



Windsor and Maidenhead
LOCAL SAFEGUARDING
CHILDREN BOARD

Annual Report 2015-16

Contents

1.	Preface	3
2.	Introduction from Terry Rich, Independent Chair	3
3.	The Local Area Safeguarding Context	5
4.	Governance & Accountability	
4.1	Overview of Statutory Requirements	5
4.2	Local Arrangements	6
4.3	Finance & Resources	7
5.	Progress on Priority Areas 2015-16	
5.1	Reviewing the Business Plan	7
6.	Windsor & Maidenhead LSCB Sub Group Activity	
6.1	Monitoring & Evaluation Sub Group	14
6.2	Serious Case Review Sub Group	14
6.3	Prevention Sub Group	14
6.4	Child Death Overview Panel	14
6.5	Section 11 Sub Group	15
6.6	Strategic Learning and Development Sub Group	15
6.1	Policies and Procedures Sub Group	16
7.	LSCB Scrutiny of Safeguarding Performance	16
8.	Ofsted's Inspection of the LSCB	16
9.	Conclusion and Challenges for 2016-17	17

Appendices

A	- Local Safeguarding Children Board Membership & Attendance 2015-16	19
B	- LSCB Budget 2015-16	20
C	- Outcomes Framework Dashboard – Quarter 4, 2015/16	21

1. Preface

This report covers the period 1st April 2015 to 31st March 2016 in accordance with the Working Together to Safeguard Children (Department for Education, 2015) guidance. It will be submitted to the Royal Borough of Windsor and Maidenhead (RBWM) Managing Director, Leader of the Council, the Local Police and Crime Commissioner and the Chair of the Health and Well Being Board.

2. Introduction from Terry Rich, Independent Chair

The year started with inspectors from OFSTED undertaking their statutory review of the Local Authority's children's social care services, and of the effectiveness of the LSCB. Whilst acknowledging much that was positive in Windsor and Maidenhead, OFSTED concluded that both the Local Authority and the LSCB "require improvement".

The Board has developed an improvement plan to address those areas where OFSTED felt we needed to do more and our progress in implementing this improvement plan is covered within this annual report. We will also be keeping track on the actions that RBWM Children Services are taking to address those areas in which OFSTED considered that improvements are required.



The primary purpose of the LSCB is to bring together statutory and voluntary sector partners to ensure that children and young people are effectively safeguarded. Board members bring with them the expertise and experience of managing critical services on a day to day basis. They are also charged with the responsibility of being able to take a whole system view which is over and above their own agency perspective, and to be able and willing to hold each other to account and to challenge performance.

The Board's ability to operate in this way has been enhanced during the year by some new members. We have strengthened the influence and knowledge of the education sector on the Board - this has been particularly valuable in ensuring that we better understand the world of the school and are therefore better able to hold schools to account for their role around safeguarding.

During the year the Board has continued to use its challenge role to highlight concerns with key partners. This has included continuing concerns around the availability and reliability of out of hours social work services, including Appropriate Adults and of Approved Mental Health Professionals. The Board has sought assurances from the local authority, who are responsible for commissioning those services, that the problems are being addressed. We have since been assured that a revised specification, allocation of increased resources and a one year only contract extension to the current contract are the way in which improvements will be delivered.

We have also sought to address concerns highlighted by OFSTED around the low identification of Private Fostering locally and of sufficiency of supply of appropriate placements for children in the care system. The Board has also raised concerns with NHS England around the availability locally of tier 4 Child and Adolescent Mental Health Services (CAMHS) and will be monitoring closely how the promised increased investment is utilised and, importantly, whether it can avoid further inappropriate distant placements for young people suffering mental health crisis.

The Board also challenged local authority plans to significantly change drug and alcohol treatment services. The Board raised a number of questions about the potential impact on safeguarding of reduced access for some groups. We have been reassured that the local authority decided to delay those changes and to engage in an inclusive process to review drug and alcohol services with a Member-led task & finish group. We await the outcome for that work and the Board will then be able to reassess the extent to which those initial concerns around the safeguarding have been taken account of in potential service redesign.

The Board has been interested in the evolution of the local Multi Agency Safeguarding Hub (MASH). Whilst in its early days, it is encouraging to see professionals from all major agencies co-located and increasingly sharing

their information and skills at the point of referral. MASH arrangements have proved to be effective in many areas of the country, and the Board looks forward to seeing evidence that it is making a difference in keeping children safe in Windsor and Maidenhead.

The Board held its annual business planning meeting in March 2016 and has drawn up a Business Plan to steer its activities in the coming year. This will be kept under review and adapted and modified to address any emerging issues that arise locally. We also await the outcome of the Government's review of the role of LSCBs which is expected shortly and will ensure that we are able to respond to any recommendations that come from that work.

Terry Rich

Independent Chair, Windsor & Maidenhead LSCB

May 2016

3. The Local Area Safeguarding Context

(Figures are for 2015/16 unless otherwise stated)

- 36,194 children & young people live in the Royal Borough – an increase from 32,570 in 2014/15
- 9.65% children live in an income-deprived household which is well below the national average
- 8% of school age children in receipt of free school meals
- 40 first time entrants to the Youth Justice System
- 970 referrals received by the Local Authority Children’s Safeguarding service
- 147 children subject to a child protection plan
- 2 children identified as being privately fostered
- 22 young people aged under 18yrs presented to A&E with deliberate self harm – an increase from 16 in 2014/15.
- 388 children and young people reported as missing.
- 5 children and young people identified as at risk of sexual exploitation - reaching Level 1 in the period
- 1 child or young people at risk of sexual exploitation - reaching Level 2 in the period
- 2 children and young people at risk of sexual exploitation - reaching Level 3 (highest risk) in the period
- 89 children in care
- 84 allegations referred to the Local Authority Designated Officer (LADO)

4. Governance and Accountability

4.1. Overview of statutory requirements

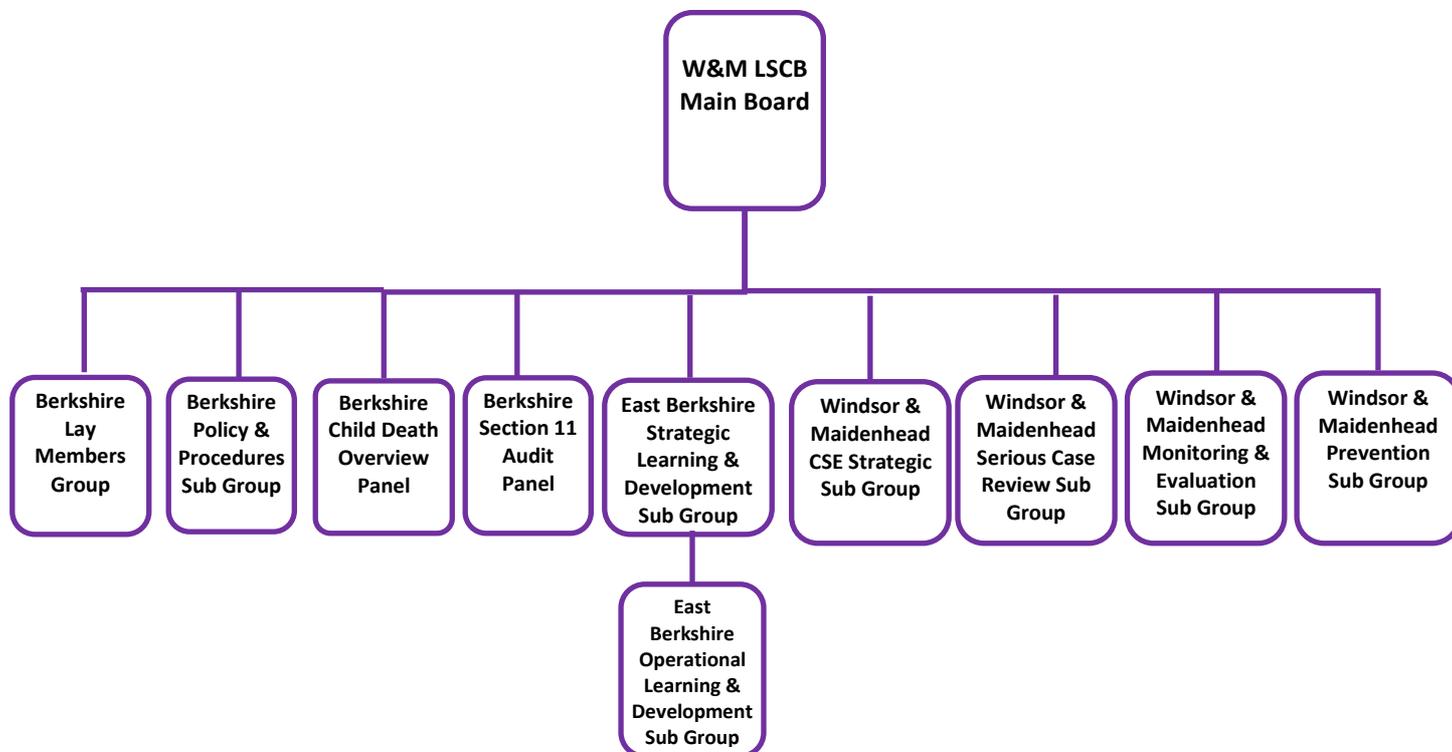
4.1.1. Regulation 5 of the *Local Safeguarding Children Boards Regulations 2006* sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the *Children Act 2004*, are as follows:

- (a) Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - (i) The action to be taken where there are concerns about a child’s safety or welfare, including thresholds for intervention;
 - (ii) Training of persons who work with children or in services affecting the safety and welfare of children;
 - (iii) Recruitment and supervision of persons who work with children;
 - (iv) Investigation of allegations concerning persons who work with children;
 - (v) Safety and welfare of children who are privately fostered;
 - (vi) Cooperation with neighbouring Authority Children’s Services authorities Board partners.
- (b) Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- (c) 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 children and advising them on ways to improve;
- (d) Participating in the planning of services for children in the area of the authority; and
- (e) Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

4.1.2. The Board meets these objectives by gathering information about the safety and wellbeing of children in the community, by monitoring and challenging partners' performance and by producing policies and procedures to improve safeguarding outcomes.

4.2. Local Arrangements

4.2.1. The structure of the Board and its sub groups in 2015/16 was as follows:



4.2.2. The Board is chaired by Terry Rich who has been the Board's Independent Chair since May 2014. He works closely with all LSCB partners and particularly with the local authority Managing Director and Strategic Director of Adult, Children and Health Services.

4.2.3. During the year RBWM's Cabinet Member for Youth Services and Safeguarding Children's Services has continued to attend the LSCB as a 'participating observer' (with a change of Member part way through the year) and challenged the work of the LSCB through discussion, asking questions and seeking clarity. This role provides an additional scrutiny function to the Board and has provided a useful channel of additional communication both from and to the local authority.

4.2.4. In line with the requirements of *The Apprenticeships, Skills, Children and Learning Act 2009* the LSCB has two Lay Members whose role is to help make links with community groups, and support stronger public understanding and engagement in local child safety issues and the LSCB's child protection work. Their contribution to the work of the Board is proving invaluable, particularly their involvement in a recent partnership review and sub groups.

4.2.5. Throughout the year, the Board has been supported by partner agencies at the appropriate level of seniority for it to make the necessary strategic decisions. Board Members have demonstrated this through their attendance and effective engagement, providing expertise to scrutinise and challenge the local multi-agency safeguarding arrangements and holding their own organisation to account in terms of safeguarding practice. In addition, Board Members have actively contributed to the planning, implementation and monitoring of the LSCB Business Plan.

4.2.6. The Board met five times during the year with an additional business planning session and was attended by senior managers from statutory agencies, voluntary organisations, Lay Members and the Lead Member for Children's Services. Appendix A contains information of Board membership and attendance at Board meetings in 2015/16.

4.2.7. Protocol agreements link Windsor and Maidenhead's Local Safeguarding Children Board with the Safeguarding Adults Board (SAB), Health and Well-being Board (HWBB), Community Safety Partnership (CSP), and Children & Young Person's Partnership (CYPP) requiring the sharing of Annual Reports and business plans and the refreshing of the Joint Strategic Needs Assessment and other strategic plans.

4.3. Finance & Resources

4.3.1. *Working Together 2015* states that 'All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.' (Chapter 3, paragraph 19), there is no national formula, and levels of contribution are agreed locally. RBWM currently contributes around 70% of direct funding, in addition to funding the LSCB training provision and also hosts the LSCB business unit. Full details of income and expenditure are detailed Appendix B.

4.3.2. Whilst it is possible for LSCBs to budget for planned activities, Serious Case Reviews (SCRs) or other learning reviews present unpredictable financial pressures. It is, therefore, essential that LSCBs maintain a contingency to cover for these unplanned eventualities. In previous years the LSCB has faced high costs from exceptional circumstances such as the use of interim Business Managers (paid on daily rates) and the completion and dissemination of a serious case review which have eaten into contingencies. Although these costs have not recurred during 2015/16, there is considerably reduced underspend to carry forward into 2016/17.

4.3.3. During 2015-16 the LSCB budget was routinely monitored. Periodic budget statements have been provided to the Board and have been available at any time to Board members, see Appendix B for expenditure and contributions.

4.3.4. Children's Services within the local authority has historically funded the multi-agency training programme and these costs are, therefore, not included in the LSCB budget. During 2015-16, RBWM Children's Services advised they would no longer fund the training programme. Therefore, the LSCB will need to ensure the 2016-17 multi-agency training programme is fit for purpose and offers value for money to ensure it can be delivered within the LSCB's limited budget.

4.3.5. 2015-16 was the first that the LSCB had a permanent part time Business Manager function and Business Support Officer function, with the roles shared with RBWM Safeguarding Adults Board (SAB).

5. Progress on Priority Areas 2015-16

5.1. Reviewing the Business Plan

5.1.1. On 23rd February 2016, the Board held a workshop session on business planning in order to review progress against the 2014-16 Business Plan and other key priorities for the work of the LSCB. This work formed the basis of the 2016-18 business Plan which is published on the LSCB website (see <http://www.wamlsqb.org/about-the-lsrb/business-plan/>). The table in the following pages summarises key outcomes and evidence against the 2014-16 Business Plan.

PRIORITY AREA 1: BOARD Development and Composition			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
1.1 Board members confident of their roles and responsibilities	<ul style="list-style-type: none"> Board training sessions sourced or arranged Induction pack for Board members developed Evidence via survey of Board members 	Achieved but ongoing work required	<ul style="list-style-type: none"> Members Handbook disseminated Board Members Support & Training Needs Survey collated Dec 2014 Members survey re: LSCB Effectiveness Feb 2015 Members report that the Board has developed more opportunity to challenge the system Board members would value more training about partner agencies
1.2 Membership of the Board reviewed and strengthened	<ul style="list-style-type: none"> New voluntary sector representation and method to feedback to whole voluntary sector in place Additional Lay Member appointed Attendance of Board members improved School representation maintained 	Achieved	<ul style="list-style-type: none"> New VCS Members from WAM Get Involved Nov 2014. Attendance is monitored and has generally improved. Royal Berkshire Fire & Rescue (RBFRA) joined March 2015 New Senior Schools representative joined in March 2015
1.3 Greater cooperation with W&M Adult Safeguarding Board (SAB)	<ul style="list-style-type: none"> Joint LSCB and SAB Chairperson in place and fully inducted Regular reporting between Boards 	Improved but ongoing work required	<ul style="list-style-type: none"> Joint LSCB & SAB Chair in place Joint Business Unit (Business Manager and Business Support Officer) from Jan 2015 Protocol between LSCB, SAB, CSP, C&YPP & H&WBB in place Opportunity to look at joint sub groups for Prevention and Training
1.4 Smarter working across Berkshire LSCBs to avoid duplication and ensure maximum learning	<ul style="list-style-type: none"> Pan-Berks sub groups demonstrating continuous improvement and value for money via reports to Board 	Achieved	<ul style="list-style-type: none"> Report provided to Board in Nov 2014 Regular, well-attended pan-Berkshire meetings of Independent LSCB Chairs and Business Managers Improved sub group performance and integration Risk to sustainability (partners supporting six boards across Berkshire) Pressures around training are a risk
1.5 The Board has an effective system for receiving and scrutinising statutory agencies through Section 11 audits <i>Replaced with</i> – The LSCB delivers against its statutory functions.	<ul style="list-style-type: none"> An action plan is agreed and noted by the LSCB once an agency only covering W&M has submitted their Section 11 audit. An action plan is agreed and noted by the LSCB once an agency covering Berkshire has submitted their Section 11 audit. 	Partially achieved	<ul style="list-style-type: none"> New S.11 audit cycle commenced in May 2015 – considerable work was done by S.11 panel to revise approach and documents to support the new cycle W&M s.11 audits are picked up by M&E sub group for scrutiny Further work is needed to improve communications and reporting of s.11 panel back to Berkshire LSCBs Board would like further reporting of future s175 audits

PRIORITY AREA 2: Improving multi-agency safeguarding practices			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
2.1 The process for the early help assessment and the type and level of early help services to be provided is effective in meeting the needs of children and families	<ul style="list-style-type: none"> The Board is confident that families have easy access to appropriate support at an early stage and before needs become more profound Families whose needs vary can get easy access to services without having to renegotiate referral pathways Practitioners are able and confident to address reluctance of some families with needs to engage with service. 	Prevention Sub Group with Early Help LA Lead	<ul style="list-style-type: none"> Members report that all agencies contribute and hold each other to account MASH has had a significant role M&E Sub Group Outcomes Framework reviews this (Outcome 4) <i>Children, young people and families are able to access early help when they require it and it is effective</i> The revised Early Help Strategy and Peer Review presented to the Board in Jan 2015 LSCB reassured that thresholds are understood across local partners – also confirmed by Ofsted in inspection, March 2015. Early Help services are increasingly in place across partner agencies to minimise safeguarding risk Ongoing work needed to demonstrate practitioner skills and confidence, out of hours service, and services for 16-18 year olds
2.2 All agencies are able to provide assurance that they have sufficient qualified and trained staff to meet demand and to manage need within approved thresholds	<ul style="list-style-type: none"> Agency reports to Board demonstrate adequate staffing levels are being maintained See also 1.5 and 2.5 (Section 11 & Section 175 Audits) 	Achieved and ongoing work required	<ul style="list-style-type: none"> M&E Sub Group Outcomes Framework – Outcome 8 <i>Effective use of resources and workforce</i> Considerable improvement on workforce issues over 2014-15 M&E sub group presents any concerns as part of LSCB Dashboard S11 audit increasingly provides this information S175 provides similar information from schools A local training needs analysis is still awaited
2.3 Information sharing between agencies is effective to safeguard children's welfare	<ul style="list-style-type: none"> Good practice evidenced through single and multi agency audits 	Achieved and ongoing work expected	<ul style="list-style-type: none"> Information sharing protocol and agreements in place MASH and Early Help hub should lead to significant improvement including better signposting M&E Sub Group agreed a multi-agency audit programme receives reports of single agency audits Domestic Abuse audit completed February 2015, Neglect audit completed in May 2015 Need further work to identify and analyse local patterns and themes regarding trends in needs and child protection Ongoing concern about CAMHS provision and transition from Children's to Adults Services

PRIORITY AREA 2: Improving multi-agency safeguarding practices			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
2.4 All Child protection plans are reviewed within statutory timescales	<ul style="list-style-type: none"> 100% of 3 and 6 months child protection review conferences held within timescales 	Achieved and ongoing work expected	<ul style="list-style-type: none"> Reporting included in LSCB dataset and monitored by M&E Sub Group, presented to Board via Dashboard Has led to concerns about Core Groups and Conferences, to be picked up by training and next Business Plan
2.5 Schools are more aware of safeguarding risks and are held to account by the Board	<ul style="list-style-type: none"> Evidence via Section 175 audits Increase in Schools taking part in S175 audits 	Achieved and ongoing work expected	<ul style="list-style-type: none"> S.175/157 audit completed March 2015. Schools that were judged to be 'amber' are tracked by M&E group and schools lead Schools report that the s175 audit was useful to their local setting Template to be reviewed and updated before the next audit

PRIORITY AREA 3: COMMUNITY ENGAGEMENT			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
3.1 The Board has an up to date profile of the community, including an understanding of cultural diversity and barriers to engagement in services by minority communities and how these can be overcome	<ul style="list-style-type: none"> Report to Board on profile of children and families in area Programme of work to engage with minority communities to identify barriers to safeguarding children's welfare and how agencies can better facilitate best outcomes 	Partially achieved and further work required	<ul style="list-style-type: none"> Data sources collated Jan 2015 that provided scoping and identification of needs and trends M&E Sub Group Outcomes Framework – Outcome 1 <i>We know about all children and young people in the Borough, what their needs are and how they are doing</i> Community Profile based on Innovations Project has been completed, needs to be more widely shared with the Board Members report concern that the action might be too ambitious – may be better to start with a smaller focus
3.2 Community and faith groups are aware of child safeguarding and are engaged in supporting keeping children safe	<ul style="list-style-type: none"> Survey of community and faith groups evidences increase in awareness of safeguarding issues and what to do if concerned – possibly in conjunction with SAB 	Needs further work	<ul style="list-style-type: none"> Feasibility study with WAM Get Involved is outstanding Future Business Plan could set out for sub groups to feedback on thematic issues rather than this area of work being predominantly owned by Prevention sub group

PRIORITY AREA 3: COMMUNITY ENGAGEMENT			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
3.3 Increase public awareness of safeguarding across the diverse communities	<ul style="list-style-type: none"> The Board has a communication plan with an annual programme of initiatives for the public 	Achieved, future work to be done at operational level	<ul style="list-style-type: none"> Board report presented January 2015 re: prevention calendar of activities Weekly updates to Board members include relevant information Events have taken place (e.g. CSE/ emerging threats, National Safeguarding Week) Lay Members supported, via Pan-Berkshire Lay Members sub group LSCB Communication Plan updated and agreed by LSCB in Sept 2014 Innovation Project has a significant role in this, needs to be more regularly reported to Board

PRIORITY AREA 4: LEARNING & IMPROVEMENT			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
4.1 Learning through serious case reviews, learning reviews and audit work impacts on frontline practice to ensure children are protected from harm	<ul style="list-style-type: none"> Learning & Improvement Framework published and embedded Survey of staff evidences that the lessons from national (and any local) serious case reviews are being widely disseminated 	Achieved and ongoing work	<ul style="list-style-type: none"> Board members report that the LSCB is good at this Framework agreed in July 2014 Learning to date has been considered as part of updated LSCB Communications Plan Pan-Berkshire Child Protection Procedures updated on back of findings Dissemination events planned re: Child F SCR and B Family Partnership Reviews
4.2 The Board has good oversight of risks in the system and can assess the performance of multi agency child protection work	<ul style="list-style-type: none"> The Board has a reliable dataset and regular reports on audits 	Achieved and ongoing work expected	<ul style="list-style-type: none"> M&E Outcomes Framework to Board Meeting agreed and updated at each meeting via Dashboard - Exception reports are provided to LSCB for information and escalation As of March 2016, LSCB reports being concerned about Social Care, MASH and CAHMS

PRIORITY AREA 4: LEARNING & IMPROVEMENT

What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
4.3 Training for professionals is focused on improving practice and its effect is regularly tested and quality assured	<ul style="list-style-type: none"> Evidence of continuous improvement via training evaluations 	Partially achieved and ongoing work is needed	<ul style="list-style-type: none"> Impact evaluation launched through Quality Matters, reporting still needs to improve Extensive planning meetings were held between Jan-Mar 2015 to establish East Berkshire Strategic and Operational sub groups In February 2016, Bracknell Forest LSCB withdrew from East Berks arrangement Greater use of evidence-based data to plan 2016-17 LSCB Training Programme Needs to be a focus of LSCB work in early 2016-17

PRIORITY AREA 5: RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS

What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
5.1 A confident and skilled workforce in identifying (signs and symptoms) and responding to child neglect	<ul style="list-style-type: none"> Evidence through audits on Neglect cases at referral, assessment, child protection plan and step down plan stages 	Achieved and ongoing work expected	<ul style="list-style-type: none"> CP Plans for Neglect included in Outcome 6 of M&E sub group's Outcomes Framework Multi-agency child protection audit on a neglect case initiated in March 2015, presented and agreed by the Board in July 2015. Requires commitment from SAB to meet all recommendations – area for action in 2016-17 A constant theme in local SCRs, Partnership reviews and audits. Implications for LSCB training programme and evaluation

PRIORITY AREA 5: RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Outcome	Evidence
5.2 There is an increased awareness of emerging threats to children, e.g. through CSE, child trafficking and modern day slavery, mental health and FGM and appropriate policies and strategies to address those threats	<ul style="list-style-type: none"> Strategic assessment of prevalence, effectiveness of responses and training/awareness raising LSCB CSE Strategy updated and sets out actions for next 3 years 	Achieved and ongoing work expected	<ul style="list-style-type: none"> 30 Sept 2014 – Emerging Risks seminar held for approx. 120 people Prevention Sub Group led on development on a 'known and emerging threats' spreadsheet, reported to Board in May 2015 Missing Children/Young People and Child Sexual Exploitation strategy updated and agreed by the Board. RBWM-commissioned report into CSE partnership work across the local area was presented to the Board, with action plan Counter-terrorism Bill presentation in March 2015 Radicalisation and Prevent needs to remain on the agenda Need to develop from increased awareness to local analysis and identification of key issues
5.3 Reduce the impact of domestic abuse (DA) on children and their caring adults	<ul style="list-style-type: none"> W&M DA Strategy is embedded and local arrangements are effective Evidence through audits on domestic abuse cases at referral, assessment, child protection plan and step down plan stages 	Achieved, future work to be done at operational level	<ul style="list-style-type: none"> DA multi-agency CP audit completed Feb 2015, recommendations agreed, and to be monitored by M&E sub group DASH part of the MASH, and DA Executive is active and provides updates to LSCB DA incidents and MARAC data is included in Outcome 3 of M&E sub group's Outcomes Framework
5.4 Reduction in hospital admissions for self harm by young people	<ul style="list-style-type: none"> Annual data report provided by Health 	Limited work, future work to be done at operational level	<ul style="list-style-type: none"> Quarterly data included in Outcome 2 of M&E sub group's Outcomes Framework presented to each Board meeting from Nov 2014
5.5 Assured and timely responses to bruising in immobile infants and concealed pregnancies	<ul style="list-style-type: none"> Evidence from single agency audits shows protocols for bruising in immobile infants and concealed pregnancies are understood and being used in each relevant organisation 	Completed	<ul style="list-style-type: none"> Audit completed in March 2015 (reported through SCR sub group), no concerns raised – policies are known and understood, and enacted as required.

6. LSCB Sub Group Activity

6.1. Monitoring & Evaluation Sub Group

- 6.1.1. The role of the Monitoring and Evaluation Sub Group is to receive and analyse performance information in order to assure the Safeguarding Board of the effectiveness of activities to safeguard children and to initiate and carry out multi-agency audits of safeguarding activities to provide assurance around multi-agency practice in line with procedures and standards.
- 6.1.2. The sub group continued to monitor the LSCB Outcomes Framework and after a significant push to get outstanding data and analysis, the dataset is now considerably more robust and useful. A new Outcomes Dashboard was developed to allow exception reporting to the Board and to enable the Board to keep an overview of progress against each of the nine outcomes.
- 6.1.3. Several audits were undertaken including an audit of safeguarding in schools, a deep dive on repeat child protection plans within children's social care and several multi agency audits. No significant concerns were raised and action plans have been developed and implemented as required. In addition, the sub group also began receiving Single Agency Safeguarding Assurance reports which focus on safeguarding activities in agencies. These were welcomed and viewed as helpful by both the completing agency and sub group members.

6.2. Serious Case Review (SCR) Sub Group

- 6.2.1. The purpose of the group is to ensure that relevant cases are reviewed in accordance with legislation, regulation, government guidance and LSCB policy and to inform the LSCB of any recommendations. This is a standing sub group, separate to SCR Panels which are convened to manage specific reviews that are commissioned by the LSCB.
- 6.2.2. During 2015/16, two partnership reviews were concluded (Child E and B Family) and reported to the Board. Action plans were drawn up and implemented. The Child F serious case review concluded and was signed off by the Board. Publication was delayed due to outstanding criminal proceedings. An action plan was drawn up and monitored. Learning from this case led to improvements to the out of hours service, reinforcing the importance of listening to the voice of the child, improvements to the handling of complex cases and how specialist risk assessments are commissioned.
- 6.2.3. The sub group also continues to receive reports on local serious incidents and monitor serious case reviews nationally to identify possible learning opportunities for local practitioners.

6.3. Prevention Sub Group

- 6.3.1. The Prevention sub group has traditionally had responsibility for raising awareness of safeguarding among the public and the wider children's workforce. This has included responsibility to:
- Provide information and report to key strategic partnerships to ensure that local area strategic plans take account of the need to safeguard children and young people
 - Coordinate communications and activities to promote awareness about prevention and safeguarding across the local area, for both the workforce and the community as a whole
 - Keep the LSCB informed of emerging issues regarding safeguarding children and young people across Windsor & Maidenhead
 - Ensure that the sections of the LSCB Business Plan delegated to this group are fulfilled.
- 6.3.2. The sub group's terms of reference have been revised to give stronger emphasis on identifying and co-ordinating responses to emerging and known threats. Focus on evidencing levels of concern and the impact of activities in addressing these concerns. There was successful participation in Safeguarding Awareness week in June 2015 and the sub group has played an active role in promoting awareness about private fostering definitions and requirements.

6.4. Child Death Overview Panel

- 6.4.1. All six Berkshire LSCBs operate together as a single Child Death Overview Panel for Berkshire (CDOP). A full Annual Report for Berkshire CDOP is published, providing an analysis of risk factors across all cases and setting these in a national context.

- 6.4.2. In Berkshire in 2015/16 there were 45 child deaths notified to the CDOP team (there were 51 in 2014/15) with 35 reviewed within the year. During the year the Panel reviewed a total of 49 cases which includes deaths occurring in 2014/15. The Panel noted the significant impact of congenital abnormalities on the child death rate in both under 12 months old and in the 1-4 year old age group.
- 6.4.3. The Panel reviewed the way it works, noting that attendance is generally good and in supporting four Ofsted inspections, no concerns about the CDOP function have been raised. During the year, proposals were developed to establish a separate neonatal group to review the detailed clinical care of neonatal cases and to allow the Panel to develop a more a strategic approach.
- 6.5. Section 11 (S11) Sub Group**
- 6.5.1. The purpose of this sub group is to:
- To oversee the S 11 process for all pan Berkshire organisations and to support improvement. This currently involves Berkshire wide statutory and voluntary organisations of which there are nine of a significant size and scope
 - Set clear expectations with LSCBs and those organisations about the timeframe and process for submission of self assessment section 11 audits, and ongoing development towards compliance
 - Review and evaluate S 11 returns of the full three yearly audit of s11 Children Act 2004 for pan Berkshire organisations, in order to make an assessment of agencies compliance with the duty to safeguard. A new round of assessments commenced in April 2015
 - Review and evaluate those organisations' mid-term status of compliance against the three yearly full audits, and provide support as needed. This will recommence in April 2016 for those agencies who submitted their previous full audit in 2013
 - To adapt the process for requesting, reporting and supporting progress as required by the changing organisational landscape
- 6.5.2. Since the last annual report, the next round of audits has commenced utilising the new audit tool and the revised process. A six month interim report was submitted to the Berkshire LSCB's Independent Chairs in September 2015 to provide process assurance. The LSCB Independent Chairs are assured that progress is being made. They have provided positive feedback and are happy with the forward planner. The only challenge is around themes for individual LSCBs.
- 6.5.3. Membership is now more comprehensive but continues to lack attendance from any of the children's social care teams which needs addressing. Other organisations have provided representation, on the whole, following a request by the Chair. The panel now splits into 2 subpanels to review submissions with the organisations who submit the return, allowing for a fuller exploration of the submissions and an ability to get answers on the day and agree necessary actions to be added to the action plan.
- 6.5.4. During 2015/16, 7 audits were reviewed:
- South Coast Ambulance Service
 - British Transport Police
 - Berkshire Healthcare Foundation Trust
 - Royal Berkshire Foundation Trust.
 - Emergency Duty Team
 - Thames Valley Police
 - Probation
- 6.5.5. It was agreed that LSCBs would develop their own template for carrying out a S11 Audit with schools. Previously, the SARC S11 Audit had been submitted to the Panel completed in the Oxfordshire LSCB S11 template. It was confirmed that the intention was to do the same this time round and the Panel has agreed to share any issues raised with Oxfordshire LSCB.
- 6.6. Strategic Learning and Development Sub Group**
- 6.6.1. This group leads the strategic planning and oversees the delivery of Learning and Development (L&D) which underpins the priorities of the LSCBs and the needs of the relevant stakeholder organisations

across East Berkshire. The groups aims to coordinate the provision of sufficient high-quality learning and development opportunities appropriate to local needs and have a positive impact on safeguarding outcomes; holding partner organisations to account for operational delivery and uptake.

- 6.6.2. During the year, the group have continued to review training needs analysis from partners. A half day targeted refresher training course was introduced to ease the waiting lists for targeted (Level 2) safeguarding courses. A common charging policy across the 3 x East Berkshire LSCBs was also introduced including charging for previously free universal courses and increasing the cost of targeted and specialist training courses. At the beginning of 2016 Bracknell Forest LSCB took a decision to withdraw from the East Berkshire arrangements.

6.7. Policy and Procedures Sub Group

- 6.7.1. The purpose of the Pan-Berkshire Policy and Procedures sub group is to ensure that:
- The six Berkshire LSCBs develop and maintain high quality safeguarding and child protection policies and procedures
 - Safeguarding and child protection policies and procedures remain in line with key national policy and legislative changes
- 6.7.2. The sub group is one of a number of groups that support all six Berkshire LSCB's in the delivery of their business. Each group is hosted by an authority across Berkshire and the Policies and Procedures Group is led and supported by Slough Children's Services Trust.
- 6.7.3. A review of the online procedures in the summer of 2015 identified that they had become large and difficult to manage and many of the documents were out of date. There was no clear process in place to manage the online procedures and the contract with the provider TriX was not understood. The current Chair took over in July 2015 and led this review and consequent work. TriX had recognised that this was an issue for a number of authorities and had remodelled their online system. The Pan Berkshire Group renegotiated the contract with TriX and work was completed by the Group to review a whole new set of policies and procedures for the new system. <http://www.proceduresonline.com/berks/>
- 6.7.4. This was achieved in January 2016 with the new system operational and all new documents uploaded. It was then recognised that there would need to be a programme of reviewing the policies and procedures over the year and a more robust programme to manage this has been put in place.
- 6.7.5. The sub group met quarterly during the year and multi-agency attendance and participation has been excellent. Some of the gaps identified in membership have been addressed and there is now a good range of multi-agency engagement including children's social care which had been a significant gap.

7. LSCB Scrutiny of Safeguarding Performance

- 7.1. The Outcomes Framework comprises nine outcome statements and considers data across partner agencies to assess overall performance against each of these outcome statements. This is monitored by the Monitoring & Evaluation Sub Group and reported to the LSCB quarterly using a dashboard. The end of year dashboard for 2015/16 is attached at Appendix C.

8. Ofsted's Inspection of the LSCB (March 2015)

- 8.1. Ofsted is responsible for inspecting the arrangements in place to evaluate the effectiveness of what is done by the authority and board partners to safeguard and promote the welfare of children require improvement. The inspection was carried out in March 2015 with the final inspection report published 13 May 2015. It noted that *'the LSCB is increasingly effective, and improving from a low baseline. There remain some gaps where work on the business plan has been deferred. Some areas of work are at an early stage and others are not yet completed. However, the LSCB is challenging agencies effectively in some key areas, including some where it has made a significant difference.'*
- 8.2. Ofsted made a number of recommendations to the LSCB and as a result, the LSCB developed an improvement plan to address these points. The Action Plan is monitored by the LSCB at each meeting and is available upon request.

Areas for improvement

Capacity to carry out the LSCB business operation

143. Review the financial contributions made by partner agencies to support the implementation of the LSCB business plan, including reviewing the sufficiency of the LSCB business support arrangements to ensure the work of the Board can be delivered.

Ensuring the effectiveness of multi-agency frontline practice

144. Strengthen the arrangements to quality assure and oversee frontline practice in relation to private fostering.

145. Ensure that information about the role and impact of the LADO is widely disseminated and understood.

Oversight of services for children looked after

146. Increase the scope of the LSCB's scrutiny to provide a basis for effective challenge of services for children looked after.

Monitoring and evaluation of effectiveness

147. Introduce a challenge log to record issues of concern, actions taken, and progress, so that themes can be identified and agencies held to account.

148. Accelerate plans to gather the views of children so that these influence the development of services across the partnership and ensure that the LSCB is held to account for this, with development and progress reported within the LSCB Annual Report.

149. Evaluate the impact of actions taken in response to audits to determine and take any required follow-up action.

Impact of training

150. Improve the evaluation of the effectiveness of training to inform future development.

9. Conclusion and Challenges for 2016-17

- 9.1. This report has provided an assessment of the effectiveness of local arrangements to safeguard and promote the welfare of children. The LSCB Chair's view is that the core safeguarding activity continues to be sound and we have a clear consensus on the strategic priorities for the coming year.
- 9.2. The LSCB is aware of, and is working to fulfil, its statutory functions under the revised Working Together to Safeguard Children, 2015. Statutory and non-statutory members are consistently participating towards the same goals in partnership and within their individual agencies. There is, however, much to do in consolidating on achievements and developing further and continual improvement has to be constantly pursued.
- 9.3. In March 2015, Ofsted undertook its inspection of the LSCB and a final report was delivered to the Board in May 2015. The recommendations and findings of this report provide an additional emphasis on the priorities of the Board and support the Board in achieving its aspirations. Delivering the Ofsted LSCB Improvement Plan will be a focus of work in the next Business Plan.
- 9.4. In February 2016 the LSCB held a Business Planning Meeting for Board members. This learning 'space' gave an opportunity for review of the 2014-16 Business Plan and consideration of the future direction for the Board.
- 9.5. An immediate challenge for the LSCB is the design, delivery and evaluation of a quality and cost-efficient multi-agency training programme for the local workforce. 2015 was marked by considerable work in attempting to progress East Berkshire arrangements, however, these were dissolved in February 2016 by a partner LSCB's decision to withdraw from a regional arrangement. It is now a priority for Windsor and Maidenhead LSCB to resolve local arrangements and ensure provision of training based on evidenced need across partner agencies.
- 9.6. In 2016-17, the LSCB will be operating with a further reduced budget, making fiscal decisions important and challenging. To identify opportunities to collaborate, share learning and opportunities for improvement will be paramount.

- 9.7. Finally, it is important to recognise the unfailing effort and dedication of staff at all levels and across all agencies in the Royal Borough, in making safeguarding of children and young people an over-riding priority in all LSCB work.

APPENDIX A - Local Safeguarding Children Board Membership 2015-16 (as at March 2016)

Title	Organisation	Attendance Attended / Total
Independent Chair	LSCB	6 / 6
Director of Children's Services	RBWM	3 / 6
Head of Early Help & Safeguarding	RBWM	5 / 6
Head of Adult Care & Health	RBWM	2 / 4
Head of Commissioning Adult, Children & Health (& Chair of Monitoring & Evaluation Sub Group)	RBWM	4 / 6
Safeguarding Adults Coordinator	RBWM	3 / 6
Head of Schools & Education Services	RBWM	3 / 6
Learning & Development Manager	RBWM	2 / 6
Service Manager, Drug & Alcohol Action Team	RBWM	5 / 6
Lead Member for Schools and Safeguarding	RBWM Elected Council Member	3 / 6
LPA Commander	Thames Valley Police	6 / 6
Director of Nursing	Berkshire East CCGs	5 / 6
Locality Director	Berkshire Healthcare Foundation Trust	4 / 6
Designated Doctor	Berkshire Healthcare Foundation Trust	2 / 6
Safeguarding Lead	South Central Ambulance Service	1 / 1
Snr Probation Officer (& Chair of Prevention Sub Group)	National Probation Service	6 / 6
Service Lead	Berkshire Probation Service, CRC	2 / 6
Head of Service	CAFCASS	3 / 6
Designated Safeguarding Lead	Berkshire College of Agriculture	2 / 6
Chair of Governors	Windsor Learning Partnership	5 / 6
School Governor	Cookham, Maidenhead and The Lawns Nursery Schools	2 / 6
Head Teacher	Primary Schools	0 / 6
Head Teacher	Secondary Schools	5 / 6
Head of Service	Family Friends (Voluntary Organisation)	4 / 6
Strategic Operations Manager	WAM Get involved (Voluntary Organisation)	2 / 6
Lay Member	Lay Member	5 / 6
Lay Member	Lay Member	4 / 6
Solicitor	Berkshire Joint Legal Services	N/A
LSCB Business Manager	LSCB Business Unit	6 / 6
LSCB Support Officer	LSCB Business Unit	6 / 6

APPENDIX B – Windsor & Maidenhead LSCB Budget 2015-16

Income	
Agency	Contributions 2015-16 £
RBWM	48,816
Windsor, Ascot & Maidenhead CCG	20,689
Thames Valley Police	2,132
National Probation Service	955
CAFCASS	550
Berkshire Healthcare Foundation Trust	1,000
TOTAL BUDGET AVAILABLE	74,412
Expenditure	
Area of expenditure	Actual Spend 2015-16 £
Total employee costs	51,253
Supplies & Services	4,113
Professional Fees – Chair	17,410
Professional Fees - Other	
TOTAL EXPENDITURE	72,776

APPENDIX C – Windsor & Maidenhead LSCB Outcomes Framework Dashboard

Windsor and Maidenhead Local Safeguarding Children Board Outcomes Framework Dashboard – Quarter 4, 31 March 2016

Number of children aged 0-17 – 36,194	Number of children on a child protection plan – 147
Percentage of children living in poverty – 9.6%	Number of children in care – 89
Number of active CAFs – 75	Number of children privately fostered – 2
Number of safeguarding referrals - 970	Number of allegations referred to LADO – 84

<p>Outcome 1</p>  <p><i>We know about all CYP in the Borough, what their needs are and how they are doing.</i></p> <p>Green – no change</p>	<p>Outcome 2</p>  <p><i>We know about groups of children and young people with particular needs, including young carers and privately fostered children.</i></p> <p>Amber – no change</p>	<p>Outcome 3</p> <p><i>We are safeguarding and supporting children and young people in specific circumstances, including victims of crime, children permanently excluded from school.</i></p> <p>Green – improve</p>
 <p>Outcome 4</p> <p><i>Children, young people and families are able to access early help when they require it, and it is effective.</i></p> <p>Work to define new indicators for 2016-2017</p>	 <p>Outcome 5</p> <p><i>Thresholds are clear and appropriate; planning and decision making is effective.</i></p> <p>Green – no change</p>	 <p>Outcome 6</p> <p><i>We are safeguarding and supporting children and young people who are in need of protection</i></p> <p>Amber – no change</p>
 <p>Outcome 7</p> <p><i>We are fulfilling our corporate parenting role and children in care and young people moving into adulthood have good outcomes</i></p> <p>Amber – reduction</p>	 <p>Outcome 8</p> <p><i>There is effective use of resources and workforce.</i></p> <p>Green – no change</p>	 <p>Outcome 9</p> <p><i>Agencies in the local area and the LSCB provide leadership and governance, and agencies work together effectively. Services are judged as safeguarding children and young people and providing early help.</i></p> <p>Green – improve</p>
<p>Areas of good performance</p> <ul style="list-style-type: none"> • Increase in the percentage of children and young people achieving 5A*-C GCSEs, including English and Maths. • Reduction in the number of households accepted as homeless and the number of households where there are children and young people. • Decreasing numbers of young people at risk of CSE reaching Levels 2 and 3 (i.e. at higher risk). • 97% of child protection conferences and 100% of children in care reviews in timescale. 	<p>Areas for ongoing monitoring</p> <ul style="list-style-type: none"> • Continuing low number of children who are privately fostered despite ongoing recruitment campaign. • Increase in number of safeguarding referrals leading to an increase in the number of children on child protection plans, together with an increase in the percentage of repeat referrals. • Reduction in the number of victims of crime under 17 and the number of offenders of crime under 17. • Length of placement and number of moves of children in care 	



Windsor and Maidenhead
**LOCAL SAFEGUARDING
CHILDREN BOARD**

All key documents (including this publication) and other information are available on the Windsor & Maidenhead LSCB webpages: www.wamlscb.org

All enquiries regarding the Windsor & Maidenhead LSCB should be made to:

York House
Sheet Street
Windsor
SL4 1DD

Tel: 01628 683234

Email: lscb@rbwm.gov.uk