

Windsor and Maidenhead
LOCAL SAFEGUARDING
CHILDREN BOARD

Annual Report 2017-18

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1. Preface

This report covers the period 1st April 2017 to 31st March 2018 in accordance with the Working Together to Safeguard Children (Department for Education, 2015) guidance. However, it also makes reference to the period from April 2018 to October 2018 as from that date interim arrangements come into place in advance of the replacement of the LSCB with new safeguarding partnership arrangements under the new Working Together to Safeguard Children 2018 guidance.

As required, it will be submitted to the Royal Borough of Windsor and Maidenhead (RBWM) Managing Director, Leader of the Council, the Local Police and Crime Commissioner and the Chair of the Health and Well Being Board. It will also be presented to the Boards of the CCG and Berkshire Healthcare Trust and to the boards of all partner agencies.

2. Independent Chair's Report - Terry Rich

The Board has had an active year with a strong level of participation from partner agencies.

There have been significant changes in the way in which children services have been delivered during the past period, with the transfer of all the local authority's children's services to Achieving for Children. The transfer appears to have gone well and the Board has received regular updates on performance of the services under the new management arrangements. The historic problems associated with challenging recruitment and retention conditions appear to have been positively impacted by the change and the Board is reassured that this should result in greater consistency of standards and delivery of key services.



The Board has though wanted to be assured that as greater integration across Achieving for Children takes place, there remains a clear local focus to the services within the borough, and that communication links with key partner agencies remain strong.

The Board heard about some tension between the local authority/Achieving for Children education service and several schools in the borough which came to light when Ofsted undertook their inspection of SEND arrangements. Through the discussions and challenge that surfaced at the Board, additional meetings took place and a more positive way forward has been brokered.

There have been a number of challenges raised by the Board over the last period. One relates to the introduction of the Children Protection Information System, (CP-IS) an NHS led project which allows for information sharing on children subject to Child Protection Plans to be available in all non-planned clinical environments – i.e A&E, walk-in centres, minor injury units. The local authority had declined to implement the system, due to the cost associated with doing so, and the Board has raised this as a formal challenge. Whilst the local authority have argued that the system is not essential and existing systems of sharing information are sufficient, the Board has asked that the local authority continue to seek resources to implement the system in line with other boroughs in the region.

More recently a challenge has been raised regarding information sharing within the MASH. Lack of access to historic records by the health visitor within the MASH is a weakness as is the current limited information sharing arrangements between the MASH and local health records. Overall the MASH appears to have made significant strides in the last 12 months and the difficulties and limitations outlined need to be resolved in order that all agencies get maximum benefit from joint working and are therefore better able to safeguard children.

During the last year we have sought to establish a Joint Serious Case Review Group with Slough and Bracknell Forest LSCBs. Dr Louise Watson had agreed to chair the group on behalf of the three LSCBs. However, despite our readiness to bring this group into being, there have been difficulties in finalising arrangements and its launch is still pending. Careful consideration will need to take place on how a joint group will sit with the revised guidance for serious case reviews under the new Working Together 2018 arrangements.

During the year the Government consulted on proposed new arrangements following the decision to abolish the requirement for LSCBs. The Board had a number of reservations regarding the proposals, particularly the

limited statutory guidance and the emphasis on local flexibility. However, the local authority disagreed with the Board and have instead sought to develop an alternative to LSCBs with statutory partners at the earliest opportunity.

It will be important that those arrangements build on the strengths that have been achieved by the LSCB over the years, including the critical independent challenge and scrutiny of the working of partner agencies. The role of lay members, schools and voluntary sector agencies has also added depth to the work of the Board and it is hoped that there will continue to be a role for those elements in future partnership working.

After having chaired the LSCB for the past 4 and a half years, I am confident that the strength of partnership what exists will be sufficient to weather the changes to the new arrangements. There is a real commitment across the Royal Borough that children and young people should be kept safe, and that there should be every opportunity to succeed. I am pleased that the LSCB has played its part in promoting those objectives and wish partners well in the future.

Terry Rich

Independent Chair, Windsor & Maidenhead LSCB

Post script: (September 2018)

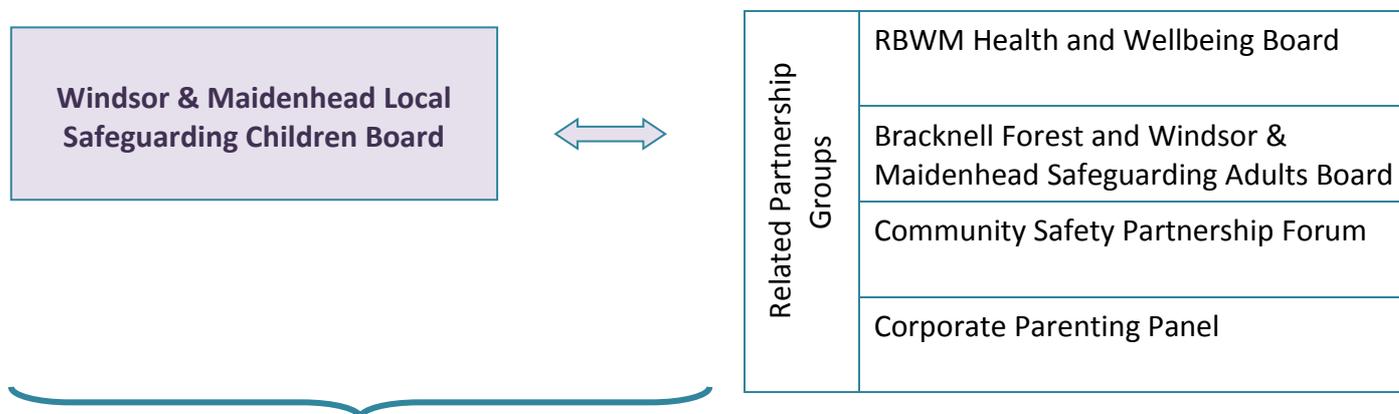
Since writing this report, Safeguarding Partners have asked me to extend my contract and to continue to chair the LSCB for a further six months whilst new arrangements are finalised, approved and implemented.

3. Local Context

3.1. Local Arrangements

3.1.1. Windsor & Maidenhead’s Local Safeguarding Children Board oversees the local multi agency child safeguarding arrangements and is made up of senior leaders from both statutory partners and a range of organisations involved in supporting children and young people. The Children Act 2004 gives the Board two basic objectives – to co-ordinate the safeguarding work of agencies and to ensure this is done effectively. Regulation 5 of the *Local Safeguarding Children Boards Regulations 2006* sets out that the functions of the LSCB in further detail¹. The Government also publishes statutory guidance on inter-agency working to safeguard and promote the welfare of children² – the 2015 Working Together guidance was in force during 2017/18, however, this is being replaced with a 2018 version.

3.1.2. The structure of the Board and it’s sub groups in 2017/18 was as follows:



SUB GROUPS

Windsor & Maidenhead Sub Groups	Pan Berkshire Sub Groups
Serious Case Review Sub Group	Section 11 Panel
Monitoring & Evaluation Sub Group	Policy and Procedures Sub Group
Promotion Sub Group	Child Death Overview Panel
Task and Finish Groups as required	LSCB Child Sexual Exploitation Sub Group

¹ <http://www.legislation.gov.uk/uksi/2006/90/contents/made>

² <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

- 3.1.3. The Board is chaired by Terry Rich who has been the Board's Independent Chair since May 2014. He works closely with all LSCB partners. He has maintained regular liaison with both the local authority Managing Director Alison Alexander and with the Director of Children's Services, Kevin McDaniel within Achieving for Children.
- 3.1.4. During the year RBWM's Lead Member for Children's Services, Cllr Natasha Airey has continued to attend the LSCB as a 'participating observer', participating in the work of the LSCB through discussion, asking questions and seeking clarity. This role provides an additional scrutiny function to the Board and has provided a useful channel of additional communication both from and to the local authority.
- 3.1.5. The LSCB has two Lay Members whose role is to help make links with community groups and support stronger public understanding and engagement in local child safety issues and the LSCB's child protection work. Their contribution to the work of the Board is invaluable, particularly their involvement in case reviews and sub groups. One of the Lay Members represents the Board on both the pan Berkshire Section 11 Sub Group and the Corporate Parenting Forum and the other Lay member has recently taken over the chairing of the Promotion Sub Group.
- 3.1.6. Throughout the year, the Board has been supported by partner agencies at the appropriate level of seniority for it to make the necessary strategic decisions. Board Members have demonstrated this through their attendance and effective engagement, providing expertise to scrutinise and challenge the local multi-agency safeguarding arrangements and holding their own organisation to account in terms of safeguarding practice. In addition, Board Members have actively contributed to the planning, implementation and monitoring of the LSCB Business Plan.
- 3.1.7. The Board met five times during the year with an additional business planning session and was attended by senior managers from statutory agencies, Lay Members and the Lead Member for Children's Services. Appendix A contains information about attendance at Board meetings in 2017/18.

3.2. Changes in 2017/18

- 3.2.1. In September 2016, the Royal Borough of Windsor & Maidenhead agreed to enter into a partnership with the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames to deliver its children's services through Achieving for Children, the community interest company now jointly owned by the three councils. This partnership formally came into effect on 1 August 2017 when 248.63 fte staff transferred to Achieving for Children.
- 3.2.2. In line with statutory requirements, the Director of Children's Services remains employed by the Royal Borough but is seconded to Achieving for Children to lead the delivery of children's services in the borough. Operational delivery of the borough's children's services is now through Achieving for Children with staff continuing to be based in the Town Hall, Maidenhead. The potential risks involved in transfer of responsibility to Achieving for Children were recognised by the Board and recorded on the Challenge Log. The Board chair arranged a series of meetings between the Local Authority and statutory partners to enable full discussion of the implications, prior to the transfer. The Board has received regular updates since the transfer to test out whether any of the potential risks have materialised. The Board has been assured that the impact of the transfer have been largely positive – with greater focus on consistency and quality standards, and improved performance particularly in relation to recruitment and retention.
- 3.2.3. The Windsor, Ascot & Maidenhead, Slough and Bracknell Forest Clinical Commissioning Groups (CCG) joined to become one East Berkshire CCG as from 1 April 2018. This has had minimal impact on the designated safeguarding functions as the Designated Doctor and Designated Nurse were already contracted to provide their function across east Berkshire.
- 3.2.4. Thames Valley Police changed its local policing operational model last year, introducing a dedicated investigation function alongside emergency response units. In addition, the neighbourhood policing group now has a specialist safeguarding team focussed on dealing with exploitation, vulnerability and partnership working. This is working well and has had a positive impact on how police deal with safeguarding in the borough.

3.3. Finance & Resources

- 3.3.1. 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). However, there is no national formula and levels of contribution are agreed locally. The local authority currently contributes around 70% of direct funding and hosts the LSCB business unit.
- 3.3.2. Whilst it is possible to budget for planned activities, serious case reviews (SCRs) or other learning reviews present unpredictable financial pressures. It is, therefore, essential that the LSCB maintains a contingency to cover for these unplanned eventualities. See Tables 1 and 2 below for a summary of LSCB income and expenditure.

Table 1 – LSCB Income 2017/18

Income	
Agency	Contributions 2017-18 £
RBWM	56,900
Windsor, Ascot & Maidenhead CCG	20,869
Thames Valley Police	4,000
National Probation Service	298
Thames Valley Community Rehabilitation Company	478
CAFCASS	550
Berkshire Healthcare Foundation Trust	1,000
TOTAL BUDGET AVAILABLE	84,095

Table 2 – LSCB Expenditure 2017/18

Expenditure	
Area of expenditure	Actual Spend 2017-18 £
Total employee (including Chair) costs	56,754
Supplies & Services	1,785
Professional Fees	10,560
Training Expenses	6,555
TOTAL EXPENDITURE	75,654

4. LSCB Scrutiny of Safeguarding Performance

- 4.1. On a day to day basis, the LSCB ensures partners are fulfilling their statutory obligations in relation to safeguarding and promoting the welfare of children within their organisations by:
- ✓ Undertaking serious case reviews or partnership reviews of cases to ensure that we learn and improve services as a result;
 - ✓ Undertaking multi-agency audits to review the effectiveness of services and make recommendations to improve practice;
 - ✓ Reviewing and analysing partnership data predominantly through the LSCB Outcomes Framework to ensure the LSCB understands the needs of the local population and is confident about partners' performance;
 - ✓ Reviewing premises licensing applications in relation to protecting children from harm and making representations as necessary.
 - ✓ Providing a multi-agency safeguarding training programme for safeguarding awareness based on the needs of the local workforce.
- 4.2. The aim of the Outcomes Framework, which was developed initially in the West Midlands and North West, is to provide a multi agency dataset to provide assurance on the whole safeguarding system. It is not intended to include all the measures collected at a single agency level. The framework is structured around eight outcomes ranging from universal through to specialist provision. It is monitored by the Monitoring & Evaluation Sub Group and reported to the LSCB quarterly using a dashboard. The end of year dashboard for 2015/16 is attached at Appendix C.
- 4.3. The Board receives inspection reports from inspections carried out on local organisations by national inspectorates and also more informal peer reviews. During 2017/18, the Board heard that in July 2017, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the Royal Borough of Windsor and Maidenhead (RBWM) local area to judge its effectiveness in implementing the special educational needs and disability (SEND) reforms set out in the Children and Families Act 2014. As a result of the findings of the inspection, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action (WSOA) was required to address eight areas of significant weakness in the local area's practice. RBWM and the Windsor and Maidenhead (WAM) and the CCG were jointly responsible for submitting the written statement, which was co-produced in conjunction with Parents and Carers in Partnership (PaCiP).
- 4.4. Since the inspection, the Borough's Director of Children's Services (DCS), the CCG's Director of Nursing and Quality and PaCiP lead have been working collaboratively with services and stakeholders to understand the actions needed to make improvements and produce a comprehensive action plan. These include employees of RBWM and CCG; schools and colleges; Schools Forum; Public Health; BHFT and other health care providers.
- 4.5. In addition to the Section 11 Panel which operates on a pan Berkshire basis, the LSCB (through the Monitoring & Evaluation Sub Group) also receives single agency assurance reports in order to seek assurance on the safeguarding arrangements in place within individual agencies. Questions cover training, audits and Section 10 & 11 co-operation arrangements.
- 4.6. During April 2017 the LSCB Business Manager (on behalf of the LSCB) attended a Licensing Panel Sub Committee to support Thames Valley Police's request to review and revoke a Premises Licence for a public house in Windsor as one of their serious concerns involved the sale of alcohol to underage children. After serious consideration, the Panel unanimously agreed to revoke the licence.
- 4.7. The LSCB also has a business plan and holds an annual business planning review. On 22nd March 2017 the Board held a business planning workshop in order to review progress against the 2016-18 Business Plan and other key priorities for the work of the LSCB. This work formed the basis of the 2016-18 Business Plan which is published on the LSCB website³. The Board held a further business planning session on 14th March 2018 to both review the progress against the 2016-18 Plan and identify new priorities for 2018-20. Table 3 in the following pages summarises key outcomes and evidence against the 2016-18 Business Plan.

³ <http://www.wamlscb.org/about-the-lscb/business-plan/>

Table 3 – Delivery of the 2016-18 Business Plan

PRIORITY AREA 1: Board Resilience - Board Members understand and deliver their roles and responsibilities		
What do we want to have achieved?	Performance Measure	Progress
1.1 Induction and LSCB handbook made available for all new Board Members	<ul style="list-style-type: none"> Chair to confirm understanding with all new Board Members 	New Board Members are offered a meeting with the Independent Chair and/or Business Manager to enable them to understand their role on the Board. Members Handbook in use but due a refresh.
1.2 Board members attend meetings regularly and are held to account regarding lack of attendance at meetings.	<ul style="list-style-type: none"> Annual attendance record Challenge log 	Agencies are appropriately and regularly represented at LSCB meetings. Attendance is monitored and lack of attendance raised where non attendance is an issue (for example in the Challenge Log). Agency representation is reported in the Annual Report in Appendix A.
1.3 Board members ensure they undertake appropriate training as required to deliver their role on the Board and sub groups and are active participants in meetings and LSCB projects	<ul style="list-style-type: none"> Attendance records show that agencies are sending the appropriate representative to meetings Chair evaluation of Board Members 	Work is ongoing at looking at how other Boards measure the impact of their Board Members.

PRIORITY AREA 2: System Assurance - The Board is confident that arrangements for safeguarding are effective, well managed and performing well and that staff have the skills and knowledge to deliver these arrangements.		
What do we want to have achieved?	Performance Measure	Progress
2.1 Outcomes Framework Dashboard is regularly presented to the Board with signposts to areas of good practice and concern, and proposed action for areas of concern.	<ul style="list-style-type: none"> Outcomes Framework Dashboard Self-assessment 	LSCB receives quarterly summary reports (with full data at year end) on the Outcomes Framework to understand current cohorts, trends and areas of risk and has challenged areas of concern, requesting more detailed analysis of issues.
2.2 The LSCB commissions audits and/or case reviews as required to explore priority areas or concerns	<ul style="list-style-type: none"> Audit reports and recommendations Board reports that demonstrate how agencies are addressing issues raised in audit reports 	Board Members receive audit reports and recommendations on key practice issues that enable them to understand areas for improvement across the whole system.

PRIORITY AREA 2: System Assurance - The Board is confident that arrangements for safeguarding are effective, well managed and performing well and that staff have the skills and knowledge to deliver these arrangements.

What do we want to have achieved?	Performance Measure	Progress
2.3 Ensure recommendations from audits are implemented and their impact on practice is measured.	<ul style="list-style-type: none"> Regular reporting 	The impact on practice within agencies is reported in the single agency assurance reports that are reported to the Monitoring & Evaluation Sub Group. Any concerns are then escalated to the Board
2.4 The Board is sighted on the impact LSCB and partner safeguarding training is having on frontline practice	<ul style="list-style-type: none"> LSCB Training reports Learning and Development and training evaluation reports Case reviews and audit activity 	The RBWM Learning & Development Manager is leading this ongoing piece of work to ensure the training programme meets the requirements of the local workforce across all partners and has a positive impact on frontline practice.
2.5 Review the Voice of the Child Task Group Action Plan (2015) to determine how far the recommendations have been implemented and consider any further work required to ensure safeguarding arrangements are informed by the voice and lived experiences of children and young people	<ul style="list-style-type: none"> Single agency safeguarding agency reports Outcomes Framework Dashboard 	The Board reviewed this work and is assured that partner agencies use the voice and lived experience of children and young people to design, deliver and evaluate their services

PRIORITY AREA 3: Challenge – The Board has identified areas where agencies need to improve their services and/or performance and feels assured that the relevant agencies have taken appropriate action.

What do we want to have achieved by?	Performance Measure	Progress
3.1 The Board is sighted on partner organisations improvement plans following reviews or inspections that involve safeguarding concerns and is assured that concerns are addressed.	<ul style="list-style-type: none"> Audit reports Reports to Board 	The Board feels confident that partner organisations are addressing safeguarding concerns raised during inspections. The outcomes of the following inspections have been reported to the Board: <ul style="list-style-type: none"> Care Quality Commission inspection of Berkshire Healthcare Foundation Trust National Probation Service Self Assessment Care Quality Commission inspection of South Central Ambulance Service Clinical Commissioning Group Primary Care Self

PRIORITY AREA 3: Challenge – The Board has identified areas where agencies need to improve their services and/or performance and feels assured that the relevant agencies have taken appropriate action.

What do we want to have achieved by?	Performance Measure	Progress
		Assessments <ul style="list-style-type: none"> Joint local area SEND inspection by Care Quality Commission and Ofsted
3.2 The Board maintains a Challenge Log that captures how it raises, tracks and resolves concerns about local safeguarding arrangements	<ul style="list-style-type: none"> Self assessment Challenge log 	The Challenge Log has been reviewed to distinguish challenges from issues and is presented for discussion at each Board meeting. Board members are confident in challenging agencies about their safeguarding arrangements and can evidence that any concerns have been addressed by the agency.
3.3 The Board promotes and monitors its Escalation Policy	<ul style="list-style-type: none"> Escalation Policy Regular reports regarding the use of the Escalation Policy 	The Board’s Escalation Policy was updated in 2016 in the light of lessons from case reviews and has now been adopted in the pan Berkshire policy and procedures. Agencies report good awareness of the policy by their workforce. Level 4 and level 5 escalations should be reported through the Safeguarding Boards business unit with none reported to date.

PRIORITY AREA 4: Awareness – The Board is confident that partner and broader agencies are aware of the strengths and challenges in the local community and that agencies are effectively identifying and responding to risks (including emerging risks)

What do we want to have achieved?	Performance Measure	Progress
4.1 Ensure that relevant community profiling activities undertaken by partner agencies are shared with the LSCB for information and action	<ul style="list-style-type: none"> Shared agency reports Self-assessment Board meeting reports 	This is a priority for the new Promotion sub group.
4.2 Ensure clear information about Private Fostering is developed and shared across agencies.	<ul style="list-style-type: none"> Updated private fostering information available 	Numbers of privately fostered children remain low. The private fostering annual report was presented to the Board in December 2017. New information produced by AfC has been circulated and Promotion

PRIORITY AREA 4: Awareness – The Board is confident that partner and broader agencies are aware of the strengths and challenges in the local community and that agencies are effectively identifying and responding to risks (including emerging risks)

What do we want to have achieved?	Performance Measure	Progress
		sub group is to review in October 2018.
4.3 Ensure that sports clubs and societies locally have safeguarding policies in place.	<ul style="list-style-type: none"> Sports Clubs have safeguarding policies 	The Promotion Sub Group is working to provide information and guidance for parents and is widening to include all out of school activities.
4.4 Review local arrangements and policies around elective home education.	<ul style="list-style-type: none"> Report to Board Identification of any gaps, improvements required or further action Recommendations to partners arising from discussions 	Local arrangements have been reported to the Board. The Education Welfare Team carries out an annual visit to all electively home educated children. AfC will continue to review the arrangements.

In addition to the items above, the Board also identified the following areas for monitoring in 2017/18.

What do we want to have achieved?	Evidence
Oversight of the impact of the change in the delivery of children’s social care from the Royal Borough of Windsor & Maidenhead to Achieving for Children	Impact on service delivery reviewed by board at each meeting and through Outcomes Framework performance monitoring.
Considering the implications of the Children & Social Work Act 2017 with particular reference to Chapter 2 “Safeguarding of Children”	Local authority meeting with CCG and TVP arranged to consider strategic safeguarding partnership arrangements for beyond April 2019.
Keeping track of those areas of challenge identified over the past year including: <ol style="list-style-type: none"> the out of hours arrangements put in place by the Local Authority in respect of social workers, appropriate adults and approved mental health professionals; availability and provision of health checks for children in care placed out of borough. 	<ol style="list-style-type: none"> Escalation Policy now in place for children in care placed >20m and situation reported to have improved. However, care leavers health assessments are still to be resolved.

5. LSCB Sub Group Activity

5.1. Monitoring & Evaluation Sub Group

- 5.1.1. The role of the Monitoring and Evaluation Sub Group is to receive and analyse performance information in order to assure the Safeguarding Board of the effectiveness of activities to safeguard children and to initiate and carry out multi-agency audits of safeguarding activities to provide assurance around multi-agency practice in line with procedures and standards.
- 5.1.2. The sub group continued to monitor the LSCB Outcomes Framework and the Framework is now managed through the Council's performance management system. The Outcomes Dashboard continued to be used to enable exception reporting to the Board and to provide an overview of progress against each of the eight outcomes.
- 5.1.3. Single agency assurance reports (which focus on safeguarding activities in agencies) were received from Berkshire Healthcare Foundation Trust, National Probation Service and Achieving for Children (and Thames Valley Police in early 2018/19) with no concerns raised. These have been welcomed and viewed as helpful by both the completing agency and sub group members.
- 5.1.4. A multi agency audit was planned and completed looking at outcomes for children in care, comparing two groups of children in care (one known to the YOT and one not known).

5.2. Serious Case Review (SCR) Sub Group

- 5.2.1. The purpose of the group is to ensure that relevant cases are reviewed in accordance with legislation, regulation, government guidance and LSCB policy and to inform the LSCB of any recommendations. This is a standing sub group, separate to SCR Panels which are convened to manage specific reviews that are commissioned by the LSCB. Although several cases were brought to the subgroup and discussed, the threshold for a serious case review was not met and the LSCB has not commissioned any serious case reviews during the year.
- 5.2.2. Early in 2017/18, the LSCB signed off the multi agency action plan for the Child F serious case review as complete. Learning from the review continued with the development of some bespoke training to improve safeguarding learning and awareness in different communities. The LSCB has also participated in a serious case review underway elsewhere in Berkshire.
- 5.2.3. The sub group continues to receive reports on local serious incidents and monitor serious case reviews nationally to identify possible learning opportunities for local practitioners.
- 5.2.4. There has been an agreement to move to a joint Serious Case Review Group with Slough and Bracknell Forest LSCBs. This group will be chaired by Dr Louise Watson, consultant Paediatrician and Designated Doctor for Safeguarding. Whilst terms of reference and in principle agreement of all three boards has been achieved, final arrangements to launch the group are still pending.

5.3. Promotion Sub Group

- 5.3.1. The Promotion sub group has responsibility for raising awareness of safeguarding among the public and the wider children's workforce. This includes responsibility to:
 - Provide information and report to key strategic partnerships to ensure that local area strategic plans take account of the need to safeguard children and young people.
 - Coordinate communications and activities to promote awareness about prevention and safeguarding across the local area, for both the workforce and the community as a whole.
 - Keep the LSCB informed of emerging issues regarding safeguarding children and young people across Windsor & Maidenhead.
 - Ensure that the sections of the LSCB Business Plan delegated to this group are fulfilled.
- 5.3.2. The sub group's terms of reference have been revised following a re-launch to give stronger emphasis on identifying and co-ordinating responses to emerging and known threats. In previous years, the group had a wider remit for vulnerable people, reporting to both the adult and children's safeguarding boards. The focus has now returned to safeguarding of children and young people only.
- 5.3.3. This year the group has undertaken a community profiling activity specifically in relation to the safeguarding of children and young people with a disability. Currently the Group are working to

produce posters and cue cards to raise awareness of parents about the need to check the credentials for sports and out of school clubs.

5.4. Child Death Overview Panel

5.4.1. The six Berkshire LSCBs operate together as a single Child Death Overview Panel for Berkshire (CDOP). The Panel meets quarterly to review the death of every Berkshire resident child under 18 years and complete a national pro forma regarding the findings in relation to each death. A full Annual Report for Berkshire CDOP is published, providing an analysis of identified modifiable factors across all cases and setting these in a national context.

5.4.2. The total number of Berkshire child deaths occurring during April 2017 to March 2018 was 57. This appears to reverse the recent downward trend seen in recent years. As previously reported, in response to the high proportion of neonatal deaths, a specialist panel has been established to better enable CDOP to consolidate possible learning.

5.4.3. The CDOP Annual Report gives a more detailed breakdown of the figures. Key findings noted by the Panel during 2017/18 are:

- In the last year the Pan Berkshire CDOP has reviewed three unexpected deaths due to invasive pneumococcal disease and learning has been shared. CDOP has escalated this matter to Public Health England and asked them to consider the need for revaccination of 'at risk groups' when vaccines are updated by manufactures.
- The need to be aware that migrant families may not know about the services offered to children and young people with complex disability and SEND
- The need to promote the importance of TB testing in families from countries where the disease is endemic
- Parents should continue to be reminded about the Safer Sleeping campaign including the risks of co-sleeping and consideration should be given to extending training to all professionals who have contact with families
- Learning in relation to domestic abuse and chronic neglect, 'the voice of the child' and the challenge for all agencies in relation to a patterns of behaviours that intimidate where there is partial or disguised compliance
- The need to continue to highlight to the public the risks of using a mobile phone whilst driving locally following a high profile out of area case
- There has been an increase in the number of unexpected deaths of children and young people with complex disability and SEND.

5.5. Section 11 (S11) Sub Group

5.5.1. The purpose of this sub group is to:

- Oversee the s11 audit process for the six local authorities and Berkshire wide statutory and voluntary organisations to ensure the effectiveness of their safeguarding arrangements.
- Set clear expectations with those organisations and the LSCBs about the timeframe and process for submission of their self-assessment section 11 audits, and about their ongoing development towards compliance.
- Scrutinise the s11 returns of Pan Berkshire organisations on a three yearly audit cycle, in order to evaluate the agencies' compliance with s11 standards; to provide feedback and identify actions on areas which require more work to be compliant.
- Review the compliance of Pan Berkshire organisations and monitor progress on the actions identified in the s11 audits and provide support and challenge as needed.
- Provide feedback via a 6 monthly update and annual report on the 'effectiveness' of safeguarding arrangements and identify any emerging themes or recommendations to the Local Safeguarding Boards

5.5.2. The Panel has been well supported during the year by a strong and consistent core membership although the lack of a children' social care representative has been escalated. The same audit tool has continued to be used with added guidance to help organisations. The aim has been to operate a

process which is able to provide a high level of challenge with a view to promoting good safeguarding practice and to act as a critical friend - the feedback has been positive. The Panel continues to grapple with the issue of the level of detail needed to be able to reasonably scrutinise and hold organisations to account.

5.5.3. Panel members have identified three cross cutting themes from the full audit

- The voice of the child
- Safeguarding in commissioning arrangements
- How safeguarding is promoted to both volunteers and paid staff

5.5.4. The quality of returns for the review cycle has been varied and has worked best when organisations have completed an overview report including changes to their organisation & have provided a local context - which can be challenging for national organisations. The Panel has noted that most organisations have been able to highlight good practice and identify the areas needing further work. Returns have been enhanced by the inclusion of evidence. The submission from Broadmoor was identified as exemplary and it has been agreed that this can be used as an example of good practice.

5.5.5. In all local authority submissions, safer recruitment appears to be well embedded with paid employees but knowledge about safer recruitment and training of volunteers was less evident. The changing landscape of organisations with services provided by Trusts and other commissioning models provides a new challenge. Both the commissioning local authority and the provider organisation are required to provide a submission.

5.6. Policy and Procedures Sub Group

5.6.1. The purpose of the Pan-Berkshire Policy and Procedures sub group is to ensure that:

- The six Berkshire LSCBs develop and maintain high quality, up to date, safeguarding and child protection policies and procedures.
- Safeguarding and child protection policies and procedures remain in line with key national policy and legislative changes.
- That policies & procedures are consistently disseminated across the partnership and changes are communicated.

5.6.2. The contract with Tri.x allows for policy and procedure updates to take place twice a year. Tri.x suggest a range of changes prior to the update and a review, changes or query can be raised at any time.

5.6.3. At the beginning of 2017, the group agreed a more proactive approach and since then have worked to a robust programme. Sub group members remain willing to review chapters and members often volunteer to look at chapters they are particularly interested in which ensures a more comprehensive review. Of the 58 policies and procedures included in the manual, 38 were reviewed between April 2017 and March 2018 with a further 10 reviewed in April 2018. A twice yearly Newsletter is created following each procedure update for onward dissemination to staff.

5.6.4. The group have identified the following positive outcomes from the current process:

- LSCB Boards and senior managers are assured that practitioners have access to procedures that are regularly updated with changes to statutory legislation and guidance, as well as regularly reviewed to ensure local accuracy and appropriateness.
- The sub-group feel personal ownership of the shared Berkshire procedures.
- Tri.x have used information gathered through the expertise of our sub-group to inform chapters circulated to other Boards' manuals.
- The LSCB Chairs have recognised the significant improvement in progressing the work of this group.

6. In Conclusion

6.1. 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 their work.

Local Safeguarding Children Board Attendance 2017-18

for meetings held on 17 May 2017, 13 September 2017, 8 November 2017, 6 December 2017, 21 February 2018 & Business Planning workshop 14 March 2018

Organisation	Title	Attendance Total
Windsor & Maidenhead Local Safeguarding Children Board	Independent Chair	6 / 6
Berkshire College of Agriculture	Representative	1 / 6
Berkshire East Clinical Commissioning Groups	Director of Nursing or their representative	6 / 6
Berkshire Healthcare Foundation Trust (BHFT)	Director of Services for Children & Young People or their representative	4 / 6
Berkshire Healthcare Foundation Trust	Designated Doctor	2 / 6
CAFCASS	Head of Service	1 / 6
Family Friends	Head of Service	4 / 6
Lay Member (1)	Lay Member	3 / 6
Lay Member (2)	Lay Member	4 / 6
National Probation Service	Senior Probation Officer	5 / 6
Nursery Schools & Early Years Settings	Representative	1 / 6
Primary Schools	Head Teacher representative	2 / 6
Royal Borough of Windsor & Maidenhead	Director of Children's Services or their representative	5 / 6
Royal Borough of Windsor & Maidenhead	Director of Adults Social Care or their representative	1 / 6
Royal Borough of Windsor & Maidenhead	Lead Member for Children's Services	4 / 6
Secondary Schools	Head Teacher representative	3 / 6
South Central Ambulance Service (SCAS)	Head of Safeguarding or their representative	0 / 6
Thames Valley Police	Local Police Area Commander or their representative	6 / 6
Thames Valley Community Rehabilitation Company	Service Lead or their representative	0 / 6
Windsor Learning Partnership	Representative	5 / 6
WAM Get involved	Strategic Operations Manager	0 / 6

Windsor & Maidenhead LSCB Outcomes Framework Dashboard – End of Year 2017/18

<p>Outcome 1 Green</p>  <p><i>We know about all children and young people in the Borough, what their needs are and how they are doing.</i></p> <p>Latest midyear population estimates show a slight increase in the number of children and young people aged 0-17, up 430. The percentage of children living in poverty and those in receipt of Free School Meals has remained static.</p> <p>The number of children and young people with an Education, Health and Care Plan has continued to increase throughout the year, showing a year end outturn of 778.</p> <p>Educational attainment at Key Stage 2 improved on 2016-2017; however, changes to the way in which Key Stage 4 attainment is now measured means that it is not possible to directly compare performance with previous years.</p>	<p>Outcome 2 Amber</p>  <p><i>We know about groups of children and young people with particular needs, including young carers and privately fostered children.</i></p> <p>The number of young carers in the borough has remained fairly static at 43 whilst the number of children and young people who have been placed in the borough by other local authorities has fallen slightly to 34 compared with last year. Awareness raising and promotion of private fostering has continued throughout the year resulting in a number of assessments; however, as at 31 March 2018, there are no privately fostered children in the borough.</p> <p>Final outturn figures for substance misuse services are not yet available but based on previous quarters, performance is expected to be in line with the previous year.</p> <p>Homelessness numbers have risen during the year, with 21 households accepted as homeless compared with three in 2016-2017 and 114 children (75 families) living in temporary accommodation at 31 March 2018.</p>	<p>Outcome 3 Amber</p>  <p><i>We are safeguarding and supporting children and young people in specific circumstances, including victims of crime, children permanently excluded from school.</i></p> <p>The number of missing episodes by children and young people has risen slightly in 2017-2018 compared with the previous year to 277. This includes episodes for children placed in the borough by other local authorities. All children and young people going missing were offered a return interview; however, only 61% took that up.</p> <p>The number of permanent exclusions from school has remained fairly static as has the number of children electively home educated.</p> <p>The number of domestic abuse incidents and crimes involving children has risen slightly compared with the previous year. More MARAC cases have been reviewed in the year although the percentage of repeat MARAC cases has dropped to 25%.</p> <p>There has been an increase in the number of victims of crime aged under 17 reflecting in part better crime recording although the number of offenders of crime under 17 has fallen. First time entrants to the Youth Justice System has risen slightly compared with 2016-2017.</p>
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**Outcome 4
Green**

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

The number of requests to the Early Help Hub has continued to increase in 2017-2018 although it is not possible to provide a direct comparison with the previous year as only two quarters of data was available. The majority of referrals were from schools which reflects the trend of the previous year.

50.4% of children referred to the Early Help Hub were previously known to social care and 21.2% were previously known to any early help services. Both figures are a reduction on the previous year's outturn.



**Outcome 5
Amber**

Thresholds are clear and appropriate; planning and decision making is effective

The number of referrals to children's social care has fallen slightly compared with the previous year to 948. The percentage of repeat referrals has doubled compared with the previous year to 22.6%, just above the England average, and this reflects the work that has taken place within the MASH to review thresholds.

The percentage of assessments completed in 45 days has fallen significantly compared with 2016-2017 to 56.8%. This reflects poor performance in the first half of the year with current performance being maintained at around 90% since January 2018.



**Outcome 6
Amber**

We are safeguarding and supporting children and young people who are in need of protection

The number of children on a child protection plan at 31 March 2018 was 74, a significant decrease on the previous year's figure of 141. Less Section 47 enquiries were undertaken in 2017-2018 compared with 2016-2017 although the same percentage of went through to an initial child protection conference.

The percentage of initial child protection conferences taken place within 15 working days of the strategy discussion has fallen significantly compared with the previous year to 57.8% This reflects poor performance in the first half of the year with performance for Q3 and Q4 at 70% and 61%. Good performance in relation to the timescales for review child protection conferences was maintained.

As at 31 March 2018, 12 children and young people were being actively managed in respect of their risk of sexual exploitation with eight young people reaching Level 3, the highest risk, in the period.



Outcome 7

Amber

We are fulfilling our corporate parenting role and children in care and young people moving into adulthood have good outcomes

Although the number of children in care was higher during the year, as at 31 March 2018, there were 107 in care, the same figure as at 31 March 2017. At 31 March 2018, there were 67 care leavers. The percentage of children in care living in the same placement for at least two years has risen significantly from 48.5% to 70.8%. There were 15 young people in care with a substance misuse treatment plan, an increase on the previous year.

The percentage of young people leaving care with a pathway plan is low at 54.5% and the service for care leavers is being improved in line with the new duty. Numbers of children in care remains steady.

All children in care achieved the expected educational attainment, although overall percentages are affected by the very small cohorts.



Outcome 8

Green

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.

The percentage of schools judged good or outstanding continues to increase and at 31 March 2018, was 86.2%. This has improved further to 88% in May 2018.

The number of referrals to the Local Authority Designated Officer has fallen significantly in 2017-2018 to 55 following three years of increasing numbers. However, the number of consultations undertaken by the LADO has increased.

The Board has not commissioned a serious case review since Child F and the learning review of the B Family although it is contributing to the current serious case review commissioned by Reading LSCB.

The local area had a SEND inspection in July 2018 and has a written statement of action in place as a result. The annual conversation between Ofsted and the local authority took place in February 2018.