

Windsor and Maidenhead
*LOCAL SAFEGUARDING
CHILDREN BOARD*

Annual Report 2014-15



Contents

1. Preface
2. Introduction from the Chair
3. The Royal Borough of Windsor and Maidenhead
4. Windsor & Maidenhead Safeguarding Children Board
 - 4.1 Governance arrangements
 - 4.2 Accountability
 - 4.3 Finance & Resources
5. Progress on Priority Areas 2014-15
 - 5.1 Reviewing the Business Plan
 - 5.2 LSCB Partners' Perceptions of Effectiveness
6. Windsor & Maidenhead LSCB Subgroup activity
 - 6.1 Monitoring & Evaluation
 - 6.2 Missing Persons and Child Sexual Exploitation
 - 6.3 Serious Case Review
 - 6.4 Prevention
7. Berkshire LSCBs Subgroup activity
 - 7.1 Child Death Overview Panel
 - 7.2 Section 11 Audit Panel
 - 7.3 Strategic Learning and Development (Training)
 - 7.4 Policies and Procedures
8. Safeguarding performance
9. Ofsted's Inspection of the LSCB
 - 9.1 Summary
 - 9.2 Improvements required
10. Conclusion and Challenges for 2015-16

Appendices

- A - LSCB Subgroups 2014-15
- B - Local Safeguarding Children Board Members during 2014-15
- C - LSCB Budget 2014-15
- D - Windsor and Maidenhead LSCB Business Plan April 2014–March 2016

Preface

1.1 This report covers the period 1st April 2014 to 31st March 2015. Working Together to Safeguard Children (Department for Education, 2015) makes the following reference to the LSCB annual report:

- The Chair must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles. The report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the health and well-being board.
- LSCBs should conduct regular assessments on the effectiveness of Board partners' responses to child sexual exploitation and include in the report information on the outcome of these assessments. This should include an analysis of how the LSCB partners have used their data to promote service improvement for vulnerable children and families, including in respect of sexual abuse. The report should also include appropriate data on children missing from care, and how the LSCB is addressing the issue.
- The report should also list the contributions made to the LSCB by partner agencies and details of what the LSCB has spent, including on Child Death Reviews, Serious Case Reviews and other specific expenditure such as learning events or training.
- The report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action. The report should include lessons from reviews undertaken within the reporting period.

1.2 This report will be submitted to the Royal Borough of Windsor and Maidenhead (RBWM) Managing Director, Leader of the Council, Lead Members, the Local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

2. Introduction from the Independent Chair: Terry Rich



This report covers the period from April 2014 to March 2015. This was a busy and I hope productive year for Windsor & Maidenhead Safeguarding Children Board. We have continued the work commenced at the end of the previous year to rebuild and strengthen the resilience of the Board. This has included the recruitment of a second lay member - Kathryn Jones and increased voluntary sector involvement.

We have progressed to conclusions a Serious Case Review and a major Partnership Case Review and are intent on ensuring that there is maximum learning taken from these cases across the system in the coming months. We have refreshed our work around Child Sexual Exploitation and have incorporated the already effective partnership approach developed locally into the formal LSCB structures. A review of the strategy has been commissioned and this will be reported to the Board in the forthcoming year.

We have also prepared for and participated in the OFSTED Review of Safeguarding in Windsor and Maidenhead which took place in March 2015. The findings of that review have assisted us in our plans for the future and have identified a number of areas where we need to develop further. We have an improvement plan in place which the Board will keep under regular scrutiny.

The OFSTED Inspection indicated that there are areas for improvement for both the Board and for the Local Authority. However there were many encouraging findings within that report indicating that real progress is being made in Windsor and Maidenhead in our work to safeguarding children. The Board will be closely monitoring the progress that Children's Social Care and all partner agencies are making in response to OFSTED's findings and recommendations.

During the year the Board was supported by interim business managers Howard Baines and Tim Newton. Both worked tirelessly to support the work of the Board. However, it was a major step forward for us to recruit a new permanent business manager - Fiona Betts. This has given the Board the stability and continuity that it needs.

Fiona's recruitment has also enabled us to move forward with work to coordinate activity between the LSCB and the now statutory Safeguarding Adults Board. There is a need to ensure that the two safeguarding systems work in cooperation – there are numerous instances where there are issues which impact on the lives of individuals, for example as they transition into adulthood, or where the lives of vulnerable adults are closely linked with children.

Finally I want to thank all Board members for their hard work during the year and to all those others who participate within the sub groups which form an essential part of the safeguarding arena in Windsor and Maidenhead and I look forward to another productive year in 2015-16.

Terry Rich

Independent Chair, Windsor & Maidenhead LSCB

September 2015

3. The Royal Borough of Windsor and Maidenhead

- 3.1 The Royal Borough of Windsor & Maidenhead is situated 30 miles to the West of London in the M4 corridor. The local government area is a unitary authority created in 1998 from part of Berkshire County Council.
- 3.2 The 2011 Census indicated that the Borough has 144,560 residents, which is an increase of 8.2% in the last decade since the 2001 Census. In terms of overall age breakdown, the population of the Borough is showing signs of ageing in line with national trends, seeing 16.7% of the population aged 65+ compared with the national figure of 16.4%.
- 3.3 There are some differing trends when looking at other age groups – see table 1 for Population by age. The Borough has a slightly lower percentage of 18-24 year olds and 25-29 year olds when compared to national averages (6.7% of 18-24 year olds compared to 9.4% for England and 6.1% of 25-29 year olds compared to a national figure of 6.9%). In addition to this, the Borough also has a slightly higher than average percentage of pre-school and school-age children (6.5% versus 6.3% of 0-4 year olds and 16.1% versus 15.1% of 5-17 year olds).

Table 1: Population by age

Children and young people's population. by age (Population data mid 2012 based on 2011 Census)			
	<i>male</i>	<i>female</i>	<i>total</i>
0-4 yrs.	4888	4552	9440
5-10 yrs.	5473	5099	10572
11-18 yrs.	7709	6990	14699
Total no.	18070	16641	34711
% of total pop.	12.39%	11.41%	23.80%

- 3.4 There are three discrete centres of population – in Maidenhead, Windsor and Ascot - with pockets in surrounding rural areas. The area is mainly affluent, with population census and other information sources showing that:
- 56.2% of RBWM residents are in managerial or professional roles (against a national average of 41.2%);
 - At an average of £342,742, house prices are the highest in the country outside of London;
 - Obesity rates of 7.4% for 4-5 year olds and 14.9% for 10-11 year olds in RBWM are significantly lower than England averages (National Child Measurement Programme, 2011);
 - Teenage pregnancy rates (last available figure (2011) indicated 31 conceptions) are consistently below the national average, and the number of young people not in employment, education or training (NEET) averaging at 4.7%, is also very low;
 - 15% of RBWM residents are from minority ethnic groups. The proportion rises to 30% of the children and young people on roll in schools.
 - The area has strong links with both the Crown and military service and Windsor contains two barracks with a number of military personnel and families living locally.
- 3.5 At the end of 2014-15 there were 32,570 children and young people living in the Royal Borough, the third highest child population in Berkshire.

- 3.6 9.1% of children and young people are living in poverty, significantly below the national average for child poverty.
- 3.7 As at 31 March 2015, there were 1155 children who were considered in need and receiving support from local authority Safeguarding Services, including:-
- 341 active early help assessments
 - 64 children subject to child protection plans
 - 99 children in the care of the Local Authority
 - 3 privately fostered children
 - 400 children with disabilities (Social Care and Family Support cases)

4. Windsor & Maidenhead Local Safeguarding Children Board (LSCB)

4.1 LSCB Governance Arrangements

4.1.1 The functions undertaken by the Windsor & Maidenhead LSCB follow the requirements of the Children Act 2004 and are based on the objectives set out in Chapter 3 of the revised '*Working Together to Safeguard Children*' issued by the Department of Education in March 2015. The core objectives of Local Safeguarding Children Boards (LSCB) are:

- To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established; and
- To ensure the effectiveness of what is done by each such person or body for that purpose.

4.1.2 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.

4.1.3 Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of *Working Together to Safeguarding Children (2015)*.

4.1.4 Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

4.1.5 Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment; preventing impairment of children's health or development.
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
- Undertaking that role so as to enable those children to have optimum life chances and enter adulthood successfully.

- 4.1.6 The Board does this by gathering information about the safety and wellbeing of children in the community, by monitoring partners' performance and by producing policies and procedures to improve safeguarding outcomes.
- 4.1.7 The Board met six times during the year, plus an additional Business Planning Meeting and was attended by senior managers from Statutory Agencies, Voluntary Organisations, Lay Members and the Lead Member for Children's Services. The Board is chaired by someone independent of all partner agencies.
- 4.1.8 A significant amount of the LSCB's work was undertaken in various subgroups which met on a regular basis and helped to progress many of the detailed actions in the Business Plan and other emerging priorities. Some subgroups are arranged on a pan-Berkshire basis as part of the consortium with the other five LSCBs in the County. See Appendix A for a diagram of the organisational structure of W&M LSCB.

Windsor & Maidenhead LSCB Subgroups:-

- Monitoring & Evaluation
- Prevention
- Serious Case Review
- Missing Persons and Child Sexual Exploitation

Pan-Berkshire LSCB Subgroups:

- Child Death Overview Panel
- Policies and Procedures
- Section 11 Panel

East Berkshire Subgroup:

- East Berkshire Learning and Development (was a Pan-Berkshire group until Jan 2015)

4.2 LSCB Accountability

- 4.2.1 The LSCB is not accountable for the operational work of member agencies. Board members retain their own lines of accountability for safeguarding children. The LSCB does not have the power to direct other organisations, but rather has the role to coordinate, scrutinise and challenge Board partners' safeguarding service delivery. The Chairperson is independent of Member agencies.
- 4.2.2 Terry Rich has been the Board's Independent Chair since April 2014. It is the responsibility of the Managing Director of RBWM to appoint or remove the LSCB chair with the agreement of a panel including LSCB partners and Lay Members. The Managing Director of RBWM, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB. The LSCB Chair should work closely with all LSCB partners and particularly with Alison Alexander, Strategic Director of Children's Services (DCS). The DCS has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children, local authority Children's Social Care functions and local cooperation arrangements for Children's Services.
- 4.2.3 During the year, Cllr Philip Bicknell, RBWM Lead Councillor for Children's Services, attended the LSCB as a 'participating observer' and challenged the work of the LSCB through discussion, asking questions and seeking clarity. This role provides an additional scrutiny function to the Board.
- 4.2.4 *Working Together to Safeguard Children (2015)* sets out the requirements concerning members. The Board is made up of statutory and non-statutory representatives that reflect those who work closely with children and families in the community. Primary and secondary schools are represented on the Board, as is the local community and voluntary sector.
- 4.2.5 In line with the requirements of *The Apprenticeships, Skills, Children and Learning Act 2009* the LSCB has had two Lay Members, the second Lay Member was appointed and joined the Board in December

2014 after a robust recruitment process. The role of Lay Members 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.

- 4.2.6 Throughout the year, the LSCB has been supported by partner agencies at the appropriate level of seniority for the Board 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.

See Table 2 for attendance by LSCB partner agencies at meetings during 2014-15. See Appendix B for further details of Board Membership, Appendix E summarises attendance by individuals.

*Table 2: Agency attendance 2014-15
(Six Scheduled meetings per year plus Business Planning Meeting)*

AGENCY	ATTENDANCE Attended / Total
LSCB Independent Chair	7 / 7
LSCB Business Manager	7 / 7
LSCB Support Officer	7 / 7
RBWM Early Help and Safeguarding Services (Children's Services)	6 / 7
RBWM Lead Member for Children's Services	3 / 7
RBWM Strategic Director of Children's Services	6 / 7
RBWM Drug & Alcohol Team	5 / 7
RBWM Head of Education	3 / 7
RBWM Adult Safeguarding	2 / 4
RBWM Adult Social Care & Housing	0 / 7
RBWM Social Care Training Manager	5 / 7
Chair – Prevention Sub Group	6 / 7
Chair – Monitoring & Evaluation Subgroup	6 / 7
Chair – CDOP	N/A
Chair – Training subgroup (Op)	4 / 7
NHS CCG	6 / 7
NHS Berkshire	7 / 7
Designated Doctor	5 / 7
Lay Members x 2	6 / 7 & 2 / 4
Voluntary Sector Representative x 2	5 / 7 & 2 / 4
Nursery Schools	2 / 7
Secondary School Head	0 / 7 & 1 / 1
Primary School Head	2 / 7
FE College Head / Safeguarding Lead	0 / 7
School Governors	5 / 7
Adult Mental Health Services	0 / 7
CAFCASS	2 / 7
Thames Valley Police	5 / 7
Probation Service x 2	6 / 7 & 4 / 7
Solicitor, Joint Legal Team – Reading	N/A

Note: Some agencies joined the Board during the year and their attendance is therefore shown against the number of meetings that took place after they became represented.

- 4.2.7 Protocol agreements link Windsor and Maidenhead's Local Safeguarding Children Board with the Health and Well-being Board (HWBB) 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 LSCB 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), though 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 host the LSCB business support. Full details of income and expenditure are detailed Appendix C.
- 4.3.2 Whilst it is possible for LSCBs to budget for planned activities, Serious Case Reviews (SCRs) or other learning reviews present new financial pressures as and when these are agreed. It is, therefore, essential that LSCBs maintain a contingency to cover for these unplanned eventualities.
- 4.3.3 During 2014-15 the LSCB budget was routinely monitored and the balance of £20,163 was carried over to the new financial year. This carry over was absorbed by additional costs in 2014-15, and there is no budget to be carried over to 2015-16. Periodic budget statements have been provided to the Board and have been available at any time to Board members, see Appendix C for expenditure and contributions.
- 4.3.4 During 2014-15, the LSCB faced high cost from one-off events or circumstances that are unlikely to arise in 2015-16. These include the use of two interim Business Managers, and costs associated with the production, publication dissemination of a major SCR.
- 4.3.5 Children’s Services has historically funded the multi-agency training programme and these costs are, therefore, not included in the LSCB budget. This will be reviewed in 2015-16, with the expectation being that the LSCB will directly meet the costs of delivering its multi-agency programme of training from the LSCB budget.
- 4.3.6 During most of the year, the Business Manager post was either vacant or filled on an interim and part time basis. A permanent Business Manager was appointed in December 2014, but as a part time resource to the LSCB (2.5 days per week). In January 2015, the LSCB Business Support Officer role dropped from full time to 3.5 days per week. Both roles provide support to the LSCB and the Safeguarding Adults Board as part of a shared business unit.

5. Progress on Priority Areas 2013-14

5.1 Reviewing the Business Plan

5.2 On 11th April 2014, 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 session also acted as an opportunity to introduce the new LSCB Chair, and his vision for the Board. Full details of the current Business Plan are located in Appendix D. The table below summarises key progress against the Business Plan, and areas of priority for 2015-16.

PRIORITY AREA 1: BOARD Development and Composition			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Lead	Progress
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 	LSCB Business Manager	<ul style="list-style-type: none"> Members Handbook disseminated Board Members Support & Training Needs Survey collated Dec 2014 SCR Methods Workshop 14th Jan 15 Members survey re: LSCB Effectiveness Feb 2015
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 	LSCB Business Manager	<ul style="list-style-type: none"> New VCS Members from WAM Get Involved, Lay Member and Family Friends inducted to attend Board on 19th Nov 2014. Attendance baseline is 2013-14, attendance monitoring ongoing and has generally improved. Royal Berkshire Fire & Rescue (RBFRA) rep identified, to join from March 2015 Third 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 	Chief Executive/DCS	<ul style="list-style-type: none"> Joint LSCB & SAPB Chair in place Joint Business Unit (Business Manager and Business Support Officer) from Dec 2015/Jan 2016 Protocol between LSCB, SAB, C&YPP & H&WBB in place, business support sharing agendas and minutes. Plan to include CSP in this protocol. Plans to increase joint work in 2015-16 between LSCB and SAB regarding supporting parents with additional needs
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 	LSCB Business Manager	<ul style="list-style-type: none"> Report provided to Board in No 2014 Regular, well-attended pan-Berkshire meetings of Independent LSCB Chairs and Business Managers to further develop efficiencies and effectiveness Improved subgroup performance and integration

<p>1.5 The Board has an effective system for receiving and scrutinising statutory agencies through Section 11 audits</p> <p><i>Replaced with – The LSCB delivers against its statutory functions.</i></p>	<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. 	<p>M&E Sub Group</p> <p>Pan-Berks Section 11 Sub Group</p>	<ul style="list-style-type: none"> • Next S.11 audit cycle to commence in May 2015 – considerable work has been done by S.11 panel to revise approach and documents to support the new cycle • Plans to improve communications and reporting of s.11 panel back to Berkshire LSCBs in 2015-16 • W&M s.11 audits are picked up by M&E subgroup for scrutiny
---	---	--	---

PRIORITY AREA 2: Improving multi-agency safeguarding practices

What do we want to have achieved by 2016 or earlier?	Performance Measure	Lead	Progress
<p>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</p>	<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. 	<p>Prevention Sub Group with Early Help LA Lead</p>	<ul style="list-style-type: none"> • M&E Subgroup Outcomes Framework – 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 was presented to the Board in Jan 2015, with an update presentation to the LSCB expected later in the year • 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
<p>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</p>	<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) 	<p>Agency Leads</p>	<ul style="list-style-type: none"> • M&E Subgroup Outcomes Framework – Outcome 8 <i>Effective use of resources and workforce</i> • Considerable improvement on workforce issues over 2014-15 • M&E subgroup presents any concerns as part of LSCB Dashboard

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 	M&E Subgroup	<ul style="list-style-type: none"> • Information sharing protocol and agreements in place • LSCB has been strongly linked in with the new MASH arrangements in the Borough • M&E Subgroup has agreed a multi-agency audit programme for 2014-15, and timetable to receive reports of single agency audits • Domestic Abuse audit completed February 2015 • Neglect audit in progress, due for completion May 2015 • CSE audit to be completed later in 2015
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 	Service Leader – Strategy, Commissioning and Performance, RBWM	<ul style="list-style-type: none"> • Reporting included in LSCB dataset and monitored by M&E Sub Group • Plans are focused on child and extended family and are less about process and more about outcomes which need to be SMART – quality – vs quantity
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 	M&E Sub Group	<ul style="list-style-type: none"> • S.175/157 audit sent out to schools 6th Nov, and presented to M&E subgroup in March 2015. Schools that were judged to be 'amber' will be tracked by M&E group and schools lead. • Template to be reviewed and updated in Sept 2015 before the next audit

PRIORITY AREA 3: COMMUNITY ENGAGEMENT

What do we want to have achieved by 2016 or earlier?	Performance Measure	Lead	Progress
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 	Prevention Sub Group Chair	<ul style="list-style-type: none"> • Data sources collated Jan 2015 that provide scoping and identification of needs and trends • M&E Subgroup 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> • Links made with RBWM Innovation Fund bid for data and analysis • Ongoing work needed for 2014-15 to evidence progress

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 	LSCB Business Manager in conjunction with WAM Get Involved	<ul style="list-style-type: none"> Feasibility study with WAM Get Involved is currently outstanding – this is an area for further work in 2015-16
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 	Prevention Sub Group Chair	<ul style="list-style-type: none"> Board report presented January 2015 re: prevention calendar of activities Lay Members to be engaged, via Pan-Berkshire Lay Members subgroup LSCB Communication Plan updated and agreed by LSCB in Sept 2014

PRIORITY AREA 4: LEARNING & IMPROVEMENT

What do we want to have achieved by 2016 or earlier?	Performance Measure	Lead	Progress
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 	SCR Sub Group LSCB Business Manager	<ul style="list-style-type: none"> Framework agreed at July 2014 Board 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 to be planned re: Child F SCR and Child E Partnership Review
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 	M&E Sub Group	<ul style="list-style-type: none"> M&E Outcomes Framework to Board Meeting agreed and updated at each meeting. Exception reports are provided to LSCB for information and escalation.
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 	Berks Strategic Training Group	<ul style="list-style-type: none"> Impact evaluation launched through Quality Matters, reporting needs to improve in 2015-16 Extensive planning meetings were held between Jan-Mar 2015 to establish East Berkshire Strategic and Operational subgroups Greater use of evidence-based data to plan 2016-17 LSCB Training Programme

PRIORITY AREA 5: RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS			
What do we want to have achieved by 2016 or earlier?	Performance Measure	Lead	Progress
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 	LA CSC Lead	<ul style="list-style-type: none"> CP Plans for Neglect included in Outcome 6 of M&E subgroup'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 2015-16
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 	Prevention Sub Group CSE/ MP Sub Group	<ul style="list-style-type: none"> 30 Sept 2014 – Emerging Risks seminar held, c. 120 people attended Prevention Subgroup led on development on a 'Known and emerging threats' spreadsheet, a report to Board in May 2015. Missing Children/Young People and Child Sexual Exploitation strategy updated and presented to the Board for sign-off and scrutiny. 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
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 	DA Strategic Group M&E Sub Group	<ul style="list-style-type: none"> DA multi-agency CP audit completed Feb 2015, recommendations agreed, and to be monitored by M&E subgroup 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 subgroup's Outcomes Framework. This is an area for increased scrutiny in 2015-16.
5.4 Reduction in hospital admissions for self harm by young people	<ul style="list-style-type: none"> Annual data report provided by Health 	Health Lead TBC	<ul style="list-style-type: none"> Quarterly data included in Outcome 2 of M&E subgroup's Outcomes Framework presented to the Board from 19/11/14. This is an area for increased scrutiny in 2015-16.

What do we want to have achieved by 2016 or earlier?	Performance Measure	Lead	Progress
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 	M&E Sub Group	<ul style="list-style-type: none"> Audit completed in March 2015 (reported through SCR subgroup), no concerns raised – policies are known and understood, and enacted as required.

5.2 LSCB Partners' Perceptions of Effectiveness

5.2.1 LSCB partners undertook a survey to look at their perceptions of the effectiveness of LSCB arrangements. The purpose of this survey was to enable LSCB to self-evaluate the effectiveness of the LSCB. The survey questions linked directly to the Working Together requirements of LSCBs; the 'Facets of Effective LSCBs' – a framework which is being developed by the Association of Independent LSCB Chairs; and guidance from Ofsted about what 'good' looks like. It also aimed to provide a baseline for further annual surveys, and the findings of the survey provided evidence to support business planning activities for 2015/16.

5.2.2 The survey went live in January 2015, with findings collated in February 2015 and presented as part of the Business Planning Day on 10th February 2015. Key findings from those that responded included:

- Agencies felt they were making a contribution to the Child Sexual Exploitation (CSE) agenda locally, and that overall the LSCB was effective in responding to CSE.
- The LSCB is developing and improving its scrutiny and challenge role, which has been supported by improvements in data reporting and management
- There is an opportunity to do a piece of work around the voice and experience of children and young people across partner agencies
- There is increasingly effectiveness in the inter-agency engagement and co-ordination of safeguarding arrangements, citing MASH, MAPPA and MARAC as areas of good practice
- There is an opportunity for the Board to have a greater role in challenging partners' work regarding neglect, and the impact of strategy and practice
- The Board is getting more effective in setting and delivering its priorities, in part as the Board becomes more stable. The Business Plan has been an increasingly effective tool in delivering LSCB business and objectives.

6. Windsor & Maidenhead LSCB Subgroup activity

6.1 Monitoring & Evaluation Subgroup

6.1.1 The role of the Monitoring and Evaluation Subgroup is to:

- Agree what performance information is required to assure the Safeguarding Board of the effectiveness of activities to safeguard and promote the welfare of children.
- Analyse performance information from constituent agencies.
- Initiate and carry out multi-agency audits of safeguarding activities to establish if the procedures and standards of the Board are being adhered to.
- Be informed of individual agencies' assurance activities.

6.1.2 During 2014-2015, the Subgroup established a multi-agency dataset (Outcomes Framework), containing the performance information required to provide assurance on the effectiveness of the safeguarding system within the Royal Borough. The Outcomes Framework was developed based on best practice. The Subgroup members have worked hard to ensure that the data is correctly defined and that systems are in place to collect the data on a quarterly basis. This activity meets the requirements of priority 4.2 in the LSCB business plan, together with the development of a template for single agency safeguarding assurance reports which will be rolled out in 2015-2016.

6.1.3 The Subgroup has also developed an exceptions dashboard to enable it to report to the main LSCB Board on performance.

6.1.4 The Subgroup sponsored the first programme of Section 175 self assessments completed by schools. In line with priority 2.5 in the LSCB business plan, the self assessment was designed to make schools more aware of any potential safeguarding risks and identify actions to address them.

6.1.5 The Subgroup has also undertaken a multi-agency audit around domestic abuse, supporting priority 5.3 in the LSCB business plan, and substantially completed a second multi-agency audit around neglect.

6.1.6 The work of the Subgroup does not directly impact on children and young people. However, its work is vital to provide assurance to the Board that the individual agencies are doing the right things to safeguard children and young people. Outcomes achieved by the Subgroup are:

- A full multi-agency dataset providing assurance to the Board around key indicators of performance was introduced. Particular areas that the Subgroup will continue to monitor closely include an increase in victims of crime aged under 17, higher number of young people categorised at levels 2 and 3, compared with level 1, for child sexual exploitation risk, very low number of children subject of child protection plans and overall increase in caseloads across agencies in the final quarter of 2014-2015.
- 48 schools out of 61 returned the Section 175 audit with a number of Head teachers and Governors commenting that it was a useful exercise. None of the schools currently rated overall as 'Good' or 'Outstanding' by Ofsted showed any areas of major concern. Two schools currently rated as Inadequate, together with one Requiring Improvement, need to be kept under review to check planned actions take place and new procedures are embedded.
- The findings of the multi-agency audit into domestic abuse evidenced a significant degree of compliance with child protection procedures by agencies, with areas for improvement identified in terms of agencies providing written Conference reports and circulation of Core Group Minutes within five working days of the meeting. Overall, key agencies demonstrated very good willingness to share information and work together. The format of the audit was, however, limited and did not fully explore the issues around domestic abuse to provide learning across all agencies. The template was reshaped for the second multi-agency audit around neglect which started at the end of 2014-2015.

- 6.1.7 The Subgroup completed the priorities set out in the work plan for the year and although there were challenges, they did not impact on delivery to any significant extent. The main challenges for the Subgroup have been to:
- Embed the new Outcomes Framework, ensuring data is collected in a timely manner and more importantly that analytical commentary is provided for each element. The Subgroup is beginning to develop its scrutiny function and to understand the story behind the figures.
 - Ensure consistent attendance by all agencies at meetings to enable the full breadth of scrutiny to take place.
 - Develop an audit methodology that will complement single agency audit activity but which will provide a sufficiently in-depth consideration of the themes leading to learning across all agencies.

6.1.8 The challenges outlined above remain to a degree and will continue to be worked on through 2015-2016. The Subgroup has agreed an ambitious Forward Plan for the year as follows:

- 2015-2016 year end review of Outcomes Framework.
- Quarterly collection of data and analysis of performance through the Outcomes Framework.
- Exception reporting to the main LSCB Board on performance.
- Identification of key areas of performance for further scrutiny and consideration.
- Completion of multi-agency audit around neglect.
- Commissioning and completion of a further two multi-agency audits, including child sexual exploitation.
- Ongoing monitoring of multi-agency audit action plans.
- Consideration of annual reports from the Independent Reviewing Officers, Local Authority Designated Officer, Early Help, Private Fostering, MAPPA, MARAC and Child Death Overview Panel.
- Consideration of single agency safeguarding assurance reports for Probation, Thames Valley Police, Berkshire Healthcare Foundation Trust and RBWM Children's Services.

6.2 Missing Persons and Child Sexual Exploitation (CSE) Subgroup

6.2.1 During 2014-15, both the Missing Persons/CSE Strategic Group and Operational Panel became formal subgroups of the LSCB, with a direct reporting line including exception reporting and updates to the Board.

6.2.2 A key activity during the year was the revision of the Missing Persons/CSE Strategy, which drew upon RBWM's Review of Partnership Working regarding CSE (completed in March 2015). Key findings from this report include:

- There is a significant amount of attention to the issue of child sexual exploitation in the Royal Borough of Windsor and Maidenhead, reflecting local commitments and national concerns. The Windsor and Maidenhead Local Safeguarding Children Board has an agreed strategy and action plan, and many of the necessary structures and processes are either in place or subject to scrutiny or review by senior leaders and elected Members.
- Whilst the available data has yet to indicate a high prevalence of child sexual exploitation locally and future trends are uncertain, the author of this report has not encountered attitudes of denial such as those heavily criticised in the report on Rotherham Metropolitan Borough Council by Louise Casey, 2015. Indeed, there is a commitment to prevention and early intervention across agencies.
- The recommendations within the report are restricted to particular issues that have come out of the review, and are not intended to duplicate the Missing Children/Young People and Child Sexual Exploitation Strategy Action Plan or individual organisations' annual plans. Recommendations are made to for the LSCB and its Strategic Subgroup and Operational Panel in the view that all LSCB partner agencies should be taking account of these as part of their duties under S.11 of the Children Act 2004 and the guidance Working Together 2013, Chapter 2 on Organisational

Responsibilities. The Local Safeguarding Children Board should hold statutory agencies to account for mainstreaming child sexual exploitation into their day to day safeguarding business.

6.2.3 The recommendations for the LSCB from the report are:

- The Local Safeguarding Children Board should continue to push for the establishment of a child sexual exploitation strategic meeting with a greater footprint across Berkshire. This should enable the sharing of experiences of Safeguarding Boards' Strategies and Operational Groups across Berkshire and Thames Valley to compare and contrast, or even trial, different variations in the operational models.
- The Local Safeguarding Children Board should hold statutory agencies to account for mainstreaming child sexual exploitation into their day to day safeguarding business. Agencies should provide information on how they are doing this in their Annual Safeguarding Report addressing Organisational Responsibilities, as detailed in ????????????
- The Local Safeguarding Children Board's training expectations for child sexual exploitation across partner agencies must be clarified and training opportunities publicised to the wider workforce. This should be achieved by the end of March 2015 in anticipation of the LSCB's Multi-agency Training Programme for 2015-16.
- The Local Safeguarding Children Board must clarify the quality assurance arrangements for single agency training to ensure that the issues around child sexual exploitation are being promoted in a consistent manner across statutory agencies.
- The Local Safeguarding Children Board must update the Universal and Targeted training to ensure that it references child sexual exploitation, includes messages from victims and their families, and the erosion of consent to sexual activity through grooming.
- The Local Safeguarding Children Board should sharpen its Child Sexual Exploitation Strategy by making a clear distinction between strategic and operational approaches, and updating its action plan in the light of this report and any more recently published national reports.

6.2.4 There are additional recommendations for the Strategic Subgroup and the Operational Panel.

6.2.5 Within the Missing Persons/CSE Strategic Subgroup, there are ongoing discussions on how to extend the strategic oversight for CSE across the Berkshire area, in recognition of the need for common approaches for agencies working across Local Authority areas, and also as local trafficking of young people is more likely to move children into the urban centres such as Slough and Reading.

6.2.6 Young people at risk of CSE are tracked and recorded using a tier system (Level 1, 2 or 3, where Level 3 is the highest level of risk).

- Level 1 are children/young people where there is no current information that they are at risk of CSE but who have previously been linked to CSE and/or are displaying the warning signs.
- Level 2 are children/young people where there is information that suggests a current risk of CSE but no disclosures or evidence of CSE.
- Level 3 refers to children/young people where there has been a disclosure of sexual offences perpetrated against them or where an active Police investigation is taking place due to corroborated intelligence or evidence regarding CSE.

Over the year, children and young people may be recorded at different levels as their perceived level of risk changes.

6.2.7 In 2014-15, 30 children and young people were tracked by the Operational Group. By the end of March 2015, 17 of them had come off the tracker and 12 were recorded at more than one risk level over the year.

6.2.8 During the year, 20 young people were recorded as Level 1. 14 young people were recorded as Level 2 and 12 were recorded as Level 3.

6.2.9 Thames Valley Police have been active in raising the awareness of CSE with licensed premises and taxi companies, as have the RBWM Licensing Team. RBWM Children's Services appointed a CSE/Missing

Persons Coordinator in early 2015, and this role has been pivotal in coordinating and leading a joined up approach to work in this area.

- 6.2.10 Work has continued to look at how services can better ensure there is good transitional work between children and adult services when a vulnerable child becomes 18 years and needs ongoing services to protect them from sexual exploitation. This will be an ongoing focus of work, in collaboration with the Safeguarding Adults Board, in 2015-16.

6.3 Serious Case Review subgroup

- 6.3.1 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 subgroup, separate to SCR Panels which are convened to manage specific reviews that are commissioned by the LSCB.
- 6.3.2 The SCR group has had a challenging year which has included managing a Serious Case Review (Child F) via a Panel and a Partnership Review (Child E). Both cases involve significant learning for all agencies, and key findings will be presented in the next LSCB Annual Report once the reviews have concluded. However, it is expected that recommendations arising from Child F Serious Case Review should lead to improvements in the care provided to children and young people in respect of:
- a. child perpetrators of sexual abuse being seen as a child,
 - b. separate social workers for victims and perpetrators in cases of interfamilial sexual abuse,
 - c. access to social workers and appropriate adults for young people in police custody, and
 - d. arrangements for commissioning specialist clinical advice for young people subject to protection plans.
- 6.3.3 Implementation of the Action Plans arising from the previous SCR (Child EY) and Partnership Review (Child G) have been closely monitored by the subgroup. Key findings for both reviews were included in the 2013-14 LSCB Annual Report. Practitioner learning events were conducted as part of these reviews.
- 6.3.4 New procedures have been introduced to monitor all Serious Incident Notifications made by Children's Safeguarding Services and for CDOP notifications for Windsor & Maidenhead to be reported to the SCR group. As a result of one such CDOP notification, the panel sought, and received, reassurance that concealed pregnancy protocols were being fully complied with.
- 6.3.5 A highly successful seminar exploring different methodologies for Serious Case Reviews was organised and opened to both the Adults Safeguarding Board and to colleagues from Bracknell and Slough.
- 6.3.6 A key challenge that presented over the course of the year was the impact of the lack of appropriate tier 4 CAMHS provision that has been highlighted in recent reviews. This was raised at Board level, and resulted in a commitment by CAMHS to address the gaps in provision.
- 6.3.7 An ongoing challenge to be addressed over the coming year is around identified problems with the provision of an adequate Emergency Duty Service and appropriate adults has been highlighted in several cases and is still to be fully resolved. However, work is ongoing to resolve the issue, and it is expected that the Board will be reassured in the new business year.
- 6.3.9 Priorities for 2015-16 include ensuring that the learning from the current reviews is fully embedded, and further progressing targeted partnership review activity, including the recently commenced B Family review.
- #### **6.3.10 Specific Serious Case & Learning Reviews**
- 6.3.11 Under Chapter 4 of *Working Together to Safeguard Children* (2013), LSCBs are required to consider whether to initiate a Serious Case Review when a child dies, including death by suspected suicide, or is seriously injured and abuse or neglect is known or suspected to be a factor. The main purpose of a Serious Case Review is to learn lessons to improve the way in which agencies and professionals work both individually and collectively to safeguard and promote the welfare of children.

- 6.3.12 A Serious Case Review (Child F) was initiated in April 2014, though work on it was not able to commence until June 2014. It was not completed within this year, and will be included in the next Annual Report.
- 6.3.13 A Partnership Review (Child E) was also initiated in April 2014. A final report was presented to the Board in March 2015, with the expectation that it will be disseminated early in 2015-16. The Action Plan will be presented to the Board in September 2015, and dissemination events for staff will follow. Full learning points will be summarised in the next Annual Report.

6.4 Prevention Subgroup

- 6.4.1 The Prevention subgroup of the Local Safeguarding Children Board (LSCB) has traditionally had responsibility for promoting 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 the Royal borough
 - Ensure that the sections of the LSCB Business Plan delegated to this group are fulfilled.
- 6.4.2 At the start of 2014-15, the subgroup reviewed its purpose, function and membership in light of the change of LSCB chair and the broader prevention agenda across Berkshire LSCBs. Key strengths of the group over the past year were noted as areas to build on this year.
- 6.4.3 Under revised terms of reference, the group is tasked, where possible, to identify risks to children and young people and to strengthen local services' ability to:
- Have a role in keeping identified vulnerable groups safe and reducing the impact of social exclusion
 - Contribute to minimising the likelihood that children and young people suffer significant harm
 - Identify risk in order to respond to and support child protection processes
- 6.4.4 A key achievement has been the re-design and dissemination of LSCB child protection and safeguarding Cue Cards, targeted at professionals, schools and young people's organisations. These have been well-received, and are a key communication tool for raising awareness across professionals and the community.
- 6.4.5 The Prevention subgroup also contributed to an awareness and learning event for professionals on Emerging Threats, including CSE, Missing Children, Forced Marriage and FGM. The event was held in September 2014, and attended by over 120 people. It is expected that a follow up event will be held along the same themes in 2015-16.
- 6.4.6 The Prevention subgroup Chair stepped down in October 2014, but continued as an active member of the subgroup. The November meeting was chaired by an Interim Chair, and from January 2015, a new Chair was confirmed and in place.
- 6.4.7 The subgroup continued to work closely with the other LSCB subgroups, and in particular, worked to ensure emerging risks were considered by the Training Subgroup as an area to ensure practitioners' skills and confidence were being developed. Measuring the impact of this work remains a focus for 2015-16.
- 6.4.8 The group also worked closely with both the strategic and operational Missing Persons/CSE LSCB groups to ensure information was shared, and concerns raised and challenged. The focus of the Prevention subgroup continued to be on raising awareness of CSE issues across professionals and the broader community, and ensuring links were made with LSCB training provision.

- 6.4.9 The subgroup had sight of the development of the new Multi Agency Safeguarding Hub (MASH) arrangements in the Royal Borough, and was kept informed about how local arrangements were developing.
- 6.4.10 Over the year, the subgroup maintained oversight of community events as opportunities to raise awareness about child protection and safeguarding. These included working with partners to plan activities for Safer Internet Day, Mental Health Awareness Day, National Personal Safety Day and CSE Awareness Day.
- 6.5.11 Towards the end of 2014-15, the subgroup become more focused on how it will work to scrutinise and develop emerging as well as known risks to children and young people, as part of its mandate and delivery of the LSCB Business Plan. This focus will continue into 2015-16, with further development of the new risks spreadsheet. Over the next year, the subgroup will RAG rate the risks, and review themes at each meeting to understand:
- the level of risk posed to children and/or young people,
 - the current actions being taken to address these risks,
 - any gaps in services or provision and how these can be address, and
 - how to record the impact of actions and improvements in frontline practice in regard to reducing risk to children and young people.
- 6.5.12 An ongoing challenge has been to maintain an up-to-date and relevant community profile to evidence need across the Borough and focus the work of the subgroup. The group took advantage of the detailed data that was collected, collated and analysed as part of RBWM's Innovation Bid to map needs. The JSNA and partner documents (e.g. Public Health reports) are also used for scoping work. This is being used in conjunction with the new Emerging and Known Threats Spreadsheet to understand the local population and to target preventative activities.
- 6.5.13 Another key priority for the group is to further join up the work between the LSCB and Safeguarding Adults Board (SAB) Prevention subgroups, in recognition that many of the issues cross over between the two groups, and to maximise the efficiency of resources. In particular, the LSCB Prevention Subgroup is interested in working with the SAB Prevention Subgroup on supporting young adults.

7. Berkshire LSCBs Subgroups

7.1 Child Death Overview Panel

7.1.1 All six Berkshire local authorities 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.

7.1.2 The Panel is effective in identifying the key priorities for action to prevent child deaths by:

- Reporting on risk and preventative factors for infant and child deaths through the CDOP newsletter and JSNA
- Facilitating the development of an asthma and viral wheeze website/ app for the Thames Valley as a response to two local child deaths in Berkshire in 2013-14. This is now live at www.puffell.com
- Designing and testing an emotional health and wellbeing website/app which includes sections on self harm, anxiety and depression, anti-bullying and domestic abuse as part of the public mental health approach to CAMHS service redesign.

7.1.3 Of key relevance to the LSCB, the following is noted by CDOP:

- Infant mortality was statistically lower than England in Windsor and Maidenhead in 2014/15 in the CDOP records and as reported in the child health profile for 2015
- The main categories of death are; chromosomal, genetic and congenital anomalies, perinatal and neonatal, trauma, infection and sudden infant death
- GPs and practice staff have attended local training events on asthma and viral wheeze and the management of sepsis
- Allied work on reducing self harm has taken place as part of the CAMHS service redesign
- The newsletter continues to promote best practice in reducing the risk of child deaths

7.1.3 In Berkshire as a whole, there has been an overall reduction in reviewed deaths from 60 in 2013-14 to 50 in 2014-15. It is difficult to attribute causes for the reduction; however the panel took consistent action to promote:

- Neonatal reviews and thematic risk factor monitoring;
- The 'one at a time' message for those undergoing IVF treatment
- A consistent set of recommendations for 'safe sleeping' – which all agencies adopted

7.1.4 A similarly low number of deaths has been sustained in 2014-15 and a total of 50 child deaths have been recorded and 52 reviewed. (Deaths waiting for post mortems or police investigations may be delayed).

7.1.5 There were eight child deaths reported in RBWM in 2014-15 which compares with a total of 10 deaths in 2013-14. Six children were female and two were male. Given the small number of deaths, further details are not provided in this report in order to prevent identification of children/young people.

7.1.6 The work of the multiagency subgroup set up to analyse the register of all child deaths related to neonatal anomalies has informed a paper reported at the National CDOP conference in December 2014.

7.1.7 The genetics programme has been disseminated through the LSCB to secondary schools and an audit will be carried out in 2015-16 to explore whether this has been adopted into school curricula.

7.1.8 As reported in the CDOP mid year report, the panel has responded to two accidental drownings, sharing advice from the Health and Safety Executive. Follow up work with the Environment Agency has promoted improved signage at a range of bridges over the Jubilee River when young people may be tempted to jump in.

- 7.1.9 The panel have shared learning from the Thames Valley Cancer Network on culturally appropriate ways of marking a child's death. This has been circulated to social care and health staff and shared with education colleagues.
- 7.1.10 The panel are assured that work on reducing pre term births is also a regional health priority as many of the risk factors relate to the ante natal health of the mother and the care she receives within that period. The Thames Valley Children's and Maternity network has been promoting training to increase awareness of the optimum way to measure fundal height through the midwifery services. This is one of many further actions that the Oxford Health Sciences Academic network will take forward which is also focussed on standard setting and the introduction of screening for cervical length. The aim is to achieve a consistent screening and treatment programme in all hospitals in the Thames Valley.
- 7.1.11 The key challenge for CDOP remains the reduction of pre term births and of children in their first year of life.

7.2 Section 11 (S11) Audit Panel

- 7.2.1 The purpose of this subgroup 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 the LSCBs and those organisations about the timeframe and process for submission of a 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. New round of assessments to commence from 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 the end of 2016 for those who complete in May this year.
 - To adapt the process for requesting, reporting and supporting progress as required by the changing organisational landscape.
- 7.2.2 The terms of reference of the subgroup were reviewed at a S11 Workshop in December 2014. Membership was also reviewed at this point and it was decided that each LSCB should have representation as should pan Berkshire organisations. The panel now has an ongoing role in improving the self-assessment process for organisations. The self-assessment tool has been updated and as the panel embarks on the new round of reviews the new assessment format will be adopted. The panel also decided that going forward organisations should attend to present their audit so that questions can be asked and resolved at the same time.
- 7.2.3 Over the past year, the panel has achieved a number of priorities. These include clarifying membership and expectation of members; reviewing the Panel's terms of reference; improving consistency of attendance; and ensuring clarity around form and function.
- 7.2.4 The impact of the subgroup's work has included achieving clarity around new 3 year cycle; and ensuring wider organisational engagement with, and ownership of, S11 compliance. This has included achieving agreement over LA submissions, CCG submissions and some national organisations submissions.
- 7.2.5 The subgroup faced a number of challenges over the year, these included:
- Format of CCG submissions – after discussion, the subgroup took the decision to accept the CCG template to be submitted to panel.
 - Local authority submission format – agreement around submissions was gained and will be part of next three-year cycle.
 - Subgroup membership attendance and representation – expectations were clarified and requests for representation made by the Chair.

- SARC assurance now to be brought to panel.
- Royal Berkshire Fire and Rescue Service (RBFRS) and British Transport Police submission and follow up.
- New commissioning arrangements in health have proved to be an ongoing challenge. The plan is for the Panel Chair to write to the Local Area Team (LAT) to gain clarity around assurances of compliance.
- The subgroup has also raised concerns about pan-Berkshire arrangements regarding local induction of LSCB members and therefore understanding of policies etc. may be absent – each LSCB will ensure induction of new members is robust.

7.2.7 The priorities for the year ahead include commencing the new three-year audit cycle; implementing the agreed process; rolling out new assessment format and sharing learning across the six LSCBs through improved reporting processes.

7.3 Strategic Learning and Development (Training) Subgroup

7.3.1 This group leads the strategic planning and oversees the operational delivery of Learning and Development (L&D) which underpins the priorities of the LSCBs and the needs of the relevant stakeholder organisations across Berkshire. The aim of the group is to coordinate the provision of sufficient high-quality learning and development opportunities that are appropriate to local needs and have a positive impact on safeguarding outcomes; holding partner organisations to account for operational delivery and uptake.

7.3.2 The pan-Berkshire LSCB Training Subgroup has gone through significant change over the course of the year, but has successfully delivered a comprehensive training programme as well as moving forward in formalising governance arrangements and adapting action plans to the revised LSCB business plan and priorities.

7.3.3 Specific activity that has been undertaken over the year includes:

- Support given to organise and deliver the LSCB Emerging Threats Conference (September 2014)
- New Chair of L&D subgroup appointed
- Training subgroup away day held to review past, present and future of the subgroup
- Training subgroup split in to East and West Berkshire
- Revised terms of reference agreed drafted, in light of East Berkshire developing strategic and operational subgroups
- Priorities for action agreed in line with revised LSCB Business Plan
- Current and emerging needs discussed and prioritised for future L&D opportunities
- Training programme for 2015-16 created and approved
- A new action plan agreed for 2015-16

7.3.6 Training Programme 2014-15

7.3.7 The training programme was created by the Operational L&D Subgroup, based on past trends and emerging needs, as identified by the L&D Subgroup Members and LSCBs through their LSCB Business Managers. As in previous years, the first courses of the year did not obtain sufficient numbers of candidates and had to be postponed until later in the year.

7.3.8 The programme was delivered bar two courses which had insufficient interest and so were cancelled. These were both related to CSE. This could be due to other opportunities for such learning and development being available elsewhere, for example through the e-learning offer, although the LSCB needs to consider better promotion of its training offer.

7.3.9 The headline figures associated with the programme include;

- 22 courses were run through the LSCB programme, equating to 92% of the planned programme
- 355 candidates attended the courses, which equates to over 16 candidates per course

- 46% of the places were taken by Local Authority workers, with 21% from Health and 33% from others (12% of these being from the Private, Voluntary and Independent (PVI) sector)
- Allegations management was the most popular course for other agencies, including schools (32 candidates)
- 53% of people felt the immediate impact of the training was significant or very significant with 45% stating there was some immediate impact.

7.3.10 The figures show that awareness seems to be reasonable and attendance healthy, but that there may be issues in terms of course types or the times of year, due to two course cancellations.

7.3.12 e-Learning Programme 2014-15

7.3.13 The e-Learning offer for the LSCB Programme focused on two main learning opportunities: CSE (Child Sexual Exploitation) and USC (Universal Safeguarding). Both of these courses were provided through the contract with Kwango, an external provider, and due to cost limitations provide little management information. The ongoing use of this provider will be reviewed in 2015-16.

7.3.14 The headline Pan-Berkshire figures for the programme include:

- 1034 candidates completed the USC e-learning
- 73 candidates completed the CSE e-learning

7.3.15 The figures have highlighted an issue in the management information as well as behaviours, relating to candidates starting the courses but not completing them at the first attempt. This could be for a number of reasons, for example; not being fully aware of how long the course will take, not being fully aware of the nature of the course and content, not providing sufficient space to complete the course in one attempt due to work commitments etc. This will be considered for the coming year, 2015-16.

7.3.16 Other key activity

7.3.17 SCR learning has been successfully shared within the subgroup and used to inform revisions to learning and development interventions (e.g. training courses or e-learning content). This has meant that candidates were aware of current cases and the learning they provide, thereby influencing work practices and behaviour and so having a positive impact on the outcomes for children and young people.

7.3.18 The strategy is due to be reviewed in 2015-16, and submitted to the East Berkshire LSCBs for approval.

7.3.19 All agencies have actively engaged in communicating the training opportunities across their organisations, as well as sharing useful information as appropriate. The main route was through forwarding emails or adding the programme to existing websites, which relied on a sound mailing list. However, this is not proving very successful as courses within the training programme had low numbers. Therefore, a revised approach is being proposed for the future to make better use of proactive engagement and marketing, as well as email and web links.

7.3.19 Limited information about the overall performance of this subgroup, and more broadly the LSCB training offer, has been available, with no regular reporting in place within the group or its draft Terms of Reference. Work on this stalled during 2014-15 due to the change in direction of the subgroup, however it has been identified as a priority for 2015-16. This data will include the delivery of assurance to the LSCB with regards to the learning and development provision within agencies across East Berkshire. At present, S11 statements would appear to suggest compliance with required training, and indicative feedback from agencies at L&D Subgroup meetings provide such assurance across all agencies. However, empirical evidence would provide a more robust demonstration of this hence the prioritisation of activity in 2015-16.

7.3.20 Key priorities for the subgroup have been established in accordance with the priorities identified in East Berkshire LSCB Business Plans. Consequently, the following priorities for the group, drawn from the draft subgroup Action Plan 2015-18 have been identified (it should be noted that it is expected that these will be achieved within the first 12 months of the plan):

- Receive and scrutinise Training Needs Analysis reports provided by LSCB partner agencies across the East of Berkshire, and analysis the findings, making recommendations for the LSCBs
- Undertake a strategic review of the current provision of universal, targeted and specialist training provision in light of the TNA findings and do something about it
- Develop and implement a Learning and Development Strategy for East Berkshire LSCBs
- Improve the awareness of the range of training available through the East Berkshire training programme by increased promotion of events and opportunities via updates, newsletters, emails, web links and partner communications
- Prioritise and agree jointly commissioned training across the region
- Evaluate the delivery model for training across East Berkshire, making recommendations for improvements as required, implement and measure the impact of these recommendations
- Consider the findings provided by the Operational Learning & Development Subgroup's review of the evaluation processes for commissioned training and take action
- Identify opportunities to increase multi-agency participation at learning and development opportunities across partner agencies and take appropriate action
- Consider how to measure the return on investment and the impact of training on frontline practice and management, and develop a robust reporting mechanism for decision making
- Ensure appropriate links are made with the East Berkshire LSCBs' Learning and Development Strategy and work plan.

7.4 Policy and Procedures

7.4.1 The purpose of the Pan-Berkshire Policy and Procedures subgroup 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.

7.4.2 The subgroup has met on four occasions during the year, hosted by Slough Borough Council.

7.4.3 The group has continued to work towards ensuring that all those working with children, young people and families within Berkshire have access to accessible, thorough and comprehensive policies and procedural guidance to support safe, timely and effective interventions.

7.4.4 New procedures for responding to Child Sexual Exploitation, including a Pan Berkshire CSE Indicator Tool, were completed and implemented during the year, providing consistent guidance for all agencies which has linked to the continued development of SERAC (Sexual Exploitation Risk Assessment Conference) panels across the county.

7.4.5 The subgroup has remained sighted on the work of the Health-led FGM Task & Finish group, awaiting the conclusions of this piece of work before considering substantial changes to the existing procedural guidance in this area in 2015-16.

7.4.6 Similar to the previous year changes in management appointments within constituent agencies led to changes in membership and variation in attendance at subgroup meetings. This has a direct impact on the ability of the group to progress, complete and sign-off specific pieces of work. This is an area of priority action for 2014-15.

7.4.7 The group identified the need to seek a greater steer from the constituent LSCBs to ensure that the group's activity is consistent with the priorities in each LSCB's business plan. To begin resolution of this the Chair of the group attended the Pan-Berkshire LSCB Business Managers and Chairs meeting to secure commitment to a more active engagement with the subgroup's activities and work programme

7.4.8 The chairing for the group will change as the current chair is moving on from Slough in July 2015. In the short-term the vice-chair, Sandra Davies (Bracknell Forest) has agreed to take the work of the group forward.

7.4.9 The subgroup faces a number of challenges for the year ahead, and proposes the following solutions for 2014-15:

- **Contract renewal** – the contract with Tri.X is due for renewal in September 2015. Current fees are based on the original “early-adopter” pricing which has now been revised. It is anticipated that the cost for delivering the manual will increase significantly – with a consequential call on each of the constituent LSCBs for additional funding

Proposal: an exceptional meeting of the subgroup and LSCB Business Managers is convened to develop an action plan for resolution

- **Scale and size of the manual** – the manual has grown in size and diversity in recent years to the extent that it is now rather unwieldy, making searches for specific elements of guidance more complex for practitioners and some key documents require updating. Some procedures appear to have more direct relevance to only one or two constituent agencies – suggesting that these topics might be best addressed outside the Pan Berkshire P&P process

Proposal: A detailed review of the content and scale of the manual should be undertaken to ensure that all key procedures are fully up-to-date and that the content is rationalised

- **Frequent changes in attendance and representation** – the work of the subgroup has been compromised by the continuing flux in membership. This has led to additional demands being placed on a small group of more regular participants and has reduced the scope for pieces of work to be taken forward when capacity has been limited.

Proposal: Constituent agencies be asked to commit dedicated time and resource of sufficiently senior staff to contribute to the work of the subgroup

- **Delegated authority to approve and agree a) LSCB; b) LA** – progressing changes and additions to the manual has proved challenging when the membership has not had delegated authority to approve these. Constituent bodies each have different governance and decision-making channels which do not all accord with the subgroup’s schedule of meetings and actions.

Proposal:

- each constituent LSCB to ensure that governance arrangements are in place to support the decision-making of the subgroup
- each constituent local authority to ensure representation at a sufficient level of seniority from Operational services management to authorise procedural changes

- **Different CP medical assessment arrangements East & West Berkshire** – the different arrangements for achieving paediatric medical assessments in different areas of Berkshire do not adequately meet the needs of all agencies undertaking S47 enquiries.

Proposal: the LSCBs in East Berkshire should consider the most appropriate mechanism for taking this issue forward, including consideration of a Task & Finish Group

7.4.10 The subgroup has identified three priorities for 2015-16:

- Rationalisation of the procedures manual
- Continuing funding for Pan Berkshire procedures
- Review of key procedures

8. LSCB Scrutiny of Safeguarding performance

- 8.1 A key achievement of the LSCB in 2014-15 was the introduction and development of an Outcomes Framework to collate and analyse the dataset of interest to the Board in assuring itself of the collective performance of safeguarding activities across the local area. The Outcomes Framework comprises nine outcome statements (see Table 3), and considers data across partner agencies to assess overall performance against each of these outcome statements. This section of the Annual Report presents the outturn data from the framework, and the associated analysis.

Table 3: Summary of Outcome Statements

Outcome 1:	We know about all children and young people in the Borough, what their needs are and how they are doing.
Outcome 2:	We know about groups of children and young people with particular needs.
Outcome 3:	We are safeguarding and supporting children and young people in specific circumstances.
Outcome 4:	Children, young people and families are able to access early help when they require it, and it is effective.
Outcome 5:	Thresholds are clear and appropriate; planning and decision making is effective.
Outcome 6:	We are safeguarding and supporting children and young people who are in need of protection
Outcome 7:	We are fulfilling our corporate parenting role and children in care and young people moving into adulthood have good outcomes.
Outcome 8:	There is effective use of resources and workforce.
Outcome 9:	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.

8.2 Outcome One: We know about all children and young people in the Borough, what their needs are and how they are doing.

- 8.2.1 8% of school age children were in receipt of free school meals, below the national average. The mid year estimates of population show a slight decrease in the child population compared with the 2011 Census but RBWM has the third highest child population in Berkshire at march 2015. Just under 10% lived in income-deprived households, the second lowest in Berkshire, and child poverty is well below the national average.
- 8.2.2 Children achieved expected outcomes at Key Stage 2 but this fell below expected outcomes at Key Stage 4, compared with the previous year. Attainment at both stages was still above the national average. The lowest achieving pupils in the Borough were from the Pakistan Mirpur community.
- 8.2.3 The gap in attainment between children in receipt of Free School Meals and those who are not continues to widen. The gap increased at Key Stage 4 but were cohort-dependent as there were relatively low numbers. Activities to be undertaken to investigate the reasons for the gap widening include identification of the cohort size, examination of the progress data, the links with special education needs and individual school data.
- 8.2.4 There were 739 school age children with a statement of Special Education Needs/Education, Health and Care Plans, this was an increase from 2013-14 data but was consistent over the quarters of 2014-15, and was likely to be have caused by the change of legislation to put in place Education Health and Care plans in place of statements.

8.3 Outcome Two: We know about groups of children and young people with particular needs.

- 8.3.1 All the outturns in this Outcome Area are small, representing less than 1% of the population but they are significant in terms of the vulnerability of the children and young people involved whose needs cannot be ignored. At any one time, the Young Carers Service had around 70 open referrals. 24 young people were placed in the Borough by other authorities in 2014-15, some were in the two Children's Homes and the rest were placed with Independent Foster Agency carers.
- 8.3.2 There were currently three identified private fostering arrangement but this was likely to be an under-reported situation and the Annual Report from the service identifies a number of awareness raising events to improve reporting.
- 8.3.3 Although final figures for 2014-2015 have not yet been released, nearly 80 young people by Quarter 4 had a treatment plan for substance misuse and 88% of these young people had a planned exit from the Drug and Alcohol Service which is above the national average. There was a significant reduction in the number of children and young people who were homeless during the year due to the availability of new development properties, more homeless prevention options in place and use of mediation with landlords/parents.

8.4 Outcome Three: We are safeguarding and supporting children and young people in specific circumstances.

- 8.4.1 Data regarding the number of children and young people missing from home for more than 24 hours was only available in quarters 3 and 4, and totalled 121 children and young people, broadly in line with outturn data of 237 children and young people for 2013-14. Police liaison with private provider children's homes has encouraged further reporting of missing episodes. Three young people were involved in a total of 45 missing episodes. 11 young people who have been recorded as missing are also on the CSE tracker. Work is underway between RBWM and Thames Valley Police to improve the data recording, collection and analysis of missing persons/episodes.
- 8.4.2 Performance in relation to the victims of crime shows significant improvement over the last two years in particular relation to victims of robbery with only seven victims (all male) in the year. Victims of violent and sexual offences showed a downward trend for the first two quarters with Q2 figures very low. This has risen in Quarters 3 and 4 with increases in both male and female victims of violence. The recent figures are the highest reported quarterly figures since 2011. Female victims of sexual offences rose from 15 to 24 in Q4 which is the highest recorded quarter since April 2009.
- 8.4.3 By comparison, offender figures completely baulk this position with the number of under 17 offenders of these crime types being by some way the lowest measured since this data set was commenced. This suggests that in these crime types it was mainly adults offending against child victims as the victim and offender numbers do not correlate. All the figures in relation to offenders and first time entrants to the Youth Justice System followed a national downward trend.
- 8.4.4. However, figures in relation to domestic abuse increased with a higher percentage of repeat MARAC cases and an increase in the number of children in households of MARAC referrals, though still lower than the recommended number derived by national charity Safe Lives (a figure based on population demographics rather than a locally-agreed and evidenced baseline). The number of missing episodes for children and young people was in line with the previous year but work is continuing to improve the collection and analysis. MARAC data and performance will be closely monitored over 2014-15.

8.5 Outcome Four: Children, young people and families are able to access early help when they require it, and it is effective.

- 8.5.1 There was a steady increase in the use of Early Help Assessments (EHAs), formerly known as CAFs, over the last three years. A review was undertaken of all EHAs to ensure that they were still active and where there was no recent Team around the Child meeting, the case was closed. The level of CAFs dipped in the last month of the year but overall figures were positive with the open/ closing rate being high suggesting better use of the CAF. The Early Help Triage is now operational in the Referral and Assessment Team.
- 8.5.2 2% of EHAs identified neglect as a factor; data was only collected in relation to this indicator for the second half of the year. The level of neglect is likely to be higher because only one category of concern

can be selected on PARIS whereas neglect can be one concern amongst several. This is an area to be monitored in 2015-16.

- 8.5.3 45 cases were stepped up to Children's Safeguarding from Early Help, and 97 cases were stepped down from Children's Safeguarding to Early Help (data only collected in quarters 3 and 4), again, this will be closely monitored over the coming year.

8.6 Outcome Five: Thresholds are clear and appropriate; planning and decision making is effective

8.6.1 The number of referrals to Children's Safeguarding reduced slightly (913 in 2014-15 down from 1066 in 2013-14), although the rate of referrals in RBWM has always been below statistical neighbours. There were an increasing proportion of referrals for abuse and neglect, this was a key priority area in the LSCB Business Plan, and the significant increase in 2014-15 compared with the outturn for 2013-2014 is due to improved recording and greater awareness amongst referrers.

8.6.2 The early help triage progressed around two to three contacts per week which ensured that families' needs are being met earlier. The low rate of re-referrals would indicate that early help services are working effectively to meet needs although the percentage increased towards the end of the year.

8.6.3 The timeliness of completing single assessments, introduced in March 2014, continued to be closely monitored with significant improvement throughout the year.

8.7 Outcome Six: We are safeguarding and supporting children and young people who are in need of protection

8.7.1 The number of children subject to a child protection plan was the lowest at 31 March 2015 for some years (64, compared with 91 in 2013-14). It is anticipated that the number of children on child protection plans will increase in April and May 2015 as there was a significant rise in the number of referrals in March 2015.

8.7.2 There were 328 Section 47 enquiries undertaken in 2014-15, in line with statistical neighbours and lower than national average. There was a rise in the fourth quarter which is also reflected in the increase in referrals.

8.7.3 All child protection conference were held, although one was held out of timescale (due to an administrative error – new procedures have been introduced to ensure that this does not happen in future), and the percentage of initial conferences taking place within 15 working days of the first strategy meeting improved through the introduction of a more streamlined process.

8.7.4 The number of children and young people at risk of sexual exploitation remains relatively low and evidence from the recent CSE audit of Level 3 cases shows that these cases are being appropriately and robustly managed.

8.7.5 The number of child protection plans for reasons of neglect, a key priority in the LSCB Business Plan, dropped slightly at year end reflecting the overall drop in the number of children subject to child protection plans.

8.8 Outcome Seven: We are fulfilling our corporate parenting role and children in care and young people moving into adulthood have good outcomes.

8.8.1 The number of children in care has remained static over the last five years but this was the lowest figure, at 99, for some time. The percentage of children in care who were living in the same placement for at least two years showed an improvement on the 2013-2014 outturn but was still below the England average. There is evidence that a group of adolescent young people had an effect on the stability of placements due to their challenging behaviours and lifestyle choice, CSE behaviour and a lack of experienced foster carers to be able to meet their needs.

8.8.2 Educational attainment of children in care at Key Stage 2 was excellent in the summer exams with 100% in all three subject areas. All reviews of children in care have been held but one was out of timescale due to a change in Independent Reviewing Officer.

8.8.3 However, compliance with health assessments declined and is subject to close monitoring between BHFT and Children's Safeguarding Services.

8.8.4 The number of young people leaving care remained stable at 70 and all had a pathway plan.

8.9 Outcome Eight: There is effective use of resources and workforce

- 8.9.1 The number of referrals to the Local Authority Designated Officer continued the trend of an increased number of referrals year on year, as a result of training and awareness raising. The figures do not include consultations that do not meet the LADO statutory criteria. The LSCB considers the LADO Annual Report to provide further comment and analysis.
- 8.9.2 The education sector had the most referrals to the LADO, and there continues to be a low number of referrals from the health sector and the police.
- 8.9.3 Caseloads appeared to be improving in some areas but increased for health visitors. The target for average health visitor caseload is 400 cases, and the outturn data for 2014-15 was 417 cases which is a significant improvement from 2013-14 (556 cases) but still above the target. Average social worker caseloads dropped from 18 in 2013-14 to 16 cases in 2014-15.

8.10 Outcome Nine: 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.

- 8.10.1 There is currently one Serious Case Review and one Partnership Review in progress and both are due for publication in 2015-2016. None were initiated and concluded within the year. Children's Services was inspected in March 2015 and received a judgement for overall effectiveness of 'requires improvement'. The LSCB also received the same judgement. Improvement plans for both the LSCB and Children's Services will be monitored by the LSCB over 2015-16.
- 8.10.2 The percentage of RBWM schools judged good or outstanding decreased in Quarter 4. Ofsted are using a data based risk assessment and inspecting schools that look as though they may be under performing earlier than others which is affecting this indicator. Children's Services are working actively with schools judged Requires Improvement or Inadequate and have identified target dates by which they will be ready to be judged 'good'. All schools that receive a judgement of 'requires improvement' or 'inadequate' and have safeguarding issues noted must present their improvement plans to the LSCB, and are closely monitored until concerns have been addressed.

8.11 Licensing Act 2003

- 8.11.1 W&M LSCB is named as a 'responsible authority' in the local authority Licensing Policy. During the period June 2014 to March 2015, 37 premises applications were assessed in terms of the licensing objective 'prevention of harm to children'. W&M LSCB submitted no representations and initiated no reviews during the period.
- 8.11.2 RBWM Licensing Team is also actively engaged in the Child Sexual Exploitation agenda, attends the Missing Persons/CSE Operational Panel, and raises awareness amongst licensed premises and taxi operators.

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

9.1 Summary

9.1.1 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.

9.1.2 The final inspection report, published 13 May 2015, 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.'* The report also noted:

- There has been good work on SCRs, leading to some positive learning. Findings from SCRs and two partnership management reports have been widely disseminated. These have made a discernible difference.
- Child sexual exploitation is a key priority for the LSCB. Work is being progressed effectively through dedicated strategic and operational sub-groups. The Missing and Child Sexual Exploitation Strategy 2015–16 is closely aligned to statutory guidance and encompasses children missing from home, care and education. The strategy provides a sound basis for multi-agency work on child sexual exploitation and addresses the 'three Ps' of prevention, protection and prosecution. Lessons learnt from the recent Oxfordshire SCR have influenced the commissioning strategy to ensure that gaps, such as the need for specialist support services for victims and support for parents, are addressed.
- Child protection procedures were redesigned in July 2014 to provide a standardised approach to assessment in child sexual exploitation. A child sexual exploitation assessment tool is now used widely by professionals. The LSCB has developed a number of documents relating to child sexual exploitation at both strategic and operational level which are used to further raise awareness, assess risk and determine resource allocation.
- The outcome framework has improved over the past six months due to focused work by the Monitoring and Evaluation sub-group. There are multi-agency data in the outcomes framework from education, police, health agencies and probation, although more work is needed to secure meaningful data from CAMHS. The outcomes framework tracks some frontline activities and performance, such as work on missing children and child sexual exploitation.
- Good provision is made to share resources through pan-Berkshire arrangements, supported by a joint operational learning and development sub-group.
- The threshold for access to services is clear and disseminated across the partnership.

9.2 Improvements required

9.2.1 Ofsted found that the LSCB requires improvement because:

- Not all LSCB member agencies contribute adequately to the costs associated with the delivery of the LSCB's business operation. As a result, the Board's capacity to undertake its full range of business is insufficient and this impedes progress.
- The LSCB does not systematically report on the outcomes of challenges it has made to partners about their work, and there is no log to track this.
- The LSCB is only just beginning to evaluate how well the experiences of children and young people are used to influence the shape of services, and to measure to what extent this has led to improvements.
- The work of the LSCB has been hindered by a number of changes of business manager and consequent delays in progressing work.
- The LSCB has not given sufficient priority to ensuring that information about the role of the LADO and the responsibility of partner agencies to report concerns is widely disseminated.

- Although the LSCB has promoted awareness of private fostering in the community, scrutiny of this area of work does not go far enough to ensure that frontline practice is effective.
- The LSCB does not effectively oversee services for children looked after, the work of the corporate parenting board or multi-agency work to support adoption and care leavers.
- Progress has been made recently to improve attendance by partner members, both at a strategic level and in the operational sub-groups, but representation at board level by the further education sector is poor, as is that of CAFCASS, despite the Board's efforts to address their lack of consistent engagement".
- Although a number of audits of practice have taken place over the last year, there has been no systematic monitoring or follow-up of actions. The LSCB is only just beginning to gather the data required to understand the impact and effectiveness of early help services, including those on the edge of care, to help influence decisions on coordinating and targeting services.

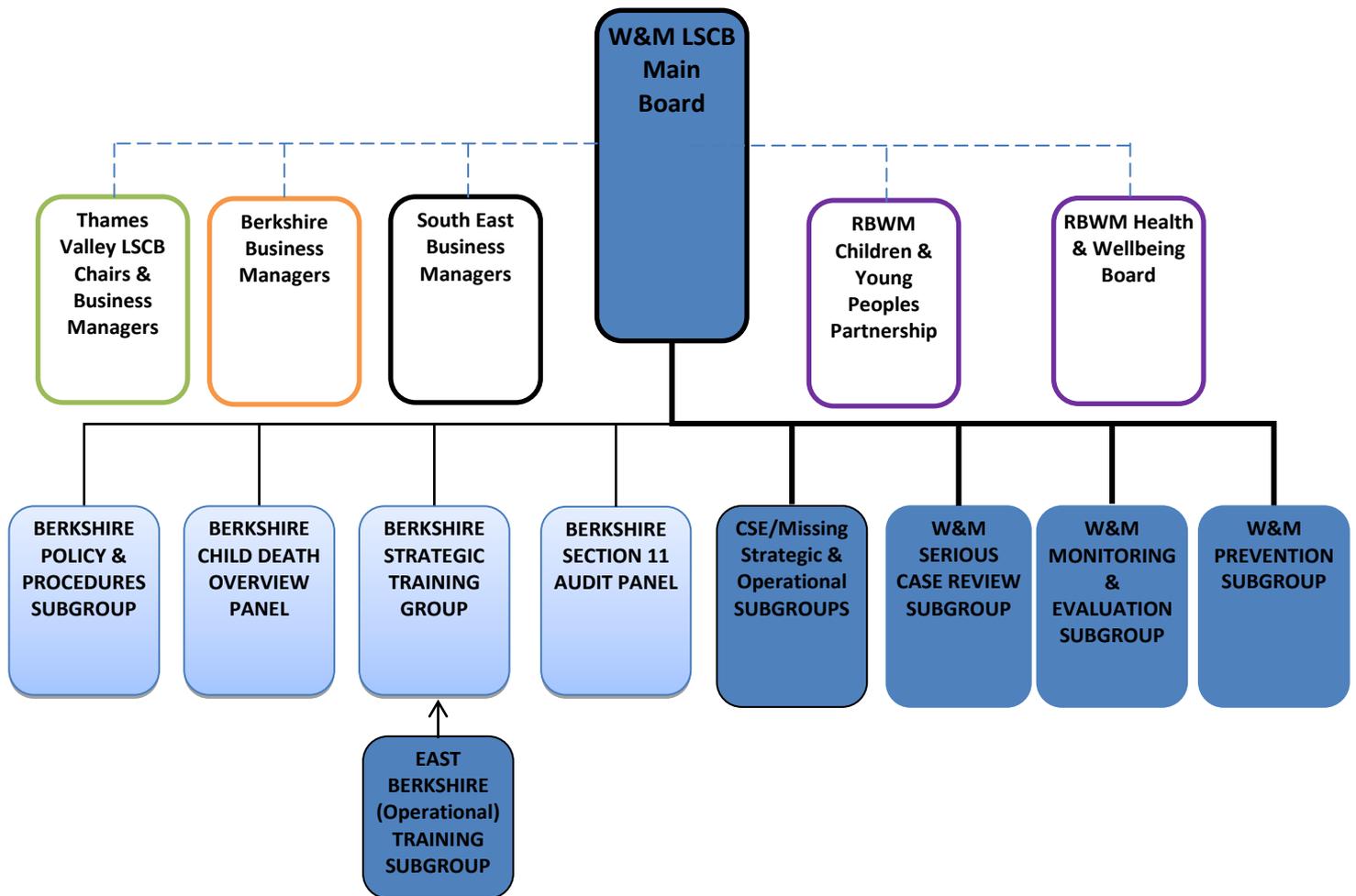
9.2.3 The LSCB is developing its Improvement Plan in response to the inspection findings, progress against this will be reported in the next LSCB Annual Report.

10. Conclusion and Challenges for 2015-16

- 10.1 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 is progressing well in the area and we have a clear consensus on the strategic priorities for the coming year.
- 10.2 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.
- 10.3 In April 2015 the LSCB held a Business Planning Meeting for Board members. This learning 'space' gave an opportunity for the Board to review the priorities identified and agreed July 2014.
- 10.4 Last year, the Board agreed that the key priorities should be realistic and addressing these will take time as not everything can be done with existing resources and within one year. The current Business Plan therefore covers the next two years and has five priority areas. See Appendix D for the LSCB Business Plan Priorities for 2014-16. Significant progress has been made in achieving the Business plan, and the Subgroups continue to be the main drivers for ensuring the business plan is implemented. The plan is reviewed at each LSCB meeting and kept under regular review by the Subgroups.
- 10.5 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 to assist the Board to achieving its aspirations. Designing and delivering the Ofsted LSCB Improvement Plan will be a focus of work in early 2015-16.
- 10.6 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 - Organisational structure of Windsor & Maidenhead LSCB 2014-15

Windsor and Maidenhead
*LOCAL SAFEGUARDING
CHILDREN BOARD*



APPENDIX B - Local Safeguarding Children Board Membership 2014-15 (as at March 2015)

Name	Title	Organisation
Terry Rich	LSCB Independent Chair	LSCB
Alison Alexander	Strategic Director Children's Services	RBWM
Alison Penny	Head teacher	Woodlands Park Primary School
Andrew Wyles	Head teacher	Desborough College (Academy Secondary School)
Ann Domeney	Head of Early Help and Safeguarding	RBWM
Anne Entwistle	Director Safeguarding & Student Welfare	Berkshire College of Agriculture
Catherine Burns	Head of Service	Family Friends
Claire Gomm	Service Manager, DAAT	RBWM
David Scott	Head of Education	RBWM
David Simpson	Chair of Governors	Windsor Boys School
Ann Haycock	Legal Advisor	Berkshire Joint Legal Team
Eugene Jones	Locality Manager	Adult Mental Health Services
Fiona Betts	LSCB Business Manager	LSCB
Hilary Hall	Chair of M&E Subgroup	LSCB
Jayne Reynolds	Director of Children's Services, W&M	BHFT
Jesal Dhokia	Strategic Operations Manager	WAM Get Involved
John Ennis	Snr Probation Officer	Thames Valley Probation Service
Julie Kerry	Ass. Director Nursing, NHS Thames Valley Local Area Team	NHS South of England
Julie Willis	Safeguarding Adults Coordinator	RBWM
Kate Ford	LPA Commander (WAM)	Thames Valley Police
Kathryn Jones	Lay Member	LSCB
Kevin Gibbs	Head of Service	CAFCASS
Lesley Markham	LSCB Support Officer	RBWM
Louise Watson	Designated Doctor, Berkshire	NHS Berkshire
Lucy Sumner	Governor	Cookham, Maidenhead & The Lawns Nursery Schools
Lyn Baeza	Lay Member	n/a
Nick Davies	Head of Strategic Commissioning for Adult Social Care and Housing	RBWM
Phillip Bicknell	Lead Member for Children's Services	RBWM
Roxanna Bostock	Social Care Training Manager (Adults & Childrens)	RBWM
Sarah Bellars	Director of Nursing	Windsor Ascot & Maidenhead CCG
Usha Azad	Snr. Probation Officer	Berkshire Probation Service, CRC

APPENDIX C – Windsor & Maidenhead LSCB Budget 2014-15

Income	
Agency	Contribution 2013-14
RBWM	£106,622 ¹
Windsor, Ascot & Maidenhead CCG	£20,689
Thames Valley Police	£2,132
National Probation Service	£955
CAFCASS	£550
Adult Safeguarding	£0
Other Income	£0
TOTAL INCOME	£130,959
Under spend from previous year	£20,223
TOTAL BUDGET AVAILABLE	£151,182
Expenditure	
Area of expenditure	Actual Spend 2013-14
Staffing costs	£35,975 ²
Agency costs	£71,701 ³
Mileage expenses	£53
Supplies and services	£7,258 ⁴
External Consultants	£36,195 ⁵
CDOP	£0 ⁶
TOTAL EXPENDITURE	£151,182
In-year underspend/carry forward	£0

¹ This is a significant increase from the 2013-14 RBWM contribution of £65,407. There was no material increase in contributions from other partners

² Comprises Business Support Officer costs and permanent Business Manager (started Dec 2014)

³ Interim Business Manager costs

⁴ Includes nearly £4000 on SCR costs – printing, media/conference events

⁵ Including Independent Chair fees (c.£20,000), SCR and Partnership Review Authors' fees (c.£15,000)

⁶ 2014-15 CDOP costs were covered by a grant. This is not expected to extend into 2015-16

Appendix D - Windsor & Maidenhead LSCB Business Plan 2014 – 2016

PRIORITY AREA 1: BOARD RESILIENCE

What do we want to have achieved by 2016 or earlier?

- Board members confident of their roles and responsibilities.
- Membership of the Board reviewed and strengthened.
- Greater cooperation with W&M Adult Safeguarding Board (SAB).
- Smarter working across Berkshire LSCBs to avoid duplication and ensure maximum learning.
- The Board has an effective system for receiving and scrutinising statutory agencies through Section 11 audits (including agencies covering Berkshire).

PRIORITY AREA 2: SERVICE RESPONSES

What do we want to have achieved by 2015 or earlier?

- 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 (*links with Health & Wellbeing Board Strategy 2013-16, theme 2.4*).
- 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.
- Information sharing between agencies is effective to safeguard children's welfare (*links with C&YPP Outcomes Framework 2014-17, priority 4.7*).
- All Child protection plans are reviewed within statutory timescales (*links with Health & Wellbeing Board Strategy 2013-16, theme 2.9*).
- Schools are more aware of safeguarding risks and are held to account by the Board.

PRIORITY AREA 3: COMMUNITY ENGAGEMENT

What do we want to have achieved by 2015 or earlier?

- 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.
- Community and faith groups are aware of child safeguarding and are engaged in supporting keeping children safe.
- Increase public awareness of safeguarding across the diverse communities.

PRIORITY AREA 4: LEARNING & IMPROVEMENT

What do we want to have achieved by 2015 or earlier?

- Learning through Serious Case Reviews, learning reviews and audit work impacts on frontline practice to ensure children are protected from harm.
- The Board has good oversight of risks in the system and can assess the performance of multi-agency child protection work.
- Training for professionals is focused on improving practice and its effect is regularly tested and quality assured.

PRIORITY AREA 5: RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS

What do we want to have achieved by 2015 or earlier?

- A confident and skilled workforce in identifying (signs and symptoms) and responding to child neglect.
- There is an increased awareness of emerging threats to children, for example through sexual exploitation, child trafficking and modern day slavery, child mental health and female genital mutilation and appropriate policies and strategies to address those threats.

- Reduce the impact of domestic abuse (DA) on children and their caring adults (*links with C&YPP Outcomes Framework 2014-17, priority 4.5 and Health & Wellbeing Board Strategy 2013-16, theme 2.8*)
- Reduction in hospital admissions for self harm by young people (*links with C&YPP Outcomes Framework 2014-17, priority 4.4*).
- Assured and timely responses to bruising in immobile infants and concealed pregnancies (*links with C&YPP Outcomes Framework 2014-17, priority 4.6*).



Windsor and Maidenhead
**LOCAL SAFEGUARDING
CHILDREN BOARD**
Further Information & Contact Details

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:

The Town Hall
St Ives Road
Maidenhead SL6 1RF

Tel: 01628 683234

Email: lscb@rbwm.gov.uk