



HILLINGDON
LONDON



Children, Young People and Learning Policy Overview Committee

Date: WEDNESDAY,
9 SEPTEMBER 2015

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE,
HIGH STREET,
UXBRIDGE UB8 1UW

**Meeting
Details:** Members of the Public and
Press are welcome to attend
this meeting

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Councillors on the Committee

Jane Palmer (Chairman)
Nick Denys (Vice-Chairman)
Teji Barnes
Jem Duducu
Duncan Flynn
Becky Haggar
Tony Eginton
Peter Money
Jan Sweeting (Labour Lead)

Other Voting Representative

Anthony Little, Roman Catholic Diocesan.

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A central role of a Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including people from a wide range of external organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. They therefore perform an important role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate.

This Committee undertakes the policy overview role in relation to the following matters:

- Education Services and statutory education authority functions
- School performance and attainment
- School Transport
- Relationships with Local Academies / Free Schools
- Pre-School & Early Years Services
- Youth Services & Careers Services
- Juvenile justice & probation services
- Adult Learning
- Education and learning partnerships
- Music & The Arts
- Social care services for children, young persons and children with special needs
- Adoption and Fostering
- Family Services

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters coming before the meeting
- 3 To confirm that items of business marked Part 1 will be considered in public and that the items marked Part 2 will be considered in private
- 4 To agree the minutes of the meeting held on Wednesday 15 July 2015 1 - 8
- 5 Major Review - The Effectiveness of Early Help to Promote Positive Outcomes for Families - Witness Session 9 - 18
- 6 Hillingdon Local Safeguarding Children Board Annual Report 2014 - 15 19 - 78
- 7 Complaint Report for Children and Young People Service for 1 April 2014 to 31 March 2015 79 - 96
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Minutes

CHILDREN, YOUNG PEOPLE AND LEARNING POLICY OVERVIEW COMMITTEE

15 July 2015



Meeting held at Committee Room 5 - Civic Centre,
High Street, Uxbridge UB8 1UW

	<p>Committee Members Present: Councillors Jane Palmer (Chairman), Teji Barnes, Jem Duducu, Tony Eginton, Duncan Flynn, Becky Haggar, Judy Kelly, Peter Money, Jan Sweeting (Labour Lead) and Mr Tony Little.</p> <p>LBH Officers Present: Vince Clark (Assistant Director, Children's Social Care), Nikki Cruickshank (Interim Assistant Director of Safeguarding and Quality Assurance), Sarah Hydrie (Assistant Internal Audit Manager), Peter Malewicz (Finance Manager, Children and Young People Services), Tony Zaman (Director Adult Social Services / Director Children & Young People Services (Interim)) and Jon Pitt (Democratic Services Officer)</p>
14.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Cllr. Nick Denys (Vice-Chairman), with Cllr. Judy Kelly substituting.</p>
15.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THE MEETING (<i>Agenda Item 2</i>)</p> <p>No Declarations of Interest were made.</p>
16.	<p>MATTERS NOTIFIED IN ADVANCE OR URGENT (<i>Agenda Item 3</i>)</p> <p>No matters had been notified in advance or as urgent.</p>
17.	<p>TO CONFIRM THAT ITEMS OF BUSINESS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all agenda items were Part I and would be discussed in public.</p>
18.	<p>TO AGREE THE MINUTES OF THE MEETING HELD ON WEDNESDAY 24 JUNE 2015 (<i>Agenda Item 5</i>)</p> <p>Members requested that the minutes for the work programme item be updated to reflect that officers had provided a figure for the number of permanent management posts within children's social care that had been filled. This has stood at ten on the date of the June Committee meeting.</p>

Resolved: That:

1. Subject to the above addition, the minutes of the meeting held on 24 June 2015 be agreed as a correct record.

19. **CHILDREN AND YOUNG PEOPLE'S SERVICE IMPROVEMENT PLAN -
PROGRESS REPORT** (*Agenda Item 6*)

Officers introduced a report to provide the Committee with details of the Children and Young People's Social Care Service Improvement Plan (SIP). The Plan provided an overview of the key areas of activity and details of planned improvements.

At the March 2015 meeting, the Committee had been informed that the Ofsted Plan to address recommendations from the previous inspection had been concluded and that ongoing work would be transferred to a new Service Improvement Plan. The development of the Plan had taken into account national policy and legislation and the report of the Ofsted Chief Inspector.

The Report of the Chief Inspector, published in March 2015, had outlined a number of key characteristics that had been judged to be good. These included 'strong leaders and managers have a relentless focus on outcomes for children' and 'managers have a discernible grip on cases at all times.' These had formed a basis for the development of the Plan, which aimed to ensure improved service delivery using an iterative and sustainable approach.

It was noted that the SIP was based upon six key principles. All open cases were required to be supported by a plan and, where required, permanency arrangements also needed to be made in a timely manner. There were also challenges in relation to legislation regarding permanency and the Public Law Outline as legal requirements in relation to these areas had been tightened.

The SIP provided a framework of seven workstreams that would address the range of challenges and improvement activity within the service. Four of the workstreams set out the structure of the services provided. There was now dedicated project management support available to assist with development and delivery of the SIP. An officer had been seconded from Finance and would be working full time on the Plan.

Officers advised that there were now greater expectations of how well Children's Services identify, manage and support children at risk of Child Sexual Exploitation (CSE), gang violence and radicalisation. The 'Staying Put' legislation also had an impact on service delivery. This increased the age that Looked After Children were entitled to remain in their foster placements from 18 to 21. Unaccompanied Asylum seeker children arriving at Heathrow also presented a challenge as Hillingdon had responsibility for providing services to unaccompanied and asylum seeking children and young people. These factors had been considered during development of the Plan.

Staff stability and the management structure were considered to be essential to the Plan. To ensure good management oversight, a flatter management structure had been developed. This involved increasing the number of Team Managers, with a maximum number of seven social workers reporting to each. A layer of management below Team Manager level had also been removed.

The SIP was considered to be a 'live' document and the Committee would be provided with an update on progress once a quarter. Officers reflected that the Service was

much more stable than it had been a year ago and had improved significantly. It was anticipated that it would be a 'good' service by the end of the next financial year.

Members reiterated concerns, previously expressed at the April 2015 meeting, that some of the targets and deadlines within the SIP had changed and requested that a traffic light system be adopted to demonstrate progress, as was commonly used in other Council reports. Within the Action Plan, it was asked that, where available, the latest data should be provided e.g. the number of reviews of audits. There was also concern that the titles of some of the work areas had changed and that changes made to the SIP had not been clearly articulated, as had been requested at the April meeting.

The Members considered that the format of the SIP made it difficult for the Committee to monitor progress. Members stated that it had been acknowledged that the report presented to the Committee in April 2015 was not user friendly. They raised further concerns about the changes that had subsequently been made and requested that any changes made should be highlighted. One example of such a change was that the timescales had changed for a defined response where Domestic Violence was a risk factor. A further example was that the report on the effective parenting assessment service had been previously listed under workstream 3 and was no longer included. It was also requested that the future quarterly updates provided to the Committee focus on actions that were due to be undertaken in the next six months. Officers were commended for the work made to improve the service, but this did not detract from the fact that clearer information was required in order for the Committee to effectively monitor the progress made.

Officers advised that the separate Ofsted Improvement Plan was designed to address the previous Ofsted report. The SIP had been developed subsequently in order to identify areas for improvement. It was agreed that targets should normally be set and kept, but that some had been unrealistic and had therefore needed to be changed. Measurable outcomes were in the process of being finalised and it was confirmed that a traffic light system would be adopted and used alongside pie charts in order to provide a clear overview of progress made. Changes would be made to the SIP to reflect the evolving nature of service delivery, for example, due to changing national issues or legislation. The version of the SIP presented to the Committee in April had been a draft, although it was noted that there had been incorrect labelling of the report as 'final'. In relation to the changed titles of some workstreams, this had been done to provide greater clarity. Officers advised that the Social Care Improvement Action Plan was not intended to be a performance report and that including too much data in this document could be confusing. If required, a separate performance report could be developed.

Officers informed the Committee that further progress had been made in the recruitment of permanent staff that had led to reduced reliance on agency staff. The initial focus had been on ensuring stability within the service, that training needs were met and that Hillingdon was able to make a good offer to potential recruits in terms of caseloads, staff morale and career progression. Following recruitment advertising work with Penna, further recruitment would be undertaken in the autumn. Although there remained a significant number of interim staff working within Children's Services, this was not considered to be significant concern. This was because staff sometimes chose to retain interim status even though they remained with the Council in the longer term. The majority of such staff had been employed for over a year.

A Member asked whether Hillingdon was one of 22 London Boroughs that had just signed up to a scheme in relation to the pay and retention of social work staff. Officers

advised that the Council had not signed up to the scheme as the Council leadership was of the opinion that the Council should not agree to limits in terms of the offer it could make to potential employees as this could impact on the ability to deliver statutory services.

The Committee questioned whether there were opportunities for social workers and foster carers to provide feedback on their experiences. Officers advised that there were a number of opportunities available. For social workers, this included regular one-to-one meetings and group learning sessions. Foster carers each had a dedicated social worker and also had the opportunity to provide feedback through the Foster Carer's Forum and as part of the Annual Fostering Review.

In response to a Member question that asked whether the service would be considered good by March 2016 and how this would be maintained, officers considered that it was likely that the service would be good if everything set out in the action plan had been implemented. They reflected that significant progress had been made in the previous twelve months. Once the service was considered to be good it would then look to develop towards a position where it could be considered to be outstanding.

Members asked whether officers were confident that all vacancies would be filled during the forthcoming recruitment campaign and also questioned how the new management structure was flatter than the previous structure. It was confirmed that the structure was flatter as the level of management below team manager had been removed. This and the recruitment of additional team managers had enabled social workers to report directly to team managers. There were also now more opportunities for social workers to move through practice grades as they gained experience, without the need to become a manager. In relation to recruitment, it was difficult to predict the percentage of posts that would be filled by permanent staff, but it was anticipated that a figure of 70 - 75% would be achievable and that 80% would be excellent.

The Chairman commended officers for the improvement work undertaken to date and thanked Cllr. Sweeting for her attention to detail in her work to compare the reports presented at the April and June meetings of the Committee.

Resolved: That:

- 1. Officers to consider how to improve the clarity of information provided in future update reports on the Social Care Improvement Plan, including the use of a 'traffic light' system to monitor progress.**
- 2. An update report on the Service Improvement Plan would be presented at the October 2015 meeting of the Committee.**
- 3. The report be noted.**

20. **BUDGET PLANNING REPORT FOR EDUCATION AND CHILDREN'S SERVICES 2016/17** (*Agenda Item 7*)

Officers presented the 2016/17 Budget Planning Report for Children, Young People and Learning Services. This was the first of two opportunities within the budgetary planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2016/17. The report set out the main financial issues facing the service, the work being undertaken to overcome them and the response to legislative changes. The second report, due to be considered by the Committee in January 2016 would set out detailed budget proposals, which would first be presented to Cabinet.

It was noted that the current forecast for 2016/17 was for a Council savings requirement of £20.3 million. Officers were working to identify potential savings and it was anticipated that there could be some frontloading in cuts of funding from the Government. However, until the Government announced the final amount of funding that the Council would receive in December 2015, the final funding position would not be fully known. It was noted that the Government's recent Summer Budget had added defence spending to the list of protected budgets and that cuts would therefore have to come from other areas, with local government being one possible area.

The Council remained in a strong position to deal with future budgetary challenges, due to having an accumulated balance of £40.4 million at the end of 2014/15 and the robust budget challenge process that was utilised. An initial budget challenge session had been held and a second session was due to take place in the autumn. The embedding of the Council's Transformation programme was helping services to meet budgetary challenges and all services had had their delivery models reviewed.

The Education Service had identified budget savings for 2015/16 totalling £240,000. The service was confident that these would be delivered and the capital programme was dealing with pupil growth through school expansions. The rate at which schools were converting to Academy status was slowing down, although the current Education and Adoption Bill could lead to an increase in conversions. It was also noted that there was a national shortage of teachers and especially of headteachers.

The Department for Education had indicated that they would be investigating the National Funding Formula. Funding of schools was currently not standardised across the country, although since 2014, the Government had ensured that each local authority received a minimum of the average level of funding per pupil compared to the national average. This had resulted in receipt of an additional £155,000 of funding.

Within Children's Social Care, 2014/15 had seen a high level of staff turnover from director level down. A significant programme of recruitment was underway and opportunities would also be taken to convert agency staff to permanent employment, where the staff wished to make this move. New ways of working were being implemented. The 'Staying Put' legislation, which increased the age that young people in foster care were entitled to stay with their foster carers from 18 to 21 also was having an impact on budgets. Additional New Burden funding of £56,000 for each of the next three years would be provided to Hillingdon. However, the costs to the Council were higher than the grant provided and the change reduced the number of foster carers available to care for other children and young people. Other challenges that could have a budgetary impact included issues such as Child Sexual Exploitation and child trafficking. It was also noted that there was evidence to suggest that the needs of Looked After Children were becoming more complex, which could result in higher placement costs.

Another factor that could impact on budgets included a provision in the Education and Adoption Bill for grants to be introduced to fund adoption between funding areas. Asylum also had an impact with the number of asylum seeking children (up to age 17) decreasing and the number aged over 18 increasing. This increase was attributed to the fact that there had previously been higher numbers of under 18 asylum seekers and this group had now become adults. Grant funding provided by the government had decreased.

Officers cautioned that there were lots of challenges facing the Children's Services budget and that there were a number of factors that were beyond the control of the

	<p>Council, such as the 'Staying Put' legislation.</p> <p>Committee Members expressed concern that it would be difficult to make budgetary plans as it was not known what the extent of the reduction in Government funding would be. Officers agreed that this was correct but said that historically, the Council had been good at accurately predicting how much funding would be received and that the £40 million that the Council had in reserve would allow it to deal with the unexpected. A Government Spending Review was due to be undertaken in the autumn, after which there would be a clearer picture of where cuts were likely to be made. The Review was due for publication on 10/11 December 2015, ahead of the Council's draft 2016/17 being considered by Cabinet on 17 December.</p> <p>A Committee Member questioned whether it would be realistic for Children's Services to make the identified budget savings of nearly £1 million and how these could be realised given that a number of factors were outside the Council's control. It was asked what would happen if the savings could not be achieved. Officers advised that alternative methods of providing services and how to improve value for money were being investigated and that this would help to achieve the savings required.</p> <p>The Chairman thanked officers for the comprehensive overview of the budgetary situation that had been provided to the Committee.</p> <p>Resolved: That:</p> <ol style="list-style-type: none"> 1. The report be noted.
21.	<p>FORWARD PLAN (<i>Agenda Item 8</i>)</p> <p>A Member raised a concern that a report on the School Improvement Plan due to be considered by Cabinet on 23 July 2015 did not contain information about secondary schools that were under consideration for expansion. This was of concern as the Member had understood that some of these places were required for September.</p> <p>It was noted that an item in relation to Education Travel Plans was due to be considered by Cabinet in September 2015. This had been added to a version of the Forward Plan that had been published after dispatch of the papers for the Children, Young People and Learning POC meeting.</p> <p>Resolved: That:</p> <ol style="list-style-type: none"> 1. Concerns raised in relation to the Cabinet School Improvement Plan report be passed to relevant officers for a response to be provided. 2. The Forward Plan be noted.
22.	<p>WORK PROGRAMME 2015/16 (<i>Agenda Item 9</i>)</p> <p>Members requested that consideration be given to inviting additional witnesses to attend one of the witness sessions for the Committee's first review of 2015/16, the title of which was "The effectiveness of early help to promote positive outcomes for families." It was proposed that a representative from Bell Farm Christian Centre be invited in addition to a representative from a Children's Centre in the north of the Borough.</p>

	<p>Resolved: That:</p> <ol style="list-style-type: none">1. Officers to investigate inviting additional witnesses, as requested by the Committee, as part of the first Major Review of 2015/16.2. The Work Programme be noted.
	<p>The meeting, which commenced at 7.00 pm, closed at 8.05 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Jon Pitt on 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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Agenda Item 5

MAJOR REVIEW - THE EFFECTIVENESS OF EARLY HELP TO PROMOTE POSITIVE OUTCOMES FOR FAMILIES

WITNESS SESSION

Contact Officer: Jon Pitt
Telephone: 01895 277655

REASON FOR ITEM

To enable the Committee to gather evidence as part of its Major Review 'The effectiveness of early help to promote positive outcomes for families.'

OPTIONS AVAILABLE TO THE COMMITTEE

1. Question the witnesses.
2. Highlight issues for further investigation.
3. Propose possible recommendations for the review.

INFORMATION

For this witness session, Members will hear evidence from:

Name	Position
Tom Murphy	Head of Early Intervention Services, LBH
Deborah Mbofana	Health Promotion Manager, LBH

PAPERS WITH THE REPORT

- § Written Submission: Tom Murphy and Deborah Mbofana.

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THE EFFECTIVENESS OF EARLY HELP TO PROMOTE POSITIVE OUTCOMES FOR FAMILIES

WITNESS SUBMISSION

Name: Tom Murphy
Role: Head of Early Intervention Services
Organisation: LBH

Name: Deborah Mbofana
Role: Health Promotion Manager
Organisation: LBH

1. Context

1.1 This witness statement is offered jointly by the above named officers. It is offered as a joint statement because the two officers in question have been jointly developing, alongside other colleagues and partners, an Early Intervention and Prevention Strategy which directly relates to the scope and objectives of this review. The statement will be accompanied by a presentation at the meeting which will summarise the context provided in this statement, whilst also providing an outline of the services which contribute to the early help agenda.

2. Statement Content

2.1 This statement provides the review with background and context for work undertaken to date in order to achieve the following vision for children, young people and families, as determined by the multi-agency Early Intervention and Prevention Strategy Group:

Hillingdon families are safe, healthy, prosperous and self reliant because they have the aspirations and means to succeed.

The Purpose of the Strategy Group

2.2 To develop strategy and practice on behalf of the Council and all partners in relation to early intervention and prevention which oversees workstreams focusing on prevention, early help, and intervention within the family. The need for a heightened focus on the provision of early help has been identified by a range of policy reviews, including Professor Eileen Munro's review of child protection. These reviews identified a growing body of evidence of the effectiveness of early help for children and their families.

Early Intervention and Prevention Strategy 2014 - 2015

2.3 An initial strategy was developed in 2014 - 2015. In addition to responding to national and local policy drivers regarding the provision of support for children, young people and families, it was informed by review work undertaken as part of the Children's Pathway Transformation Programme. The transformation programme undertook a range of 'discovery' activities in relation to services and processes which support children, young

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people and families. This discovery activity identified areas where changes to existing provision would be beneficial.

2.4 The diagram below (figure 1) illustrated the child/family pathway through many services offered throughout Hillingdon (based on age and thresholds of need) as identified during the transformation discovery work undertaken.

2.5 Hillingdon has a range of facilities and services that are part of everyday life including parks, libraries, schools, children's centres. These contribute to enabling families to flourish whilst also serving as environments whereby children and families potential need for 'early help' may be identified.

2.6 The review process identified that if additional needs are identified which the universal provision cannot cater for, the child or family may be referred to tier 2, targeted services. The child/family may then work with a tier 2 professional to address the additional needs. If further needs present themselves, the child/family may be referred once again to another service to address the presenting needs; this could be in tier 3, specialist services.

2.7 By this point the review identified that the child/family may have been referred to a variety of services for support. Having taken the family out of the universal provision, professionals can find it difficult to return them to the universal setting. This may be for a number of reasons, such as universal providers becoming disconnected with the journey the child/family has taken or the family finding it difficult to re-engage or 'step-down' from targeted support provided. The model below illustrates the risk of children and families becoming permanently disengaged from the universal arena.

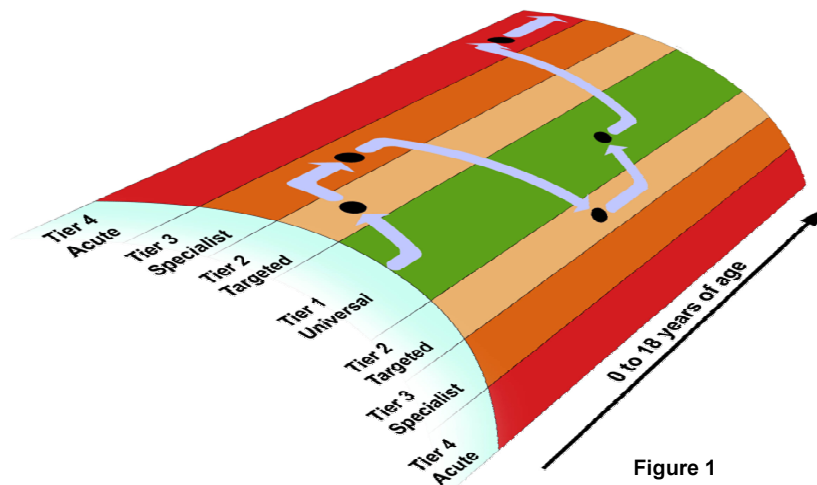


Figure 1

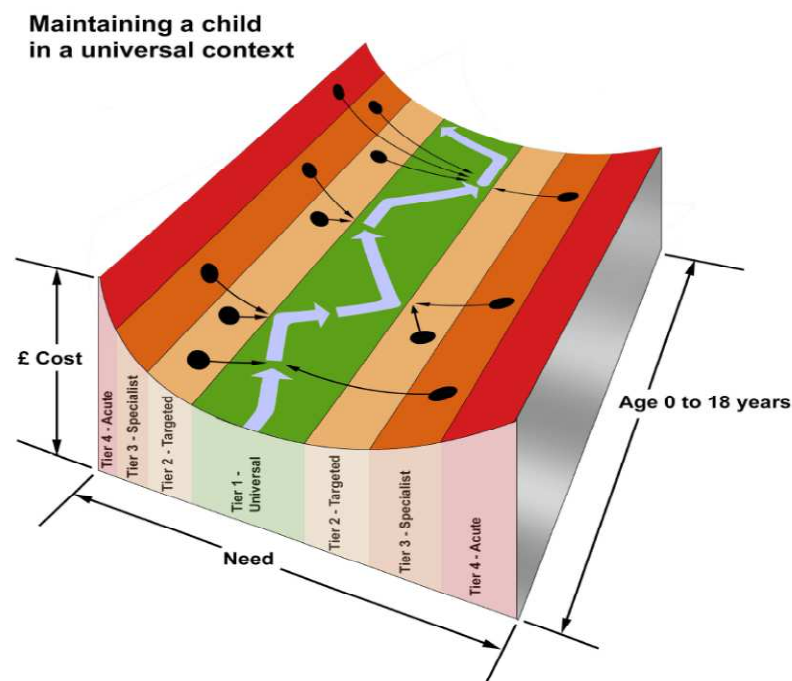
2.8 The following points serve as summary transformation review findings based on tracking family experience during the Children's Pathway Transformation discovery phase:

- Some families' problems escalate because agencies do not collectively and effectively respond to their needs early enough;

- The array of services available is complex and not always well co-ordinated, with different systems and definitions of need. Families can struggle to navigate their way to the support they require;
- A relatively small number of families with complex needs are responsible for a disproportionate amount of the workload of many agencies. These families do not always receive a joined up response to prevent and / or resolve the issues they face;
- Where issues are identified, services are sometimes too swift in seeking to refer the whole family on, when they could support the family, or individual members in it through their own service;
- Children and family services need to find new ways to work effectively together to ensure that problems and safeguarding risks for children, young people and families are identified early and that swift and co-ordinated interventions are made; and
- Children and families encountering difficulties can sometimes experience many independent service interventions overtime, several years in some cases, without problems being resolved.

2.9 Based on service review and discovery work undertaken a new conceptual model has been developed. The underpinning principle of this model (figure 2 below) is to maintain the child or family in the universal context as far as possible in order to avoid prolonged and entrenched disengagement and reliance on higher need services.

2.10 Within the revised model the intention is for the child and/or family to receive targeted support when necessary, yet remain within the universal context where possible. This approach seeks to avoid whole family migration to more costly services, when the additional need(s) are a relatively small component of the family's overall need.



2.11 In order to facilitate the delivery of the proposed operating model, a strong focus on early intervention and prevention has been advocated. The aforementioned model illustrates the emphasis on developing strong preventative services to avoid the need to escalate cases out of the universal context. It also emphasises the importance of early intervention in ensuring that suitable interventions are implemented at the earliest point of identification and that, where possible, these services should be coordinated or facilitated through universal provision.

2.12 The 2014 - 2015 strategy sought to deliver the required organisational change to strengthen the provision of early intervention and prevention services within the overall context of the Children's Pathway delivery model.

2.13 Delivery of operational objectives within the 2014 - 2015 strategy resulted in a number of structural and operational developments in response to the children's pathway transformation process. Key developments included:

2.14 An enhanced delivery model for Children's Social Care which includes an early intervention and prevention component. The revised model includes a new Early Intervention Service comprising the following;

- **Child and Family Development Services:** Securing and providing a range of early learning, childcare and family development services delivered through early years centres and children's centres;
- **Targeted Programmes:** Meeting the needs of families by securing and providing targeted programmes of developmental activity that enable children, young people and families to develop the behaviours, skills and capabilities to avoid or overcome problems and risks;
- **Key-working Services:** Meeting the needs of families by providing integrated 1-1 support and challenge to enable them to overcome problems including those identified within the terms of the Troubled Families programme, those concerned with school absence and non participation in education employment and training, and;
- **Youth Offending Services:** Meeting the needs of young people who have come to the attention of criminal justice agencies by delivering intervention and tracking services with a view to reducing the likelihood of further offending behaviour.

2.15 The development and introduction of Early Help Assessment (EHA) and Team around the Family (TAF) processes.

2.16 The EHA provides a tool for assessing family needs and issues in order to facilitate early intervention. The aim is to identify, at the earliest opportunity, where a family's needs are not being met and to provide timely and co-ordinated support to meet those needs. This will ensure that families access the right service at the right time and stop issues escalating unnecessarily.

2.17 The TAF is a multi agency meeting where all the professionals working with the family, including the parent/care and child(ren) where appropriate, explore what help is needed and how this can best be provided. At the first TAF meeting a lead professional is appointed to chair future meetings and be the central point of contact for TAF members, including the family.

Early Intervention and Prevention Strategy 2015 - 2018

2.18 Following the work progressed under the initial Early Intervention and Prevention Strategy a refreshed strategy is in the process of being developed. In addition to embedding the developments progressed under the 2014 - 2015 strategy the following work strategic outline has been developed:

Our Strategic Ambition

2.19 Our strategic ambition is to achieve the best for our families by maximising collective use of the public sector resources at our disposal across the Council, health services, police services, schools, criminal justice system and the third sector. Through doing so we will work together with families and communities to prevent problems arising in the first place or provide effective help to over-come difficulties at the earliest opportunity.

2.20 We will realise this ambition by modelling the following behaviours across our respective agencies at all levels:

Understanding together

Developing our collective understanding of the needs of our families and communities and the services that are in place in response - increased and shared understanding will enable more effective targeting of services and make the best use of available resources and expertise.

Planning together

We will respond to our understanding of need by jointly planning and commissioning services that are best placed to secure the outcomes we seek for our families. We will plan together at strategic and operational levels so that we may benefit from the rich and diverse range of knowledge and expertise across the partnership and ensure we avoid duplication of services.

Delivering together

We will develop a collaborative approach to meeting the needs of our families by bringing capacity and expertise together in order to maximise use of the professional resources available to us. Where there is a business case for doing so we will co-locate services and develop integrated practice in order to provide the best possible service to our families.

Learning together

We will foster a culture of shared learning across agencies so that we may base our planning and delivery on evidence of what activity services and approaches produce the outcomes we wish to secure with our families. We will also invest in learning about the each other and the respective assets and expertise we bring to our work with families. This will include joint workforce development activity and good practice sharing across the partnership.

Our Strategic Aims 2015 - 2018

2.21 Resilient children, families and communities bounce back and thrive despite the challenges they face. We aim to step in as required to help children, young people and their families who need assistance:

- So that problems don't arise in the first place (**prevention**).
- So that problems are nipped in the bud (**early intervention**).
- So that something is in place for needs or problems that are serious, will not respond to early help or will endure (**specialist and targeted intervention**).

Our Principles

2.22 The principles that underpin our work in Hillingdon are:

- **Working together with families and communities** to build knowledge, skills and capacity to enable them to thrive;
- **Putting children and families first** and at the centre of all we do by recognising that each family and child is unique, with differing and changing needs that are best assessed by understanding things from their perspective;
- **Focusing on families most in need of additional support** by being aware of those who need and would most benefit from help and swiftly connecting them to the support they require;
- **A 'tell us once' approach**. Listening, understanding and responding to what children, young people and families are telling us;
- Providing **timely, cost effective** and **outcomes focused** support. Stepping in when most likely to make a difference in a way that improves outcomes and reduces personal and financial cost;
- **Working collaboratively** in order to make best use of our resources by sharing information in a safe and timely way and working together to bring collectively capacity and expertise to bear in order to resolve a problem or risk; and
- **A 'no wrong door' approach** for children and families needing help. Developing an integrated approach to providing support so that agencies act as the gateway to a wider menu of services, if needed and professionals adopt the lead professional role by acting as a single point of contact and coordination for families as required.

Our Strategic Approach

2.23 We will adopt a 3 phase approach to realise our strategic ambition. The staged approach is informed by the need to fully embed the underpinning principles and behaviours required to jointly plan, commission and deliver services across the partnership.

Phase One 2015 - 2016

2.24 Phase one will focus on agreeing early intervention and prevention strategic direction, priorities and embedding principles across the partnership. It will also enable collective understanding of partner activity and seek to develop a planning framework to enable joint planning and commissioning of services.

Phase Two 2016 - 2017

2.25 Phase two will focus on joint planning and delivery of services. Activity will include joint needs assessment analysis, joint commissioning of services and integrated planning across partner agencies.

Phase Three 2017 - 2018

2.26 Phase three will see the bring together of phase one and two outcomes in a manner that leads to a fully integrated and mature approach to planning, delivering, evaluating and jointly commissioning early intervention and prevention activity across the partnership.

2.27 Work is being progressed to refine the content of the refreshed strategy prior to final consultation and implementation.

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SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2014/5

Covering Report

Contact Officer: Andrea Nixon
Telephone: 01895 277260

REASON FOR ITEM

The Hillingdon Safeguarding Children Board has a statutory duty to publish an Annual Report on the effectiveness of child safeguarding and promoting the welfare of children in the Borough. Once agreed by the Board, the report is submitted each year to the Chief Executive, the Leader of the Council and the Chairman of the Health and Wellbeing Board. It is due to be considered by Cabinet in October 2015.

SUGGESTED COMMITTEE ACTIVITY

It is recommended that the Committee note the report and comment as appropriate on the suggested priorities for the current year.

INFORMATION

1. Background and context

The Committee is advised that Steve Ashley was appointed to the role of Chairman for the Adult and Children Boards on 23 April 2015 this year.

The Chairman has a clear brief to improve the functioning and effectiveness of both Boards, this process has begun and will be accelerated over the year. The delivery will be supported by a Safeguarding Hub supporting the work of both safeguarding boards.

The Chairman has put forward proposals for an Executive Board. This will consist of a small group of senior officers from each of the statutory partners; it includes the lead member for Children's Services. This will be the decision making body for the LSCB and will focus on those issues that require senior level decision making. The Executive Board will task an Operations Group that will include additional non statutory partners, members of the third sector, and those responsible for operational delivery. The Operations Group will manage the thematic sub-groups and ensure that Board priorities are being supported and driven forward.

The new Chair has been clear that the Board structure must be efficient and effective and is in place not only to hold partners to account, but to resolve those issues that are preventing or interfering with the effective safeguarding of our children. These proposals have been well supported by partner agencies. The progress of the Board will be reported at regular intervals throughout the coming year.

The attached annual report should be seen in the context of these forthcoming changes. The information below provides a summary of current children safeguarding services and the work that has been undertaken this year. It fulfils the legal requirement contained in Working Together 2013 [NB 'Working Together' was updated in March 2015 however the report criteria have not substantially changed]. The report is required to contain the following elements:

- A rigorous assessment of the performance and assessment of local services.
- Identification of areas of weakness and the action being taken to address them, as well as other proposals for action.
- Lessons from reviews undertaken within the reporting period, including Serious Case and Child Death reviews.
- Contributions made to the LSCB by partner agencies and details of expenditure.

2. Report Summary

Attached to this paper is an executive summary that provides further detail on the contents of the report. The Chairman would highlight the following issues contained within the report:

LSCB Improvement Plan

Following a grading of "requires improvement" on Board performance by Ofsted in December 2013 an improvement plan was put in place. Progress has been made against each identified area but the Board requires further work to be graded as 'good' or 'excellent'. In particular, the Board still needs to improve its levels of auditing activity and training. A performance framework has been developed but is not yet in full use.

Assessment of the quality of safeguarding

To be confident of the effectiveness of the partnership the Board requires regular data, both quantitative and qualitative. Although a start has been made on this with the agreement of the Performance Web, section 11 and school audits in the forthcoming year and a multi-agency audit programme, the Board does not have sufficient data from the reporting year to be confident of the quality of practice.

The performance of partner organisations with regard to safeguarding provides mixed assurance for the Board. The Development of a Multi-Agency Safeguarding Hub is positive, though further development is required to ensure that the contribution of all agencies is embedded.

Children's Social Care has achieved a degree of stability, reducing their assessment backlogs and reducing staff turnover but now needs to consolidate this progress and increase the number of permanent, employed staff.

The Hillingdon Hospital was subject to a CQC inspection during October 2014, with the report being published in February 2015. The overall rating was that the hospital "Required Improvement".

The Deputy Director of Nursing and Deputy Lead Doctor for safeguarding attended the Board in March 2015 to update on progress since the inspection. The Board was encouraged by the rapid progress at the hospital following the inspection and will continue to monitor this.

Taking the points above into account, the Board is cautious about an assessment of the effectiveness of safeguarding across the Borough. Further work is needed by both the Board and its partners before we can be assured that children and young people are as safe as they can be across the Borough.

Serious case reviews

No Serious Case Reviews were published in the year. One was completed and published in April 2015. This concerned a teaching assistant from a local secondary school who was convicted of sexual activity with a female pupil. The Board accepted the eleven recommendations made in this case and will oversee the implementation of these through the Learning and Improvement Framework.

Finance

Levels of resourcing remain confusing and are currently inequitable and insufficient to manage an effective Board. This issue will be a priority for the new Chairman.

Stephen Ashley

Independent Chairman of the Hillingdon Local Safeguarding Children Board.

24th August 2015

BACKGROUND PAPERS

LSCB Annual Report 2014/15 - Executive summary

LSCB Annual Report 2014/15

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SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2014/5

Executive Summary

Background

The Local Safeguarding Children Board (LSCB) is required to produce an annual report under the auspices of The Apprenticeships, Skills, Children and Learning Act 2009 and the statutory guidance contained in Working Together 2013. It is a requirement that the annual report is published.

The report covers the year from 1 April 2014 to 31 March 2015. Publication was been delayed while verification of performance data took place. In future years there will be an intention to have the report published by the end of May.

It is worthy of note that the LSCB received a 'requires improvement' grading from Ofsted in December 2013 and that the safeguarding partners appointed a new Chairman, Stephen Ashley, in April 2015.

Governance

Over the course of 2014/5 protocols were agreed and signed with the following:

- Health and Wellbeing Board
- Corporate Parenting Board
- Domestic Violence Executive Board
- Youth Offending Service Management Board

Improvement plan

In December 2013 Ofsted undertook an inspection of the effectiveness of the LSCB, giving an overall grading of "Requires Improvement". An action plan was put in place to address the issues raised. Progress has been made, but further work is required in the following areas:

- Performance management and quality assurance (auditing).
- Progress with embedding the voice of children and young people in the Board.
- Training.

Reports from sub-groups

Performance and Quality Assurance sub-group

A Performance Web was agreed as the main reporting tool for the Board. This work requires embedding.

The subgroup commissioned audits on the Voice of the Child and Private Fostering and both were completed, with the learning added to the Learning and Improvement log.

Child Sexual Exploitation sub-group

A sub-group was established to take this work forward within the year. Significant progress was made assessing the prevalence of CSE across the Borough and developing the multi-agency response to address CSE. A specialist worker was recruited, based within Children's Social Care and working across agencies, in collaboration with the LSCB.

The Board was encouraged by the successful prosecution of three perpetrators of CSE in the Borough. This was the result of multi-agency team work. In particular, excellent collaborative work was identified as having taken place between the Metropolitan Police, Children's Social Care and the NHS.

In the latter months of the year, concentration has been on ensuring that there is strategic join-up between the agencies and a strategy and action plan was agreed at the LSCB in March 2014. A training programme has also been agreed and is underway.

Strong governance arrangements, as agreed across London, are in place to address CSE with a MAP (Multi-Agency Panel) for the discussion of individual cases and MASE (Multi-agency Sexual Exploitation) strategic group both of which meet monthly.

Vulnerable children and young people sub group

The group has prioritised the needs of children and young people living in families in which there is domestic violence and has, with the Performance and Quality Assurance sub-group commissioned an audit to better understand the quality of multi-agency practice for these children and young people.

There is, however, a lack of coordination in the approach and the extent of the problem is unquantified at the moment. Further work will be undertaken in the current year to understand the extent of the problem and to encourage a more strategic approach to be undertaken across the Borough.

Learning and Development

The sub-committee met regularly and agreed a feedback mechanism so that we could ascertain the impact that training had on practice. Less positively, we were unable to commission courses as the year developed, including the key Working Together training, due to a lack of funding. A charging mechanism was agreed in early 2015 and there is an expectation that a full training programme will commence in the forthcoming year.

Joint LSCB/Heathrow strategic group

Specific achievements during the year have included:

- Working through a route to notify LBH of children and young people identified as being privately fostered, ensuring that the right support is identified for them.
- Identifying risks associated with Ebola.
- Sharing knowledge of operations, including one relating to FGM with consequent referrals made to Social Care.
- Sharing information on age-disputed young people.

A work plan for the next reporting year has been agreed.

Serious Case Review sub-group

No Serious Case Reviews were published in the year, but one was completed and published in April 2015. This concerned a teaching assistant from a local secondary school who was convicted of sexual activity with a female pupil. The Board accepted the eleven recommendations made in this case and will oversee the implementation of these through the Learning and Improvement Framework.

Two Serious Case Reviews were commissioned with the intention to publish both in 2015. These will be reported in the 2015/6 Annual Report.

A further case was discussed, but it was agreed that this did not meet the threshold and a joint agency review was commissioned and completed in April 2015.

Policy and Procedure sub group

The Policy and Procedure subgroup spent the early part of the year drafting and agreeing a threshold document as required under Working Together 2013. This was agreed by the Board in December and was subsequently published.

The sub-committee also agreed an Escalation policy, Core Group guidance and began work on agreeing guidance for those working with children and young people who are engaged in sexually harmful behaviour.

User Engagement

The Board considers it important to develop its public profile. A communications strategy was agreed by the group with a commitment to run two campaigns per year from the current year. In addition, a new logo was produced and a Twitter feed launched (@hillington_lscb) providing general safeguarding information and advice. The Board also launched an e-bulletin for wide circulation and produced two editions within the year. Plans to develop the website with a clear and separate identity to that of the London Borough of Hillingdon site have been carried through to the current year.

The User Engagement subgroup was also established to develop mechanisms for consultation and feedback with children, young people and their families.

Child Death Overview Panel

The Child Death Overview Panel is a statutory requirement of the Children's Act 2004 which came into effect on 1 April, 2008 and conforms to the guidance of Chapter 5, Working Together 2013. The Hillingdon and Ealing Local Safeguarding Children Boards joined together to form a two borough Child Death Overview Panel. The Panel is chaired by a Director/Consultant of Public Health for either Ealing or Hillingdon and has a fixed core membership of senior professionals which is drawn from the key organisations represented on the LSCB.

All deaths of children under 18 years are reviewed by the Child Death Overview Panel and within all categories there are many cases that, whilst not preventable, have learning points and training issues in different agencies. The reviews of Sudden Unexpected Deaths of Infants have highlighted the importance of 'safer sleeping' and the dangers of co-sleeping, overheating, positional sleeping and include risk factors of smoking, drinking and taking drugs.

Other issues identified during reviews this year were:

- Transfer times by the Children's Acute Transfer Service (CATS).
- The importance of flu and other vaccinations in babies and vulnerable children.
- The need for police to be informed of children receiving palliative care.
- The importance of sharing emergency access plans with GP's.
- The need to share health and social care information across borders when children move or are treated out of borough.
- The importance of early diagnosis of Brain Tumours.

Good Practice

Safer Sleeping in Infants Integrated Care Project (SSLIP)

The Board were very pleased to work alongside lead CDOP paediatrician, Dr Jide Menankaya to introduce a new initiative to the Borough. Sudden unexpected deaths in infancy (SUDI) is a significant cause of death in babies less than 1 year old. In London, a baby dies every 9 days from SUDI and in our boroughs of Hillingdon and Ealing, one in nine deaths in children is due to SUDI.

This is a really important initiative to safeguard the lives and well-being of children and requires the participation of key stakeholders in this borough to make it a success.

LSCB Conference

On 10 February 2015, the LSCB hosted a conference with the theme of Early Help. 150 people attended with 15 "Market Stalls". The review sheets filled in on the day showed a satisfaction rate of 7.9 out of 10. The most popular sessions were the drama group in the

Children, Young People and Learning Policy Overview Committee – 09 September 2015

morning and the afternoon round table case discussions. The opportunity to network with others from the community was praised.

Allegations against professionals

The Local Authority Designated Officer, LADO, plays a crucial role within the Local Authority managing and overseeing allegations that are made against professionals. The rate of LADO referrals remains high with the largest proportion received from schools and Early Year's provision. Awareness of the role of the LADO is communicated to staff on a regular basis through training and staff induction.

Independent Domestic Violence Advisor (IDVA) Service

The purpose of an IDVA Service is to address the safety of victims at medium to high risk of harm from intimate partners, ex-partners or family members in order to secure their safety and also the safety of any children.

There has been a steady increase in referrals to the IDVA Service over the last 3 years; however staffing numbers have remained the same resulting in the IDVA Service running out of capacity. In 2015 the IDVA Service will undergo some positive changes as funding from The *Mayor's Office for Policing And Crime* (MOPAC) means that there will be 4.5 additional IDVA positions; one will be permanently located within the Multi-Agency Safeguarding Hub (MASH) and another located within the Housing Department. It is hoped that the additional staffing will enable the IDVA Service to continue to provide the excellent level of Risk Assessment and Safety Planning to residents of Hillingdon.

Assessment of the quality of safeguarding

To be confident of the effectiveness of the partnership the Board requires regular data, both quantitative and qualitative. Although a start has been made on this with the agreement of the Performance Web, section 11 and school audits in the forthcoming year and a multi-agency audit programme we do not have sufficient data from the reporting year to be confident of the quality of practice.

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The Board was encouraged by the rapid progress at the hospital following the inspection and will continue to monitor this.

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Priorities for 2015/6

Addressing **Child Sexual Exploitation** will remain a Board priority until we can be assured that the right multi-agency plans, procedures and guidance are in place to safeguard the potential victims.

With Britain's largest airport and the third largest airport in the world, Heathrow, in the Borough, **child trafficking** will continue to remain an issue for the Board.

In addition, the Board remains concerned that the response across the Borough with regard to both **FGM** and **radicalisation** has not been fully explored and may lack rigour. Both will be subject to further enquiries during 2015/6.

It is important that, over the year, the Board **develops a sound understanding of the quality of multi-agency practice and the child's journey between the agencies**. Work on this has begun but the programme of multi-agency auditing will be escalated and the Board will work to properly embed the child's voice in the Board.

Finance

There should be a **review of resourcing** for the Board to ensure that it has the ability to operate to, at least, "Good".

Hillingdon Local Safeguarding Children Board

Annual Report

2014 – 15

‘That every child and young person is as safe and physically and emotionally secure as possible, by minimising risk of harm as much as we can.’



Annual Report 2014/5



Chairman's introduction

The following report provides an assessment and summary of the work undertaken by the Hillingdon Safeguarding Children Board over the last year. I would like to thank all of those that have worked hard this year to improve the level of safeguarding in the Borough. In particular, I would like to thank my predecessor for her hard work over a number of years and wish her well in her future endeavours.

I was appointed this May to take over as the Independent Chairman of the Board. This report focuses on what has taken place over the last year. Whilst much of the attention is focussed on Children and Young People Services, the Board is formed of a partnership of all of those agencies and third sector organisations that are engaged in safeguarding our children. It is clear from recent reports that we can do better for our children and the Board must step up a gear to make sure this happens.

I have met with a number of senior members of the Board and I have been impressed with their determination and clear ambition to see improvement in the level of safeguarding in the Borough. I support their ambition and will do all that I can to see us succeed.

This report does highlight the progress that has already been made. The introduction of a multi-agency safeguarding hub (MASH), where agencies are located together, is just one positive development. I look forward to working with agencies to see further improvements. Moving forward it will be essential that we listen to the views of the public and most importantly the children we are responsible for safeguarding. I am looking forward to the challenge ahead and will provide regular updates throughout the year, on our website, detailing the progress that is being made.

I hope the report provides the information you need and is of interest. Please let us know what further information would be of use and what you feel we should be doing to improve safeguarding in Hillingdon.

Steve Ashley

About Hillingdon

Hillingdon is the second largest of London's 32 boroughs with a population of 292,700 in 2014 of which 25% were under 19. This proportion is slightly higher than England and London. An increase in numbers of young children (0-9 age group) is projected to rise until 2017. However, these growth rates are comparable with London as a whole.

53% of the resident population aged 5-19 and 59% of the schools population (School Census 2014) belong to a Black and minority ethnic (BME) group (a group that is not White British). This diversity is expected to increase as 62% of the very young resident population (age 0-4 years) belong to a BME group. The School Census 2014 shows that 24% are Asian or Asian British, 11% Black or Black British, 10% Mixed background, 8% White backgrounds other than White British, 6% other ethnic groups, and 1% not known. Almost 40% of the school population do not have English as their first language. 183 languages were recorded in Hillingdon schools, with 46% of Primary school pupils and 40% of Secondary school pupils having a first language that is not English.

Hillingdon is a comparatively affluent borough (ranked 23rd out of 32 London boroughs in the 2010 index of multiple deprivation, where rank 1 is the most deprived). Within Hillingdon there is variation between the north and south of the borough, with some areas in the south falling in the 20% most deprived nationally. Heathrow Airport is located entirely within Hillingdon boundaries and this has a major impact, particularly in respect of children and young people who pass through the airport. Close and effective multi-agency work has led to Hillingdon being considered a national leader in the field of protecting children and young people from potential and actual trafficking.

Child Population Profile: There are significant variations in the population of children and young people (age 0-19) across Hillingdon, with more younger people in the south of the borough, and also higher proportions who are from ethnic minority groups (e.g. 80% in Pinkwell, compared with 21% in Harefield). About 45% of children and young people (aged 0-19 years) in Hillingdon are White British, 26% Asian or Asian British groups, 11% Black or Black British groups, 8% in any Mixed background, 6% White backgrounds other than white British groups, and 4% in other ethnic groups. Over the last 10 years the proportion of children born to mothers who were born outside the UK has risen to over 50%, with the biggest increases in births to mothers born in Asia and the Middle East and in countries which have joined the EU since 2004.

Poverty: Over a quarter of children aged 0-15 in Hillingdon are deemed to be living in poverty, including over 40% of children in two wards in the south of the borough, and 17% of school age children across the borough are eligible for free school meals.

Vulnerable Groups: Some groups of children and young people are more vulnerable than others to poor health, educational and social outcomes. In Hillingdon 5,600 children were

deemed to be in need throughout 2012/13 (latest nationally available data), and this number has increased in each of the previous 3 years. The most common primary need identified was abuse or neglect, followed by absent parenting which was the primary cause in almost 20%, probably related to the number of Unaccompanied Asylum Seekers who become the responsibility of Hillingdon Council through Heathrow airport.

Disabilities: Around 8% of children in need in Hillingdon have a disability, the commonest being learning disabilities, mobility and communication problems. More data on childhood disability in Hillingdon is awaited, but estimates based on national data suggest that 3.0- 5.4% of children and young people (about 2,300 - 4,100) are likely to have some form of disability. Disabilities are more common among children from more deprived socioeconomic groups, and there are more boys than girls with disability at all ages.

Education: A total of 1,200 pupils attending Hillingdon schools (2.9% of the total school age population) had a statement of Special Educational Need (SEN), and 2,470 (6.0%) were subject to School Action Plus (meaning that the school receives external help for the child.) The most common categories of SEN main difficulties are speech, language and communication needs (31%) and behaviour, emotional and social difficulties (16%), with smaller numbers with Dyslexia (11%), moderate learning difficulty (12%) and Autistic Spectrum Disorder (13%). In Hillingdon 19% of the school population was assessed as having SEN. For children with SEN, outcomes within the primary and secondary phases are broadly in line or just above the national picture, but are not yet as strong as London region. Children with some types of learning difficulty are also at significantly increased risk of mental health problems and estimates based on national research and local information suggest that 2.6% - 3.5% of children and young people aged 5-18 in Hillingdon will have both a learning difficulty and an emotional or mental health problem, equivalent to about 480-620 children and young people.

In 2014 around 230 young people in Hillingdon aged 16-18 were thought to be not in education, employment or training (NEET), which represents 2.4% of the population of that age, a lower proportion than in London or England. This proportion has fallen from 5.7% in Hillingdon over the previous 7 years. The largest numbers of the NEET cohort live in Botwell, Townfield, West Drayton and Yiewsley, and White British are over-represented in this group. In the 2011 Census 2,450 (2.6%) of those aged under 25 in Hillingdon reported that they were unpaid carers, with the highest proportions in Hayes and Harlington and lowest in Ruislip and Northwood. Data provided by the Hillingdon Carers service suggests that there are Young Carers as young as 5 in Hillingdon. 206 school children living in Hillingdon were Gypsy or Irish traveller children in the 2014 school census; in the 2013 School census nearly half of the Gypsy or Irish traveller children were identified as having some special educational need.

Child Deaths: In total there were 138 deaths in persons aged 0-19 years in Hillingdon over the 5 years 2010-2014, 57% of which occur under the age of 1, and 14% in older teenagers aged

15-19. The commonest single cause of death in older children is external causes, accidents and injuries, and adolescent boys are particularly at risk.

Hospital Admissions: The rate of hospital admissions of young people aged under 18 for alcohol specific conditions (those which are causally related to alcohol) is the same in Hillingdon as the rest of England, and the trend has fallen only slightly in the last few years.

Teenage Pregnancy: There has been a decline in rates of teenage pregnancy, almost year on year since 2003; Hillingdon has followed the decline in rates that has been observed across London and England as a whole.

Sexually transmitted infections: The rate of new sexually transmitted infections (all ages) excluding Chlamydia in Hillingdon is significantly higher than the rate for England, but lower than the rate for London. Just over 600 people aged 15-24 years old had Chlamydia detected in 2013; the rate of detection in Hillingdon (1.5%) was significantly lower than the rate for England and London.

CAMHS: Over 1000 children aged 2-18 were referred to Tier 3 CAMHS in 2013/14, of whom 55% met the service's referral criteria and were seen. The number of referrals increases with age and there appear to be more White British children seen in the service than would be expected from the ethnicity profile of children and young people in Hillingdon. Almost one-quarter of those seen had hyperkinetic disorders, 12% had other behavioural and emotional disorders, and 11% other anxiety disorders. Estimates based on national data suggest that the numbers who used CAMHS services in Hillingdon are about half that expected for Tier 2 and Tier 3 services, and about two-thirds that expected for Tier 4. In 2012-13, 112 young people aged 10-24 in Hillingdon were admitted to hospital as a result of self-harm. This rate has remained stable over the last 5 years and is significantly lower than the England average.

A&E Attendance: Almost half of all 1-18 year olds attending A&E were children aged 1-5, and among these younger children injury and poisoning are the commonest reasons for attendance, followed by respiratory conditions. Emergency hospital admissions for intentional self-harm (all ages) are significantly lower in Hillingdon than England as a whole.

Educational Outcomes: Data on educational outcomes in 2014 shows that levels of development at the end of reception year are lower for Hillingdon than in London or England. However at Key Stage 1 and Key Stage 2 overall achievement in Hillingdon is better than that for England and in most areas the same as London. At Key Stage 4 overall achievement is still better than England in most areas, but is below London. The exception is for White pupils who fare worse than the England average, and this is particularly marked for White boys in Hillingdon.

Commentary:

Although, by and large, Hillingdon offers young people a good place to grow up there are some particular concerns. There is a danger that the overall affluence of the Borough can mask the difficulties for some. The Index of Deprivation scores are expected to be refreshed nationally later in 2015, but the current calculations that 16,000 children aged 0-15 live in poverty in Hillingdon (over 40% of children in some wards) is a particular concern given what we know about the potential outcomes for these children.

Any hospital admission for self-harm and alcohol related incidents amongst children and young people is of concern. This is particularly concerning when linked with lower than average referral acceptances by CAMHS. This will be of particular scrutiny during the forthcoming year.

Governance

Statutory requirements

Section 13 of the Children Act 2004 required each local authority to establish a Local Safeguarding Children Board (LSCB) for their area and specified the organisations and individuals (other than the local authority) that should be represented on LSCBs.

The LSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements. Section 14 of the Children Act 2004 sets out the objectives of the LSCB which are:

- a. 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; and
- b. To ensure the effectiveness of what is done by each such person or body for those purposes.

The Hillingdon Safeguarding Children Board (HSCB) has a statutory duty to publish an Annual Report on the effectiveness of child safeguarding and promoting the welfare of children in the Borough.

The report is submitted each year to the Chief Executive, the Leader of the Council and the Chairman of the Health and Wellbeing Board.

The Board were keen to agree protocols with the other key safeguarding strategic bodies in the Borough to ensure that each knew the priorities and main areas of interest of the other. It was agreed that the Chairman, or representative, of the LSCB would attend meetings of the other Board and that a representative would be invited to the LSCB. Over the course of 2014/5 protocols were agreed and signed with the following:

Health and Wellbeing Board
Corporate Parenting Board
Domestic Violence Executive Board
Youth Offending Service Management Board

The Chairman attended meetings of the Health and Wellbeing Board, the Corporate Parenting Board and the Young Offender Board. The interim Business Manager attended the Domestic Violence Executive Board.

Within the year the number of sub-groups was reduced from eleven to eight to include a new Executive group as the "engine house" of the Board. Over the course of the year two additional sub-groups were added, a joint LSCB/Heathrow Strategic Safeguarding and Trafficking meeting and a CSE sub-group. Other sub-groups meeting regularly are:

Vulnerable children and young persons' group
User Engagement
Policy and Procedure
Learning and Development
Child Death Overview Panel
Performance and Quality Assurance
Serious Case Review

One of the priorities previously identified is that the voice of children and young people should be heard in the Board. Progress on this has begun with an inspection of the CAMHS service by members of the Youth Council and the report on this will be included in the Annual Report for 2014/5. We have agreed that once this report is finalised the Young Inspectors undertake further inspections.

Progress with embedding the voice of children and young people in the Board has been too slow over the reporting period and will be escalated through the Business Plan into next year.

How did we do? These were the priorities in 2013/14:

In December 2013 Ofsted undertook an inspection of services for children in need of help and protection; children looked after and care leavers. It also reviewed the effectiveness of the LSCB giving an overall grading of "Requires Improvement". The action plan that followed the inspection set out the following priority areas for 2014/5.

- Ensure that time allocated to LSCB meetings is sufficient for partners to effectively undertake its work. ***Achieved, the LSCB meets on a separate day to the LSAB and there is sufficient time to cover the agenda and to allow for debate of priority items.***

- Improve the communication with other strategic bodies, including the Health and Wellbeing Board, to ensure strategies aiming to improve the lives of children and young people are effectively coordinated. **Achieved, protocols have been agreed with all key strategic bodies in the Borough.**
- Ensure that the LSCB effectively evaluates safeguarding performance through audit and performance monitoring of multi-agency activity, and make sure evaluation is used to improve services. **Achieved in part. Some auditing has taken place and a performance framework agreed.**
- Ensure that the LSCB provides effective challenge to partners and holds partners to account to improve safeguarding outcomes for children and young people. **Achieved in part and evidenced through Board minutes**
- Ensure that children young people and the community are appropriately engaged in the work of the LSCB, strategically and operationally, so that its work reflects their views. **We have begun this and will further develop the approach next year.**
- Ensure that partners are appropriately engaged in developing and delivering multi agency aspects of the Signs of Safety approach to risk management, so that there is full multi agency engagement in identifying risks and strengths to keep children safe. **Achieved, Signs of Safety was rolled out from July 2014.**
- Ensure that the impact and effectiveness of multi agency training is evaluated so that its effectiveness can be assessed and improved. **Achieved in part, the June Board agreed that for training courses running from September 2014 the pilot process would continue with an evaluation prior to, and after, training courses. For the remainder of 2014/5 this will be undertaken for the Domestic Violence, Impact on children course.**

In summary, good progress has been made but there is further work to do for the Board to reach "Good".

Reports from the sub-committees:

Much of the work of the Board is delivered through a series of sub committees, each led by a Chairman from across the safeguarding partnership. The following section of the report sets out a brief summary of some of the sub-committee highlights to give a flavour of the important role they fulfil.

Executive:

The Executive agreed new formats for both the Business Plan and the Risk Register during the Year. Both are reviewed at the Executive and discussion determines the priorities. During the course of the year the Executive agreed that the main concerns of the Board for the reporting year would be Child Sexual Exploitation, children and young people in a household where there is known domestic violence, assessing the Borough's response to youth violence and gang culture and children with a disability.

Performance and Quality Assurance sub-group

At the September meeting a Performance Web was agreed as the main reporting tool for the Board. (see appendix 5). The web identifies seven key questions for the Board to ask and the accompanying dashboard provides the relevant data:

- 1. Is safeguarding really everyone's business?*
- 2. Do we know that children are safe and the right children have protection plans and that they are being fully implemented in a timely way?*
- 3. Are we sure that lessons from SCRs are disseminated and embedded in practice?*
- 4. Are we doing all that we can to reduce the risk of avoidable child death?*
- 5. Are we satisfied with the quality of care for any child not living with its parent?*
- 6. Are we satisfied with the quality and effectiveness of early help and intervention?*
- 7. Is the children's workforce fit for purpose?*

At each meeting the Board receives a performance report updating on these questions and, over time, the information will build up to provide the Board with a full picture of performance. A Scorecard to accompany the web is present to the Board and will receive further development over the forthcoming year. The subgroup commissioned audits on the Voice of the Child and Private Fostering and both were completed, with the learning added to the Learning and Improvement log. The results of the Private Fostering audit have since informed the work of a short-life group which has further developed the work with the assistance of a specialist worker. The results of the Voice of the Child audit were of concern in that they demonstrated that children and young people were not sufficiently included in meetings about their safety and

future and that minutes were not widely circulated. It also noted that the LSCB should undertake some further work on information sharing amongst partners.

The subgroup has agreed that further work on developing an agreed data set is required in the next reporting year and that a programme of multi-agency audits will be undertaken.

Child Sexual Exploitation sub-group

Child Sexual Exploitation (CSE) was adopted as a Board priority and a sub-group established to take the work forward within the year. Significant progress was made over the year with assessing the prevalence of CSE across the Borough and developing the multi-agency response to address CSE. This was aided in no small part by the appointment of a specialist worker based within Children's Social Care and working across agencies in collaboration with the LSCB.

The Board were encouraged by the successful prosecution of three perpetrators of CSE in the Borough. This was the result of multi-agency team work and those involved in bringing the case were asked to give a presentation to the London Safeguarding Board conference in November 2014. In particular excellent collaborative work was identified as having taken place by the Metropolitan Police, Children's Social Care and the NHS. The Board commended the approach taken by the team in respect of preparing the victims for giving evidence and the support that they were given throughout the trial.

In the latter months of the year the concentration has been on ensuring that there is strategic join-up between the agencies and a strategy and action plan was agreed at the LSCB in March 2014. A training programme has also been agreed and is underway.

Strong governance arrangements, as agreed across London, are in place to address CSE with a MAP (Multi-Agency Panel) for the discussion of individual cases and MASE (Multi-agency Sexual Exploitation) strategic group both of which meet monthly. In addition the Board has a CSE sub-group which reports to the Board twice a year.

Vulnerable children and young people sub group

Much of the work in developing the Child Sexual Exploitation strategy has been driven through the Vulnerable Children sub-group this year and, understandably, this has been the concentration of the group. In addition the group has prioritised the needs of children and young people living in families in which there is domestic violence and has, with the Performance and Quality Assurance sub-group commissioned an audit to better understand the quality of multi-agency practice for these children and young people.

The group also facilitated a workshop to look at how effective the multi-agency response to female genital mutilation is. The outcome from this is that the Board were pleased to note that there are significant resources available in the Borough to address this issue. There is, however, a lack of coordination in the approach and the extent of the problem is unquantified at the moment. Further work will be undertaken in the current year to understand the extent of the problem and to encourage a more strategic approach to be undertaken across the Borough.

Learning and Development

The year was a mixed one for the Learning and Development sub-committee. The sub-committee met regularly and agreed a feedback mechanism so that we could ascertain the impact that training had on practice. Less positively we were unable to commission courses as the year developed, including the key Working Together training due to a lack of funding. A charging mechanism was agreed in early 2015 and there is an expectation that a full training programme will commence in the forthcoming year.

Partner agencies provide their own training returns in the appendix 1.

Joint LSCB/Heathrow strategic group

Heathrow, situated within the Borough, is the busiest airport in the United Kingdom and the busiest airport in Europe for passenger traffic. Every day thousands of children and young people come through the airport some being identified as being of potential concern. Border Force will make assessments on a number of these children and young people and will call in staff from the London Borough of Hillingdon Children's Social Care where there are particular concerns. The working arrangements between the airport and Children's Social Care have been complimented by the Office of the Children's Commissioner.

Another new subgroup in the year, the joint LSCB/Heathrow strategic group was established with the following purpose:

- To provide scrutiny and overview of the safeguarding arrangements for children and young people arriving at Heathrow.
- To oversee the performance of relevant agencies and to advise the LSCB of any shortfall or major risks in respect of children and young people arriving at Heathrow.

New Safeguarding and Trafficking teams were established at Heathrow in April 2014 and, in preparation for this, all Border Force team members were trained in a four-day tier 3 safeguarding package developed within Border Force.

The Heathrow Safeguarding Children group is a sub group of the LSCB and will reports back to the main Board on its activities and outcomes.

Specific achievements with in the year have included working through a route to notify LBH of children and young people identified as being privately fostered ensuring that the right support is identified for them. Identifying risks associated with Ebola, sharing knowledge of operations including one relating to FGM with consequent referrals made to Social Care and sharing information on age-disputed young people.

The LSCB were pleased to note that the airport undertook an awareness raising day on the theme of Modern Slavery. In addition representatives from the Heathrow Safeguarding team contributed to the London Borough of Hillingdon's White Ribbon day.

A work plan for the next reporting year has been agreed.

Serious Case Review sub-group

No Serious Case Reviews were published in the year but one was completed and published in April 2015. This concerned a teaching assistant from a local secondary school who was convicted of sexual activity with a female pupil. The Board accepted the eleven recommendations made in this case and will oversee the implementation of these through the Learning and Improvement Framework. The Board were concerned to learn from the SCR author that there were similarities with an SCR published by the Board in 2010 and that, if the learning from the previous SCR had been fully embedded the child might have been better protected.

Two Serious Case Reviews were commissioned with the intention to publish both in 2015, these will be reported upon in the 2015/6 Annual Report.

A further case was discussed but it was agreed that this did not meet the threshold and a joint agency review was commissioned and completed in April 2015.

Policy and Procedure sub group

The Policy and Procedure subgroup spent the early part of the year drafting and agreeing a threshold document as required under Working Together 2013, this was agreed by the Board in December and was subsequently published. The document includes:

- the process for the early help assessment and the type and level of early help services to be provided; and

- the criteria, including the level of need, for when a case should be referred to local authority children's social care for assessment and for statutory services under:

section 17 of the Children Act 1989 (children in need);

section 47 of the Children Act 1989 (reasonable cause to suspect children suffering or likely to suffer significant harm);

section 31 (care orders); and

section 20 (duty to accommodate a child) of the Children Act 1989.

The Document was drafted through the Policy sub-committee and was agreed by the Board at the meeting in December 2014.

The LSCB conference in February 2015 was used to promote the document and the practice changes.

The sub-committee also agreed an Escalation policy, Core Group guidance and began work on agreeing guidance for those working with children and young people who are engaged in sexually harmful behaviour.

User Engagement

The LSCB has been described as the “multiagency window into safeguarding”, for this reason the Board considers it important to develop its public profile. A communications strategy was agreed by the group with a commitment to run two campaigns per year from the current year. In addition a new logo was produced and a Twitter feed launched (@hillington_lscb) providing general safeguarding information and advice. The Board also launched an e-bulletin for wide circulation and produced two editions within the year. Plans to develop the website with a clear and separate identity to that of the London Borough of Hillingdon site have been carried through to the current year.

The User Engagement subgroup was also established to develop mechanisms for consultation and feedback with children, young people and their families. Work has commenced via an inspection of the CAMHS service but otherwise has progressed more slowly than we had hoped and progress will be accelerated next year.

Child Death Overview Panel

The Child Death Overview Panel is a statutory requirement of the Children’s Act 2004 which came into effect on 1st April, 2008 and conforms to the guidance of Chapter 5, Working Together 2013. The Hillingdon and Ealing Local Safeguarding Children Boards joined together to form a two borough Child Death Overview Panel. The Panel is Chairmanned by a Director/Consultant of Public Health for either Ealing or Hillingdon and has a fixed core membership of senior professionals which is drawn from the key organisations represented on the LSCB.

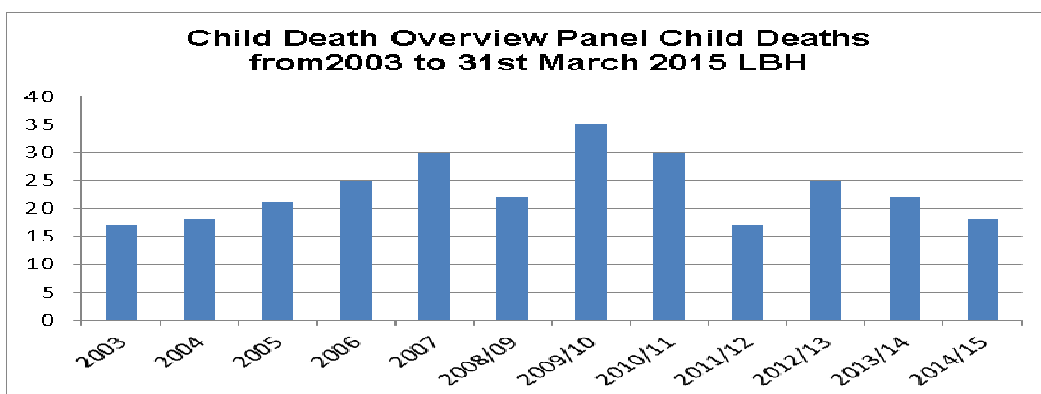
The overarching vision of the CDOP is to prevent future deaths of children by promoting the health, safety and well being of all children and improving the effectiveness of operational procedures to safeguard children and young people across the boroughs. An additional and important aim is to ensure that parents and families who experience the death of a child are appropriately supported.

At the end of each reviewing year Data is collected and submitted to the Department of Education detailing the number of deaths, reviews and outcomes or concerns for national studies/interventions.

The Chairman of the Panel attends the London wide CDOP Chairmans meetings and the CDOP co-ordinator attends the pan London SPOC meetings. There is also a national CDOP online forum which shares important messages in child death prevention that have been identified through reviews across the country and these messages are shared across our boroughs as preventative measures.

Excellent links are established with all agencies and in all relevant tertiary London Hospitals especially Great Ormond Street, Queen Charlottes, St Mary's and Chelsea & Westminster, as well as with bordering boroughs and counties.

CDOP also delivers training to professionals in A & E and for level 3 Child Protection courses in both hospitals. The role of CDOP and contacts and associated information is found on the Hillingdon borough website.



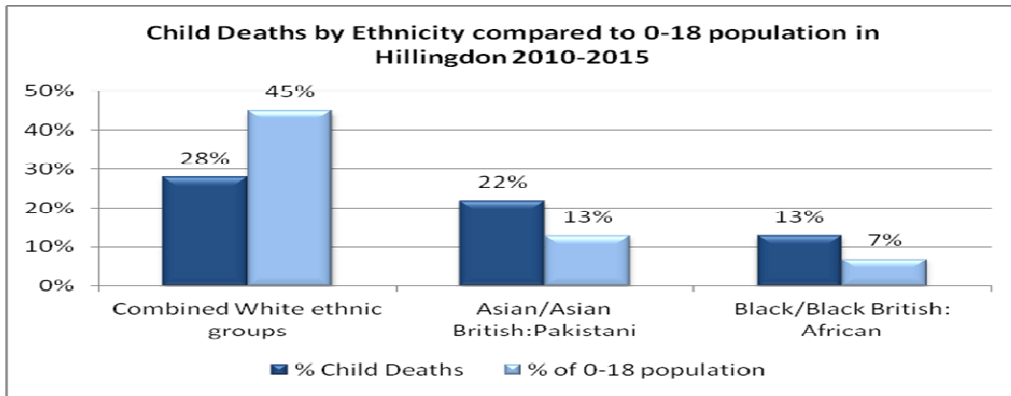
Child Deaths in Hillingdon between 2008 and 2015

Area: 46% of children lived in Hayes and Harlington with a further 19% in the Uxbridge and Hillingdon area. These 2 areas have consistently had the highest number of child deaths every year for the 7 year period.

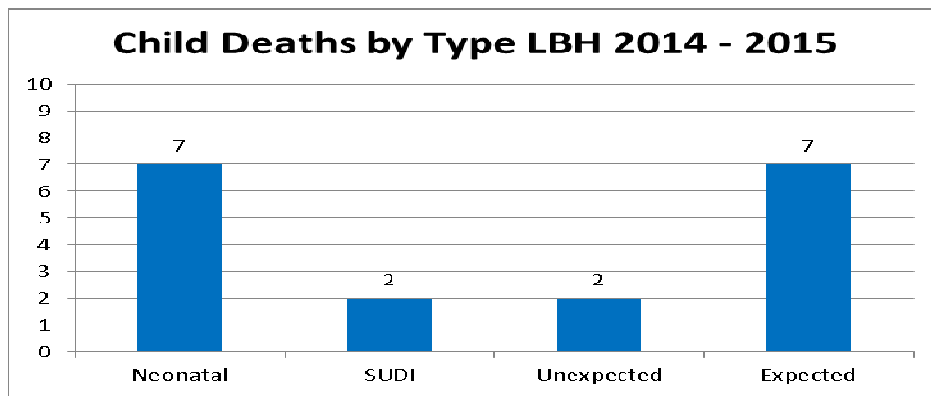
Age: 41% were neonatal (under 28 days), 28% were 29 days to under 2 years, 19% were 2 – 10 years and 12% were 11 – 18 years.

Gender: 48% Female 52% Male

Ethnicity:



Month: There are no statistically reliable trends in the months when child deaths occur in Hillingdon



The Child Death Overview panel met on four occasions from 1st April 2014 to 31st March 2015 and reviewed 15 child deaths for Hillingdon Borough.

All deaths of children under 18 years are reviewed by the Child Death Overview Panel and within all categories there are many cases that whilst not preventable have learning points and training issues in different agencies. This learning is taken forward with view to improving services and care.

The reviews of Sudden Unexpected Deaths of Infants have highlighted the importance of 'safer sleeping' and the dangers of co-sleeping, overheating, positional sleeping and include risk factors of smoking, drinking and taking drugs. Whilst CDOP has already produced DVD footage and safety leaflets, the Hillingdon CDOP Designated Consultant Paediatrician and Hillingdon LSCB have launched 'The Safer Sleeping in Infants integrated Care Package' (SSLIIP) after CDOP statistics brought out the importance of raising awareness in parents, carers and professionals of the identified risk factors associated with Sudden Unexpected Deaths in

Infancy.

The CDOP prevention campaign continues to raise awareness of key factors surrounding the unexpected deaths of infants and children i.e. drowning, shooting, road traffic accidents, co-sleeping and falls. The safety leaflets have been distributed to GP surgeries, Children's Centres and Public Health and in this year our DVD and safety leaflets have been requested by and supplied to Public Health England and the CDOP Chairs Meeting for onward distribution. The baby safety messages are included in maternity packs and CDOP took part in the Lullaby Trust Safer Sleeping Week distributing leaflets and giving advice at Hillingdon Hospital.

Other issues identified during reviews this year were:

- Transfer times by the Children's Acute Transfer Service (CATS)
- The importance of flu and other vaccinations in babies and vulnerable children
- The need for police to be informed of children receiving palliative care
- The importance of sharing emergency access plans with GP's
- The need to share health and social care information across borders when children move or are treated out of borough.
- The importance of early diagnosis of Brain Tumours

If new information is identified that indicates abuse or neglect was a factor in the child's death the case is referred to the appropriate Local Safeguarding Children Board, for consideration by the Serious Case Review (SCR) Panel.

Safer Sleeping in Infants Integrated Care Project (SSLIP)

The Board were very pleased to work alongside lead CDOP paediatrician, Dr Jide Menankaya to introduce a new initiative to the Borough. Sudden unexpected deaths in infancy (SUDI) is a significant cause of death in babies less than 1 year old. In London, a baby dies every 9 days from SUDI and in our boroughs of Hillingdon and Ealing one in nine deaths in children is due to SUDI.

Through a coordinated approach, Local Safeguarding Boards in many parts of the UK have implemented safer sleeping programmes with significant reduction in SUDI rates in their local communities. With support from our health and social care partners, we hope to adopt this multi-agency approach here.

This is a really important initiative to safeguard the lives and well-being of children and requires the participation of key stakeholders in this borough to make it a success.

LSCB Conference

On 10th February the LSCB hosted a conference with the theme of Early Help. 150 people attended with 15 "Market Stalls". The review sheets filled in on the day showed a satisfaction rate of 7.9 out of 10. The most popular sessions were the drama group in the morning and the afternoon round table case discussions. The opportunity to network with others from the community was praised.

Those attending were asked to fill in a brief form before and after the conference to measure how their knowledge increased as a result of the conference.

By virtue of the feedback on the day, the pre and post conference ratings and anecdotal feedback the conference was a success. We are now moving to planning a conference for February 2016.



The conference was attended by nearly 200 Hillingdon staff.



There was good discussion between young people and Hillingdon staff.



A powerful story enacted by young Hillingdon people

Allegations against professionals

The Local Authority Designated Officer, LADO, plays a crucial role within the Local Authority managing and overseeing allegations that are made against professionals.

This role provides advice and guidance to employers where allegations have been made, and provides valuable liaison with the police and other agencies prior to and during the planning and investigation stages. Working Together to Safeguard Children 2015 advises that the LADO should now be referred to as the Designated Officer, but across the London LADO network it has been agreed that the term LADO will remain, as Designated Officer can be confused with other roles.

The rate of LADO referrals remains high with the largest proportion received from schools and Early Year's provision. Awareness of the role of the LADO is communicated to staff on a regular basis through training and staff induction. This includes how members of staff should conduct themselves when working with children, young people and vulnerable adults and how to report concerns regarding staff conduct through the organisation's whistle blowing policy. The LADO regularly attends the schools safeguarding cluster meetings and meets with Heads through the Primary Forum and HASH (Hillingdon Association of Secondary Heads).

The findings from the recent Serious Case Review (SCR), regarding a Secondary school Academy within the Borough, highlight the importance of contacting the LADO at the earliest opportunity. One of the main concerns is that lessons do not appear to have been learnt following a previous SCR, also involving a school, where similar concerns were raised. The LADO will be working with schools and other agencies to ensure that the recommendations are implemented and to reinforce the referral process.

The following LADO actions are planned for 2015/2016:

Implement the recommendations from the recent serious case review.

Develop literature to inform employers and employees of the role of the LADO and how the LADO process works.

Continue to develop a database to record allegations against professionals.

Independent Domestic Violence Advisor (IDVA) Service

The purpose of an IDVA Service is to address the safety of victims at medium to high risk of harm from intimate partners, ex-partners or family members in order to secure their safety and also the safety of any children.

Serving as a victims/agencies primary point of contact, IDVAs normally work with clients from point of crisis to assess the level of risk to victim and any child in the family. IDVAs will create bespoke safety plans and action these safety plans to reduce immediate risk and address longer term solutions and preventative planning.

Studies show that when victims engage with an IDVA, there are clear and measurable improvements in safety, including a reduction in the escalation and severity of abuse and a reduction of even cessation of repeat incidents of abuse.

There has been a steady increase in referrals to the IDVA Service over the last 3 years; however staffing numbers have remained the same resulting in the IDVA Service running out of capacity. In 2015 the IDVA Service will undergo some positive changes as funding from *The Mayor's Office for Policing And Crime (MOPAC)* means that there will be 4.5 additional IDVA positions; one will be permanently located within the Multi-Agency Safeguarding Hub (MASH) and another located within the Housing Department. It is hoped that the additional staffing will enable the IDVA Service to continue to provide the excellent level of Risk Assessment and Safety Planning to residents of Hillingdon.

See appendix 2 for IDVA statistics

Hillingdon Association of Voluntary Services (HAVS).

In previous years Hillingdon Association of Voluntary Services has been the main point of liaison for the LSCB with the various community groups in the Borough. For various reasons HAVS are operating at reduced capacity and are unable to sit on the Board. This has left a gap for the Board and we are working with all partners to seek a new solution to ensure that voluntary and community groups are properly represented.

Hillingdon Inter Faith Network

Duncan Struthers, Chairman of the Hillingdon Inter Faith network joined the Board in September and has proved to be an effective link between the Board and the faith communities. An on-going piece of work from the reporting year is the dissemination of learning from a school-based

serious case review into faith settings to ensure that the right level of knowledge about safeguarding exists and that the accountability for safeguarding is present and is understood.

Lay Members

The Board has benefitted from the presence of two lay members who have contributed to the development of the Board over the year. In particular one lay member has a background in communications and she was instrumental in drafting and seeing through to fruition a Communications Strategy. The other has a background in education and has led the Board to seek further information with regard to children who are home-educated; this work is continuing to the current year and is identified in the Business Plan.

How do we know that we are effective?

The most important questions to be asked in relation to Local Safeguarding Children Boards are “what difference does an LSCB make” and “what impact does the LSCB have”.

We are clear that within Hillingdon the Board is developing quite well but the pace of this will need to be accelerated in the forthcoming year. In looking for evidence of Board effectiveness we can identify a joint agency review, commissioned in December 2014 and completed in April 2015. It is also positive that two thematic audits, Private Fostering and the Voice of the Child have been completed within the year and have clear recommendations.

The adoption and development of the Performance Web, with further developments planned will allow the Board to see how effective multi-agency safeguarding is across seven domains. This has become the main performance reporting mechanism for the Board.

To be truly effective the Board needs to have the voice of children and young people at its heart. This was only begun in 2014/5 with an inspection of a partner agency and this approach will need further development and consolidation in 2015/6.

Board minutes reflect challenge and an e-folder is kept of challenge and outcome.

Assessment of the quality of safeguarding:

To be confident of the effectiveness of the partnership the Board requires regular data both quantitative and qualitative. Although a start has been made on this with the agreement of the Performance Web, section 11 and school audits in the forthcoming year and a multi-agency audit programme we do not have sufficient data from the reporting year to be confident of the quality of practice.

The performance of partner organisations with regard to safeguarding provides mixed assurance for the Board. The Development of a Multi-Agency Safeguarding Hub is positive, though further development is required to ensure that the contribution of all agencies is

embedded. Children's Social Care has achieved a degree of stability reducing their assessment backlogs and reducing staff turnover but now need to consolidate this progress and increase the number of permanent, employed staff.

The Hillingdon Hospital was subject to a CQC inspection during October 2014 with the report being published in February 2015. The overall rating was that the hospital "Required Improvement". One of the headlines that the Board was pleased to note was that the trust had a very committed workforce. This coincides with the experience of the Board. Less positively the Chief Inspector of Hospitals set out three relevant key findings in relation to safeguarding children:

- The risk that child protection issues could be missed due to a failure to follow agreed processes had been identified, but not addressed
- The risk of admitting children with high dependencies to wards that aren't appropriately staffed to meet their needs has been on the risk register for over a year without being appropriately addressed.
- Staff records regarding training showed poor performance in key areas such as infection prevention and control, **safeguarding** and moving and handling.

The Deputy Director of Nursing and Deputy Lead Doctor for safeguarding attended the Board in March 2015 to update on progress since the inspection. The Board were particularly pleased to note that safeguarding training, which had been as low as 50% then stood at 94%.

The Board was encouraged by the rapid progress at the hospital following the inspection and will continue to monitor this.

Although all statutory agencies have been affected by public sector change "Transforming Rehabilitation" has significantly altered the Probation Service with 30% of high risk cases going to a new national service and 70% of low and medium cases being held by the local Community Rehabilitation Service, MTCnovo. The CRC representative confirmed to the Board that arrangements are still being worked out with a fuller report being available to the Board later in the year. With a lack of clarity over safeguarding procedures and Board reporting accountability the Board will seek assurance over the forthcoming months that the new arrangements have safeguarding at their heart.

Taking the points above into account the Board is cautious about an assessment of the effectiveness of safeguarding across the Borough. Further work is needed by both the Board and its partners before we can be assured that children and young people are as safe as they can be across the Borough.

Priorities for 2015/16

Addressing **Child Sexual Exploitation** will remain a Board priority until we can be assured that the right multi-agency plans, procedures and guidance are in place to safeguard the potential victims. The Board will also need to continue to be assured that all agencies recognise the risk that CSE poses and that each agency apportions sufficient resources to combating CSE. The Board will monitor the developing response through the CSE sub-committee and will report twice-yearly to the Board.

With Britain's largest airport and the third largest airport in the world, Heathrow, in the Borough **child trafficking** will continue to remain an issue for the Board. The priority for the Board is to measure the incidence of trafficking and to ensure that the multi-agency response is strong enough to safeguard children and young people.

In addition the Board remains concerned that the response across the Borough with regard to both **FGM** and **radicalisation** has not been fully explored and may lack rigour. Both will be subject to further enquiries during 2015/6. The Board will also make enquiries into the extent of gangs and youth violence in the Borough and the effectiveness of the response to this.

It is important that, over the year, the Board **develops a sound understanding of the quality of multi-agency practice and the child's journey between the agencies**. Work on this has begun but the programme of multi-agency auditing will be escalated and the Board will work to properly embed the child's voice in the Board.

The Board will need to be assured that those attending are at the right level in their organisations to be able to influence their own policy and procedures and to offer strong challenge to others. Whilst acting on behalf of their own organisations Board members will also operate across the Borough as safeguarding ambassadors on behalf of the Board.

The Adult and Children's Boards should take the opportunity to collaborate to ensure that those issues of overlap for young people and adults are covered by one of the Boards, this should include mental health, commissioning and Care leavers.

There should be a **review of resourcing** for the Board to ensure that it has the ability to operate to, at least, "Good".

Appendix 1

Each LSCB partner agency was asked to self-report for this Annual Report on an agreed template describing the agency. These are reported below:

Children and Young People's Services – MASH, Asylum Intake Team, Children's Social Work Teams, Children in Care Teams, Young People's Teams

Name of agency	Children and Young People's Services – MASH, Asylum Intake Team, Children's Social Work Teams, Children in Care Teams, Young People's Teams
Description of service	Statutory local authority children and young people's service.
Safeguarding training undertaken in reporting period. % of staff trained at each level.	To await info from AN
Regulator inspection in reporting period and outcomes	There was no Ofsted inspection during this period.
Challenges in the reporting period	In August 2014 the level of risk in the Children's Social Work Teams was deemed to be unacceptably high. This followed a high degree of disruption and changes in all levels of management and staffing within the service. A significant additional amount of resource was committed to the service which was used to implement a range of recovery actions and ensure that the service was stabilised. The recovery actions have successfully stabilised the service and the Service Improvement Plan will now drive forward further work to embed and sustain service improvements.
Progress on safeguarding priorities in the reporting period	<ul style="list-style-type: none"> • MASH and Triage are fully functioning • Predicted demand is currently aligned with actual numbers and capacity reducing caseloads to a manageable number across the service • Demand at the front door and conversion rates to referrals continue to be monitored. • Work is being carried out with Early Intervention Services to draft a protocol to ensure step downs are completed in a timely fashion and services utilised in an effective outcome led plan. This interface will deepen the understanding of demand and need in the future.

	<ul style="list-style-type: none"> • Audit compliance is now 100% and there has been an incremental increase on cases being graded as being good (including via moderation) • The Safeguarding Children's Service introduced the Signs of Safety model in July 2014 in the stated time-frame. • Greater understanding and awareness of the issue of Child Sexual Exploitation with a defined risk assessment • Young People at risk of CSE are monitored and tracked monthly through the MAP and MASE • Missing from Care Protocol completed and implemented • Joint working with UK Border Force embedded • Reduction in timescales in care proceedings
Safeguarding priorities for 2015/6	<ul style="list-style-type: none"> • Recruitment of permanent social workers and managers across the service • Average caseloads to remain within 14-16 cases per qualified social worker • Improve quality of social worker assessment • Implement revise Practice Standards for Child Protection • Increased awareness CSE and use of CSE risk assessment and toolkits by frontline practitioners • Developing strategies and toolkits for frontline practitioners to risk assess in cases of FGM, Trafficking and Radicalisation
Good news stories	<ul style="list-style-type: none"> • New social work team structure has been agreed and is currently being recruited to. The flattening of the management structure provides greater management oversight and opportunity to develop and improve practice • MASH and Triage are fully functioning • Skylakes has supported the service to reduce caseloads and ensure that cases have an allocated worker and plan • Reduced caseloads and an attractive social work offer has begun to make Hillingdon a desirable place to work in children's social care

London Borough of Hillingdon - Safeguarding & Quality Assurance

Name of agency	London Borough of Hillingdon - Safeguarding & Quality Assurance
Description of service	<ul style="list-style-type: none"> • Ensuring that children are properly safeguarded in the London Borough of Hillingdon through the child protection case conference process and also through the CP Chairman's quality assuring this work and challenging practice. • Auditing of casework across children's services and through themed audits by the Quality Assurance team. • The Quality Assurance team also has recently employed two Practice Learning & Development mentors to assist and develop staff across a range of identified issues.
Safeguarding training undertaken in reporting period. % of staff trained at each level.	The Child Protection Advisors have attended the Child Sexual Exploitation training which has been delivered by the CSE manager or consulted with the CSE manager in relation to CP conferences.
Regulator inspection in reporting period and outcomes	<p>There was no Ofsted inspection during this period.</p> <p>A reciprocal peer review of a London local authority was requested by the London Safeguarding Children Board and the Association of London Directors of Children's Services. This was carried out in December 2014. A joint report was submitted to the London Councils.</p>
Challenges in the reporting period	Since January 2015 there has been a rise in the number of child protection case conferences being convened which has put a strain on the service.
Progress on safeguarding priorities in the reporting period	<ul style="list-style-type: none"> • The Safeguarding Children's Service introduced the Signs of Safety model in July 2014 in the stated time-frame. • Greater understanding by staff around the issue of Child Sexual Exploitation. • The monthly MAP (Multi-Agency Panel meets to oversee CSE cases and the MASE meeting looks at the strategic issues arising from interagency co-operation.
Safeguarding priorities for 2015/6	<ul style="list-style-type: none"> • Ensuring that 'Signs of Safety' practice is embedded in Child Protection Conferences and that its delivery is consistent. Ongoing development of the CP plans to ensure they reduce risk and are outcome focused. • Continued improvement of the auditing process by extending cross-team auditing and use of more user-

	friendly audit forms.
Good news stories	<ul style="list-style-type: none"> • Signs of Safety was successfully introduced as a method of conducting child protection case conferences and there has been a general consensus from other agencies that this is preferred to the previous style of conferences through better engagement with the families. • The number of audits undertaken by the managers across children's services has risen steadily from September 2014. There is a trend clearly showing a general improvement in the cases audited over time.

Early Intervention Services

Name of agency	Early Intervention Services (LBH)
Description of service	<p>Service purpose</p> <p>Working with families who need our support so that they may develop the skills, knowledge and resilience required to be self-reliant and prosper</p> <p>We do this by securing the following:</p> <p>Child and Family Development Services: Securing and providing a range of early learning, childcare and family development services delivered through early years centres and children's centres;</p> <p>Targeted Programmes: meeting the needs of families by securing and providing targeted programmes of developmental activity that enables children, young people and families to develop the behaviours, skills and capabilities to avoid or overcome problems and risks;</p> <p>Youth Offending Services (LSCB annual report submission provided separately): meeting the needs of young people who have come to the attention of criminal justice agencies by delivering intervention and tracking services with a view to reducing the likelihood of further offending behaviour; and</p> <p>Key-working Services: Meeting the needs of families by providing integrated 1-1 support and challenge to enable them to overcome problems including those identified within the terms of the Troubled Families programme, those concerned with school absence and non participation in education employment and training.</p>

Safeguarding training undertaken in reporting period. % of staff trained at each level.	The service has been going through a significant process of transformation which includes creating a new staffing establishment. The majority of staff within the previous delivery model will have completed the 'Working Together' training and will have also participated in recently provided CSE training. A 2015 / 16 training plan for the new service establishment will be development and implemented this year.
Regulator inspection in reporting period and outcomes	7 Children's Centres have been inspected by Ofsted in this reporting period. 2 were judged as 'good' and 5 as 'requires improvement'.
Challenges in the reporting period	The service has been in a period of transition as it moves towards establishing its new delivery model. Service areas have been testing new ways of working in order to develop our approach to providing targeted support to families. This activity has been both challenging and productive. The outcomes have informed the new service structure which is in the process of being constructed.
Progress on safeguarding priorities in the reporting period	<p>Early Intervention and Prevention Strategy actions have been progressed which include the continued implementation of the Lead Professional, Early Help Assessment and Team Around the Family (TAF) processes. Use of TAF increased by 56% in 2014/15.</p> <p>The service has led the process of delivering on Troubled Families requirements to improve outcomes for 555 vulnerable families within phase 1 of the programme. The 555 'turnaround' target was achieved in this reporting period. The service has also embedded the Key-working Service within its revised service design. Managers, Team Leaders and practitioners continue to provide targeted and preventative support to families who are at risk of poor outcomes in collaboration with universal services, partner agencies and social care. This work includes the identification and tracking of children missing education. The service has also worked in collaboration with social work teams to establish clear 'step up' and 'step down' processes between social care and early intervention services in support of families in receipt of statutory intervention.</p> <p>The programmes' area of service has also been developing new ways of working in support of vulnerable families. These include targeted programmes for young people during transition from primary to secondary school and personal and social development programmes for girls and young women and boys and young men at risk. Prototype activity has seen</p>

	<p>over 250 young people benefiting from participation with learning outcomes including increased capacity to recognise and positively manage personal feelings and emotions. The service's young people's counselling service, Link, has continued to support young people at risk with over 400 young people supported to overcome emotional health and well-being issues. Sexual health services provided by KISS and alcohol and substance misuse services delivered via Sorted continue to enable young people to negotiate risk related behaviour associated in these areas. The prototype programme offer has now incorporated all these functions within the revised service delivery model.</p> <p>The Children's Centre programme has regularly worked with over 26,000 families over the past year with 26% of which were vulnerable families targeted for children's centre support.</p>
Safeguarding priorities for 2015/6	<ul style="list-style-type: none"> • Finalising of revised Early intervention and Prevention Strategy 2015 - 2018; • Embedding structural changes within the service; • Full roll-out and embedding of the lead professional, early help assessment and team around the families process across the partnership; • Refining processes for identifying and targeting families in need of early help; and • Progressing service development and partnership activity in order to deliver outcome requirements of the extended Troubled Families programme.
Good news stories	<ul style="list-style-type: none"> • Target programme offer endorsed as good practice by Home Office led Peer Review regarding prevention of serious youth violence and gangs; and • The achievement of Troubled Families Phase 1 outcome requirements

The Hillingdon Hospital

Name of agency	The Hillingdon Hospitals NHS Trust
Description of service	<p>The trust delivers acute medical services for the public. The services covered are Adult and Children inpatient and outpatients services, Emergency Department, Minor Injuries Unit (This is at Mount Vernon Hospital), and Maternity Services</p> <p>Statutory safeguarding children arrangements at the Trust are as follows</p> <ul style="list-style-type: none"> • Executive Lead for Safeguarding Children • Named Nurse for Safeguarding Children • Named Doctors for Safeguarding Children • Named Midwife for Safeguarding Children <p>The Trust has a multi-agency Safeguarding Committee, which meets on a quarterly basis and covers both adults and children safeguarding work. The Committee is Chaired by the Executive Director of the Patient Experience and Nursing.</p>
Safeguarding training undertaken in reporting period. % of staff trained at each level.	<p>Level 1-3 Safeguarding Children Training Trust target is 80%. Successfully driving compliance with this has been an area of focus:</p> <p><u>Figures for December 2014:</u> Level 1 was 69.38% Level 2 was 63.42% Level 3 was 62.77% By the end of the financial year training figures for all levels were above 80%.</p> <p><u>Figures on 10/03/2015:</u> Level 1 was 93% Level 2 was 89% Level 3 was 91%</p>
Regulator inspection in reporting period and outcomes	<p>Care Quality Commission planned inspection in October 2014. The Trust received a warning notice for Regulation 10, within which were requirements to improve some aspects of Services for Children and Young People; of note directly referring to safeguarding children:</p> <ul style="list-style-type: none"> • Make sure staff are appropriately trained in safeguarding • Regularly monitor and assess completion of actions agreed at weekly “safety-net” meetings

Challenges in the reporting period	<ul style="list-style-type: none"> • Due to incumbent's retirement there was 3 month vacancy in Named Nurse for Safeguarding Children. Interim arrangements meant full scope of role was not covered during that period. • The systems in place in the Accident and Emergency department to identify, manage and reduce safeguarding risks to children were identified as not fully robust. • Safeguarding Children Training was below the 80% trust target for a significant period of the year.
Progress on safeguarding priorities in the reporting period	<p>The Named nurse vacancy has been filled, the new post holder commenced at the Trust in January 2015.</p> <p>There has been a great improvement with Safeguarding Children Training since October 2014. Safeguarding Children training continues to be mandatory and is monitored by the live WIRED database to ensure staff compliance.</p> <p>Training will continue to be offered through hospital trainers, external trainers and LSCB.</p>
Safeguarding priorities for 2015/6	<ul style="list-style-type: none"> • To commence formal Safeguarding Children Supervision for staff working directly with children and families • Raise more awareness of Domestic Violence and Abuse. Devise clear guidance on Domestic Violence Guidelines for frontline staff. This is be in line with the Local Authority Domestic Violence Strategy • Maintaining Safeguarding Children Training above the 80% target • Embedding learning from the 2 serious case reviews to which the organisation contributed • Ensure implementation of agreed actions in response to Kate Lampard Report
Good news stories	<ul style="list-style-type: none"> • Good interagency working. The MASH Senior Practitioner has joined our Accident and Emergency (A&E) Safety Net Meeting. This is a meeting where safeguarding children cases presenting to A&E and Urgent Care are discussed on weekly basis
Good practice examples	<ul style="list-style-type: none"> • There have been new appointments into the Trust's team of Named Professionals for Safeguarding

	Children and they are providing visible clinical leadership and taking an active role in driving forward service improvements.
Any other comments	The challenges faced this year were a catalyst for change and created a valuable opportunity to review and strengthen the service.

Central and North West London Foundation Trust:

Name of agency	CNWL
Description of service	CNWL provides a range of physical health, mental health, substance misuse, learning disability, offender care (prison and immigration removal centre) healthcare services across approximately 100 sites. It is one of the largest community facing trusts in England, with approximately 6,500 staff. CNWL provides services to a third of London's population and across wider geographical areas including Milton Keynes, Kent, Surrey, Buckinghamshire and Hampshire. After Milton Keynes joined the Trust in April 2013, approximately 40% of services are community health and 60% are mental health and allied health specialties.
Safeguarding training undertaken in reporting period. % of staff trained at each level.	Level 1: All staff including non-clinical managers and staff working in health care settings (100%) Level 2: Minimum level required for non-clinical and clinical staff who have some degree of contact with children and young people and/or parents/carers (94%) Level 3: Clinical staff working with children, young people and/or their parents/carers and who could potentially contribute to assessing, planning, intervening and evaluating the needs of a child or young person and parenting capacity where there are safeguarding/child protection concerns (90%)
Regulator inspection in reporting period and outcomes	CQC inspection 23 rd February 2015, report expected in June.
Challenges in the reporting period	Maintaining high quality of safeguarding practice in light of the unprecedented financial challenges in the public sector. Safeguarding Children training was a high priority for CNWL although freeing up time for staff to attend remained problematic across the organisation.
Progress on safeguarding priorities in the reporting period	<ul style="list-style-type: none"> • <i>Reviewing the structures for Safeguarding Children within the Trust</i>- completed. The Named Nurses attend the quarterly Safeguarding Group, a sub-committee of CNWL's Board, Chairmanned by the Divisional Director of Nursing. Following the implementation of the integrated governance review and

the divisional restructuring, membership now consists of the Trust Named Doctor and Nurses, Associate Director of Quality, Safeguarding and Safety, Divisional Directors of Nursing and Safeguarding Advisors from Offender Care, Addictions and Sexual Health. This group also covers safeguarding adults due to the commonality of themes and issues and has appropriate leads, for example, from Human Resources, also attending.

- *Learning lessons themes from SCRs/LLRs over the last 5 years-*
A Trust-wide review of lessons learnt from SCRs and learning lesson reviews (LLRs) produced a briefing note for practitioners. This was disseminated via the new divisions and presented at the Quarterly Safeguarding Group in January 2015. Bespoke training in specific localities takes place run by each LSCB after each review concludes. The format will be further developed in 2015/2016, when the Trust has 13 SCRs concluding and it will be important that any lessons are learnt across the Trust.
- *Raise awareness of private fostering procedures-* referral numbers remain low within Hillingdon and nationally. CNWL Safeguarding Children Advisor contributed to the private fostering task and finish group. All levels of training include information on private fostering.
- *All Health Care Professionals working directly with children, from birth to 18 years of age, will have access to child protection supervision-* completed. All staff working directly with children receives safeguarding supervision every 3 months as a minimum.
- *Carry out clinical audits to ensure a safe, quality service is in place and that local and national standards are followed-* The Trust has developed a folder of supporting information to assure LSCBs which has been well received. The Trust has completed a large number of audits in the last year and had completed all of the audits it had planned for 2014/15.
Audits undertaken in Hillingdon:
 1. Child Protection and Voice of the Child: Are they reflected in children's records?
 2. Evaluation of Safeguarding Children Supervision
 3. Accident Prevention in under 5's.
- *Raise awareness of female genital mutilation with health care professionals via training and supervision-* ongoing, FGM is included in all levels of training delivered and health staff have accessed e learning courses. In March 2014, NHS England sent a letter to all provider Trusts in London "One of the recommendations in the intercollegiate document

“Tackling FGM in the UK” is about empowering frontline professions and being clear about accountabilities, we are both keen to make sure we support this agenda through the multi-disciplinary steering group which was recently set up in London.” From April 2014, NHS hospitals were required to record:

- if a patient has had FGM
- if there is a family history of FGM
- if an FGM-related procedure has been carried out on a women - (de-infibulation)

• Health staff are ideally placed to help identify and provide support for those at risk of child sexual exploitation- ongoing, the CNWL Safeguarding Children Advisor attends the multi-agency child sexual exploitation group and the Safeguarding Children Team have adapted training material to ensure health staff are aware of how potential or actual victims may present and what the local arrangements are.

• Raise awareness in relevant staff groups within Hillingdon’s children’s services to ensure they are able to identify and support missing children and runaways- ongoing

• Promote awareness in Hillingdon of the new threshold criteria adapted from the London Board Levels of Need- completed

• Monitor the relationship of the Trust staff with the MASH and contributing to MASH evaluations. Support health staff during MASH implementation in Hillingdon. Ensure Hillingdon staff access the MASH training courses- completed. Staff attended training and the MASH health representatives have spoken to staff groups in children’s services.

• The Hillingdon Safeguarding Children Team will support health professionals with the new Signs of Safety approach to assessment, intervention and case conferences- completed. All staff were trained in Signs of Safety and ongoing support is given.

• Publicise the Think Family agenda more widely- The importance of ‘Think Family’ is well embedded in the Safeguarding Children training, and is well exemplified in the Harrow LSCB DVD on Neglect.

The Divisional Directors of Nursing are holding Divisional Quarterly Safeguarding Groups covering adult and child safeguarding, which will strengthen the Think Family approach.

- *Increasing the safeguarding children training for Consultant staff- ongoing*
- *Monitoring uptake of safeguarding children training following the new Learning and Development Zone- completed. The*

	<p>new system is recording safeguarding children training compliance.</p> <ul style="list-style-type: none"> • <i>Adapting the Named Nurse meeting to provide peer group supervision-</i> completed. The Named Nurses meet six weekly and discuss policy / procedures, training, emerging issues nationally and within CNWL. This group also provides peer supervision for members. Named Nurses also now provide cover for colleagues when on annual leave, etc. The group also considers issues around consistency of practice and share good practice examples. • <i>Develop Safeguarding Children Strategy-</i> As the new Working Together guidance was issued in 2015 and the final version of the London Child Protection Procedures in June 2014 it was agreed that the development of a strategy would be put on hold. This will be a priority in 2015/2016. • <i>Planning for implementation of the new IT System and reporting of data-</i> ongoing. The decision made strategically is for TPP SystemOne and this will go live in August. The Named Nurses have been consulted and are advising on configuring the software to ensure that the specification of the new IT system meets the requirements for safeguarding children. The Named Nurses are responsible for reviewing the practical application of the system and will link with other providers in London who will be using the same system for like services, to learn lessons and plan accordingly.
Safeguarding priorities for 2015/6	<p>2015/16 includes:</p> <ul style="list-style-type: none"> • SC Strategy and Training Strategy • Review of safeguarding children arrangements in Divisional structures, particularly for Mental Health & Allied Specialties and Sexual Health Services • Address the Implications of the Care Act • Review of Prevent training for children's workforce • Complete actions arising from the review of Savile Reports • Preparing for Health Visiting Service to be commissioned by Public Health
Good news stories	<ul style="list-style-type: none"> • MASH now has a full time health visitor as part of the team • School nurses in Hillingdon asked young people in high schools subject to child protection plans about their views. 100% of the young people surveyed said they had been asked for their views about the CP plan, said they felt listened to and were treated with respect.
Good practice examples	<ul style="list-style-type: none"> • CNWL was represented at the workshop on sexually harmful behaviour by a school nurse and a CAMHS worker • Health partners are sharing information with the multi-agency sexual exploitation panel • CAMHS have a young person on interview panels

	<ul style="list-style-type: none"> • CNWL's intranet was updated in January 2015 and the new homepage has a dedicated safeguarding children section with easy access to all local and national guidance
Any other comments	Safeguarding children and young people remains a key priority for the Trust. CNWL strives to ensure that local processes meet best practice standards and that lessons are learned from both national and local Serious Case and Learning Lessons Reviews. Work in 2015/16 demonstrated the energy and commitment of Trust staff to deliver a high quality service to the population CNWL serves.

NHS Hillingdon Clinical Commissioning Group (CCG)

Name of agency	NHS Hillingdon Clinical Commissioning Group (CCG)
Description of service	<p>Hillingdon CCG is a statutory NHS body with a range of statutory responsibilities including safeguarding children and adults.</p> <p>Like all CCGs, it is a membership organisation that brings together general practices to commission local health services for Hillingdon's registered and unregistered population.</p> <p>The CCG needs assurance from all organisations from which it commissions health services, that they have effective safeguarding arrangements in place.</p>
Safeguarding training undertaken in reporting period. % of staff trained at each level.	<p>Level 3 – 100%</p> <p>Level 2 – 100%</p> <p>Level 1 – 90%</p>
Regulator inspection in reporting period and outcomes	<p>No inspections have taken place, however the CCG has quarterly Assurance meetings with NHS England (London Region) during which the Health economy Safeguarding concerns e.g. Serious Case Reviews, Domestic Homicide Reviews and gaps in service provisions, are discussed</p> <p>The CCG regularly reviews and monitors Safeguarding Children activities of its Provider organisations</p>
Challenges in the reporting period	<p>Change in office premises</p> <p>Health economy concerns around working with new partner arrangements</p>
Progress on	Safeguarding Supervision for relevant staff in place

safeguarding priorities in the reporting period	<p>Training arrangements in progress</p> <p>See good practice examples.</p> <p>Safeguarding Children profile raised within CCG</p> <p>The CCG is represented on the LSCB and all relevant subgroups</p>
Safeguarding priorities for 2015/6	<p>Safeguarding Training – single and multi-agency (including specific training for Commissioners)</p> <p>Engagement of all Primary Care staff</p> <p>GP Section 11 Audit – collating, reporting and bridging any gaps</p>
Good news stories	<p>Improved engagement and partnership working</p> <p>Co editing the updated Health Chapter in the London child Protection Procedures</p>
Good practice examples	<p>Development of CCG Safeguarding Children Leaflet and Flowchart of Health Economy Safeguarding Children Leads for cascade to all staff</p> <p>Safeguarding Children page on the CCG's extranet</p> <p>Regular Safeguarding Children items on staff newsletter</p>

Sue Pryor, one of two Headteacher representatives on the Board writes about Swakeleys school:

Name of agency	Swakeleys School for Girls
Description of service	Secondary Academy
Safeguarding training undertaken in reporting period. % of staff trained at each level.	100% of all staff – teaching and support
Regulator inspection in reporting period and outcomes	None – Ofsted visited in November 2013 and judged us to be Outstanding
Challenges in the reporting period	Continuity of service – frequent changes in personnel dealing with a case Referral process involves giving the same info over and over again to different people There is still a lack of clarity re thresholds or they are not consistently applied There are too many times when professionals do not turn up to meetings or are very late – issues with communication
Progress on safeguarding priorities in the reporting period	Good progress – FGM, sexual exploitation and extremism/radicalisation addressed
Safeguarding priorities for 2015/6	Further work on the Prevent strategy
Good news stories	Since Skylakes have been involved, paperwork is better The LSCB conference was successful Collaboration at Headteacher level re safeguarding priorities and training is better Safeguarding cluster meetings for designated leads are a positive

UK Border Force:

Name of agency	Border Force Heathrow
Description of service	Safeguarding of Children and Vulnerable Adults arriving in the UK through Heathrow Airport.
Safeguarding training undertaken in reporting period. % of staff trained at each level.	<p>All Border Force officers receive training in the core skills for protecting children to give a greater understanding of how to identify children in need and the actions to take once you have done so. The Safeguarding and Trafficking Teams are trained to a higher, more expert level than ordinary front-line officers. In 2014 80 Officers and 12 Managers received this enhanced training. In 2015 104 Managers and 69 Officers have been trained to date, however the training is a rolling programme, and further courses are planned for the summer and winter of 2015.</p> <p>This enhanced training course has been validated by external agencies such as UKHTC and CEOP. This is a joint agency course primarily delivered by Border Force and the Metropolitan Police but incorporates training sessions delivered by Hillingdon Social Services, Salvation Army and ECPAT to provide a rounded experience. Elements of police ABE, (Achieving Best Evidence), training and expertise in areas of exploitation such as Jujū, FGM and forced marriage have also been included.</p>
Regulator inspection in reporting period and outcomes	<p>Section 55 Review conducted every 3 months by Heathrow Safeguarding Coordinator and Action Plan reviewed & updated.</p> <p>Regular SAT Assurance conducted by local teams and fortnightly joint meetings with SS to review & progress arriving cases.</p> <p>Recent visit by HMCIP Prisons & Border Force Operational Assurance directorate to review handling SAT cases..</p>
Challenges in the reporting period	Consistently maintaining a fully trained SAT team and recruiting others to fill arising vacancies. New Vietnam Airways flights into TN4. Addressed by joint frontline operations.
Progress on safeguarding priorities in the reporting period	We have seen excellent results by the pan Heathrow SAT teams. There are 2 SAT officers allocated on shift each day to progress any cases identified.
Safeguarding priorities for 2015/6	We will continue to build on already considerable achievements of the SAT teams and work with other agencies to carry out frontline operations to identify PVOTs or FGM. A national project has been launched to train Airlines and

	stakeholders in trafficking awareness and to create a national hotline number for them to call BF with any concerns.
Good news stories	A very successful first year for the Heathrow SAT teams, established in April 2014 to replace Paladin. We have seen increased joint working with Hillingdon, including delivery of expert training, job shadowing & involvement in joint operations such as Op Limelight (FGM) and Op Jake (Vietnam Airlines). BF has increased the recruitment of volunteer responsible adults through Heathrow's Ambassador network and NGO organisations. A new quarterly joint strategic forum has been established with Hillingdon LSCB and fortnightly operational meetings held with SS and each Heathrow terminal.
Good practice examples	Designated expert SAT teams. Joint agency working on front line operations.

Police Child Abuse Investigation Team.

Name of agency	Police CAIT
Description of service	<p>Receipt and assessment of referrals from CSC, undertaking strategy discussions/meetings regarding safeguarding of children and joint investigation in appropriate cases within the CAIT remit.</p> <p>Criminal investigation / prosecution in appropriate cases within the CAIT remit.</p> <p>Investigation of sudden unexplained deaths in infancy (SUDI).</p> <p>Participation in multi-agency child care conferences.</p> <p>Disclosure of police intelligence to CSC in appropriate circumstances.</p>
Safeguarding training undertaken in reporting period. % of staff trained at each level.	<p>All staff joining CAIT during the reporting period received safeguarding training.</p> <p>100% of police officers and police staff employed on CAIT received safeguarding training.</p>
Regulator inspection in reporting period and outcomes	None
Challenges in the reporting period	Skylakes managers have an expectation that CAIT will deal with all matters pertaining to children when the reality is

	<p>somewhat different with borough police, child sexual exploitation teams and other units taking primacy for some investigations involving children. This has led to tensions between Skylakes and CAIT which we are still working to resolve.</p> <p>Staff absence on CAIT continues to be a challenge with 2 officers long-term sick, 2 officers on maternity leave, 3 officers on restricted or recuperative duty and 3 vacant posts. The situation is exacerbated by abstractions for annual leave, court appearances, training and rest days accumulated through weekend working. This has impacted on the performance of the team.</p>
Progress on safeguarding priorities in the reporting period	<p>In the 2015-15 financial year, Northwood CAIT achieved the highest detection rate in London for child rape with 51.3% of cases detected; 15.5% more than any other London CAIT.</p> <p>During the same period reports of child cruelty offences dropped by 30% compared with the previous year.</p>
Safeguarding priorities for 2015/6	Crime reduction and improved detection rates for cases of familial violence against children.
Good news stories	Launch of a Safer Sleeping in Infants Project. This is a multi-agency venture to highlight risk factors associated with infant death. The aim of the project is to reduce the number of sudden infant death syndrome (SIDS) cases. Championed by Dr Jide Menakaya, this is a London-wide reduction campaign.
Good practice examples	<p>Establishment of an agreed escalation procedure between police and CSC for cases where managers from each agency cannot reach agreement.</p> <p>Agreement with borough police CSU regarding their role in strategy discussions with CSC.</p>

Metropolitan Police, London Borough of Hillingdon

Name of agency	Metropolitan Police (MPS)
Description of service	Law enforcement
Safeguarding training undertaken in reporting period. % of staff trained at each level.	The MPS are currently rolling out Multi Agency Sexual Exploitation training for all front line staff. Every officer in Hillingdon will receive this training . Being conducted locally with delivery input from the Child Sexual Exploitation Command (SO17)
Regulator inspection in reporting period and outcomes	Mayor's Office for Policing and Crime (M.O.P.C.)
Challenges in the reporting period	Pulling together stakeholders in the MASH to deliver resources previously promised. Driving the delivery group to a successful conclusion.
Progress on safeguarding priorities in the reporting period	1.Multi Agency Safeguarding Hub ,(M.A.S.H.). go live date 27th of April 2015. 2.Multi Agency Panel (M.A.P.) and Multi Agency Sexual Exploitation (M.A.S.H.) now fully operational with a monthly meeting.
Safeguarding priorities for 2015/6	1.Complete, Child Sexual Exploitation Training cycle. 2. Develop support a bespoke "Operation Makesafe " bespoke to the needs of Hillingdon Borough.
Good news stories	The MASH launch on 27th April was a well attended presentation informing managers & partners of the remit of the MASH. Individual presentations assisted guests with short presentations of how each contributed in the MASH process. This launch was well attended and received and viewed as a success.
Good practice examples	Operation Seacliffe. Investigation into CSE. Four arrested an additional four interviewed. Pending CPS disposal outcome.
Any other comments	A productive year with better joint working between police and partner agencies. This improvement has to increase and improve for the benefit of victims/subjects.

Probation Community Rehabilitation Company

Name of agency	London Community Rehabilitation Company
Description of service	<p>The role of the CRC is to manage the majority of offenders under probation supervision. We work alongside the National Probation Service, which manages offenders who have been assessed as presenting high risk of harm to others. London CRC is one of 21 CRCs supervising offenders across England and Wales. London CRC employs around 1,200 staff and manages almost 30,000 offenders at any one time.</p> <p>Service delivery is currently based on geographical borough 'clusters'. The Hillingdon and Hounslow cluster is one of 15 clusters in London.</p>
Safeguarding training undertaken in reporting period. % of staff trained at each level.	<p>London CRC has an Assistant Chief Officer who leads on Safeguarding issues for the whole of London. A Senior Probation Officer has recently been appointed to assist in this work. All operational Senior Managers are required to undertake Safeguarding training on a regular basis. London CRC has recently published its updated Policy and procedures in relation to Safeguarding children which remains one of the key priority areas of work.</p> <p>At a local level the Cluster ACO, lead Senior Probation Officer, Children's Champion and the Practice Development Officers are responsible for work to improve our Safeguarding practice and quality. This assists in measuring local practice in key areas.</p> <p>London CRC carries out checks of employment history, identity and obtains at least 2 references which comment on suitability of working with children if appropriate. All staff are DBS checked before they commence work with London CRC. Further DBS checks are now to be carried out every 3 years.</p> <p>London CRC has a dedicated and fully trained recruitment team. Probation Officers coming into their first job will have all received the appropriate training in safeguarding as part of their course. Newly qualified probation officers applying for a job with the London CRC must pass an Assessment Centre which tests their knowledge about safeguarding amongst other areas.</p> <p>All Hillingdon practitioner staff (permanent/temporary) are up to date with the required safeguarding training.</p>

Regulator inspection in reporting period and outcomes	The London CRC Safeguarding Children performance framework was launched in Jan 2015 to measure and evidence that key routine tasks highlighted in the safeguarding procedures are implemented such as routine checks with Children's Social Care, responses received from Social Care and home visits undertaken on cases where child protection concerns are registered.
Challenges in the reporting period	As a result of auditing activity in each London Cluster a number of actions will be taken forward as part of the Improvement plan.
Progress on safeguarding priorities in the reporting period	In Hillingdon auditing activity demonstrates that probation staff exceeded the target to complete key practice activities in 3 of the 4 routine tasks identified. The Cluster has just missed the target to complete home visits in registered cases by 5%. Though significant progress was made in the months between Feb-April 2015 auditing activity led by a Senior Probation Officer is now taking place in each case where a home visit has not been carried out to identify the reasons why it has not been undertaken, making an assessment as to whether or not there is a good reason and to record these reasons with management oversight on the case record. This activity should provide reassurance that h/v is taking place in every possible case and allow for the current 'target' to be appropriately adjusted on the basis of the evidence compiled.
Safeguarding priorities for 2015/6	2015/16 priorities are – Children's Champion conference to take place – not yet achieved Performance Framework in place - achieved First all London report published - achieved. Improvement in performance to be demonstrated by end May 2015 – partially achieved.

Youth Offending Service

Name of agency	Youth Offending Service
Description of service	Carries out the partner's statutory functions with regards to young offenders (aged 10-18)
Safeguarding training undertaken in reporting period. % of staff trained at each level.	<p>50% of managers and 83% of practitioner staff have undertaken the Initial Working Together programme.</p> <p>The majority of trained staff are due to undertake refresher training in 2015.</p> <p>Staff untrained are those new to the service and will be booked on in 15/16.</p> <p>All practitioner staff have been asked to complete the Child Sexual Exploitation - what professionals need to know briefing available this year.</p>
Regulator inspection in reporting period and outcomes	<p>Her Majesty's Inspectorate for Probation undertook a Short Quality Screening Inspection (SQS) in November 2014. The key strengths notes included;</p> <ul style="list-style-type: none"> • The YOS had made substantial progress since the last inspection • Assessment of diversity factors and barriers to engagement was strong • Work during the custodial phase of sentences was consistently good • Case managers were clearly committed to achieving positive outcome <p>Areas for improvement included;</p> <ul style="list-style-type: none"> • Assessment of and planning to address vulnerability • More attention needed to be given to victim safety • Actions to manage risk of harm need to be clear and precise, including contingency plans • Managers should provide greater support to staff to improve the quality of their assessments and plans
Challenges in the reporting period	<p>Although the numbers of young people in the system have continued to reduce, the needs of those left in the cohort are increasingly complex and challenging.</p> <p>The assessed risk of harm posed by the cohort to others is also rising requiring greater supervision by the service in the community.</p> <p>There has been a rise in the re-offending rates (historical) for the 12/13 cohort reflecting this steady increase in complexity,</p>

	<p>although Hillingdon's rate remains below that of London and its family group.</p> <p>In the latter half of the year a number of staff changes have taken place with established practitioners and managers moving on. Recruitment of suitably skilled replacements has proven difficult.</p>
<p>Progress on safeguarding priorities in the reporting period</p>	<ul style="list-style-type: none"> • A custody improvement plan was developed based on data from previous years and there has been a reduction in custodial sentencing from 26 in 13/14, to 18 in 14/15. • The Combined Risk, Intervention and Safeguarding panel has been reviewed taking into consideration the comments of the SQS, to ensure that it is fit for purpose in meeting its stated objectives with respect to vulnerability and risk management. • Case auditing processes have also been reviewed to support continuous improvement in assessment quality • The Youth Justice Boards Re-Offending Toolkit has been used to analyse data on re-offending behaviour and the characteristics of those perpetrating it in order that prevention strategies can be developed and resources allocated. • The YOS has implemented the 'live Tracker' tool for re-offending in order to implement immediate responses to re-offending.
<p>Safeguarding priorities for 2015/6</p>	<ul style="list-style-type: none"> • To implement the Asset Plus Assessment Tool which should support improved assessments, risk management and intervention planning. • For all practitioner staff to undertake CSE awareness training. • To develop referral pathways into early intervention services for out of court disposal cases. • To identify siblings of those involved in Serious Youth Violence and support their access to Early Intervention Services. • To identify suitable staffing resource to carry out assessments of young people for neurodisability conditions which impact on their vulnerability within the criminal justice system
<p>Good news stories</p>	<ul style="list-style-type: none"> • The reduction in custodial sentences • There has been a slight reduction in the rate (per 100,000 of 10-17 population) of young people receiving their first court conviction in 2014/15 from 262 to 258.7

Good practice examples	<p>A young person with significant learning difficulties was charged with sexual offences against younger family members.</p> <p>The assessment of his risk of harm to others was significantly affected by his learning difficulty. The YOS and Children's Social Care identified an independent specialist who carried out the assessment over a 12 week period. The assessment concluded that future inappropriate sexual behaviour could be influenced through a specific intervention regimen.</p> <p>Working together agencies developed a package of interventions and support which was accepted by the court in its sentencing.</p> <p>This enabled the young person to remain in the community where his needs were best met whilst maintaining a high level of supervision reducing the risks posed to others. The specific intervention designed to address the inappropriate sexual behaviours should reduce risk of future incidents in the longer terms.</p>
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APPENDIX 2 - IDVA STATISTICS

1. Annual Total Victims 2014-2015

Total New Referrals to HIDVAP	647	
Total Female	624	(96%)
Total Male	23	(4%)
Total Repeat Referrals	61	(9%)*
Total Engaging	544	(84%)

* repeat referrals can be victims that the service worked with a year or years ago; It can take some victims a few attempts before they finally leave.

2. Children and Young People

Total Children	749
Total Victims who stated that their children witnessed violence.*	259
Total Victims who stated that their children had experienced direct abuse from the perpetrator. *	71
Total Victims who were pregnant at the time of recent/referral or had a new born baby.	70
Total 16-24 Year Old Clients	85

*It is important to recognise that this data is gained from information shared by the client through the Risk Assessment process. Some clients may not disclose if their children have experienced direct or witnessed abuse.

APPENDIX 3 - LSCB Partners and Attendance

Membership of Local Safeguarding Children Board and attendance during 2014-15

Organisation	Attendance 2014-15
London Borough of Hillingdon, including Public Health	100%
CNWL	100%
Public Health	100%
Hillingdon CCG	100%
Schools	100%
Probation and CRC	100%
Voluntary Sector	100%
Hillingdon Hospital	75%
CAIT	25%
CAFCASS	25%
UKBF	Unable to send a representative

APPENDIX 4 - Finance

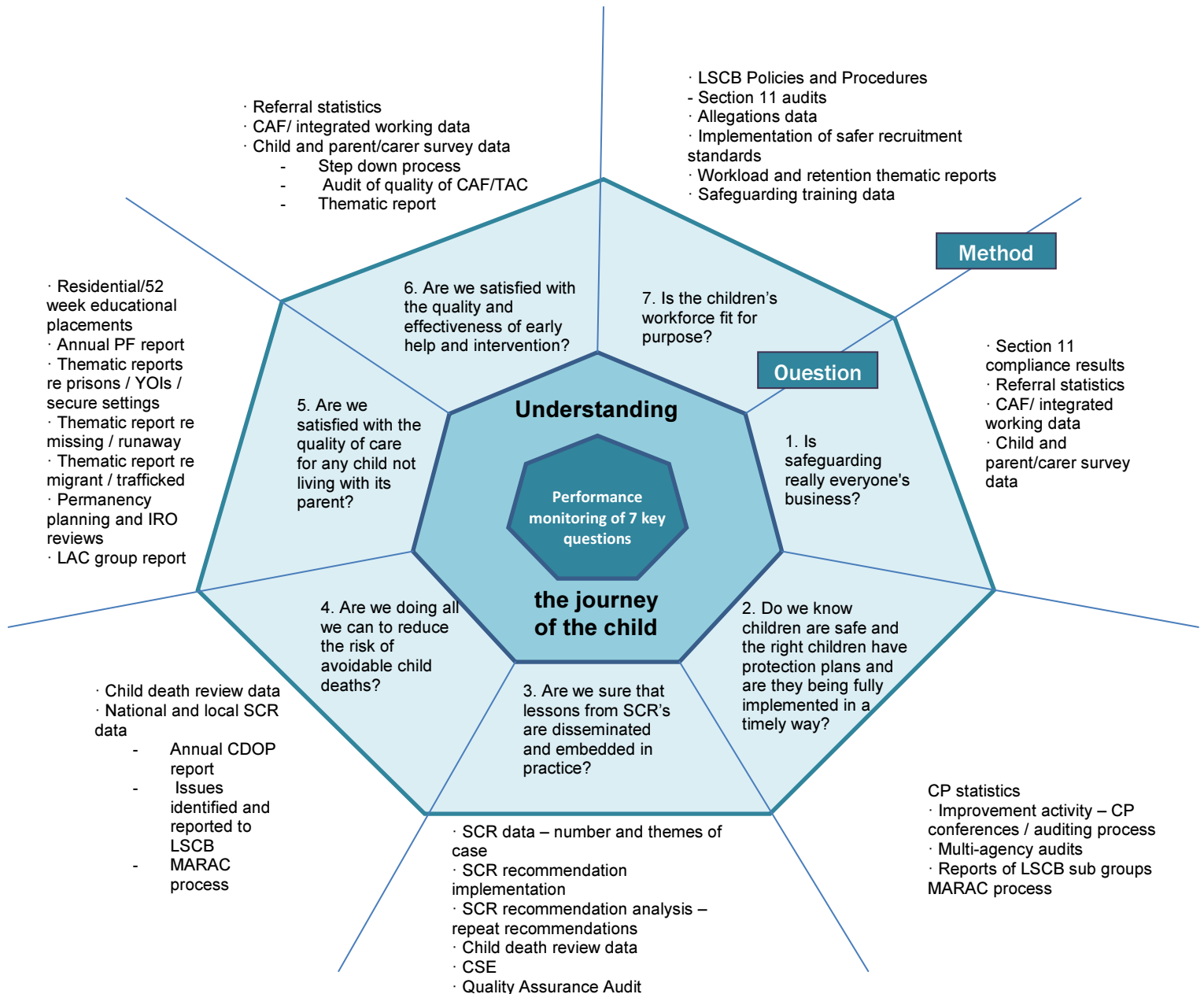
LSCB Budget

Income 2013-14

London Borough of Hillingdon:	£96,100
NHS:	£61,200
Metropolitan Police	£5,000
Probation (NOMS and CRC)	£2,000
Total:	£164,850

Outgoings 2013-14

Staffing:	£97,775.35
Non-staffing:	£39,512.73
Conference:	- £183.33
Training:	£22,872.50
Licences:	£8,750.00
SCR:	£17,884.80
Chairman:	£26,850.00
Total:	£213,462.05
Variance:	£48,945 Overspend.



COMPLAINT REPORT FOR CHILDREN AND YOUNG PEOPLE'S SERVICE FOR 1 APRIL 2014 TO 31 MARCH 2015

Contact Officers: Dan Kennedy / Ian Anderson
Telephone: 01895 250495 / 01895 277335

REASON FOR ITEM

This report provides information and analysis of complaints and Members Enquiries received between 1 April 2014 and 31 March 2015 for the Children and Young People's Service (including Education Services) and satisfies the requirements to publish annual information about complaints.

OPTIONS OPEN TO THE COMMITTEE

For members of the committee to:

1. Note the contents of the annual complaint report; and
2. Raise any concerns that they have.

SUMMARY OF ANALYSIS

Children and Young People's Service - See annex 1 (pages 4 to 9)

- 88% (23) increase in informal complaints when comparing the 2013/14 figure of 26 with the 2014/15 figure of 49.
- 48% (28) decrease in Stage 1 complaints when comparing the 2013/14 figure of 58 with the 2014/15 figure of 30.
- The average time taken to conclude Stage 1 complaints is 10.90 working days against a target of 10 working days. 63% of Stage 1 complaints were responded to within 10 working days.
- 42% increase in compliments recorded when comparing the figure for 2013/14 of 33 with the figure for 2014/15 of 47.

Education Services - See annex 2 (pages 10 to 16)

- 6 Stage 1 complaints registered during 2014/15, which is 1 less than in 2013/14. All 6 complaints were responded to within 10 working days.
- Six complainants escalated their complaint to the LGO (five complained direct to the LGO) - all six complaints were not upheld.

Members' Enquiries

- 31% (12) increase in CYPS enquiries and 42% (23) decrease in Education and School enquiries from Elected Members when comparing figures for 2013/14 with 2014/15.

BACKGROUND INFORMATION

1. The Council's Vision

The Council's vision is about 'putting our residents first'. Feedback in the form of complaints and compliments is seen as a very important source of information from residents about the quality of services and care provided by the Council. In cases where something has gone wrong, the Council is committed to putting it right and ensuring that it does not happen again.

2. What is a Complaint?

In general terms a complaint can be considered as:

"an expression of dissatisfaction by telephone, personal visit or in writing, about the standard of service, actions or lack of action by the Council or its staff affecting an individual or group of customers."

3. How Can People Complain?

Complaints can be made in person, by telephone, in writing, by fax, via our website or email, either directly to the service area, Contact Centre or to the Complaints and Service Improvement Team.

4. Remedies for redress

The purpose of redress is to remedy the injustice or hardship suffered and where possible to return a complainant to the position they would have been before the situation went wrong. Types of redress include:

- an apology;
- providing the service that should have been received at first;
- taking action or making a decision that the Council should have done before;
- reconsidering an incorrect decision;
- improving procedures so that similar problems do not happen again; and
- if after an investigation by Council staff or the Ombudsman, it is concluded that as a result of maladministration there is no practical action that would provide a full and appropriate remedy or if the complainant has sustained loss or suffering, financial compensation may be the most appropriate approach.

5. Mediation

For some complaints it will not be appropriate, or possible, to resolve a complaint through the complaint process - particularly where there has been a breakdown in the relationship between the service provider and the service user or where emotions are running high. In such situations the Complaints and Service Improvement Team Manager will consider whether mediation is an option that should be considered. If both parties are agreeable, mediation by an independent mediator allows both parties to come together to see if they can reach a solution through dialogue.

Please see annex 1 (pages 4 to 9) and annex 2 (pages 10 to 16) for detailed analysis and information on complaints, Members Enquiries and compliments received between 1 April 2014 to 31 March 2015.

BACKGROUND DOCUMENTS

Annex 1 – Complaints about Children and Young People’s Services

The Complaint Procedure

Complaints made by children or on their behalf are governed by the Children Act 1989, Representations Procedure (England) Regulations 2006 (Statutory Instrument 2006 No. 1738). This sets out the three stage complaint procedure that Local Authorities are required to follow when dealing with complaints made by, for example, any child or young person, any local authority foster carer, children leaving care, Special Guardians, persons wishing to adopt a child, etc. Hillingdon’s procedure operates as follows:

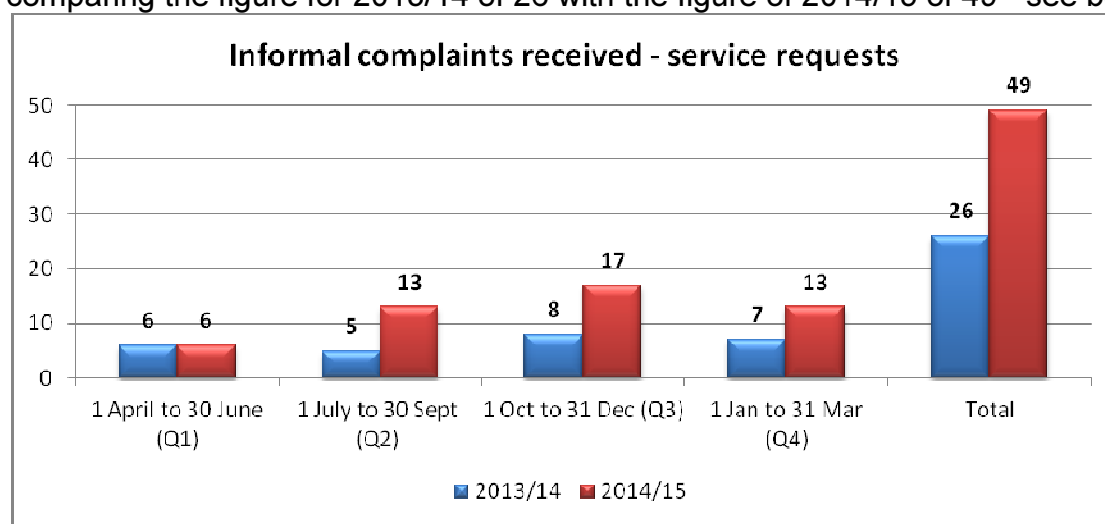
- Stage 1 – Local Resolution.
- Stage 2 – Independent Investigation by two people (Investigating Officer and Independent Person).
- Stage 3 – Review Panel.
- Local Government Ombudsman.

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the process is provided below.

1. THE INFORMAL COMPLAINT

We will try to resolve enquiries/concerns on the spot by discussing the problem with a complainant and understanding what it is they are seeking by way of an outcome. If we can solve the problem we will do so, immediately.

There has been an 88% (23) increase in informal complaints (service requests) when comparing the figure for 2013/14 of 26 with the figure of 2014/15 of 49 - see below.



4

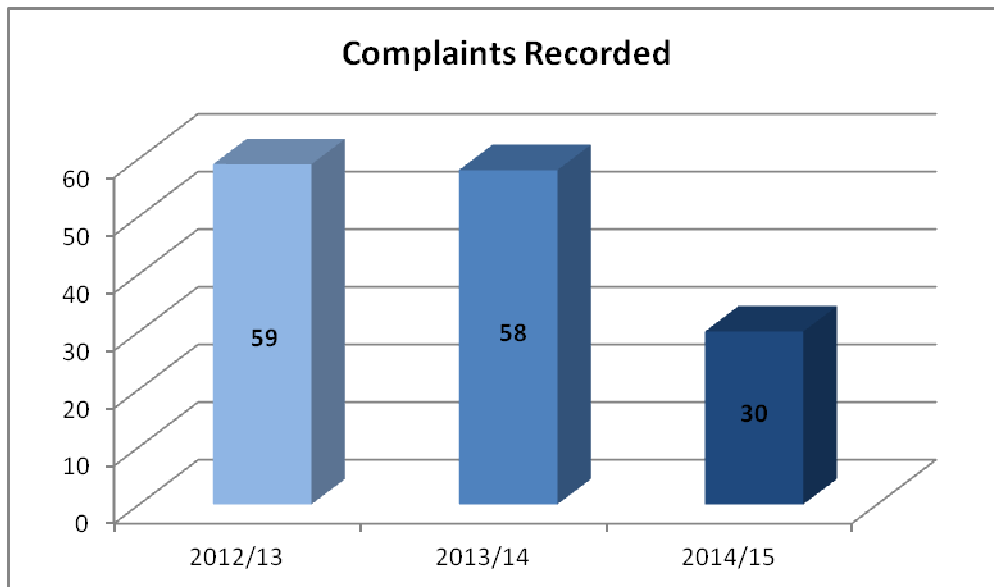
Children, Young People & Learning Policy Overview Committee - 9 September 2015

Part 1 – Members, Public and Press

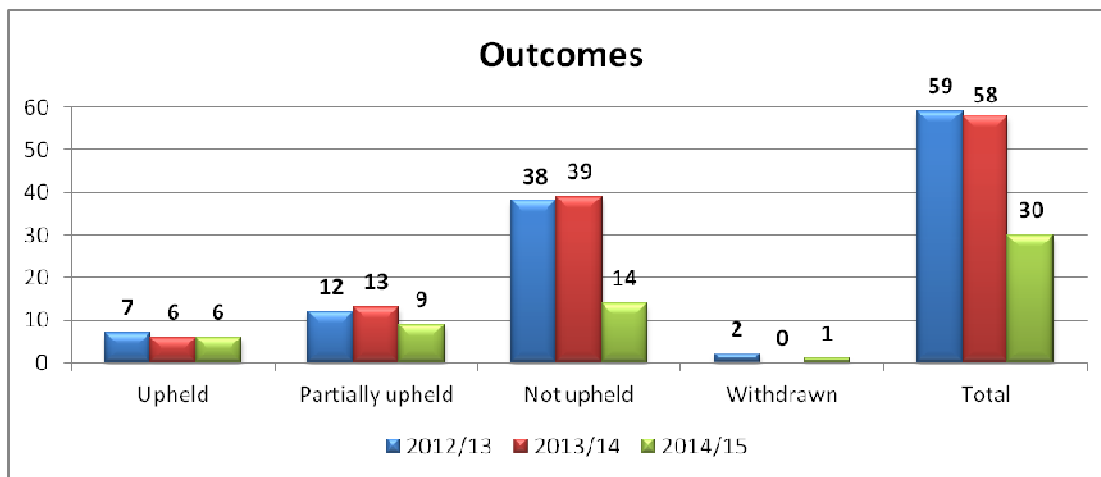
The feedback we have received from residents indicate that most want action to resolve their concerns quickly and are happy for us to deal with their dissatisfaction in this way and this is what we will continue to do, wherever possible.

2. STAGE 1 – LOCAL RESOLUTION

The team leader will aim to respond to complaints within 10 working days.

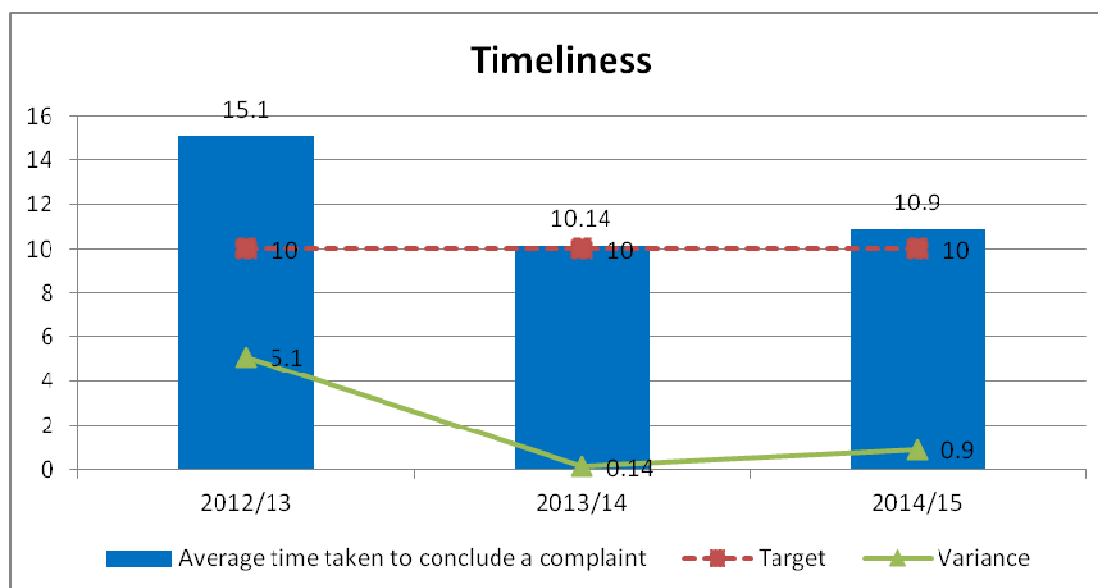


There has been a 48% (28) decrease in Stage 1 complaints when comparing the 2013/14 figure of 58 with the same period in 2014/15 of 30.



The number of upheld and partially upheld complaints remains broadly similar to previous years.

Time taken to conclude a complaint (working days)



The average time taken to conclude a Stage 1 complaint is 10.90 working days against the statutory target of 10 working days. This is a slight dip in performance when compared against the 2013/14 figure of 10.14.

Table 1 - Number and % of complaints dealt with within 10 working days

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days
2012/13	59	21	36%
2013/14	58	38	66%
2014/15	30	19	63%

Of the 30 Stage 1 complaints - 19 (63%) were responded to within the 10 working days. This is an area of concern. The Complaints and Service Improvement Team have addressed this situation with managers by impressing upon them the need for investigations and responses to be dealt with within 10 working days. This is working and current performance shows that from 1 October 2014 to 18 August 2015 only 1 of the 23 Stage 1 complaints missed the 10 working day target.

Learning from complaints

Of the 30 Stage 1 complaints, three themes emerged from 12 complaints where there was learning identified:

- **Customer service issues**

In all five complaints, service users complained about social workers, namely that they were not kept updated with the progress of their adoption application, the social worker

was consistently late for appointments, did not follow through with what was agreed and did not give out the name of her manager when requested.

- **Communication**

In four complaints, service users complained that the communication sent was not clear and it led to misunderstandings, the report completed contained errors (incorrect date of birth) and that the explanation provided caused offence.

- **Delays**

In three complaints, service users complained about the delay in completing Stage 2 of the Fostering Assessment, delay in the completion of a special guardianship assessment and delay in responding to their correspondence.

What has been done to improve performance?

- Issues have been raised directly with staff concerned and in two cases social workers were changed;
- Article published in Social Care Health News showing current performance, trends, learning identified, compliments received, etc;
- Reminders to individual officers and teams of the need to comply with customer service standards; and
- Running monthly workshops for managers and relevant staff (via the Learning and Development portal) as part of the suite of customer service courses we offer.

3. STAGE 2

A Stage 2 investigation is conducted by an Investigating Officer (IO) and Independent Person (IP), not employed by the Council, with specialist skills and knowledge of the Children's Act. The timescale to conclude such an investigation is set by statute at 25 working days but this may be extended to a maximum of 65 working days.

The focus remains on bringing complaints to a resolution at an early stage without the need to escalate to Stage 2. Where there is a possibility of a Stage 2 investigation, the Complaints and Service Improvement Team Manager will intervene to see if a resolution can be achieved through dialogue. This approach generally works well. Two Stage 2 complaints (3950102 and 4241312) were commissioned at the end of 2014/15 and will be concluded during 2015/16.

4. STAGE 3 INVESTIGATIONS

At Stage 3 of the complaint process, three people independent of the Council, will consider the complaint and wherever possible work towards a resolution. The timescale to conclude such an investigation is 45 working days.

There were no Stage 3 investigations during this period.

5. INVESTIGATION BY THE LOCAL GOVERNMENT OMBUDSMAN (LGO)

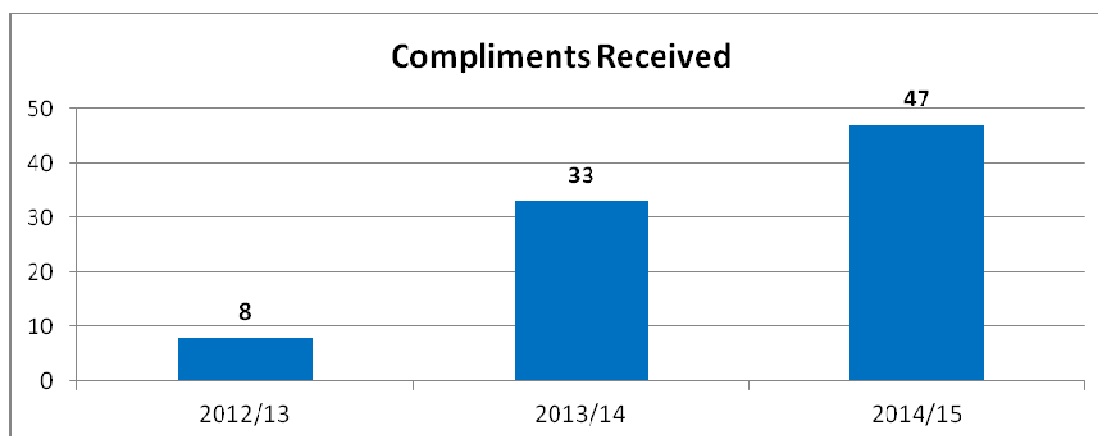
Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the Ombudsman and at any stage of the complaint process. However, the Ombudsman normally refers the complainant back to the Council if a complaint has not first been fully considered by the Council.

One complaint escalated direct from Stage 1 to the LGO. The findings and decision of the LGO is set out in table 2 below.

Table 2 - Outcome of LGO referrals

Complaint details	LGO decision
<p>3178607 Ms X complained that the Council failed to take proper account of Y's wishes and feelings when making plans for her long term care arrangements.</p>	<p>Upheld The LGO found fault causing injustice and they recommended that a looked after child review take place as soon as possible, reconsider options for Y including revoking the placement order, review social work practice, consider the need for appropriate therapeutic help for Y and pay Mr and Mrs Z £500 in compensation to spend on Y.</p> <p>The Council accepted the recommendations of the LGO in full.</p>

6. COMPLIMENTS



- 42% (14) increase in compliments received when comparing the 2013/14 figure of 33 with the figure for 2014/15 of 47.
- 17 more compliments (47) than complaints (30) were recorded during 2014/15.

Here's what five people said and the difference it has made to their lives.

"We are all doing very well, X is very fine, he's been very well and sound, he's started to enjoy his school even more now, Y too has been brilliant and enjoying his football academy too. My College is going very well as expected though it is becoming more challenging by the day, but I am loving it, I've improved a lot and I have been attending to customers now in the college saloon. We had so much fun at Wembley, the boys really enjoyed themselves especially when their dad told them how historic Wembley Stadium is, it was exciting even though the English team lost, we ate and drink, everything was properly arranged, the boys had the opportunity to take pictures with one of their favourite England player (Toni Duggan), I've attached few copies to this email. We truly appreciate the gesture, giving us the opportunity to visit Wembley, on behalf of the Family of Z we say thank you so very much and God bless".

"Thank you for the FIESTA evaluation report. I would also like to thank you and congratulate you and the team for achieving such outstanding outcomes through the programme this year. The attendance, participation and satisfaction levels are excellent and the evaluative comments from both participants and parents are very impressive indeed. They bring the numbers to life in a manner that leaves the reader in no doubt that the programme is greatly valued by all beneficiaries.

I was particularly pleased to see the difference the programme made to some of our more vulnerable children and young people. I know this has been an area you and the team have worked hard on in terms of supporting and enabling access. I'm sure you are as pleased and proud as I am of the impact the programme has had on so many children, young people and families during the summer holidays."

"I just want to thank X for being there for me. Through the tough times I had. Thank you for trying your best to try and sort things out at home, even though it didn't work because Dad and Y were not interested. Knowing you believed me and supported me meant so much to me."

"I feel that attending YOT with X has helped me express my emotions and I don't feel that I could have done this with anyone else apart from her. She came down to my level and spoke to me as a young adult instead of a young offender."

Annex 2 – Complaints about Education and Schools

Complaints about education and schools are governed by the Education Act 2002. The complaint procedure for Schools is as follows:

The Local Authority will only deal with complaints that are education related but not about a specific school, such as the provision of the national curriculum, the provision of religious education and collective worship (with the exception of church aided schools), school admission appeals, exclusions, special educational needs assessments, child protection issues and allegations of child abuse.

Complaints about the internal management of a school must initially be made in writing to the Head Teacher of the school. If this fails to resolve the issue, concerns should then be raised with the chair of governors. If a complainant remains dissatisfied they can then escalate their complaint to the Department for Education and beyond that to the Parliamentary and Health Service Ombudsman via a Member of Parliament.

The Complaint Procedure

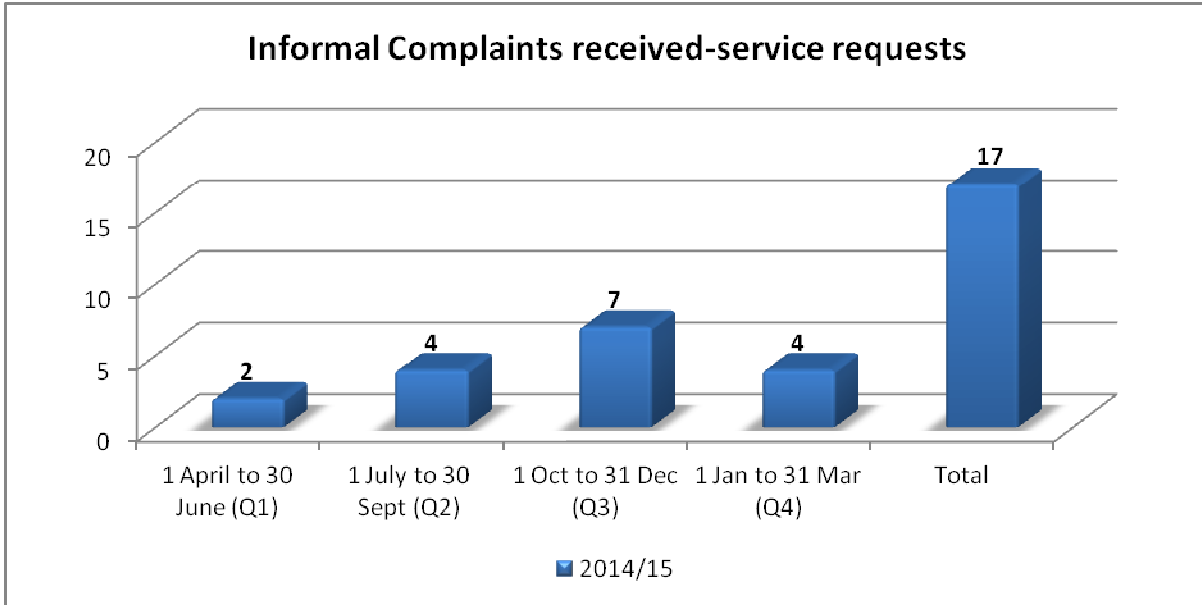
For those complaints that the Local Authority has a statutory duty to investigate we will deal with under the corporate complaints procedure:

- Stage 1 – response from the Head of Business Performance, Policy and Standards or a Head of Service
- Stage 2 – response from the Deputy Chief Executive and Corporate Director, Residents Services
- Stage 3 – response from the Chief Executive of the Council
- Local Government Ombudsman

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the complaint process is provided below.

A. INFORMAL COMPLAINTS

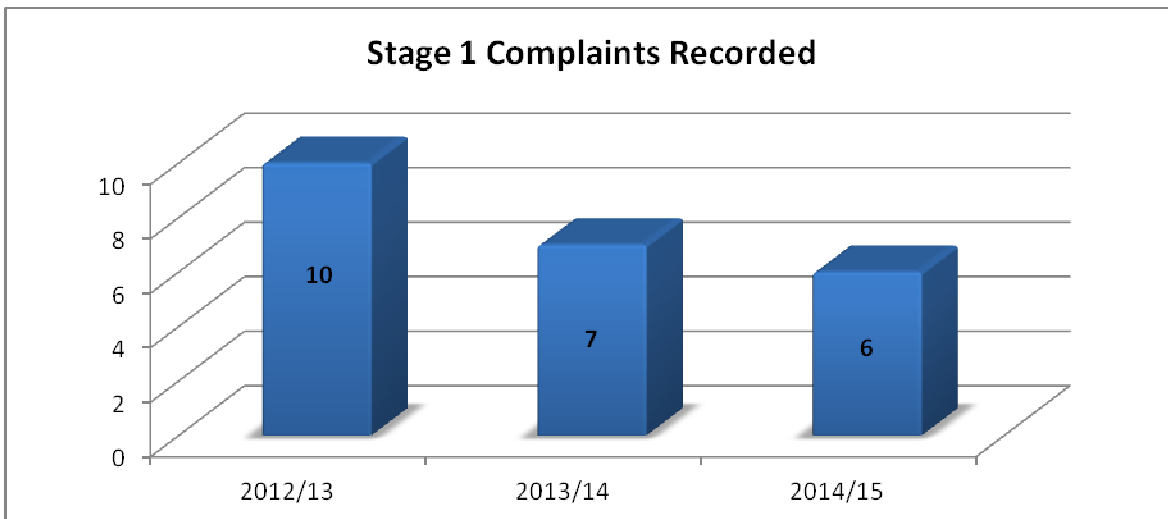
The Council will attempt to consider all complaints/concerns as close to the point of contact as possible, and in cases where minor or day-to-day concerns are raised these are dealt with as service requests. The graph below shows the total number of service requests received.



Nb Figures were not collated for previous years.

B. STAGE 1 – LOCAL RESOLUTION

The Head of Policy and Standards or a Head of Service will aim to respond to Stage 1 complaints within 10 working days.



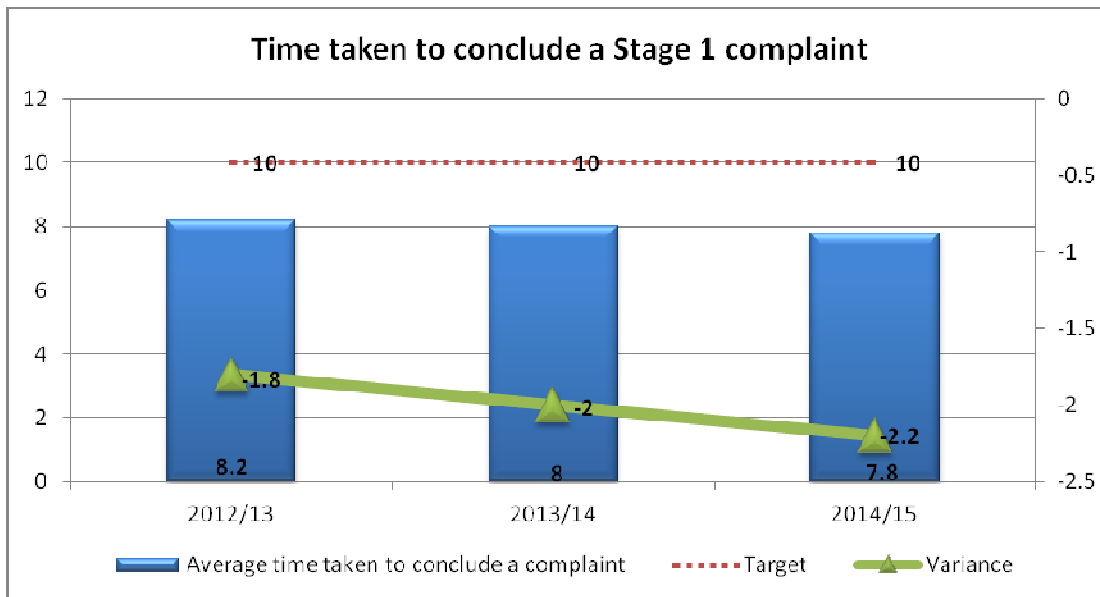
The number of Stage 1 Education and Schools complaints has decreased by one when comparing the 2013/14 figure of 7 with the 2014/15 figure of 6.

Table 3 below provides details of all six Stage 1 complaints and their outcome.

Table 3 - Outcome of Stage 1 complaints

Complaint details	Decision
<p>3825730 Ms X complained about the way a nursery calculates fees when a child is attending over and above the 'free 15 hours entitlement' given by the government.</p>	<p>Upheld We agreed that in presenting the free entitlement as money off her fees, the nursery had not followed the requirements of the Code of Practice. They should have been clear that this was not a monetary subsidy but an allocation of free hours of early education. The nursery was contacted and advised what is expected.</p>
<p>3893932 Mrs X complained that she applied for her daughter to go to school but had been told that her application had not been received and was asked to complete it again. She hand delivered her proof of address but a few weeks later she called for an update and her address had not been updated.</p>	<p>Partially Upheld We advised Mrs X that we had no record of an application having been submitted by her. The only application form we received was dated 12 March when we offered her daughter a place at the school nearest to where she resided. When a response was not received to this offer her daughter's name was removed from the waiting list. Mrs X's daughter now has a school place. However, we apologised that as a result of an oversight we did not update her address on the admissions database.</p>
<p>3752074 Mrs X complained that she wanted to end home elective education but was not informed that medical proof was required and that SENCO could proceed if a child was not in school.</p>	<p>Not Upheld Mrs X was advised that there were no medical circumstances that necessitated a place at a particular school. Children will only be considered under medical criterion if supporting medical evidence is provided. However, this does not guarantee a school offer, if for example, the school is full. An alternative school was offered.</p>
<p>4016067 Ms X complained that her son was given detention for handing in homework late and that her son's Special Education Needs have not been taken into consideration.</p>	<p>Not Upheld Ms X was advised that local authorities are unable to deal with complaints about the internal management of a school as there is a separate complaints procedure that parents need to follow. She was also advised that her son's needs were taken into consideration as part of the "support plan" produced in September 2014.</p>

<p>4174854 Solicitors on behalf of Mrs X complained that the Council had not arranged an annual review.</p>	<p>Not Upheld We advised the solicitors that it was for the school to arrange the annual review. We also advised that we did not contribute or cause a delay in the school carrying out the annual review.</p>
<p>3989703 Mrs X complained about a telephone call made to her daughter regarding an annual activity survey.</p>	<p>Withdrawn The Team Manager called Mrs X and explained what had happened and why the call was made. Mrs X decided to withdraw her complaint.</p>



- All six complaints were responded to within the 10 working day target;
- The average time taken to conclude a Stage 1 complaint is 7.80 working days.

C. STAGE 2 COMPLAINTS

The Deputy Chief Executive and Corporate Director of Residents Services will aim to respond to Stage 2 complaints within 10 working days.

There was one Stage 2 complaint during this period. Table 4 below provides details of the complaint and the outcome.

Table 4 - Outcome of complaint

Complaint details	Decision
3580154 Mrs X complained that the chronology provided at Stage 1 was one sided and ignored significant events that prove there was a service failure by the Schools Placement and Admissions team.	Not Upheld Mrs X was advised that she was asked to provide evidence that she had completed the purchase of the property by 14 February. As she did not provide proof in time, we could not accept her new address for the purpose of processing her son's school application. We advised Mrs X of the appeal procedure and the timeline for submitting an appeal. Mrs X decided to withdraw her complaint.

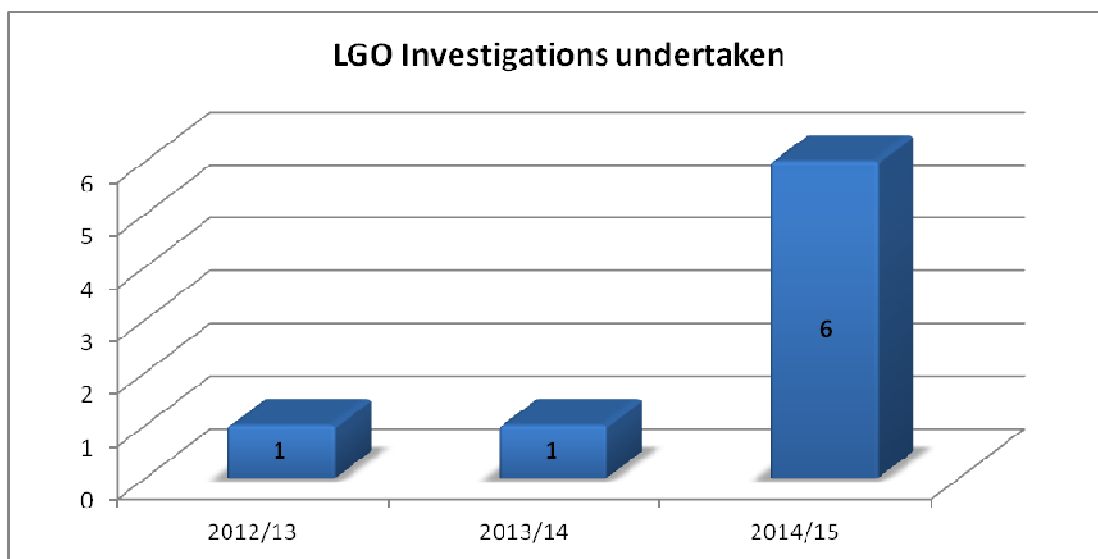
D. STAGE 3 COMPLAINTS

The Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

One complaint (3580154) escalated to Stage 3 but the complainant withdrew her complaint when her son was offered a school place. See table 4.

E. LOCAL GOVERNMENT OMBUDSMAN (LGO) INVESTIGATIONS

Where it appears that the Council's own investigations have not resolved a complaint, the complainant is entitled to refer their complaint to the Ombudsman and at any stage of the complaint process. However, the Ombudsman normally refers the complainant back to the Council if a complaint has not first been fully considered by the Council.



Of the 6 complaints investigated by the LGO, 5 complainants complained direct to the LGO. The remaining complaint (4174854) escalated direct from Stage 1 to the LGO.

Table 5 below provides details of all the complaints investigated by the LGO and their findings.

Table 5 - Outcome of LGO referrals

Complaint details	LGO decision
<p>3919153 Mr X complained that the Council unreasonably added his name to its 'restricted persons register.'</p>	<p>Not upheld The Ombudsman found no fault on Mr X's complaint about the Council adding his name to its 'restricted persons register'.</p>
<p>3789458 Ms X complained that the Council failed to properly consider her applications for: a) Blue Badge; b) Short respite break from caring for her autistic son; and c) Freedom Pass for her son.</p>	<p>Not Upheld The Ombudsman did not uphold any of Ms X's complaints that the Council failed to properly consider her various applications.</p>

15

<p>3724748 Mr X complained that (1) the Council failed to provide support and assistance when he removed his daughter from school to educate her at home and (2) that we did not act on his reports that his wife was abusing their children.</p>	<p>Not Upheld The Ombudsman found no fault by the Council when Mr X elected to home educate his daughter - officers visited and took account of the family views but concluded it was in Y's best interests for her to return to school. The Ombudsman did not uphold his allegation that the Council was at fault for not investigating his allegation of abuse by his wife - this was being considered as part of on-going child protection proceedings.</p>
<p>3823861 Mrs X complained that (1) admissions appeal panel did not take account of the points she raised; (2) failed to provide clear reasons for its decision to reject the appeal; and (3) the decision letter suggests the panel acted with bias towards the admission authority.</p>	<p>Not Upheld The Ombudsman found no evidence of fault in how the Council dealt with Mrs X's appeal, or in how it dealt with her subsequent request for her son to be prioritised on the school's waiting list.</p>
<p>4141974 Mrs X complained to the Ombudsman that the Council failed to provide school places for her daughters.</p>	<p>Not Upheld The Ombudsman determined that the Council was not at fault for failing to do more to secure school places for her daughters.</p>
<p>4174854 Mrs X's solicitor's complained that the Council failed to ensure an annual review of her son's statement of Special Educational Needs and that it was not carried out in line with statutory guidelines.</p>	<p>Not Upheld The Ombudsman found no evidence of fault in the Council's actions.</p>

F. COMPLIMENTS

Table 6 – number of compliments received

Period	Total number
2014/15	5

Nb Figures were not collated for previous years.

Here's what two people said:

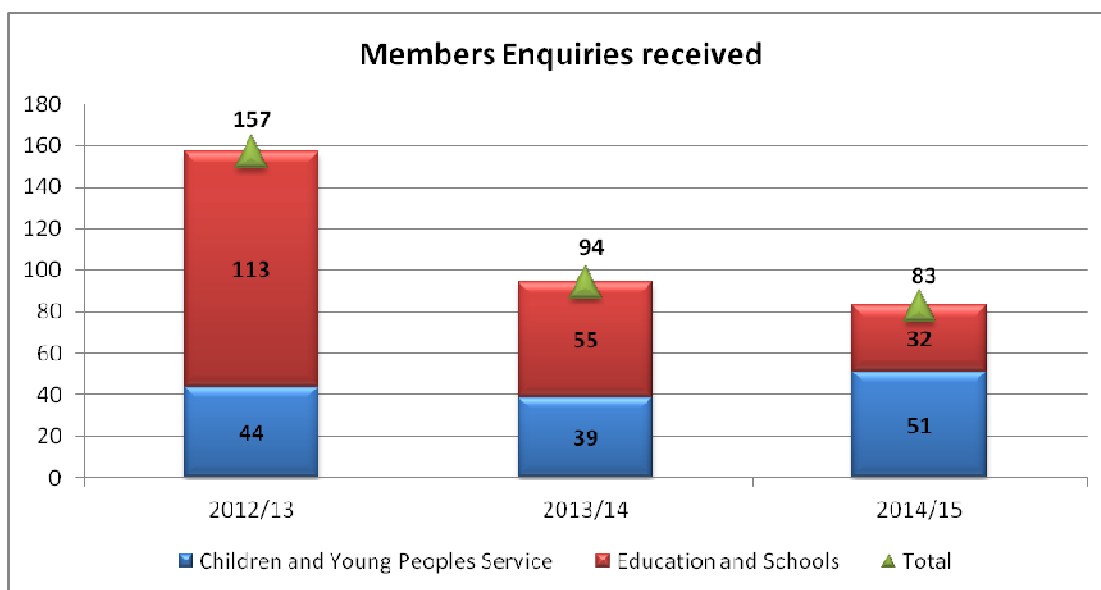
"We've been really pleased with X and she is a great asset to the School". "X continues to give excellent support and guidance to our School, which enables us to support our families with all issues arising from attendance. We always receive prompt and clear guidance when contacting your service by phone."

"Thank you to the team for all their support and a big thank you to X for always responding quickly and efficiently to our calls".

G. MEMBERS ENQUIRIES

Enquiries can be submitted to officers on behalf of residents to Elected Members for further information.

Total number of Members Enquiries



- 31% (12) increase in Children and Young People's Service enquiries from Elected Members when comparing 39 received in 2013/14 with 51 in 2014/15.

- 42% (23) decrease in Education and School enquiries from Elected Members when comparing 55 received in 2013/14 with 32 in 2014/15.

QUARTERLY SCHOOL PLACES PLANNING UPDATE

Contact Officer: Dan Kennedy

Telephone: 01895 250495

REASON FOR ITEM

To update the Committee about the demand for school places in Hillingdon.

OPTIONS OPEN TO THE COMMITTEE

1. To note the update about the demand for school places.
2. To question officers about the update and the future demand for school places.

INFORMATION

Introduction

This paper presents to the Children, Young People and Learning Policy Overview Committee an update on planning for primary and secondary school places in Hillingdon, including information on the annual update of the pupil forecast. For ease of reference, this update also re-states some background information previously presented to the Committee.

Background to School Places Forecasting

The forecast for future school places predicts that the demand for additional school places will be sustained. In Hillingdon, the demand for additional school places is driven by rising birth rates, new residential developments, and families moving into the Borough. Forecasts are updated annually. However, monitoring of demand for places and other analytical work is ongoing, and continues throughout the school year.

Future Demand for Primary School Places

Overall, the 2015 school places forecast has confirmed that the future need for primary school places over the next 5 years has largely been met through the delivery of the successful schools expansion programme. New provision has included three new primary schools (Lake Farm Park and John Locke Academy, which opened in September 2014 and St Martin's CE, which will open in September 2015). Hewens Primary (free school) has also contributed to the supply of new places in an area of high demand. As previously reported to the Committee, Nanaksar Primary (free school), will not have a Reception intake in 2015. Until the position is clarified by the Education Funding Agency (EFA), no further intakes have been factored into the pupil forecast.

This year, there appears to be a greater degree of mobility in some parts of the Borough, with parents expressing a preference for a school outside of their immediate area (e.g. 6 children living in West Drayton whose parents have chosen John Locke Academy).

Remaining place pressures are mainly in the north/north-east of the Borough. Harrow is currently implementing a programme of primary school expansions and there is a possibility that this may reduce demand from Harrow residents for places in Hillingdon schools. This will be monitored.

Further information on areas where additional places are forecast to be needed is set out below.

Primary Planning Area 2 – Northwood – the 2015 forecasts have confirmed a need for up to one additional form of entry in this area. A large contributory factor is children living in south Hertfordshire applying to attend a primary school in the very north of the Borough (Frithwood and Hillside schools in particular). The net gain of Reception children from Hertfordshire is expected to be 30 pupils in September 2015. This demand from families living just outside Hillingdon is expected to continue into future years.

Primary Planning Area 3 – North Ruislip – the 2015 forecasts have confirmed a need for an additional one form of entry in this area, which seems to be mainly driven by rising birth rates and families moving into this area. A bulge year group may be required in 2016.

Primary Planning Area 5 – Ruislip / South Ruislip - the 2015 forecasts are indicating a slightly higher level of additional place need - up to two forms of entry. Increased demand seems to be mainly driven by rising birth rates and also children from neighbouring Boroughs travelling to Hillingdon schools. On average, children from neighbouring boroughs have generated a 1.5 form of entry need.

Primary Planning Area 11 - Hayes Wood End Park - for 2015, it has been possible to manage the impact of the loss of the 120 Reception places at Nanaksar Primary by offering places at alternative schools. However, as demand for places in the Hayes area grows in future years, this will no longer be possible and therefore additional places (at least 3-4 forms of entry) may be needed if the situation at Nanaksar Primary School is not resolved.

Action Being Taken

Feasibility studies of three school sites to assess potential for expansion are now underway. Findings are expected to be available in September 2015 and will be reported back to members for consideration. A first phase of permanent expansion projects could be facilities for temporary expansion, whilst the building programme is underway. At this stage, planning permission has been obtained for modular classrooms at two schools. In relation to the uncertainties regarding future admissions to Nanaksar Primary, officers are monitoring demand for places and will continue follow-up with the Education Funding Agency. Officers are also reviewing the admissions criteria and the number of planning areas used for place planning purposes (currently 14) in order to assess whether changes would better meet local needs.

Future Demand for Secondary School Places

The updated forecast for secondary school places in Hillingdon shows that the profiled demand for additional school places from September 2016/17 onwards is high and will grow in future years. This position is similar across London, with 73,000 additional secondary school places forecast to be needed in the London area over the next five years.

The 2015 Hillingdon forecasts show a need for 24-25 additional forms of entry between 2016 and 2020. 5.5 additional forms of entry are already in the pipeline, giving a residual need for 19 forms of entry (14 in the north of the Borough and 5 in the south of the borough) over the period.

In the **north** of the Borough, a small residual excess demand for places is expected in 2016, following the expansion of Northwood. However, a new free school, Pinner High, is planned to open in Harrow in September 2016. This school will offer 180 Year 7 places and is situated very close to the boundary with Hillingdon. Therefore there is a strong likelihood that the school will assist in mitigating the residual place pressure in Hillingdon. Subject to parental preference, this means that demand in 2016 would be manageable. Alternatively, a bulge year group at a Hillingdon school may be needed.

In the **south** of the Borough, the proposed expansions of Abbotsfield and Swakeleys schools mean that additional places are not forecast to be needed until 2019.

Action Being Taken

As a general point, forecasting for school places beyond 5 years does carry a higher risk of volatility in trends and so for the purposes of secondary school places planning, proposals are being developed initially which focus on the need for school places in the period to the academic school year September 2020/21.

The project to rebuild and expand Northwood School by 1fe from 2016 is now on site. The Education Funding Agency (EFA) is managing projects for the rebuilding and expansion of Swakeleys and Abbotsfield schools. A planning application has been submitted and completion during 2017 is expected. These three projects will add a total of 5.5 forms of entry. Statutory proposals have been approved for Abbotsfield to become co-educational (beginning in Year 7) from September 2017.

Officers have been investigating a range of further options for the provision of additional places, including the possibility of expanding five further secondary schools in the Borough. Options have been prepared and are being considered by Members.

Starting Primary School/Starting Secondary School 2015 - Place Allocations Update for entry into Reception and Year 7

94% of Reception places have now been allocated. At 64% of primary and infant schools, all Reception places have been offered. 22% of schools have 5 or more Reception

vacancies. 92% of Year 7 places have been allocated for September 2015, with 6 schools (3 in the north and 3 in the south of the borough) having places available.

As expected, there are proportionately more Reception and Year 7 vacancies in the south of the borough. The above vacancy levels provide a margin to manage late applications and changes to school preferences (e.g. as a result of home moves). The above statistics are therefore a snapshot of the position and some movement is to be expected, especially early in the autumn term. Actual take-up of places will be confirmed through the October census.

FORWARD PLAN 2015/2016

Contact officer: Jon Pitt
Telephone: 01895 277655

REASON FOR ITEM

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

OPTIONS OPEN TO THE COMMITTEE

- To comment on items going to the Cabinet or to the Cabinet Member for decision.
- Or to note the items and decide not to comment.

INFORMATION

1. The latest published Forward Plan is attached. The Committee may wish to consider the non standard items that fall within its remit.

SUGGESTED COMMITTEE ACTIVITY

To consider whether there are comments or suggestions that the Committee wishes to make.

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Ref	Decision	Further information	Ward(s)	Final decision by Full Council	Cabinet Members(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Council Departments: RS = Residents Services CYPs = Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

Cabinet meeting - 24 September 2015

56	Children's Centres Leases	Cabinet will be asked to consider granting a 25 year lease on a number of Children's Centres where the freehold interest is in third party ownership.	All		Cllr Jonathan Bianco	RS - Mike Paterson		NEW	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Jonathan Bianco	FD - Paul Whaymand			
SI	School Capital Programme Update	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting long leases to schools who wish to convert to Academy Status.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Michael Patterson			

Cabinet Member Decisions - September 2015

55	Home to School Travel Assistance Policy Review	Following consultation to approve an updated Home to School Transport Policy.	All		Cllr Ray Puddifoot MBE & Cllr David Simmonds CBE	AD - Jackie Wright			
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Cabinet meeting - 22 October 2015

62	Local Safeguarding Children Board: Annual Report	Cabinet will receive the Annual Report of the Local Safeguarding Children Board (LSCB). It provides Elected Members with a view on effectiveness of children's safeguarding in Hillingdon and identifies priorities for future action and attention.	All		Cllr David Simmonds CBE	CYPS - Steve Ashley (Independent Chairman) / Tony Zaman	Policy Overview Committee	NEW	
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Jonathan Bianco	FD - Paul Whaymand			
SI	School Capital Programme Update	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting long leases to schools who wish to convert to Academy Status.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Michael Patterson			

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Cabinet meeting - 19 November 2015

SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Jonathan Bianco	FD - Paul Whaymand			
SI	School Capital Programme Update	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting long leases to schools who wish to convert to Academy Status.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Michael Patterson			

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Council Departments: RS = Residents Services CYPs = Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

Cabinet meeting - 17 December 2015

SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Jonathan Bianco	FD - Paul Whaymand		NEW	
SI	School Capital Programme Update	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees	NEW	Public / Private (3)
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting long leases to schools who wish to convert to Academy Status.	Various		Cllr David Simmonds CBE / Cllr Jonathan Bianco	RS - Michael Patterson		NEW	

CABINET MEMBER DECISIONS - LIST OF STANDARD ITEMS CONSIDERED EACH MONTH

SI	School Governing Bodies and Governors	To approve appointments, nominate appointments and make reappointments of local authority governors and to approve any changes to school governing body constitutions. To also authorise any Officer or Member to be a Governor or Director of an Academy	N/A		Cllr David Simmonds CBE	AD - Democratic Services			
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WORK PROGRAMME 2015/2016

Contact Officer: Jon Pitt
Telephone: 01895 277655

REASON FOR REPORT

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of each agenda.

OPTIONS OPEN TO THE COMMITTEE

1. To confirm dates for meetings; and
2. To make suggestions for future working practices and reviews.

WORK PROGRAMME 2015/16

24 Jun 2015	Major Review - Consideration of Scoping Report
CR5	School Admissions Update
	Update on previous Major Review of the Committee - Strengthening the Council's Role as a Corporate Parent
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

15 July 2015	Children and Young People's Service Improvement Plan - progress report
CR5	Budget Planning Report for Education & Children's Services 2016/17
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

9 Sep 2015	Major Review – Witness Session 1
CR5	Quarterly School Place Planning Report
	Annual Complaints Report 2014/15 for Children and Young People's Services
	Local Safeguarding Children's Board Annual Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

7 Oct 2015	Major Review – Witness Session 2
CR5	Consideration of topics for minor review
	Children and Young People's Service Improvement Plan - Quarterly Update
	Child Sexual Exploitation Strategy - Implementation Update
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

25 Nov 2015	Major Review – Witness Session 3
CR5	Minor Review - Consideration of Scoping Report
	Standards and Quality in Education in Hillingdon 2014/2015
	Update Report - Progress on Implementation of previous review 'Hillingdon's Implementation of the Special Educational Needs and Disability (SEND) Reforms
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

13 Jan 2016	Minor Review - Witness Session
CR5	Major Review - presentation of draft final report
	Budget Proposals Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

17 Feb 2016	Minor Review - Presentation of Draft Report
CR4 and CR4A	Children and Young People's Service Improvement Plan - Quarterly Update
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

16 Mar 2016	Update on previous Major Review of the Committee - Reducing the Risk of Young People Engaging in Criminal Activity and Anti-Social Behaviour
CR5	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

13 Apr 2016	Quarterly Child Social Care Audit Update 2015 / 2016
Room TBC	Quarterly school place planning
	Children and Young People's Service Improvement Plan - Quarterly Update
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

****all meetings begin at 7pm.***

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