



local safeguarding children board

Keeping children safe is everyone's responsibility

Brent LSCB

Annual Report

**Addressing the progress of the Business Plan 2012-15
covering the period**

2013-14

June 2014

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1. Chair's Foreword

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



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

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

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

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

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

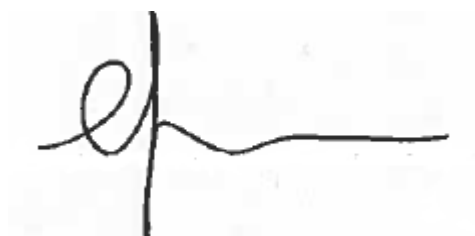
Our foundations are in place but we need to progress our "build". As a result of our refreshed priorities we will develop SMARTER work plans so we are better able to gauge our effectiveness. The core business of an LSCB is to;

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

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

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

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

A handwritten signature in black ink, appearing to read 'Chris Spencer', with a long horizontal line extending to the right.

Chris spencer
Independent Chair
Brent Local Safeguarding Children Board

2. Executive Summary

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

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

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

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

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

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

The core objectives of the LSCB are to:

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

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

These sub groups are;

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

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

The revised “Working Together to Safeguard Children 2013” requires that this report is a rigorous and transparent assessment of the performance and effectiveness of local services, identifying areas of weakness, the causes of those weaknesses and the action being taken to address them.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Introduction

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

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

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

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

The Brent LSCB Sub Groups are as follows;

Quality, Audit and Outcomes Sub Group

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

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

The Voice of the Child Sub Group

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

Vulnerable Groups Sub Group

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

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

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

Developing a Learning Culture Sub Group

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

Governance, Accountability and Business Processes Sub Group

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

3. Context and Local Background

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

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

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

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

(See Appendices A to E)

4. Statutory and Legislative Context for the LSCB

1. Under the requirements of the Children Act 2004, the LSCB is the key statutory mechanism for agreeing how the relevant organisations in Brent will co-operate to safeguard and promote the welfare of children in its locality. Section 13 sets out the requirement for the establishment of an LSCB and specifies the organisations and individuals to be involved.
2. The core objectives of the LSCB are to:
 - Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children in Brent, and
 - Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)
3. Regulation 5 of the Local Safeguarding Regulations 2006 sets out the functions of the Board in order to fulfil those responsibilities.
4. The Board is required to develop policies and procedures for safeguarding and promoting the welfare of children and young people in its area. These include;
 - Thresholds for intervention
 - Training for people who work with children
 - Recruitment and supervision of people who work with children
 - Investigations of allegations against people who work with children
 - Safety and welfare of children in private fostering
 - Cooperation with neighbouring authorities
5. LSCB's are required to raise awareness across partners and communities of the need to promote and safeguard the welfare of children and how best to do this.
6. Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of and advising them on ways to improve outcomes for them
7. The Board has a lead role in planning of services for children and young people.
8. The Board must undertake Serious Case Reviews and advise the Authority and partners of lessons to be learned.
9. Boards may also engage in any activity which facilitates or is conducive to fulfilling its objectives. Full details of the roles and responsibilities of LSCBs are outlined in Chapter 3 of Working Together to Safeguard Children 2013

5. Governance and Accountability Arrangements

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

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

Members should be able to:

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

There is an agreed role description for all Board members, recognizing that some members do not represent their agencies but represent professions or sectors. The Board has one lay member, the second lay member having resigned on 20.1.2013. There is a process in place to recruit another lay member.

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

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

The Board is accountable to its core funding partners. It will produce an annual report on its progress which will be presented to the Executive bodies of all partners. The report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well-Being Board, as required by Working Together 2013.

The revised "Working Together" requires that this report is a rigorous and transparent assessment of the performance and effectiveness of local services, identifying areas of weakness, the causes of those weaknesses and the action being taken to address them.

Brent LSCB Terms of Reference

- 1.** To monitor the effectiveness of organisations implementation of their duties under section 11 of the Children Act 2004.
- 2.** To ensure that information is available to children so they know who they can contact when they have concerns about their own safety and welfare
- 3.** To develop policies and procedures for safeguarding and promoting the welfare of children in the area of Brent.
- 4.** To develop and implement strategies to safeguard and promote the welfare of children who are potentially more vulnerable than the general population, for example children living away from home, children who have run away from home, or children with disabilities.
- 5.** To ensure that systems are in place to identify and support the safety and welfare of children who are privately fostered.
- 6.** To develop and implement a training strategy to meet the training needs of staff across all agencies to work effectively together to safeguard and promote the welfare of children who may be at risk of significant harm.
- 7.** To develop standards for the recruitment and supervision of persons who work with children and monitor their implementation and compliance, informed by the findings of the 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 2013.
- 13.** To develop and analyse performance indicators relevant to safeguarding children in Brent.
- 14.** To agree the reporting of management information from agencies to provide an overview of safeguarding activity within the area of the Safeguarding Children Board.
- 15.** To implement a Child Death Overview Panel to review all deaths in Brent and to contribute to others where appropriate in line with statutory requirements.
- 16.** To ensure that an early intervention strategy is in place and the provision of early intervention services will be monitored and challenged where appropriate

6. Budget and Partner Contributions

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

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

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

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

Frequency of meetings

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

(See Appendix G – Attendance Charts)

LSCB attendance split by agency and sub group attendance

7. Summary of the sufficiency of arrangements

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

Individual Assessments

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

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

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

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

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

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

The 8 Section 11 standards are:

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

Section 11 standards and compliance

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

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

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

The Partnership Improvement Plan (PIP)

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

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

Listening to the Voice of the Child

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

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

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

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

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

Training

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Sharing

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

Conclusion

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

Section 11 Case Studies

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

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

Collective Assessment

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

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

Quality Audit and Outcomes

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

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

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

Vulnerable Groups

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

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

Voice of the Child Sub Group Work Plan

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

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

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

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

Developing a Learning Culture

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

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

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

Governance Accountability and Business Processes

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

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

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

Policy and Procedures

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

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

Child Death Overview Panel

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

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

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

Child Death Details see Appendix J

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

Serious Case Review sub group

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

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

Serious Case Review sub group

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

An SCR was undertaken with regards to Child F, October 2011 integrating aspects of the systems model discussed in the Munro report. The completed SCR was presented to the Board on the 3rd July 2012, however, as a result of additional information emerging from the criminal proceedings, the report needed to be amended and a revised report was agreed by the Chair through Chairs action on 13th February 2013. The action plan has however been progressed since the sign off on 3rd July 2013. This report was published after consultation with the National Panel of Independent Experts. The key learning points from this review were:

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

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

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

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

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

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

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

9. Achievements and Challenges

Achievements

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Challenges

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Challenges

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

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

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APPENDIX A

National Census 2001 & 2011

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

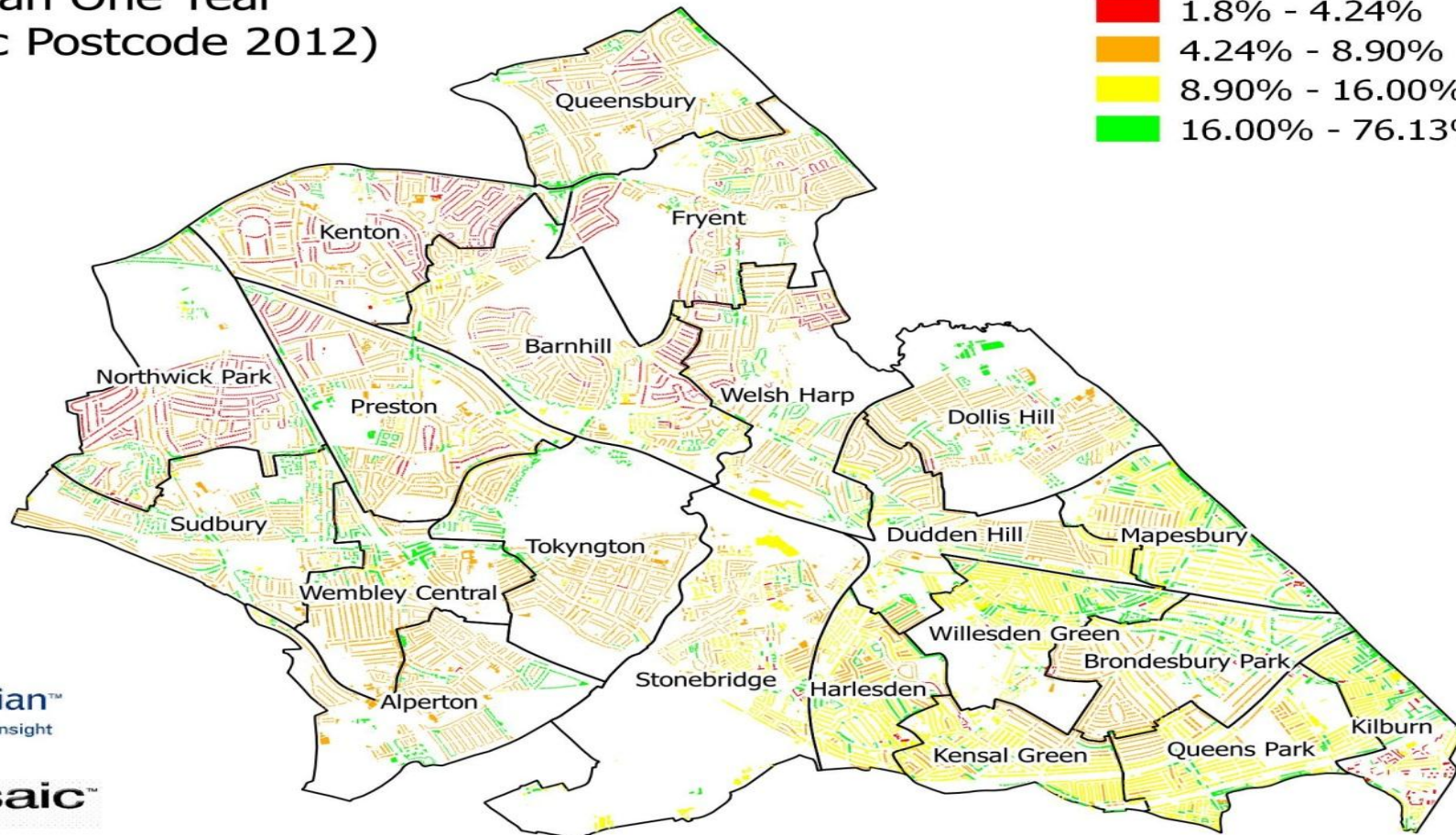
Brent School Places 2011 - 2013

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

APPENDIX B

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

Less than one year residency



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APPENDIX C

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

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

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

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

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

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

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

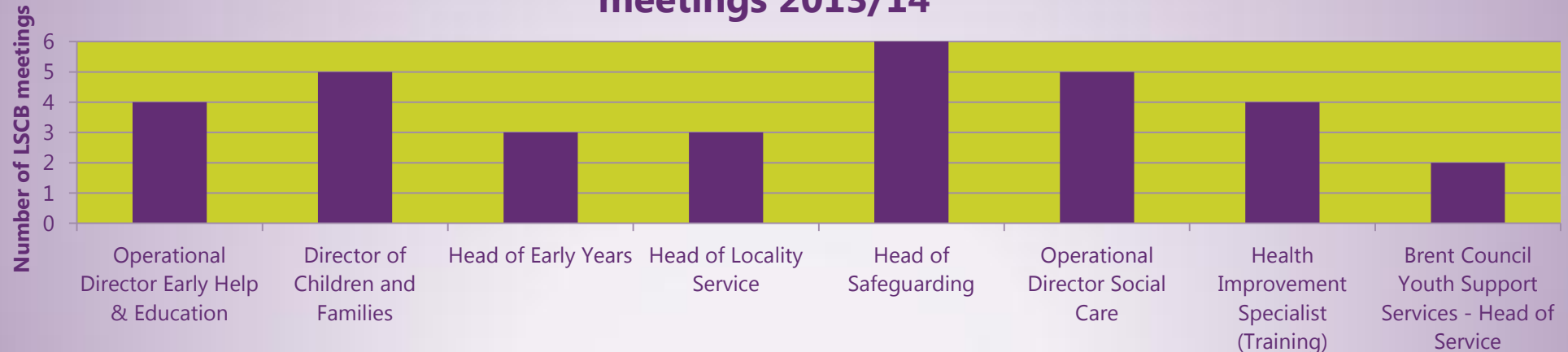
Locality	2011	2012	2013	3 Year		Income Deprivation Affecting Children Score
				Count	Percentage	
Harlesden	54	25	57	136	19.7%	0.51
Kilburn	50	29	38	117	16.9%	0.33
Kingsbury	49	33	49	131	18.9%	0.34
Wembley	67	38	67	172	24.9%	0.32
Willesden	44	47	43	134	19.4%	0.47
Unknown	1		1	2	0.3%	
Brent	265	172	255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

APPENDIX D

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

APPENDIX E

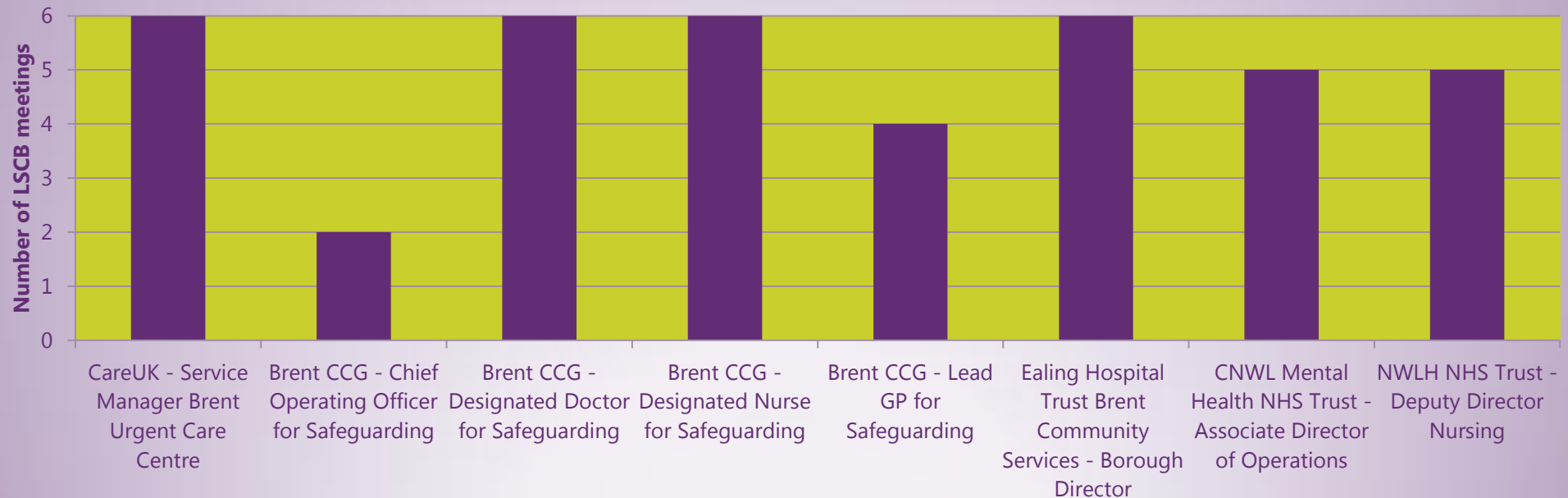
Children & Families (including YOS) attendance at Brent LSCB meetings 2013/14



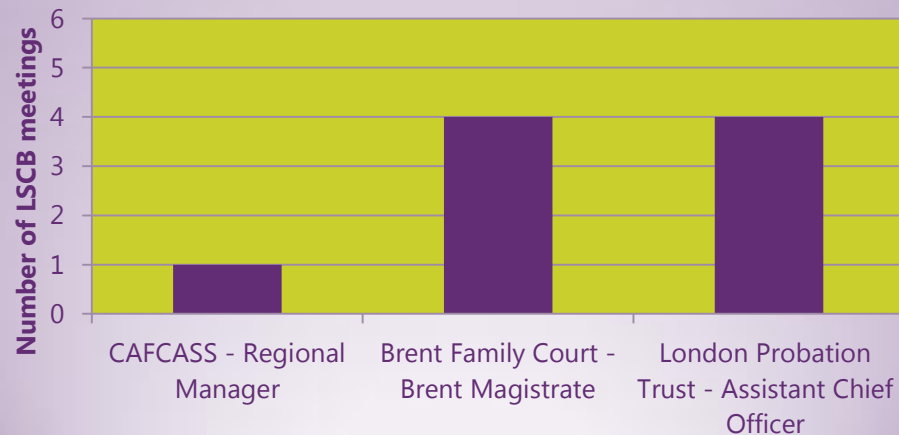
Brent Council attendance at Brent LSCB meetings 2013/14



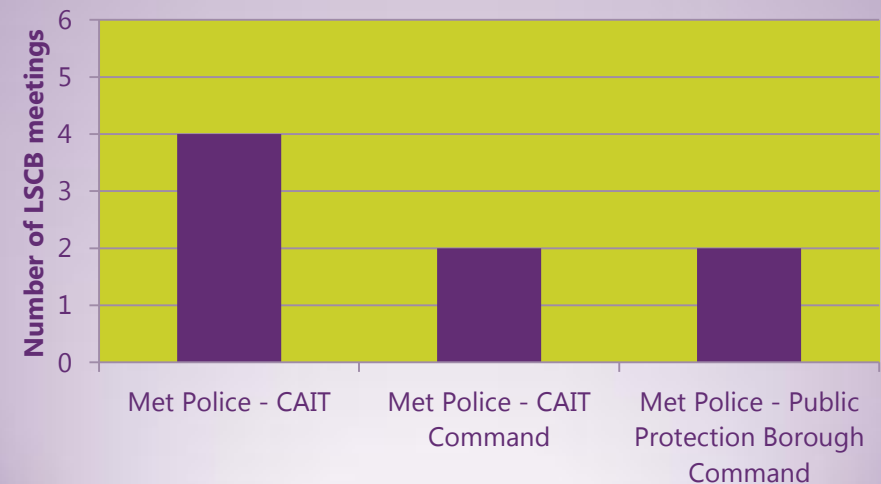
Health attendance at Brent LSCB meetings 2013/14



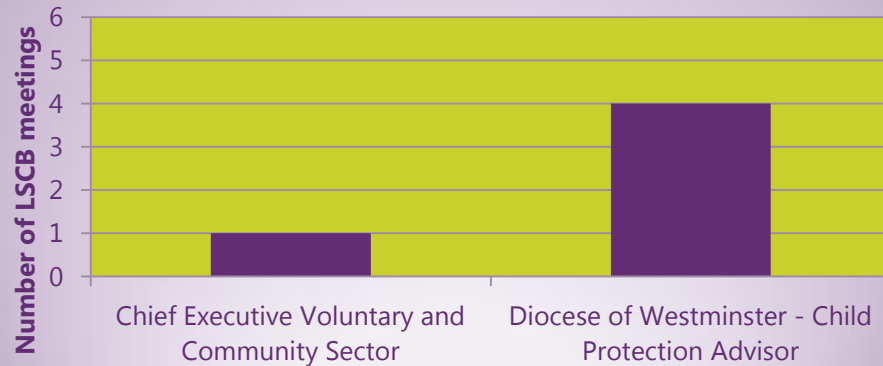
Courts, CAFCASS and Probation attendance at Brent LSCB meetings 2013/14



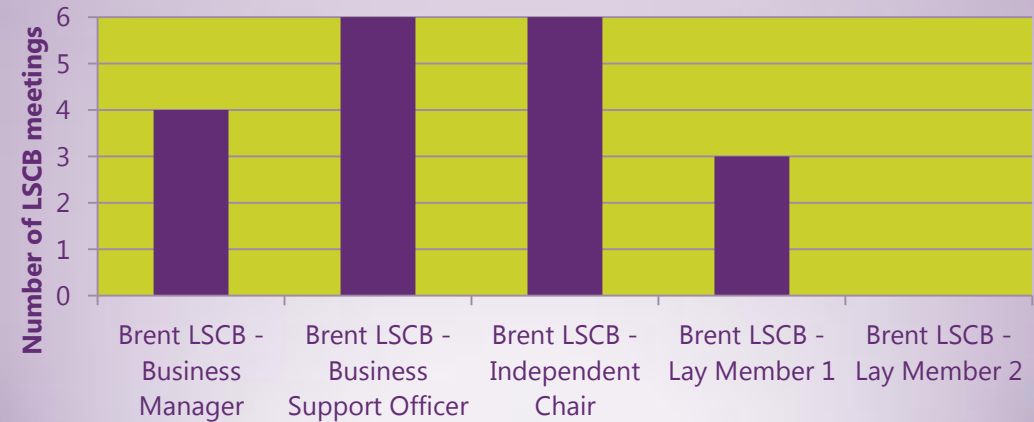
Met Police attendance at Brent LSCB meetings 2013/14



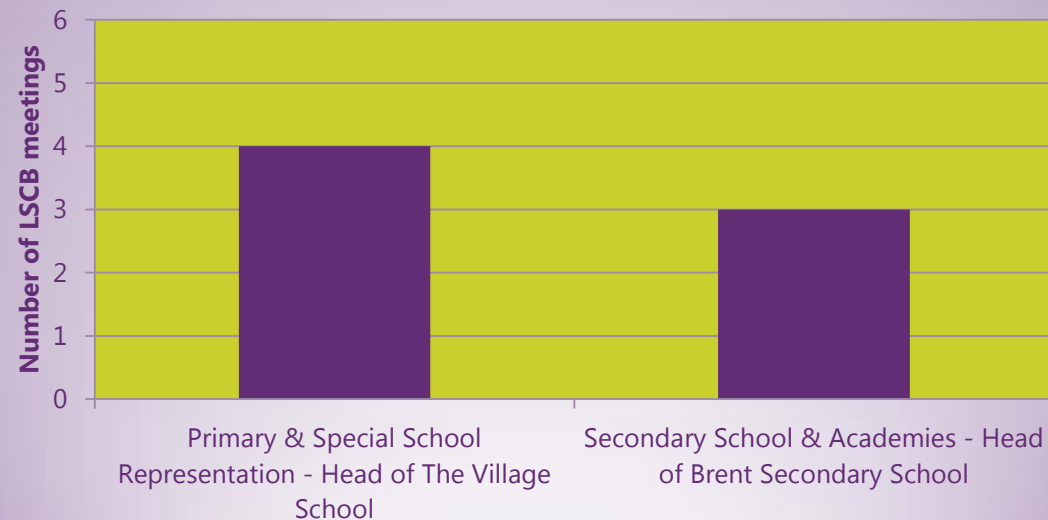
Community & Faith Sector attendance at Brent LSCB meetings 2013/14



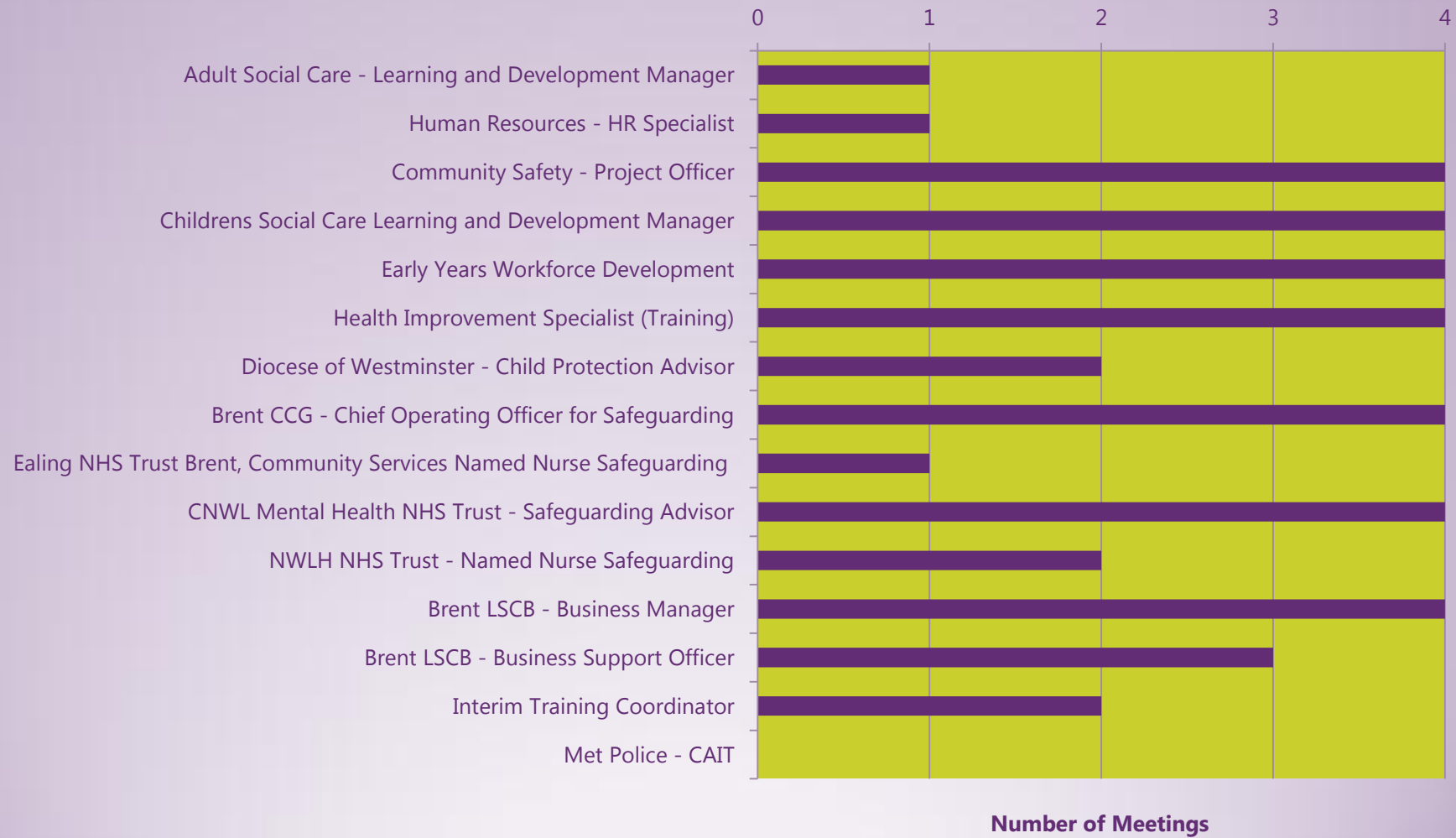
LSCB Officers and Lay Members attendance at Brent LSCB meetings 2013/14



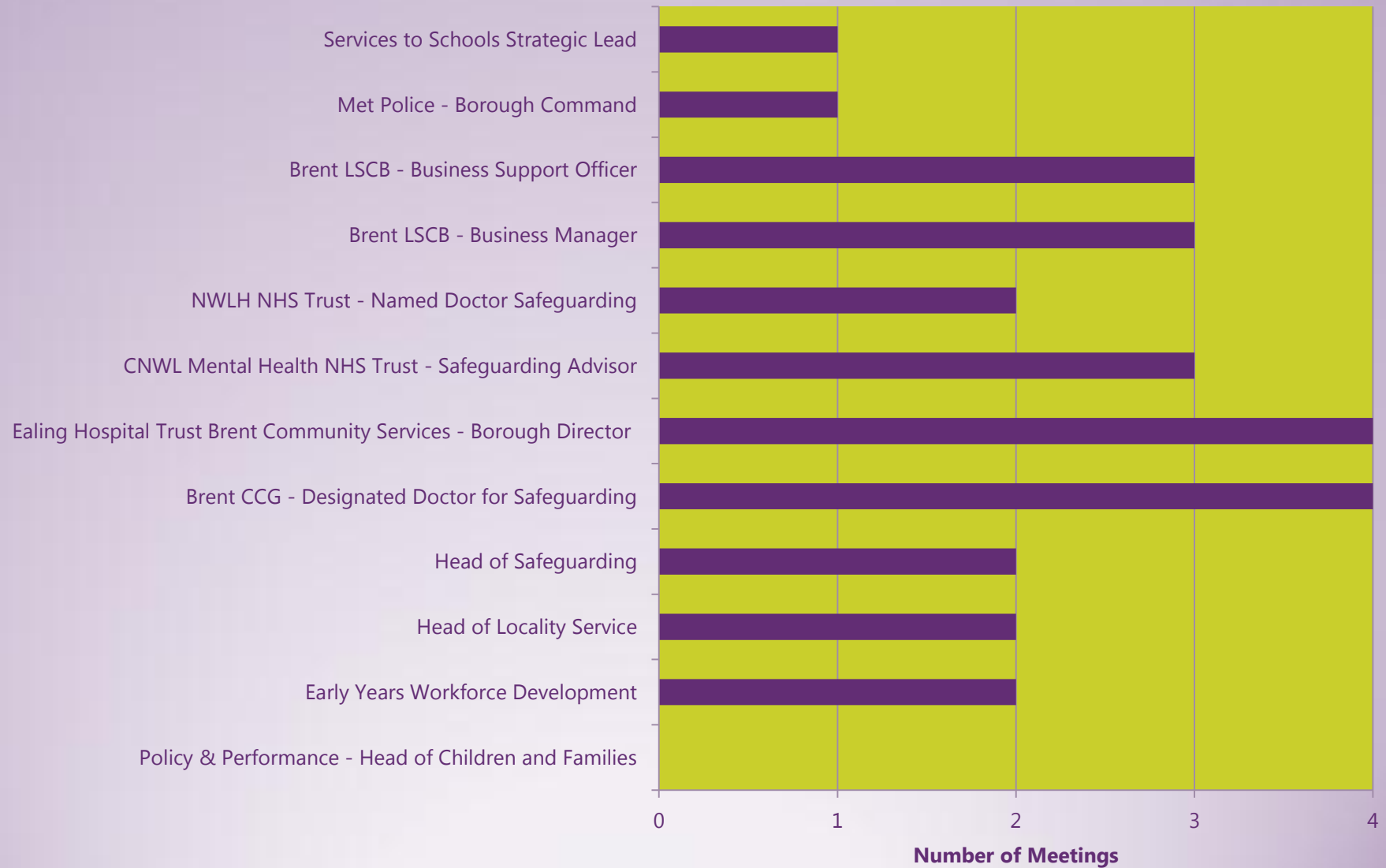
Schools/Education attendance at Brent LSCB meetings 2013/14



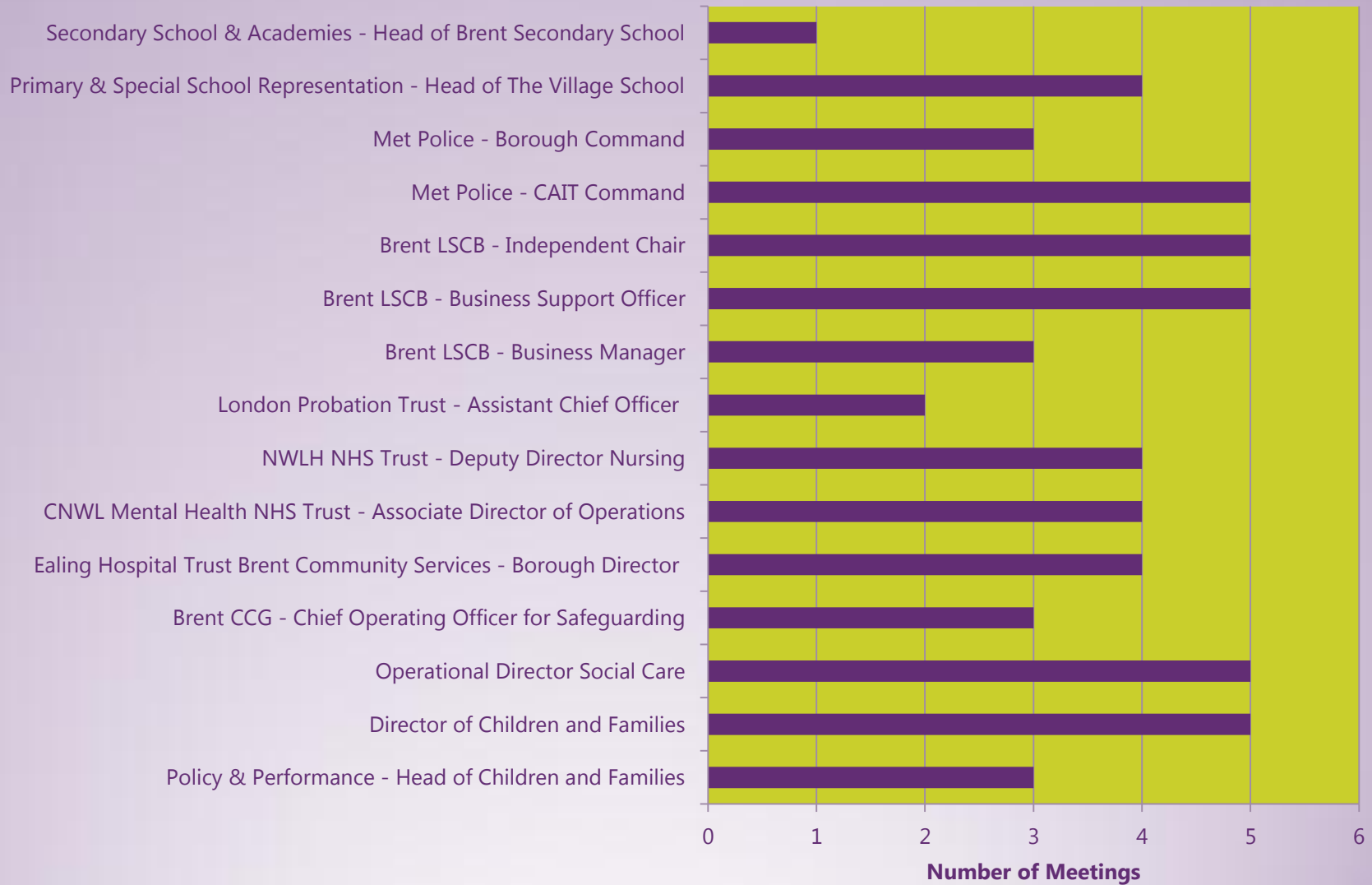
Developing a Learning Culture Sub Group Meeting Attendance 2013/14



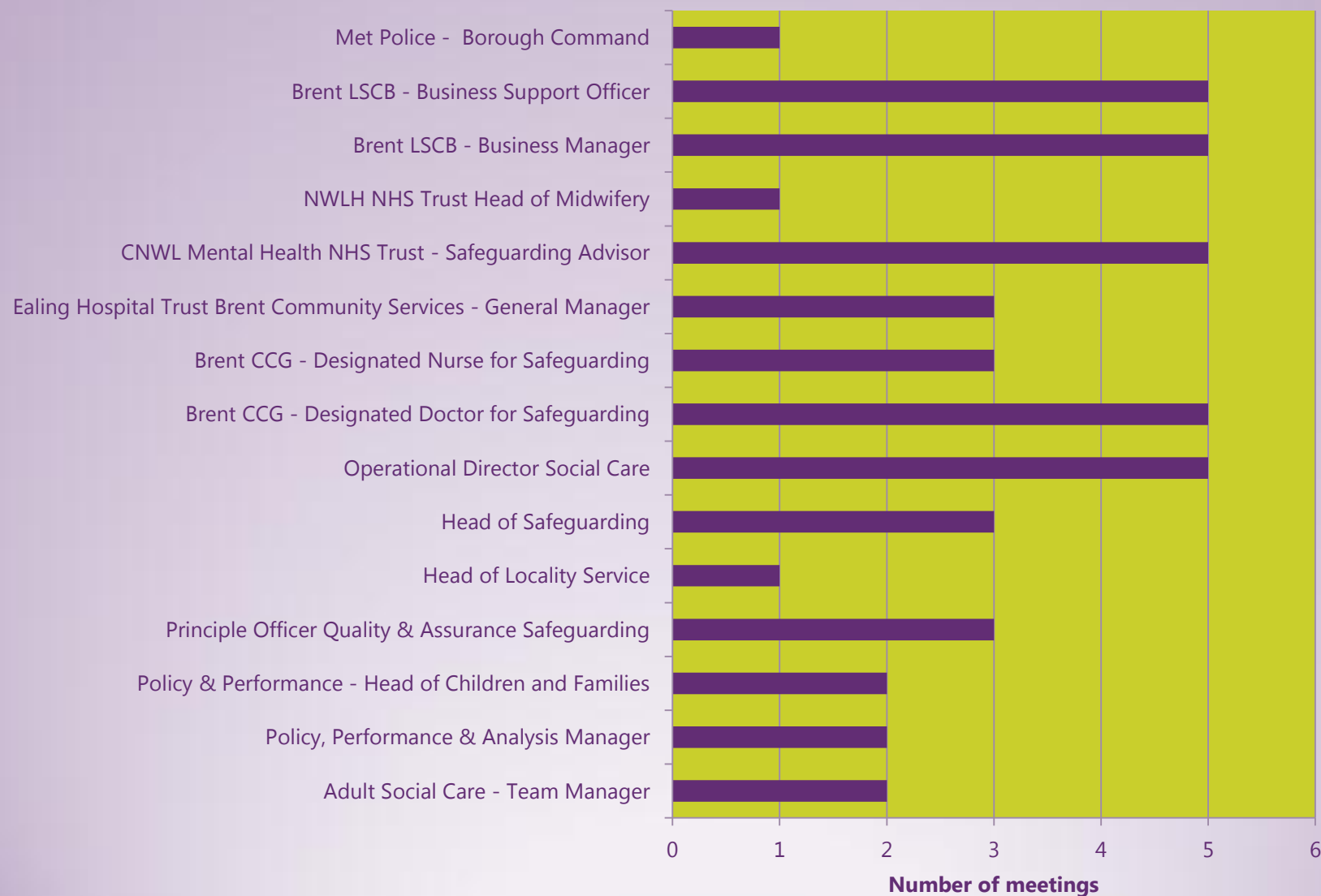
Policies & Procedures Sub Group Meeting Attendance 2013/14



Executive Group Meeting Attendance 2013/14



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



APPENDIX F

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

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

APPENDIX G

Causes of unexpected Child deaths:

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

Lessons/ issues:

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

APPENDIX H

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

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

The average rank was adequate / good.

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

The average rank was good / very good.

3. Did this session meet its aims and objectives?

The average rank was mostly / yes.

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

The average rank was mostly / yes.

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

These were the main responses:

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

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

These were the main responses:

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

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

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

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

The average rank was very good / excellent.

9. What did you gain most from this session?

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

10. What would have made this session even better?

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

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

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

12. Any other comments?

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

Conclusion

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

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

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

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

APPENDIX I

Brent Section 11 Audit Template May 2013

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

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

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

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

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

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

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

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

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

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

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

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

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

How effectively does service development take into account need to safeguard? How is it effectively informed by views of children & families? How can you demonstrate improved outcomes?

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

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

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

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

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

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

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

STANDARD 8 – There is effective Information Sharing

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

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

LSCB representative:
Name:
Position:
Signed:
Date

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

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