



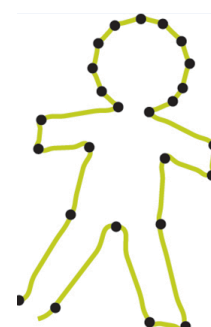

Brent Local Safeguarding Children Board

Annual Report

2017-18

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1. Introduction from the Chair

As the chair of the Brent Local Safeguarding Children Board (LSCB), I am pleased to present its annual report covering the year ending 31 March 2018.

I want to promote the safety and wellbeing of Brent's children as widely as possible through the work of the Board. I am pleased that we have increased the number of lay members, all of whom are local residents. They bring a range of skills and experiences from their careers working with children. As mentioned in the report, I want to maximise their involvement in the work of the Board.

I am also pleased to have increased the Board's involvement with many of the borough's schools. I have spoken to 60 deputy/head teachers at a development day at Stonebridge Primary School and addressed a schools' conference earlier this year which had an even larger attendance. The report describes my involvement with other partnership Boards in Brent which touch the lives of children.

Section 5 of the report summarises the Board's work. I mentioned in my foreword last year my disappointment at the response to the new style section 11 audit process. Improvements and changes were made following feedback from members. I am pleased to say that the revamped audit received 3,800 responses with an excellent return from many of Brent's schools. The overall results are grouped into common strengths and areas for improvement (see sub section 5.1). The resulting action plans will be reviewed by the Board in autumn 2018.

Other sub sections contain extracts about the work of the sub groups and the difference they have made to the safety and wellbeing of Brent's children. I would like to thank the members who lead these sub groups and those who participate in their work programmes. These groups are vital to the work of the Board. I appreciate that everyone who accepts these roles combine it with their 'day jobs'.

Last year, I mentioned my frustration that the Board lacked meaningful performance data other than that provided by the council. A data framework was agreed by key agencies (the council, police and health providers/commissioners) and the Board funded a data analyst on a one-year contract. However due to cost savings by some partner agencies reducing data provision by having fewer analysts and the uncertainty caused by the new arrangements for LSCBs, the Board is no longer able to monitor performance through statistics.

The Board's role in providing training courses is another area of our work which has been adversely affected by staff shortages and budgetary pressures. In February, the Board started a review of how it conducts training and what is achievable with reduced resources.



Preliminary results were presented to the Board this summer and will be taken forward by the Learning and Development Advisory Group over the coming months.

Despite all these difficulties, the report highlights a very successful training event in January which explored the key themes emerging from serious youth violence in Brent. Over 120 people attended and the event focussed on contextual safeguarding, which will be adopted by the Board as its 'business model'.

The Board funded and organised 2 events to raise awareness amongst both practitioners and students about domestic abuse. The report gives more information about the 'Knowing there is better' and the Tender workshop hosted by the College of North West London. Another achievement in tackling domestic abuse is the implementation of Operation Encompass. This initiative involves police contacting schools when a child has been involved or exposed to a domestic abuse incident the previous day.

Last year, I mentioned the Wood Review recommendations. In December 2017, the Board was one of over 700 organisations to respond to the Government's consultation document which preceded the Working Together Guidelines 2018 published earlier this year. Section 6 summarises the Children and Social Work Act 2017 which removes the statutory requirement contained in the Children Act 2004 for each local authority to have a LSCB. The Board is now in a period of transition ahead of the final safeguarding arrangements being agreed and implemented in September 2019.

The Board has embraced the opportunities afforded by these fundamental changes. It has created the new work streams for each of the Board's three priorities. These will afford an opportunity for greater engagement by lay members, the involvement of new co-chairs for each group and the adoption of contextual safeguarding. A graphical representation of the new arrangements, which start this September, is on the final page of the report.

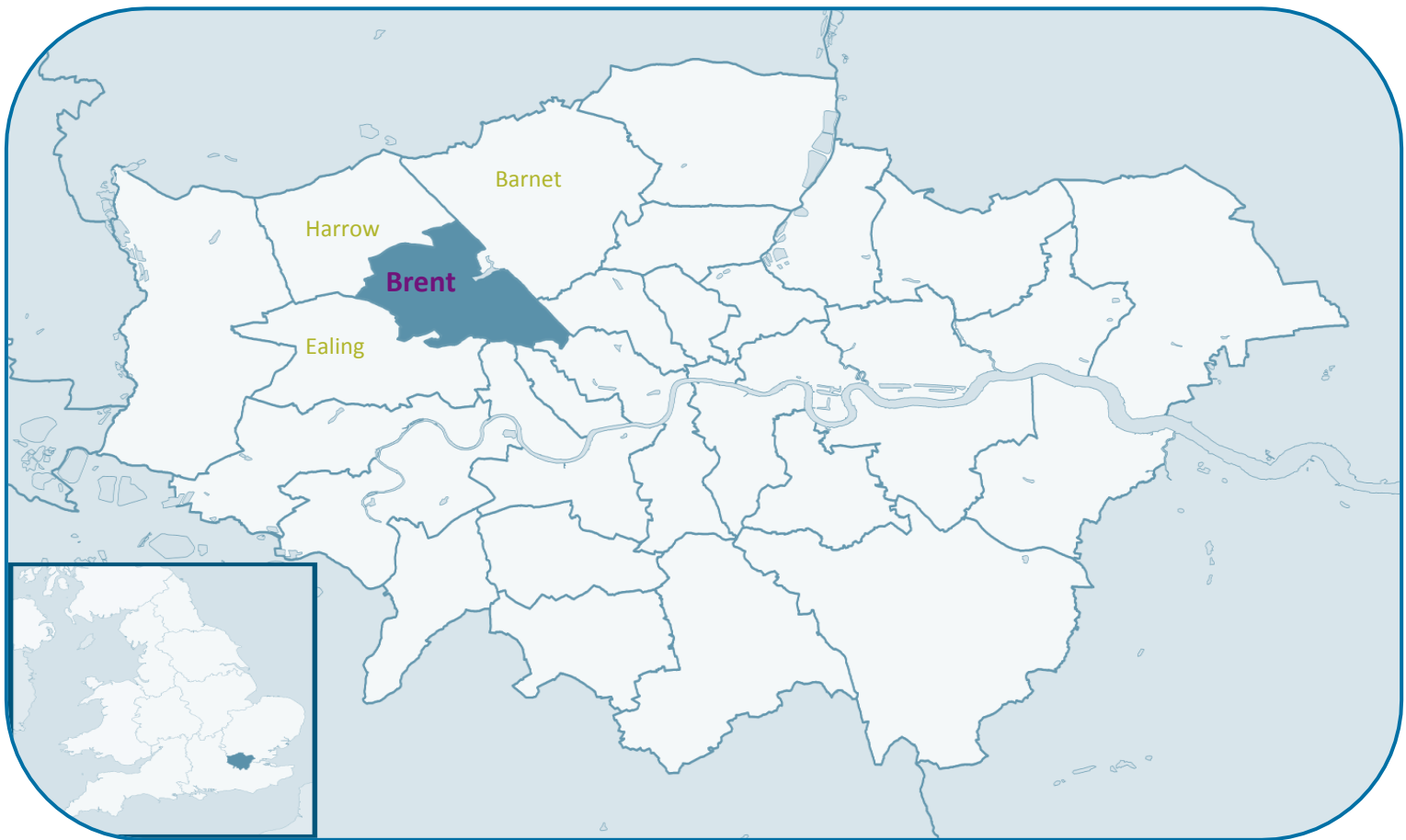
I would like to conclude by thanking everyone who has contributed to the work of the Board. I must give a special mention to Wendy Proctor who is now the Strategic Partnership Lead for Safeguarding Children. Wendy works tirelessly on behalf of the Board and spent many hours compiling this report.

This report can only be a summary of what has been another busy year for the Board. I would like to think that the restructure of the Board will maximise its contribution to ensuring the safety and wellbeing of those children living in Brent who are at the greatest risk of harm.

Mike Howard
Brent LSCB Independent Chair



2. Welcome to Brent



Brent is situated in North West London

Almost **1 in 4 (24.8%)** children in Brent are defined as living in poverty

(for example not having their basic needs for food, clothing and shelter met)

Brent is one of the most densely populated Outer London Boroughs with an overall population of **332,100₁**

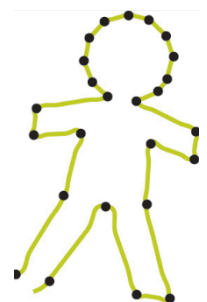
There are approximately **79,000** children aged 0-18 years living in Brent

Domestic abuse remains the most commonly referred concern to Brent Family Front Door

Children make up approximately **25%** of Brent's population

75% of children aged 0-18 years in Brent are from Black and Minority Ethnic communities

Data sourced from GLA, 2017 [London Borough Profiles and Atlas](#)



3. What is safeguarding children?

Safeguarding is action taken to ensure the safety and wellbeing of children (up to the age of 18) to protect them from harm.

Safeguarding means:

- **protecting children from abuse and maltreatment**
- **preventing harm to children's health or development**
- **ensuring children grow up in a safe and caring environment**
- **taking action to enable all children and young people to have the best possible outcomes going into adult life**

All organisations working with children and families in Brent provide support to ensure children are effectively safeguarded.

The Government's statutory guidance 'Working Together to Safeguard Children' sets out the legislative requirements and expectations placed on organisations to safeguard and promote the welfare of children. It provides a framework to monitor the effectiveness of local organisations and the services they provide.

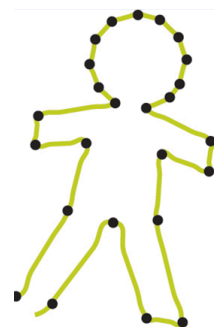
Child protection is part of safeguarding. It focuses on protecting individual children identified as suffering or likely to suffer significant harm.

For children to be kept safe from harm it is essential that the local workforce of practitioners, managers and volunteers (all of whom work with children and young people) are well informed and understand the agreed local child protection procedures.

Since 2015, Brent LSCB partners have been using Signs of Safety ¹as the basis for a shared practice framework and a consistent way of all partners working with local children and families to keep them safe.

Brent follows the [London Child Protection Procedures and Practice Guidance](#) as our local procedures. These are updated on a six-monthly basis with the relevant changes to legislation, statutory guidance and local guidance.

¹ Signs of Safety is internationally recognised model for direct work with children and families.



4. What is the Brent Local Safeguarding Children Board (LSCB)?

Brent LSCB is a multi-agency partnership board consisting of a range of organisations delivering services to the borough's children.

Brent LSCB has an Independent Chair who is held to account for the effective working of the LSCB by the Chief Executive of Brent Council.

Brent LSCB's role is to co-ordinate and measure the effectiveness of the services which are provided to safeguard and promote the welfare of children and young people in Brent. Its main functions are to:

- develop local safeguarding children policies and procedures
- raise awareness of the need to safeguard and promote the welfare of children
- monitor and evaluate the effectiveness of what is done across the partnership in Brent to safeguard children
- participate in the planning of services for children in Brent
- undertaking reviews of serious cases and advise on lessons to be learned

The focus of Brent LSCB's work was identified through a Business Plan (2016-19) based on agreed priorities influenced by both local and national safeguarding agendas.

4.1. Brent LSCB structure

During 2017-18 the Board was supported by six sub groups listed below. Each sub group is chaired by a member of the Board who are also members of the Chairs Coordination Group

- **Serious Case Review**
- **Monitoring and Evaluation**
- **Learning and Development**
- **Policies and Procedures**
- **Child Death Overview Panel**
- **Child Sexual Exploitation**

During 2017-18, the LSCB Independent Chair decided to disband the Performance Sub Group. This sub group was originally established in 2015 with the purpose of leading the development of the LSCB multi-agency dataset. Following the LSCB agreement to fund a Data Analyst post during 2017 it was agreed that this sub group was no longer required to fulfil this function.



Brent Local Safeguarding Children Board

The LSCB met five times between 1 April 2017 and 31 March 2018. The meetings were well attended by a range of senior representatives from partner organisations and lay members.

The Brent Council Lead Member for Children and Young People also attends each board meeting as an observer.

Chair's Coordination Group

The group monitors the sub group arrangements and oversees the links between sub group work plans. The group also offers support and challenge to the Chair on LSCB business.

The sub groups which progress the work of the Board, are also comprised of multi-agency representatives and each met regularly during 2017-18.

Serious Case Review (SCR)

During 2017-18 the sub group considered any serious incidents and decided whether these met the criteria to instigate a review.

(Please see section 5.7 for more details.)

Policies and Procedures

The sub group is responsible for developing and reviewing multi-agency safeguarding policies and procedures in Brent.

(Please see section 5.4 for more details.)

Child Death Overview Panel

During 2017-18 the panel carried out the statutory function to review child deaths in Brent.

(Please see section 5.6 for more details.)

Learning and Development

The sub group is responsible for supporting and monitoring the development of LSCB multi-agency learning and development programme.

(Please see section 5.5 for more details.)

Child Sexual Exploitation

The sub group is responsible for monitoring the strategic partnership approach to combatting Child Sexual Exploitation in Brent.

(Please see section 5.8 for more details.)

Monitoring and Evaluation

The sub group is responsible for managing the annual programme of multi-agency audits.

(Please see section 5.2 for more details.)

4.2. Member organisations and lay members

Brent LSCB members represent their organisations on the Board. These organisations include Brent Council, schools and colleges, the Police, a range of local health service providers and health commissioners, probation, the voluntary sector and lay members (lay members represent and advocate for the community).

A full list of Brent LSCB member organisations can be found on the [LSCB website](#).

Each organisation designates a named person as their representatives so that there is consistency and continuity in the membership of the Board. Board members should be able to:

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

During 2017, the Chair made engagement challenges to both London North West Healthcare NHS Trust and Brent Police which resulted in a greater level of attendance at meetings and stronger contributions to LSCB work.

Lay members

Brent LSCB lay members act as valuable ambassadors to help build stronger links between the LSCB and the local community. The lay members are encouraged to:

- promote awareness of the LSCB and safeguarding across Brent's communities (all lay members must reside in the borough)
- represent the community voice at the LSCB
- engage with Brent's people and local groups to support community cohesion

Last year Brent LSCB recognised that the two existing lay members needed additional support to develop their engagement with the community including existing groups, organisations and individuals in Brent.

In May 2017, the LSCB embarked on a successful recruitment campaign to increase the number of existing lay members which resulted in the Board acquiring four new lay members. The LSCB is fortunate to now have six lay members that collectively bring a wealth of knowledge and experience as well as a passion for keeping children and young people safe in Brent.

The Board is keen to maximise the potential of our lay members. Negotiations have taken place to ensure they have a full role in the LSCB 2018-19 structure outlined in section 6.3.



4.3. Brent LSCB online

The LSCB promotes awareness of the need to safeguard the welfare of children and young people across Brent through our updated website and twitter.



Click on the images above for more information

Brent LSCB's Twitter profile generated over 400 followers by 31 March 2018: a figure that has nearly doubled since March 2017, allowing safeguarding children messages and information to reach an increasingly wider audience.

4.4. Relationships

The LSCB Independent Chair meets regularly with a range of senior individuals across the partnership to consider and review the strategic approach to specific local or national safeguarding issues.

The LSCB recognises that there is potential cross over in some areas of work and priorities of the strategic boards in Brent. As a result, the LSCB Independent Chair remains a standing member **Brent Children's Trust** and **Safer Brent Partnership**.

The Board's annual report is shared with the **Brent Council's Community and Wellbeing Scrutiny Committee** and **Brent Children's Trust**. This gives an opportunity for other strategic partnerships to consider the work of the Board and contribute to shaping the priorities identified to ensure they are in line with local safeguarding issues.

Collaboration with other Strategic Boards and services

To identify additional areas of strategic partnership board collaboration, regular meetings now take place between the Chairs of the **LSCB**, **Brent Local Safeguarding Adults Board** (LSAB) and **Safer Brent Partnership**.

The three chairs identified Modern Slavery as an area of collaboration and commissioned a task and finish group to look at:

- understanding the needs of victims of modern slavery and trafficking
- existing support provision in the borough
- identifying gaps and developing possible solutions

It is anticipated that the findings of this task group would be submitted to the LSCB, LSAB and Safer Brent Partnership in the autumn of 2018 for considering how identified areas of work will be addressed.

Brent LSCB continued to collaborate with Harrow LSCB by beginning to explore the development of a joint Child Death Overview Panel and agreeing a reciprocal arrangement to offer places to each other on under-subscribed training courses.



4.5. Support arrangements

The Brent Council's Strategic Partnerships team became operational in May 2017. It consists of a Strategic Partnerships Manager and three Strategic Partnerships Officers to support seven partnership boards:

- Health and Wellbeing Board
- LSCB
- LSAB
- Brent Children's Trust
- Partners for Brent
- Pensioners' Forum
- Disability Forum

The LSCB agreed to fund two additional dedicated temporary support posts from August 2017 which were an LSCB Administrator and an LSCB Data Analyst. Due to budgetary constraints the funding for these posts ended in March 2018.

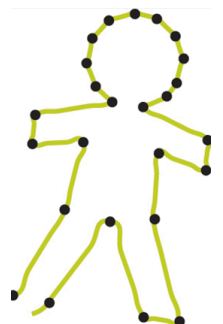
The LSCB Training Co-ordinator position became vacant in May 2017. This subsequently led to the creation of a new part time Strategic Partnerships Learning and Development Co-ordinator post within the Strategic Partnerships team. This new role is responsible for supporting both the LSCB and LSAB's multi-agency learning and development programmes. The post holder took up this role in December 2017.

A further review of the team took place in early 2018, leading to the replacement of the Strategic Partnership Officer post with a Strategic Partnerships Lead for Safeguarding Children. This reflected the need for a higher level of strategic support to the Chairs and Boards and created greater officer leadership. The Strategic Partnerships Lead for Safeguarding Children is responsible for supporting both Brent LSCB and Brent Children's Trust.

Impact of support changes

These changes have enabled Brent's strategic partnerships to maximise communication and collaboration through more cross-partnership discussions and activity.

The absence of a dedicated LSCB Training Coordinator post from May 2017 had a detrimental impact on the LSCB learning and development offer during 2017-18. The introduction of the shared part time Strategic Partnership Learning and Development Coordinator in December 2017 has enabled the LSCB to have a more focussed approach on the implementation of the LSCB learning and development offer moving into 2018-19.



4.6. LSCB finance and resources

All LSCB member organisations have an obligation to provide the Board with resources to enable it to carry out its functions. These contributions can include money, staff time (representation at the Board and sub groups) or 'in kind'.

Resource contributions

A number of partner organisations kindly hosted LSCB meetings during the period including: College of North West London, Football Association (FA) at Wembley Stadium, The Village School and Brent Council at Brent Civic Centre.

Income

In 2017/18 the Board received a total amount of £142,550 in financial contributions from partner organisations.

The LSCB recognised that this amount reflects a reduction from the previous year due to an overall reduction in public expenditure.

The main financial contributor to the LSCB continues to be Brent Council. This contribution funds the support arrangements delivered through the Strategic Partnerships Team.

Brent NHS Clinical Commissioning Group (CCG) are the second largest funding contributor. Additionally, Brent CCG manage and fund the management and support arrangements of the Children Death Overview Panel (CDOP).

All London LSCBs, regardless of size, continue to receive the same level of financial contribution from the Metropolitan Police, CAFCASS and Probation Services.

The table below details the Brent LSCB funding contributions in 2017-18.

Income	Partner Organisation	Amount (£)
Partner Contributions	Brent Council (support staff costs including on-costs)	78,000
	Brent CCG	45,900
	London North West Healthcare NHS Trust	11,000
	MOPAC/Met Police	5,000
	London Fire Brigade	500
	National Probation Service	1,600
	CAFCASS	550
Total partner contributions to LSCB budget		142,550
<i>Additional Contributions</i>	<i>Brent CCG (CDOP management and coordination costs)</i>	<i>30,525</i>

Expenditure

The majority of Brent LSCB's budget is spent on support staff salaries and Independent Chair costs.

Between August 2017 and March 2018 two temporary dedicated support posts (LSCB Administrator and LSCB Data Analyst) were funded from the LSCB reserves.

The table below details the Brent LSCB expenditure in 2017-18.

Expenditure		Amount (£)
Staffing & Consultancy	<u>Permanent</u> <ul style="list-style-type: none"> • Portion of 1 full time Strategic Partnerships Manager (April 2017 – March 2018) • 1 full time Strategic Partnerships Officer (May 2017 – March 2018) • 1 part time Strategic Partnerships Learning and Development Coordinator (December 2017 – March 2018) 	78,000
	<u>Temporary</u> <ul style="list-style-type: none"> • 1 full time Administrator (August 2017- March 2018) • 1 full time Data Analyst (August 2017- March 2018) 	45,000
	Independent Chair costs	35,000
	Previous LSCB staffing arrangements costs (up to May 2017) <ul style="list-style-type: none"> • 1 full time LSCB Business Support Officer (post ended May 2017) • 1 full time LSCB Training Coordinator (post ended May 2017) 	13,700
	Interim Business Manager costs (up to May 2017)	5,712
Learning & Development	Learning events & resources	875
Children and Young People Engagement	Young people engagement (Healthy relationships workshop in partnership with the College of North West London)	400
LSCB management costs	Design & printing	1,620
	Hospitality & meeting costs	500
Total LSCB spend 2017-18		180,807
<i>Additional costs</i>	<i>Brent CCG (CDOP management and coordination costs)</i>	30,525

5. Activity during 2017-18

This section summarises the work Brent LSCB has undertaken during 2017-18.

5.1. Section 11 Audit 2017

Section 11 of the Children Act (2004) places duties on a range of organisations and individuals to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children.

LSCBs are required to gather information to assess and monitor compliance that partners are meeting the above statutory obligations.

In 2016, Brent LSCB adopted a new innovative approach to the S.11 audit² following a consultation a workshop with partner organisations and looking to other LSCBs (Wandsworth and Greenwich) for best practice.

This approach entailed the dissemination of a questionnaire to the workforce of each agency to measure levels of knowledge and awareness of safeguarding policies, procedures and relevant topics. This would allow the LSCB to gauge the extent to which agencies and key individuals within the multi-agency partnership are effectively discharging their safeguarding responsibilities.

The new system was trialled in 2016 and the results were presented to the LSCB. Following evaluation feedback of the pilot it was agreed to redesign and implement the new approach in 2017.

It was also agreed that the LSCB would conduct a S.11 audit every other year to allow agencies to meaningfully implement and embed the learning and actions identified.

The redesign made a number of suggested improvements including:

- moving from a paper-based survey to an online survey
- developing more focussed survey questions
- allowing a more flexible timescale
- allowing easier analysis of the responses
- a renewed commitment by partner organisations
- expanding the survey to all Brent schools and other educational settings

Brent LSCB agreed that partner organisations would be responsible for:

- getting staff to complete questionnaire
- analysing results
- producing action plan in response

² The new approach replaced a system by which a London-wide developed audit tool was completed and senior representatives from each agency presented this to a challenge panel consisting of the LSCB Chair and external reviewers.



Section 11 findings

Approximately **3,800** staff responded to the S.11 audit questionnaire from across the LSCB partnership including from schools, early years settings, social care, local authority, NHS and police.

The number of respondents increased by over 500% from the responses to the 2016-17 pilot audit, this was predominantly due to the inclusion of schools and educational settings. The LSCB were encouraged by this response as the majority of Brent schools and early years settings undertook the audit.

A review of the overall results identified some common strengths including:

Common strengths

Staff generally feel confident in their agency's approach to dealing with safeguarding concerns relating to children and families

The majority of respondents felt confident about seeking advice when they have concerns about a child.

There was a good level of awareness of the LSCB's four priorities

Each participating organisation analysed their own results and identified an action plan. The majority of these action plans were submitted to the LSCB for scrutiny and challenge. Brent LSCB identified a number of common areas of improvement from the action plans.

Common areas of improvement

Ensure staff who identify themselves as not working in role that brings them into contact with children and families are clear that safeguarding is everyone's responsibility

Use communication channels to provide safeguarding updates across the organisation

Ensure information about the Brent Family Front Door is being widely and effectively promoted so staff are aware of how to raise concerns

Ensure staff are aware of the process by which staff can raise a concern about people that work/volunteer with children in Brent and the role of the Local Authority Designated Officer (LADO)

A summary of the findings was presented to the Board and the LSCB Chair challenged partner organisations to consider how they:

1. will obtain an accurate picture of the safeguarding knowledge and understanding of their workforce in future
2. plan to promote training
3. suggest the future S.11 audits should be planned to optimise engagement

The overall results were used by the Brent LSCB Learning and Development subgroup to refresh the training needs analysis for Brent which was used to shape the training offer for 2018/19.

Moving into 2018, Brent LSCB plans to carry out monitoring activity that will seek assurance from all organisations on the progress of the identified action plans.

Example of partner response to Section 11 audit findings

Central and North West London NHS Foundation Trust (CNWL)

An internal briefing was developed and disseminated via emails, team meetings, supervision and reflective practice sessions following the Brent S.11 audit.

This addresses some of the gaps that had been identified within CNWL about;

- Brent LSCB priorities
- the work of the LADO
- ensuring inclusion of safeguarding discussions within staff supervision and appraisal sessions

Clarification around these areas was also included within local in-house training sessions. An update on the work of LSCBs has also been included in the Trust wide news bulletin which has helped to heighten awareness.

5.2. Multi-agency audits

Whilst the Brent LSCB's main focus of audit work in 2017-18 was directed on the Section 11 audit, Brent LSCB also undertook themed multi-agency case file audits. These themed audits each reviewed a number of cases and identified areas of strength and improvement.

The themed multi-agency audits undertaken in 2017-18 focussed on key areas noted below and the findings from these audits will inform the work of the new priority groups created as part of the LSCB restructure scheduled to be implemented in the autumn of 2018 (see section 6.3).

Domestic Abuse

In addition to the multi-agency audit on the theme of domestic abuse conducted in early 2017 (noted in the LSCB 2016-17 annual report), the LSCB SCR sub group commissioned a health focussed case audit around the theme of domestic abuse which identified further learning including:

- ensuring consistent language is used with domestic abuse cases
- the need to strengthen the understanding, recognition and reporting of domestic abuse
- the need for professional curiosity and challenge when domestic abuse concerns are present
- consistent recording and flagging on domestic abuse across case management systems
- professionals should review all case notes and records to understand history and context

Child Sexual Abuse / Exploitation (CSE/CSA)

The LSCB Monitoring and Evaluation sub group undertook an audit with the theme of CSA/CSE in March 2018. The audit identified a recommendation for the LSCB to develop actions to respond to a number of themes including:

- children and young people with learning difficulties are very vulnerable to gang and sexual exploitation
- professionals need to be alert to the entirety of the family network (adult siblings with gang affiliations are likely to influence younger siblings and put them at risk of exploitation)
- there are links between neglect in adolescence and vulnerability to exploitation
- children who experience sexual exploitation, sexual violence and associated trauma through a grooming process have mental health needs that need to be appropriately addressed
- schools are a place of safety for children, especially when there are significant difficulties in the home environment
- careful understanding of ethnicity and religion should be considered and recorded in all records by all practitioners
- appropriate health professional(s) should be involved in CSE strategy meetings

Neglect

The multi-agency audit on the theme of neglect which was conducted in early 2017 identified a number of actions including:

- ensuring that cases are escalated appropriately when there is a lack of progression
- guidance is offered to improve the quality of referrals which in turn aims to ensure individuals receive the appropriate services
- identifying children who are young carers as requiring specific support

5.3. Performance Monitoring

In April 2017, the Board acknowledged that the development and implementation of a multi-agency performance dataset had been a difficult process with an over reliance on Brent Council's Children and Young People department statistics.

As a result of this and following the development of a refreshed multi-agency dataset in 2016, a temporary LSCB Data Analyst was appointed in August 2017 tasked with implementing the agreed refreshed LSCB multi-agency dataset.

During the Board meeting in February 2018, the following improvements were suggested:

- graphical depiction of the dataset
- inclusion of additional comparison and benchmark data from a local, regional and national perspective where possible
- inclusion of data that would give the Board a clearer picture of the performance of safeguarding in Brent
- inclusion of additional qualitative analysis and commentary

Despite the best efforts of the Board to progress the dataset to deliver the outcomes suggested above it was not possible because:

- the absence of data from some partner agencies as a result of a number of factors including individual organisational budget savings
- the LSCB was not able to continue to fund the LSCB Data Analyst post after March 2018
- the reductions in support staff for the LSCB
- the LSCB entering a period of uncertainty and transition ahead of the introduction of the new safeguarding arrangements (see section 6 for further details)



5.4. Policies and procedures

Brent LSCB has a responsibility to develop and review multi-agency safeguarding policies.

Brent has signed up to the London Child Protection Procedures (LCPP) which are updated every 6 months. Accordingly, the LSCB decided in 2016 not to produce or update additional local procedures where they already exist as part of the LCPP.

It was also agreed that Brent LSCB would not produce local toolkits (such as a 'Neglect Toolkit') where nationally recognised and approved toolkits already exist.

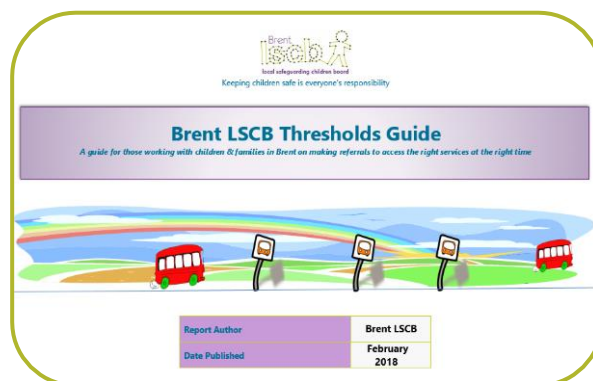
Any supplementary protocols or procedures developed by Brent LSCB that are additional to those agreed for London are published on the LSCB website and are reviewed every 3 years (unless any changes take place which require earlier updates).

The Board continued to signpost voluntary organisations and community groups operating in Brent to the safeguarding policy advice offered by the NSPCC.

Brent Thresholds Guide

Brent LSCB published a refreshed Thresholds Guide in February 2018 following an extensive review and redevelopment of the local Levels of Need & Thresholds Guidance which began in 2016.

The guidance has been developed for the use of all practitioners and volunteers supporting or working with children and/or their families in Brent.



Click on the image above for more information

Brent LSCB designed this guidance to help individuals and organisations working or volunteering in statutory, voluntary, private or independent organisations when making a referral for services to ensure children and families get the right level of support at the right time.



5.5. Learning and development

Since Brent LSCB's inception, the Board has provided a multi-agency learning and development programme as part of its core business. This has traditionally consisted of classroom-based training offering a range of course topics including domestic abuse, gangs, Female Genital Mutilation (FGM), Working Together to Safeguard Children and Child Sexual Exploitation.

Multi-agency learning and development offer 2017-18

Despite the changes in support, including a seven-month gap with no dedicated coordination mentioned earlier, the LSCB continued to offer a limited multi-agency safeguarding children learning and development programme in 2017-18. This included two learning events which aimed to explore key themes that emerged from local serious incidents.

The multi-agency learning and development sessions and attendance rates are shown below:

Course topic	No. sessions offered	No. sessions cancelled	Total no. sessions ran	Total no. of fully attended delegates	Total no. of absentees
An Introduction to the Early Help Assessment (EHA)	11	2	9	43	10
CSE - Recognising and Responding to the Sexual Exploitation of Children and Young People	3	1	2	14	-
FGM - Female Genital Mutilation	6	2	4	58	7
Prevent and Radicalisation	2	-	2	10	1
STOP training - Gang Awareness	2	-	2	24	5
Working Together to Safeguard Children: Level 1	7	-	7	90	30
Working Together to Safeguard Children: Level 2	3	3	-	-	-
Young Carer	6	2	4	18	2
Domestic Abuse and the role of the MARAC in Brent	5	3	2	19	-
Managing Allegations Made Against Staff and Volunteers	2	2	-	-	-
Safeguarding Children in a Digital World (2-day)	2	2	-	-	-
Safer Sleep for Babies - delivered by the Lullaby Trust	3	1	2	19	-
Grand Total	52	17	35	295	55

Brent LSCB offered a total of 52 face to face multi-agency learning sessions in 12 different topic areas during the period. However, 17 of these (approximately one third) were cancelled due to a number of factors including:

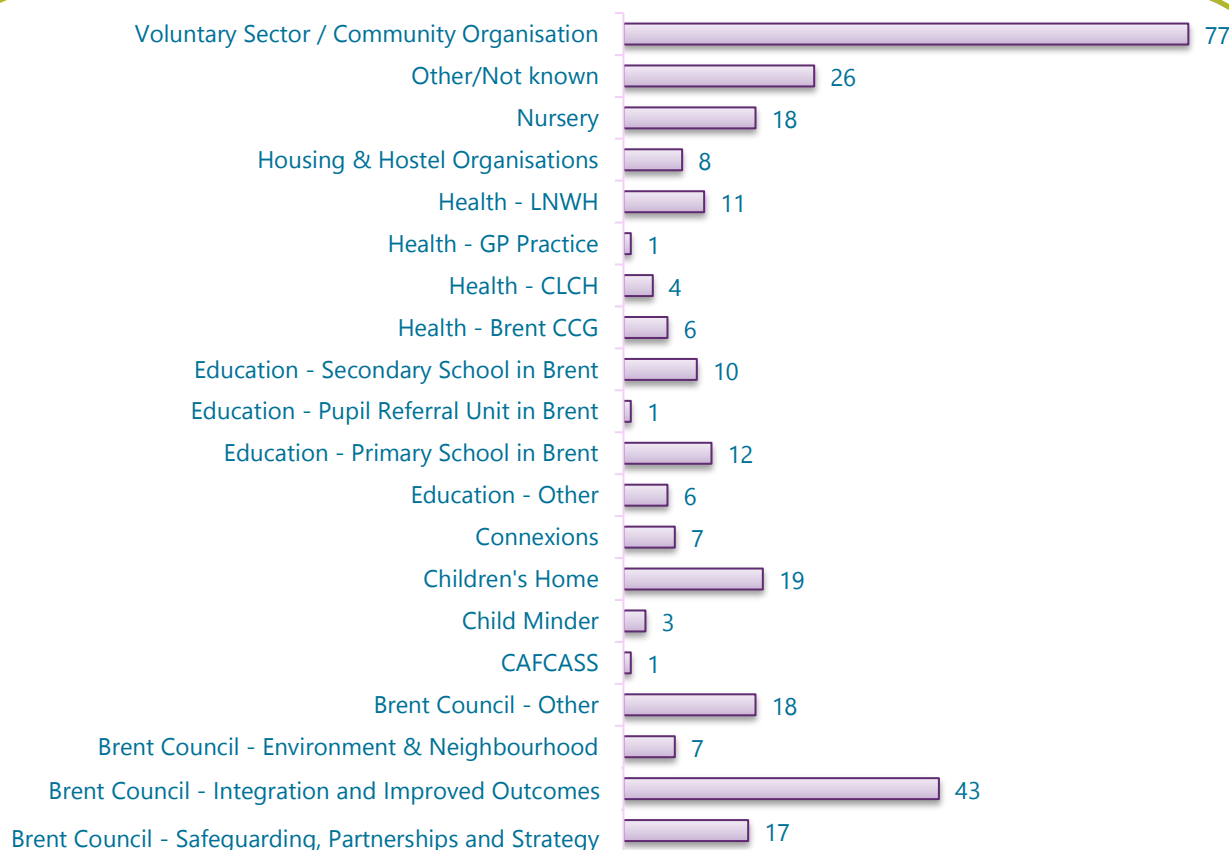
- additional workload pressures impacting on the priority given to attending multi-agency learning and development
- individual organisations offering these safeguarding topics to their own workforce
- a lack of consistent promotion of the LSCB learning offer across the partnership
- a reduction in the number of available facilitators to support the development and delivery of the multi-agency programme
- a decrease in the availability of suitable venues

Multi-agency course attendance

Out of the 35 learning sessions that took place in 2017-18, a total of 295 people fully attended, this was an average attendance rate of 8 delegates per course.

This average rate of attendance unfortunately demonstrates that these courses were running with a very low number of delegates.

The table below outlines the level of partner organisation attendance and demonstrates the majority of attendees were from the voluntary/ community organisations sector, followed by Brent Council Early Help and Education department.



Training Needs Analysis

Brent LSCB is responsible for monitoring and evaluating the effectiveness of training (including multi-agency training) to safeguard and promote the welfare of children and young people. Since its inception in 2006, the Board has undertaken a number of pieces of work to understand and evaluate the training provided in Brent through the completion of a Training Needs Analysis (TNA).

The TNA, undertaken in late 2016, identified the following areas for development:

- enhancing the offer in 2017/18 to include additional subjects including 'Working with gang involved young people' and 'Safer Sleeping'
- offering alternative interactive approaches for learning (e.g. lunchtime practitioner forums)
- The Section 11 audit results were used by the Brent LSCB Learning and Development subgroup to refresh the training needs analysis for Brent and informed the training offer for 2018/19

Evaluation and impact

All course attendees are required to complete an online evaluation following full attendance at training events and responses from these inform the training offered by Brent LSCB.

Review of learning and development offer

In February 2018 the Strategic Partnerships Learning and Development Coordinator undertook a review of the LSCB learning and development offer.

Following consultation with the LSCB Learning and Development sub group, it was agreed that the desired learning offer for 2018-19 would include a learning approach combining e-learning and classroom-based courses.

A number of challenges were identified which would impact upon the successful delivery of this offer, these include a reduction of resources, availability of facilitators and a reduced level of interest.

As a result, the LSCB was asked to provide a clear steer on the direction the learning and development programme would take in 2018-19 and also offer a renewed commitment from partner organisations in supporting development and delivery. This work is planned to be progressed over the summer of 2018.



5.6. Child Death Overview Panel (CDOP)

CDOP is one of Brent LSCB's six sub groups and is chaired by the Director of Public Health. The Vice Chair is the Brent CCG Designated Paediatrician for Unexpected Deaths in Childhood. The panel consists of multi-agency representation including a representative from the charity, The Lullaby Trust.

The CDOP is notified of **all deaths of children** (expected and unexpected) who reside within Brent. Relevant information is collated for each case and is discussed to determine if the death was preventable.

The panel also has the role in identifying patterns or trends in local data and reporting these to the LSCB. The lessons and trends identified from the reviews are compiled and reported to the Board on an annual basis.

During 2017-18 Brent CDOP:

- met five times during 2017-18 to discuss and review child death cases and reported good attendance at all meetings
- were notified of the deaths of 26 children who were residents of Brent at the time of their deaths (7 unexpected and 19 expected)
- reviewed a total of 27³ deaths

Rapid response

Where a death is unexpected, a rapid response meeting is convened. These meetings are held to ensure that all the relevant information is gathered as soon as possible and relevant actions are recommended.

The process for managing unexpected child deaths in Brent is revised regularly and following a specific request made by Brent LSCB Serious Case Review sub group (SCR), a review of the existing CDOP Rapid Response Protocol was undertaken to strengthen partnership working. This was published on the [LSCB Website](#) in September 2017.



³ The number of reported deaths differs from the number reviewed as some deaths are not considered for review in the same year as notified as other processes such as inquests or criminal proceedings need to be completed.

Identified themes

The common theme that has been identified through child death reviews in Brent over a number of years is the risk of co-sleeping (parents/carers sharing a bed or sofa with their baby).

Brent CDOP and Brent LSCB continued to promote the work of The Lullaby Trust, who provide expert advice on safer sleep for babies, emotional support for bereaved families. This included the promotion of [Safer Sleep Week](#) and sessions to raise the awareness of safer sleeping practice through the learning and development offer (see section 5.5).

Another identified theme found in a number of deaths due to congenital abnormalities is that the children had consanguineous parents. Brent CDOP does not regard these deaths as preventable but made a recommendation that parents receive appropriate antenatal and genetic counselling where appropriate.

Lessons learnt

During 2017-18 Brent CDOP identified a number of learning points including

- safer sleep advice should be promoted by front line professionals who have contact with parents of babies
- professionals seeing expectant mothers for antenatal care should advise on what to do if they have reduced foetal movements
- professionals attending meetings do so as part of an organisation, not as individuals and have a responsibility to record decisions and deliver on agreed actions
- knife crime and youth violence are a cause of preventable child deaths
- end of life care plans in chronically ill children must avoid unnecessary distress when these children die

Engaging parents in CDOP processes

An information leaflet about the Brent CDOP review process was developed and shared with bereaved parents since March 2016. All parents are invited to contact CDOP to share any information for consideration in the review processes. To date, four families have linked with the CDOP.

Additional details can be found in the CDOP Annual Report 2017-18 published on the [LSCB website](#).



5.7. Serious Case Reviews (SCR)

In England a SCR takes place after a child dies or is seriously injured and abuse or neglect is suspected to be involved. It identifies lessons that can help prevent similar incidents from happening in the future.

Brent LSCB follows statutory guidance set out in Working Together to Safeguard Children 2015 for conducting a serious case review.

The Brent LSCB SCR sub group met five times during the year and discussed themes identified from national SCRs and considered the learning arising from these SCRs.

Two child deaths were discussed by the sub group during the period and the LSCB Chair agreed with recommendations that the circumstances of these cases did not meet the criteria to conduct a SCR. Both decisions were ratified by the National Panel.

Brent LSCB learning events

Whilst no cases met the criteria for a SCR to be conducted during the period, two themes were considered appropriate to be the focus of multi-agency learning events.

The first learning event was an invite-only event and took place in April 2017. It focussed on exploring the multi-agency processes that take place where there are unexplained injuries in babies/non-mobile children.

The second learning event was a widely advertised learning event with a theme of serious youth violence.



‘Serious Youth Violence - developing a community approach’

This event took place on 30 January 2018 and explored key themes that emerged from local serious incidents in relation to vulnerable and at risk adolescents, with a particular focus on serious youth violence and knife crime. It was attended by over 120 multi-agency professionals, volunteers, senior leaders and members of the community in Brent.



A key presentation on contextual safeguarding at the event was from Dr Carlene Firmin, Principal Research Fellow at the University of Bedfordshire.

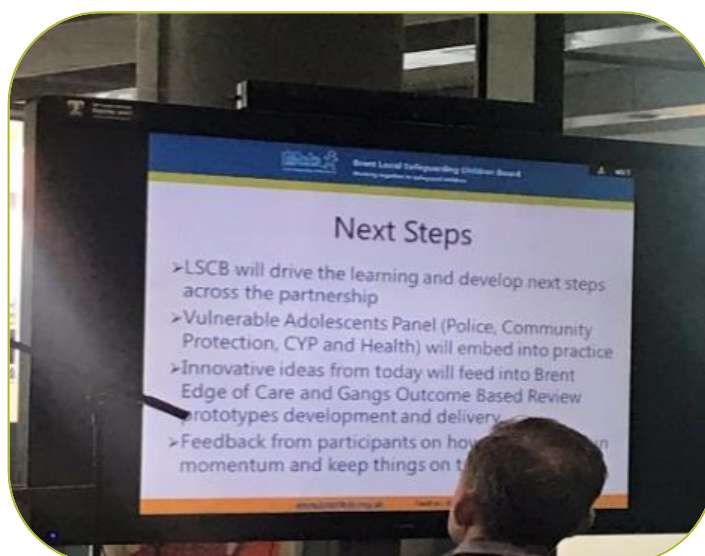
Contextual safeguarding a concept that promotes the idea that young people’s behaviours, levels of vulnerability and resilience are all informed by the social/public, as well as private, contexts in which young people spend their time.

When spending time in extra-familial contexts young people may be exposed to healthy norms which promote pro-social relationships or they may encounter harmful norms that are conducive to abusive and exploitative relationships.

The presentation and event highlighted that robust and cohesive partnership working is needed across our diverse sectors and professions to influence the environments in which abuse and harm can occur to effectively safeguard children and young people in Brent.

To increase partnership engagement, the involvement of children and young people and impact of the Board, Brent LSCB began to consider how the concept of contextual safeguarding could be embedded into the strategic partnership work.

Further details of the development of this are found in section 6.3 of this report.



5.8. Activity on priorities

Brent LSCB commissioned research in 2016 into the number and reasons for referrals to the Brent Family Front Door (BFFD). The findings of this survey identified the areas which have the largest detrimental impact on the safety and wellbeing of Brent's children. These areas were taken as the Board's priorities for 2016-19:

- domestic abuse
- neglect
- child sexual abuse
- child & parental mental ill health

The priorities were also aligned with other strategic boards in Brent to ensure a holistic approach to safeguarding across Brent.

The LSCB sub groups have the responsibility for delivering programmes of work that address these four priorities. Progress is monitored by the Chair's Coordination Group on behalf of the Board.

Domestic Abuse

Domestic abuse has been a longstanding multi-agency priority in Brent.

The LSCB continued to collaborate with Brent Council Community Protection Service to offer half day awareness raising sessions on Domestic Abuse and the role of the Multi-agency Risk Assessment Conference (MARAC)⁴ as part of the LSCB 2017-18 training programme.

Brent LSCB also collaborated with Brent Council Community Protection Service to organise a programme of events marking White Ribbon Day in November 2017. The main event took place on Wednesday 22 November 2017 located at Brent Civic centre.

“Knowing there is better” Performance

This poignant performance was created by Talawa Theatre Company, a Black British theatre company who develop productions. Talawa also work alongside schools, colleges and other agencies to create drama workshops.

The performance encompassed scenarios focussing on domestic abuse, unhealthy relationships and girls and gangs. It followed the lives of two fictional young people caught in cycles of abuse and gave the audiences a glimpse into the lives of young people who are in challenging and dangerous circumstances.



⁴ The Domestic Abuse MARAC is a multi-agency meeting to discuss the risk of future harm to people experiencing domestic abuse to draw up an action plan to help manage that risk.

The performance was also filmed on the day and used to create a [twenty-minute video](#) which featured in the Brent 'Time to Talk' campaign about domestic abuse.

Domestic abuse was also a topic of conversation on the Beat 103.6FM 'Time to Talk' radio show, the purpose of the discussion was to help listeners gain a wider understanding of some of the root causes of domestic abuse and the impact that it has on victims, including children and young people who witness it.

This conversation appeared to prompt an increased number of requests for support from the Brent Independent Domestic Abuse Advocates (IDVAs).



Click on the image above to hear a recording of the radio show

Operation Encompass

Operation Encompass is a nationally recognised early intervention safeguarding partnership project involving the Police and schools to support children and young people exposed to domestic abuse.

It involves police sharing information with schools, before the start of the next school day, when a child or young person has been involved or exposed to a domestic abuse incident the previous evening. The information is given in strict confidence to enable support to be given by the school dependent on the needs and wishes of the child.

Following the endorsement and challenge of the Brent LSCB Chair, Operation Encompass successfully went live during February 2018.

A total of 48 disclosures had been made to designated safeguarding leads (DSL) at Brent schools from February 2018.

Moving into 2018-19 further consideration will be given to formalising and streamlining the process including:

- the delivery of joint training sessions between school DSLs and Brent Police
- understanding the impact of information sharing

Brent Council Outcome Based Reviews

Outcome Based Reviews (OBRs) were established by Brent Council in January 2016 as a means of supporting delivery of Brent Council priorities. In April 2017, the council established three new OBRs which were focused on Domestic Abuse, Gangs and Edge of Care.

The OBRs adopted a design-methodology (discover, define, develop and deliver) to re-imagine ways of working and jointly develop and test solutions through working with a wide range of stakeholders.

The LSCB contributed to the development of these OBRs through the extensive engagement programme using focus groups, forums, visioning days and feedback sessions to engage the community, partners and professionals engagement. Alongside this work further research was undertaken utilising local information and analysis of key drivers to quantify and understand the scale of the problem.

Some ideas from this engagement programme have now moved into the 'prototype stage' for development and trial delivery in 2018 onwards. It is planned that the ideas and activity of the OBRs will be incorporated into the terms of reference for the new priority groups created as part of the LSCB restructure (see section 6.3 for more details).

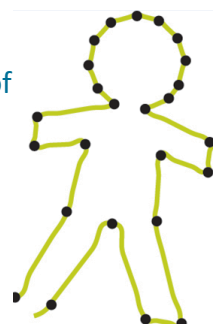
Neglect

Whilst the Brent LSCB's main focus of priority work in 2017-18 was Domestic Abuse, Brent LSCB also undertook some activity to address the priority area of neglect.

In addition to the LSCB multi-agency audit focussed on neglect (see section 5.2 for more details), Brent Council's Children and Young People Department also conducted a thematic audit on Neglect in June 2017 which demonstrated:

- the importance of reviewing past history
- using past history to build the analysis of impact on the child
- having a clear understanding of risk over time
- using chronologies to build understanding

It also demonstrated the importance of supporting practitioners to find ways to actively engage with families. Practitioners were encouraged to actively evidence what needs to change, what has changed as a result of interventions and how we are testing if families can sustain these changes through the Brent partnership Signs of Safety approach.



During 2017-18, Brent Council's Children and Young People Department led the development of the Brent Neglect Strategy, in partnership and collaboration with Brent LSCB and the Brent Children's Trust.

It is planned that an action plan to address the strategy will be developed and implemented by the new neglect priority group created as part of the LSCB restructure scheduled to be implemented in the autumn of 2018 (see section 6.3).

Child and parental mental ill health

The Brent Children's Trust, chaired by Gail Tolley, Brent Council's Strategic Director of Children's Services (DCS), and its Joint Commissioning Group (JCG) have overseen the development of the children and adolescent's mental health agenda in Brent. The LSCB chair and some LSCB members are also members of the Children's Trust and the JCG.

In view of the Trust's work on this priority, the LSCB agreed to defer this priority to the BCT whilst maintaining an overview role through the joint membership.

Child Sexual Abuse including Child Sexual Exploitation (CSE)

During 2017-18 the LSCB's CSE subgroup expanded its focus to also oversee partnership work on Child Sexual Abuse.

The LSCB Monitoring and Evaluation sub group undertook an audit with the theme of CSA/CSE in March 2018: details of this audit can be found in section 5.2.

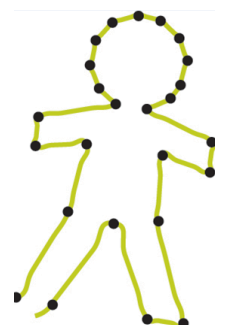
The Brent Vulnerable Adolescents Panel and Multi Agency Sexual Exploitation groups drive the strategic and operational work on CSE in Brent and the LSCB will continue to make links with those groups through the CSE/CSA subgroup.

A dedicated page on CSE was introduced on the LSCB website containing leaflets developed by the Board to raise awareness of CSE for both parents/carers and children and young people.



Click on the images for more information

The LSCB recognises that the robustness of response around adolescent vulnerability, and particularly CSE, is improving and there are strong examples of good practice.



The Brent Multi-agency Sexual Exploitation Panel (MASE) drives strong interventions to both individual situations and trends with good tracking mechanisms in place to evidence the impact of work around CSE for children and young people at risk of exploitation.

The Brent Vulnerable Adolescents Panel has driven an improving multi-agency response to children who are vulnerable to exploitation, go missing from home and care or are involved with serious youth violence. This panel is enhancing the partnership response through case studies, developing joint responses to identified issues and building an understanding of contextual safeguarding.

Learning from the Vulnerable Adolescents Panel and MASE Panel will contribute to the new LSCB Violence, Vulnerability and Exploitation Priority Group (see section 6.3).

Brent CSE Awareness Week

Brent LSCB engaged the College of North West London to lead on the organisation of CSE Awareness Week which took place during 12-18 March 2018.

The college engaged over fifty students to lead a project to raise awareness of CSE through a programme of activities including:

- design awareness posters, t-shirts and banner
- a student led awareness documentary
- radio infomercials
- poetry response
- a 'Flash Mob' in Brent Civic Centre to gather members of the public and professionals to promote awareness

This engagement project saw a large number of students accessing safeguarding advice and guidance for the first time.

Brent LSCB supported the development of two workshops raising awareness of CSE which took place during the week: one for young people led by Tender and another for multi-agency staff led by Safer London.



Child Sexual Abuse (CSA) North West London Hub project

The CSA North West London Hub project is a pioneering approach offering children who have been victims of sexual abuse or exploitation a complete range of support services from dedicated experts under one roof.

This aims to remove the need for young victims to go through the trauma of repeating their statement several times to different agencies.

A proposal was put forward to develop this hub which has the full and active support of the LSCB.

5.9. Other notable activity

Female Genital Mutilation (FGM)

In September 2017, Brent CCG presented an update report on the Identification of Female Genital Mutilation to Brent Council's Community and Wellbeing Scrutiny Committee. One recommendation was made for the LSCB to provide assurance that relevant agencies offer training and awareness on FGM. In response:

- Brent CCG provided assurance that health partners continue to actively promoting and increasing awareness of FGM
- The LSCB continue to offer FGM as part of its multi-agency learning and development programme (see section 5.5).
- Another four multi-agency FGM sessions would be included in the 2018-19 LSCB learning and development offer.

Local Authority Designated Officer (LADO) Annual Report 2016-17

The LADO (also known as a Designated Officer) is responsible for providing advice, information and guidance to employers and voluntary organisations around allegations and concerns regarding paid and unpaid workers. The LADO manages and oversees individual cases from all partner organisations ensuring there is a consistent, fair and thorough process.

The LSCB has a responsibility to ensure that there is an effective multi-agency protocol in place for dealing with allegations against professionals who work with children. The Board monitors and evaluates the effectiveness of this protocol by receiving and reviewing an annual report from the LADO on the overall effectiveness of the service.

Progress has been made to address the actions identified in the 2015-16 LADO annual report including:

- Brent has identified a named Education Welfare Officer (EWO) for Supplementary Schools
- the LADO contributed to the delivery of the LSCB training programme
- the development of a 'quick guide' for the management of allegations to aid professionals and members of the public has been devised and is now on the Brent LSCB website

To improve multi-agency safeguarding arrangements, the following actions have been developed:

1. Key lessons from AAP⁵ meetings to be shared with schools, settings and other partners
2. The LADO will strengthen the working relationship with the EWO Supplementary Schools to increase awareness of the LADO role and function
3. The LADO will offer a briefing to Brent LSCB Lay Members to understand the role and consider ways to improve the awareness of the community

⁵ AAP means Allegations Against Professionals



Engaging children and young people

In response to previous recommendations to improve engagement, Brent LSCB commissioned a nationally recognised charity [Tender](#), to lead a workshop to engage children and young people in Brent in conjunction with White Ribbon Day.

The workshop aimed to create awareness around safeguarding issues with young people through an engaging experience and equip young people with an understanding about who to contact in Brent if they have a concern.

The 2-hour workshop was hosted by the College of North West London with over 20 students attending. It used drama-based exercises, scripts and interactive discussion to explore issues around healthy and unhealthy relationships including:

- early warning signs of unhealthy behaviours in relationships
- myths and victim blaming
- barriers to leaving unhealthy relationships
- how to support a friend/family member

The workshop also used film resources to springboard discussions around sexting, consent and peer pressure. Using theatre in this way allowed the participants to address these topics at a distance and by discussing the issues of a character means the young people did not have to talk about themselves but instead draw on their own experiences.

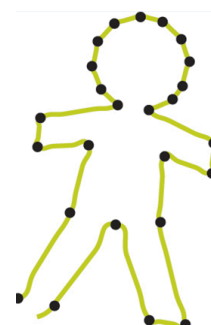
The workshop provided information and guidance on where to go to report support services that are available in Brent and what to do if they have any concerns.

The group was predominantly females with only one male and many of the participants were in relationships, it was a culturally diverse group which allowed a range of different perspectives to be explored which enriched discussions.

Engaging schools and other education settings

During 2017-18 the LSCB focussed on strengthening the engagement of Brent schools and other education settings.

All Brent schools and other education setting were encouraged to participate in the Section 11 audit (see section 5.1). The Chair attended the Designated Safeguarding Leads (DSL) Forum meetings to further promote the section 11 audit and was also was invited to raise awareness of the LSCB with schools through the annual DSL conference.



Partner organisations contributions to safeguarding children

Below are examples of some of the partner organisation achievements during 2017-18 which are aligned with Brent LSCB and its priorities:

- Central North West London Mental Health Trust (CNWL) continued to work alongside Standing Together (specialist domestic abuse organisation) to increase awareness and understanding of domestic abuse and updated their domestic abuse policy
- Brent's Children and Young People's Department (CYP) developed a joint strategy with Brent Clinical Commissioning Group (Brent CCG) for the delivery of emotional health and wellbeing support for children and young people in response to the (commissioned) Brent CAMHS needs assessment
- Brent CCG and Brent CYP reviewed the local offer for children with special educational needs and disabilities (SEND) and agreed joint commissioning of therapy services to remove gaps especially for vulnerable groups
- CNWL began to design multi-agency sessions around Parental Mental Health and Child Mental health to be included within the LSCB training programme 2018-19. These sessions will be facilitated by local Brent CNWL practitioners (from both adult mental health and CAMHS services)
- Central London Community Healthcare NHS Trust (CLCH) held its first Safeguarding Conference in September 2017 covering a wide range of safeguarding issues including FGM and Modern Slavery
- Brent CYP and Brent Police formed and maintained a partnership project. This involves a daily Integrated Risk Management meeting to ensure that priority cases receive a swift and appropriate multi-agency safeguarding response.
- Brent Public Health have led the successful integration of the MECSH (Maternal Enhanced Childhood Sustained Home Visiting) programme in Brent.
- The London Ambulance Service NHS Trust has identified Brent LSCB as its lead safeguarding Board across London. Scrutiny of the Trust practice is assured through Brent
- College of North West London commissioned the BRAVE Project to deliver two workshops to on gang exploitation and safeguarding against violent extremism workshops
- Brent CCG monitored the Safeguarding Health Outcomes Framework (SHOF) developed to standardise safeguarding key performance indicators (KPI's) across health providers
- Brent Independent Domestic Violence Advocates (IDVAS) have been co-located between Brent Council (Brent Civic Centre and Brent Police (Wembley Police Station) allowing more timely interventions and clearer communications



6. The future of Local Safeguarding Children Boards

6.1. Changes to legislation

Children and Social Work Act 2017

In response to the Wood review recommendations the Government passed the Children and Social Work Act in 2017. The guidance repeals the statutory requirement contained in the Children Act 2004 for the establishment of an LSCB in each local authority area.

The Act defines a set of ‘safeguarding partners’ for each area – the local authority, the Clinical Commissioning Group (CCG), and the Police. These three partners are jointly responsible for agreeing local arrangements to coordinate multi-agency work to safeguard children and ensuring their effectiveness.

The Act also makes significant changes to the statutory framework for Serious Case Reviews (SCRs). “Serious child safeguarding cases in England which raise issues that are complex or of national importance” will be reviewed by a new national Child Safeguarding Practice Review Panel.

The Act also replaces the current requirement for Child Death Overview Panels (CDOPs) in each area with the requirement that “The child death review partners for a local authority area in England must make arrangements for the review of each death of a child normally resident in the area”. Child death review partners are defined as the local authority and the CCG.

Working Together 2018

Working Together to Safeguard Children is the statutory guidance which sets out what is expected of organisations, individually and jointly, to safeguard and promote the welfare of children.

Work to significantly revise the 2015 edition of this guidance begun in 2017-18, this was to reflect the legislative changes introduced through the Children and Social Work Act 2017.

The Board responded to the Government’s consultation document preceding the final published guidance in 2018.



6.2. Self- assessment

As a learning system and also to ensure that the national changes are taken into account, it was agreed by the LSCB that the Independent Chair would undertake a self-assessment of the Board.

The principles of the Signs of Safety framework were used in the structure of the assessment as the foundation of practice and practice based learning in Brent. The format incorporated the 'Rose-Thorn-Bud' model allowing the assessment to focus on achievements, obstacles and opportunities.

The self-assessment considered opportunities for the current LSCB arrangements that could build upon strengths within the existing arrangements to develop a more responsive approach to local circumstances whilst fully engaging the right people and organisations.

The LSCB self-assessment made a number of recommendations for the Board to consider which included:

- reviewing the function, purpose and activity of the current sub groups
- reviewing the existing priorities to agree a refreshed approach and achievable programme of activity for 2018/19
- continuing to strengthen collaboration activity with other Brent strategic partnership boards
- renewing the engagement of partner organisations including a commitment to taking joint responsibility in setting meetings, agendas, work plans and action plans
- reinstating the requirement for annual updates from partnership forums including MASE Panel and Vulnerable Adolescents Panel
- building upon collaborative working with other LSCBs in neighbouring boroughs

These recommendations prompted an overhaul of the LSCB priorities and led to proposals for a new structure (see section 6.3) to reflect the national changes in safeguarding arrangements.

Whilst members recognised that the Board had made significant progress in the last 3 years, it was agreed that the next stage of the Board's work needs to more clearly demonstrate impact on the safety and wellbeing of Brent's children and young people.

Members also recognised that these achievements were accomplished against a background of reduced staffing and static budgets in comparison with LSCBs elsewhere. Nevertheless, these restrictions had a detrimental effect on the Boards ambition.



6.3. Looking ahead into 2018-19

Brent LSCB enters a transitional period during 2018-19 in line with the national guidance. Brent LSCB will continue to carry out all statutory functions, including commissioning SCRs where the criteria are met, until the point at which safeguarding partner arrangements begin to operate in Brent.

Brent LSCB will also continue to ensure that child death reviews are undertaken until the point at which new child death review partner arrangements are in place.

Review of LSCB priorities

At start of April 2018, the Board agreed to reduce the number of priorities from four to the following three:

1. Domestic Abuse
2. Neglect
3. Violence, Vulnerability and Exploitation

As previously mentioned in section 5.8 it was agreed that the fourth priority of Mental Ill Health should be referred to the Brent Children's Trust.

LSCB restructure

The current structure of the Brent LSCB has been in place since June 2015. To reflect the national changes in safeguarding arrangements, an updated structure has been developed which builds upon existing strengths and improve engagement with a broader range of individuals and organisations.

The new structure offers a number of changes:

- **the redevelopment of the current sub groups**
- **the engagement of new partners**
- **the development of three responsive priority themed groups**
These groups would focus on themed activities incorporating a contextual safeguarding approach and meet on a quarterly basis. Co-chairing arrangements will be set up for each priority group and will include a representative from one of the statutory safeguarding partner organisations (Brent Council, Brent CCG, and Police).
- **the replacement of the Chairs' group with a priority coordination group**
This group would have wider partnership involvement and aim to quality assure, challenge, support and inform the work of the three priority groups to ensure they maintain the right focus and undertake the right activity.



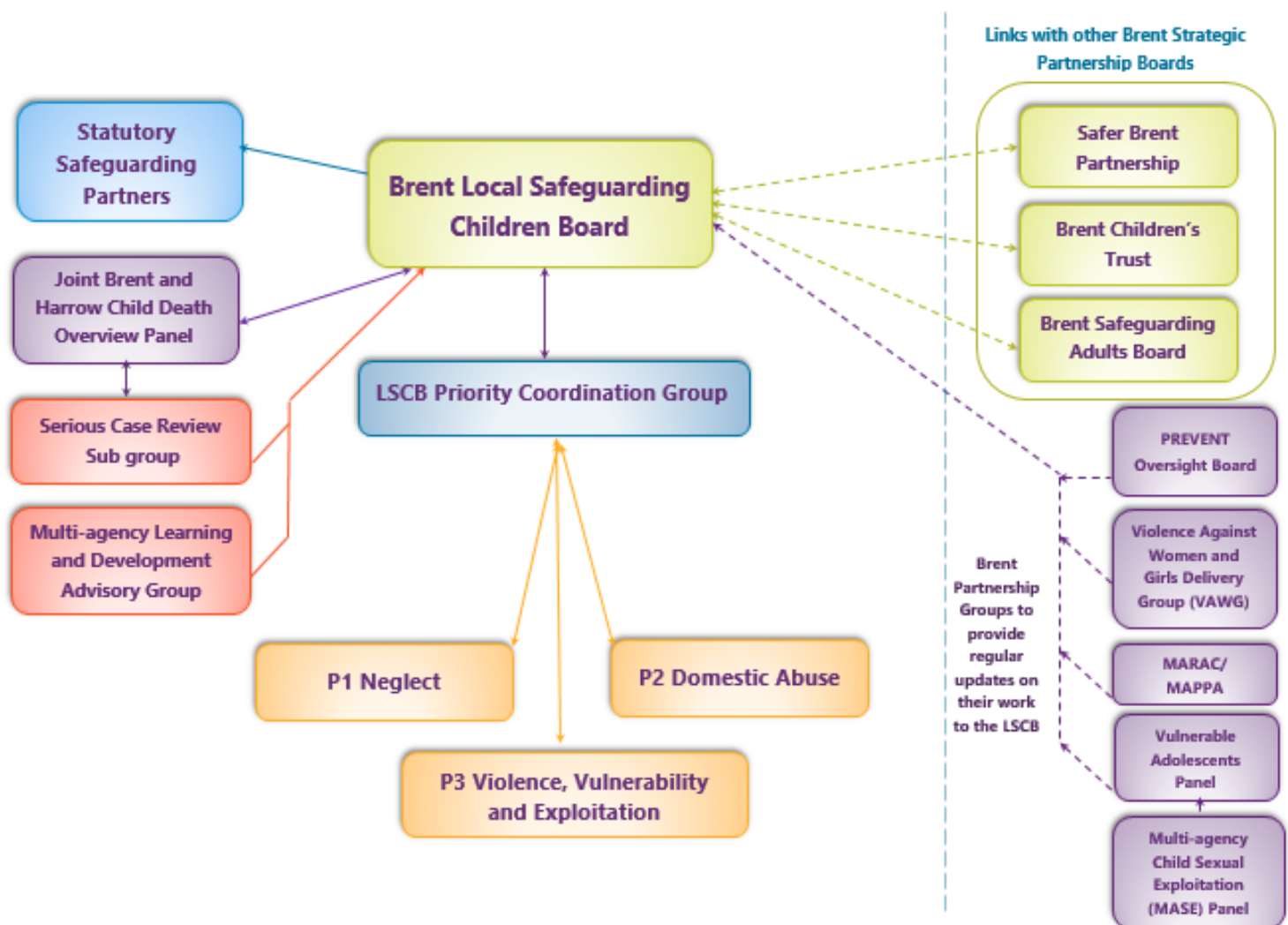
- **requesting regular update reports from additional partnership forums**

This would include updates from the Multi-agency Sexual Exploitation Panel (MASE), the Vulnerable Adolescents Panel (VAP), the Multi-agency Public Protection Arrangements (MAPPA) and the Multi-agency Risk Assessment Conference (MARAC) and any other partnership forums developed to keep abreast of and address future emerging issues.

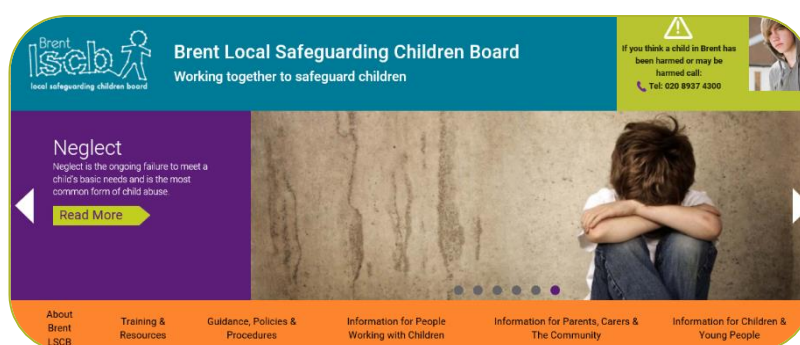
- **enhancing the role of the LSCB lay members**

Building on the contextual safeguarding approach the lay members' role will be enhanced and they will be encouraged to participate in the themed priority groups and have meetings with the LSCB chair to feed in community perspectives and issues. The lay members will also be asked to submit and present an annual report to the Board outlining their activity within the community which will aim to provide an opportunity to make recommendations to the LSCB on behalf of the community.

Below is a graphical outline of the proposed refreshed LSCB structure. This has a planned implementation date of September 2018.



For information on Brent LSCB go to our website



www.brentlscb.org.uk



Follow Brent LSCB on Twitter

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**Thank you to all partner organisations and members of
Brent LSCB for contributions made to this report**



