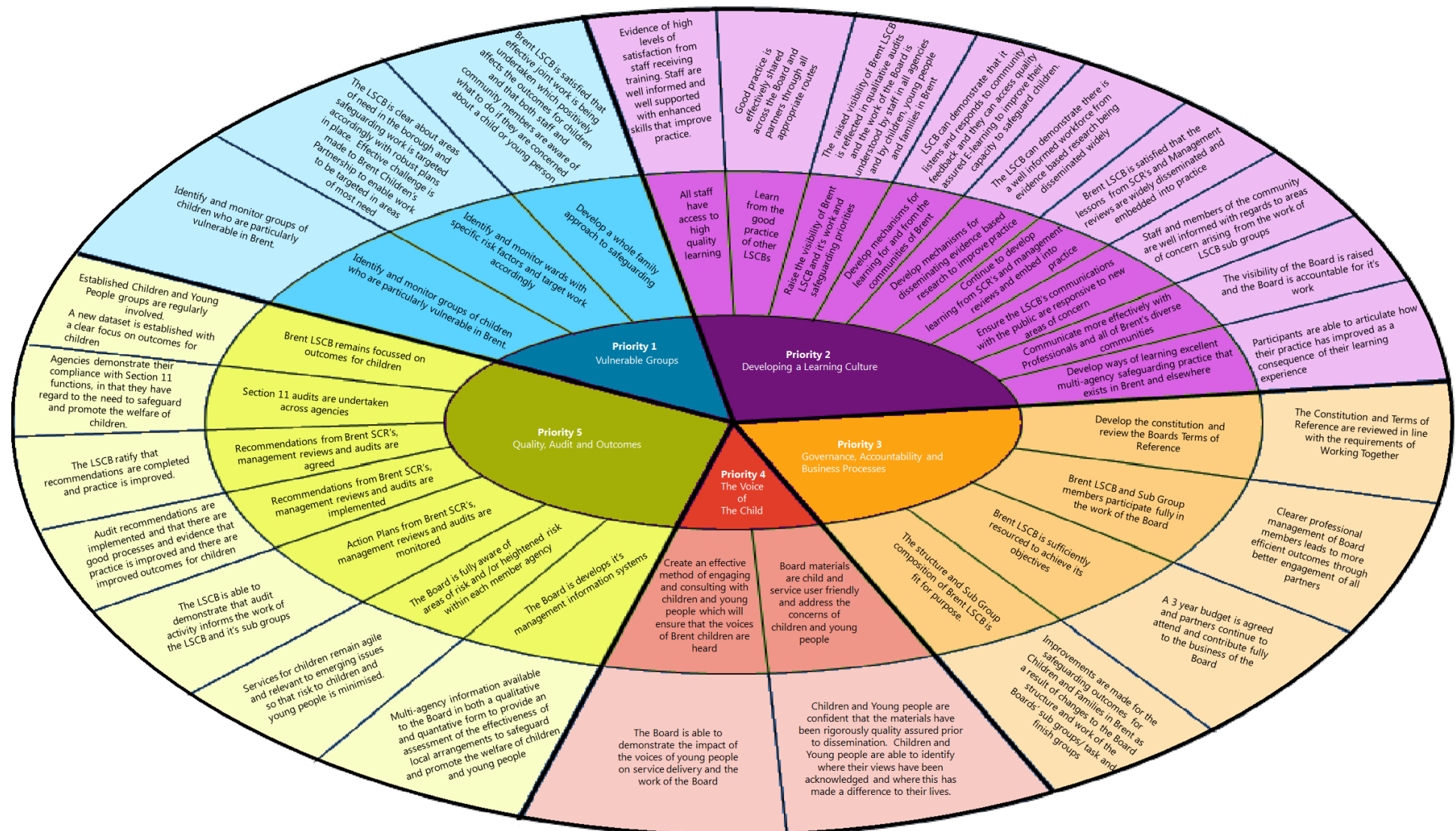
#### **14.4 Engagement with the Voluntary/Third Sector**

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

#### **14.5 Vulnerable Groups**

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

# Appendix 1 Pictorial representation of Brent LSCB Business Plan



# Brent Local Safeguarding Children Board

Chair: Chris Spencer

## Brent LSCB Executive Group

Chair: Chris Spencer

Governance, Accountability and  
Business Processes Sub Group

Chair: Chris Spencer

Quality, Audit  
and  
Outcomes  
Sub Group

Chair: Graham  
Genoni

Developing a  
Learning  
Culture Sub  
Group

Chair: Jo Ohlson

Vulnerable Groups  
Sub Group

Chair: DCI Tariq Sawar

The Voice of  
the Child Sub  
Group

Chair: Catherine  
Knights

Serious  
Case Review  
Sub Group  
Chair: Chris  
Spencer

Policies and  
Procedures  
Sub Group  
Chair: Yvonne  
Leese

Child  
Death  
Overview  
Panel

Sexual  
Exploitation  
Task and  
Finish  
Group

FGM Task  
and  
Finish  
Group