



NOTICE OF MEETING

The Executive

Tuesday 17 October 2017, 5.00 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: The Executive

Councillor Bettison OBE (Chairman), Councillor Dr Barnard (Vice-Chairman), Councillors D Birch, Brunel-Walker, Mrs Hayes MBE, Heydon, McCracken and Turrell

ALISON SANDERS
Director of Resources

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Published: 9 October 2017



The Executive
Tuesday 17 October 2017, 5.00 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

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AGENDA

Page No

1. Apologies

2. Declarations of Interest

Members are asked to declare any disclosable pecuniary or affected interests in respect of any matter to be considered at this meeting.

Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

Any Member with an affected Interest in a matter must disclose the interest to the meeting and must not participate in discussion of the matter or vote on the matter unless granted a dispensation by the Monitoring officer or by the Governance and Audit Committee. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.

3. Minutes

To consider and approve the minutes of the meeting of the Executive held on 26 September 2017. .

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4. Urgent Items of Business

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. Youth Justice Strategic Plan 2017 - 2019

To gain the approval of the Executive for the proposed plan for the delivery of Youth Justice services in Bracknell Forest during the period 2017-2019.

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6. Children, Young People & Learning Post Ofsted Action Plan

To inform Members of the outcome of the recent Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, carried out in May 2017 and published on 14 July 2017, and the proposed Action Plan resulting from this, including the new departmental vision.

37 - 84

7. Local Safeguarding Children Board (LSCB) Annual Report

To share the Independent Chair's Draft Annual Report of Local Safeguarding Children's Board (LSCB) for the period 1 April 2016 to 31 March 2017 with the Executive.

85 - 126

Exclusion of the Press and Public

Agenda item 8 is supported by an annex containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Committee wishes to discuss the content of this annex in detail, it may choose to move the following resolution:

That pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012 and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of item 8 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) *Information relating to the financial or business affairs of any particular person (including the authority holding that information).*

8. Residential Nursing Care Service Contract Award

To inform the Executive of the current state of the local nursing care home market and the progress made on sourcing alternative nursing provision at sustainable prices with local nursing home providers.

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**EXECUTIVE
26 SEPTEMBER 2017
5.00 - 5.21 PM**



Present:

Councillors Dr Barnard (Vice-Chairman), D Birch, Brunel-Walker, Mrs Hayes MBE, Heydon and McCracken

Also Present:

Councillor

Apologies for absence were received from:

Councillors Bettison OBE and Turrell

19. Declarations of Interest

There were no declarations of interest.

20. Minutes

RESOLVED that the minutes of the meeting of the Executive on 18 July 2017 together with the accompanying decision records be confirmed as a correct record and signed by the Leader.

Executive Decisions and Decision Records

The Executive considered the following items. The decisions are recorded in the decision sheets attached to these minutes and summarised below:

21. Bracknell Forest Tree Strategy

RESOLVED that:

- 1 The draft Tree Strategy be approved for public consultation, and,
- 2 Following public consultation and subject to the outcome of that consultation the strategy be approved by the Executive Member for Culture, Corporate Services & Public Protection.

22. Safeguarding Adults Annual Report 2016/17

RESOLVED that the report be noted.

23. **Council Plan Overview Report**

RESOLVED that:

- 1 The performance of the Council over the period from April - June 2017 highlighted in the Overview Report in Annex A of the Chief Executive's report be noted.
- 2 The intention to submit a joint bid with the other five Berkshire Unitary Authorities to be a pilot area for localisation of National Non-Domestic Rates (NNDR) be noted.

RECOMMENDED to Council the provision of up to £7m of capital funding as Bracknell Forest's contribution to the Heathlands EMI scheme, noting that £3m of this will be met by the CCG in some way so will not fall as a cost to the Council.

24. **Exclusion of Public and Press**

RESOLVED that pursuant to Regulation 21 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000, members of the public and press be excluded from the meeting for the consideration of item 9 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person (including the authority).

25. **Procurement Plan for Retender of Property and Motor Insurance Provider**

RESOLVED that:

- 1 The Procurement Plan for the tender of the property and motor insurance policies be approved.
- 2 The award of the contract(s) be delegated to the Director of Resources subject to the new contracts being within budget.

CHAIRMAN

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I071588
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1. **TITLE:** Bracknell Forest Tree Strategy

2. **SERVICE AREA:** Environment, Culture & Communities

3. **PURPOSE OF DECISION**

To approve the draft Tree Strategy for public consultation.

4. **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

The draft Tree Strategy be approved for public consultation.

Following public consultation the strategy be approved by the Executive Member for Culture, Corporate Services & Public Protection.

7. **REASON FOR DECISION**

Bracknell Forest is the third most forested authority in the country, with an independent survey identifying 39.8% of the borough is covered by tree canopy (Bluesky, 2014). These trees define the character of Bracknell Forest and represent a significant natural infrastructure asset from which the borough's residents derive multiple benefits.

To continue benefiting from this resource the council will require a co-ordinated approach to maintain the forest of Bracknell while meeting our legal duties and management responsibilities, which fall to the authority as both a tree owner and a democratic body with specific responsibilities relating to trees.

8. **ALTERNATIVE OPTIONS CONSIDERED**

There is no legislative need for having a formal strategy. However, the Council has a central role in the community to lead on managing trees for the benefit of the public. The Council also previously identified the need for a tree strategy in 2006 (Report of Tree Policy Review Group).

Without a strategy, tree management across the borough will continue on a case-by-case basis without reference to a public document. While the 2006 tree policy provides guidance that directs day to day decision making, it is not a public document and it does not have a format or structure that supports a wider use in Council operations.

9. **PRINCIPAL GROUPS CONSULTED:**

Heads of Service have been consulted for Environmental Services, Education, Flood

Authority, Highways Asset Management, Recreation, Property Services, Planning and Transport Development.

Consultation was also been made with stakeholders such as the Bracknell Forest Nature Partnership.

10. **DOCUMENT CONSIDERED:** Report of the Director of Environment, Culture & Communities
11. **DECLARED CONFLICTS OF INTEREST:** None

Date Decision Made	Final Day of Call-in Period
26 September 2017	3 October 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I071589
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1. **TITLE:** Safeguarding Adults Annual Report 2016/17

2. **SERVICE AREA:** Adult Social Care, Health and Housing

3. **PURPOSE OF DECISION**

To inform of the work of the Bracknell Forest Safeguarding Adults Partnership Board during 2016-2017.

4. **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

To note the Bracknell Forest Safeguarding Adults Partnership Board Annual Report 2016/17.

7. **REASON FOR DECISION**

The Care Act 2014 states that each local authority Safeguarding Adults Partnership Board (SAPB) must publish an annual report detailing what the SAPB has done during the year to achieve its main objectives, and what each member organisation has done to implement the strategy as well as detailing the findings of any Safeguarding Adults Reviews (previously known as Serious Case Reviews) and subsequent action.

This report details the breadth of activity undertaken by Board members and identifies the achievements against the Boards development plan for the year.

During 2016/17 the Bracknell Forest and the Windsor and Maidenhead Safeguarding Adult Boards endorsed the proposal to merge and to create a new single Bracknell Forest and Windsor and Maidenhead SAB. The new board arrangements commenced on 1 July 2017.

The progress against the aims and objectives of the Board's strategic plan are contained within the report. In line with the requirements set out in the Care Act the new joint Board will continually develop the strategic objectives and consult/ take into account feedback from the public during the year.

To ensure that there is a local Safeguarding Adults Board and that the Board is effective is a statutory duty for the Council; as such it is important that the executive are sighted on the work of the Board.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None applicable.

9. **PRINCIPAL GROUPS CONSULTED:** Not Applicable

10. **DOCUMENT CONSIDERED:** Report of the Director of Adult Social Care, Health & Housing
11. **DECLARED CONFLICTS OF INTEREST:** None

Date Decision Made	Final Day of Call-in Period
26 September 2017	3 October 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I071590
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1. **TITLE:** Council Plan Overview Report

2. **SERVICE AREA:**

3. **PURPOSE OF DECISION**

To note the Council's performance over the first quarter of 2017/18.

4 **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

1 The performance of the Council over the period from April - June 2017 highlighted in the Overview Report in Annex A of the Chief Executive's report be noted.

2 The intention to submit a joint bid with the other five Berkshire Unitary Authorities to be a pilot area for localisation of National Non-Domestic Rates (NNDR) be noted.

RECOMMENDED to Council the provision of up to £7m of capital funding as Bracknell Forest's contribution to the Heathlands EMI scheme, noting that £3m of this will be met by the CCG in some way so will not fall as a cost to the Council.

7. **REASON FOR DECISION**

To brief the Executive on the Council's performance, highlighting key areas, so that appropriate action can be taken if needed.

8. **ALTERNATIVE OPTIONS CONSIDERED**

None applicable.

9. **PRINCIPAL GROUPS CONSULTED:**

10. **DOCUMENT CONSIDERED:** Report of the Chief Executive

11. **DECLARED CONFLICTS OF INTEREST:** None

Date Decision Made	Final Day of Call-in Period
26 September 2017	3 October 2017

**Bracknell Forest Council
Record of Decision**

Work Programme Reference	I071591
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1. **TITLE:** Procurement Plan for Retender of Property and Motor Insurance Provider

2. **SERVICE AREA:**

3. **PURPOSE OF DECISION**

To approve the Procurement Plan for the tendering of the property and motor insurance provider with associated claims handling services.

4. **IS KEY DECISION** No

5. **DECISION MADE BY:** Executive

6. **DECISION:**

RESOLVED that:

1 The Procurement Plan for the tender of the property and motor insurance policies be approved.

2 The award of the contract(s) be delegated to the Director of Resources subject to the new contracts being within budget.

7. **REASON FOR DECISION**

To enable the Council to procure new insurance policies for property and motor assets

To enable a more streamlined procurement process

8. **ALTERNATIVE OPTIONS CONSIDERED**

The tender award process could follow current Contract Standing Orders, however, this would be less efficient as it would require review and approval to the award at the end of the process for a commodity that the Council is required to have.

9. **PRINCIPAL GROUPS CONSULTED:**

10. **DOCUMENT CONSIDERED:** Report of the Director of Resources

11. **DECLARED CONFLICTS OF INTEREST:**

Date Decision Made	Final Day of Call-in Period
26 September 2017	3 October 2017

TO: EXECUTIVE
13 OCTOBER 2017

BRACKNELL FOREST YOUTH JUSTICE PARTNERSHIP STRATEGIC PLAN 2017-2019
Director of Children, Young People and Learning

1 PURPOSE OF REPORT

- 1.1 To gain the approval of the Executive for the proposed plan for the delivery of Youth Justice services in Bracknell Forest during the period 2017-2019.

2 EXECUTIVE SUMMARY

- 2.2 Bracknell Forest Youth Offending Service Partnership Strategic Plan 2017-2019 attached (appendix A)

The Crime and Disorder Act 1998 places a statutory duty on Local Authorities to prepare a Youth Justice Plan to set out how Youth Justice services will be delivered locally within available resources.

The Plan is written in the same format as the Bracknell Forest Community Safety Plan 2017-2019, as the Community Safety Partnership has overarching governance responsibility for the YOS and the Youth Justice and Community Safety plans are closely aligned. The Youth Justice Strategic Plan is structured under the following headings, which are recommended by the Youth Justice Board for England and Wales:

Introduction, Structures and Governance, Resources and Value for Money, Partnership Arrangements, Risks to Future Delivery.

The Plan sets out the strategic priorities for the period 2017 -2019.

A refresh of the Plan will be undertaken in 2018.

3 RECOMMENDATIONS

- 3.1 For the Executive to recommend the adoption of the Youth Justice Plan 2017-19 to Council

4 REASONS FOR RECOMMENDATIONS

- 4.1 The Crime and Disorder Act 1998 places a statutory duty on Local Authorities to prepare a Youth Justice Plan. This needs to be endorsed by Council.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 None

6 SUPPORTING INFORMATION

- 6.1 The Youth Offending Service (YOS) is a statutory partnership under the Crime and Disorder Act 1998. The statutory partners are the Local Authority, (which is

responsible for hosting the YOS), National Probation Service, Police, and National Health Service.

- 6.2 Within Bracknell Forest, governance of the YOS is provided by the YOS Performance Management Board reporting into the Bracknell Forest Community Safety Partnership. The YOS Management Board meets quarterly and is made up of the members of the Community Safety Partnership who have statutory responsibility for YOS funding. The YOS Management Board scrutinise YOS performance and develops actions for improvement where necessary. Staffing and resource issues are regularly reviewed and the Board assists in setting the strategic direction of the YOS. The YOS Management Board takes an active role in ensuring that young offenders and those at risk of entering the youth justice system have access to universal and specialist services within Bracknell Forest and that partner agencies recognise and maintain responsibility for contributing to the reduction of offending by children and young people.
- 6.3 The YOS sits within the CYPL department of the Council and the YOS Head of Service is a member of the Children's Social Care management team, supervised by the Chief Officer. The YOS works in close collaboration with other services within the department, in particular Children's Social Care and schools. Many of the cases that YOS are involved with are subject to child protection or child in need plans and YOS caseworkers are members of core groups. YOS Prevention services are delivered in schools including groupwork programmes designed to prevent CSE and domestic abuse, and YOS is fully involved in the forward planning for the department to work together in a more integrated way with the overall aim of improving the life chances of our children and young people in Bracknell Forest.
- 6.4 The Council Plan 2015 – 2019 commits to review the focus and delivery of all services over the next 3 years. It is, as yet unknown how the Transformation programme will affect the current structure and governance of the YOS. A review of the YOS is likely to be included in the Transformation of the Children, Young People and Learning Department in line with all other Services based upon the 'One Council' approach. However, this will be mindful of the Local Authority's legal duties under the Crime and Disorder Act 1998.

7 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 7.1 The relevant legal requirements are addressed within the report.

Borough Treasurer

- 7.2 The amount of available resources are set out in the Strategic Plan. Financial performance during the year will be reviewed as part of the Council's agreed budget monitoring process, which will identify any required management actions.

Equalities Impact Assessment

- 7.3 The Plan embraces diversity and provides youth justice services to all sections of the community. By definition, young people who have offended face discrimination and can be marginalised by the wider law abiding population due to the impact of offending and anti social behaviour on the community. A preliminary Equalities Impact Assessment has been prepared and a full assessment is not required.

Strategic Risk Management Issues

- 7.4 Section E, Bracknell Forest Youth Offending Service Partnership Strategic Plan 2017-2019 attached (appendix A)

Other Officers

- 7.5 None

8 CONSULTATION

Principal Groups Consulted

- 8.1 Bracknell Forest Youth Offending Service Partnership, Chair of YOS Management Board, Children's Social Care Management Team, CYPL Departmental Management Team

Method of Consultation

- 8.2 In writing

Representations Received

- 8.3 None

Background Papers

Bracknell Forest Youth Offending Service Partnership Strategic Plan 2017 -2019

Contact for further information

Karen Roberts, Head of Youth Justice and Leaving Care Service
Children Young People and Learning Department
Bracknell Forest Council - 01344 354327
Karen.roberts@bracknell-forest.gov.uk

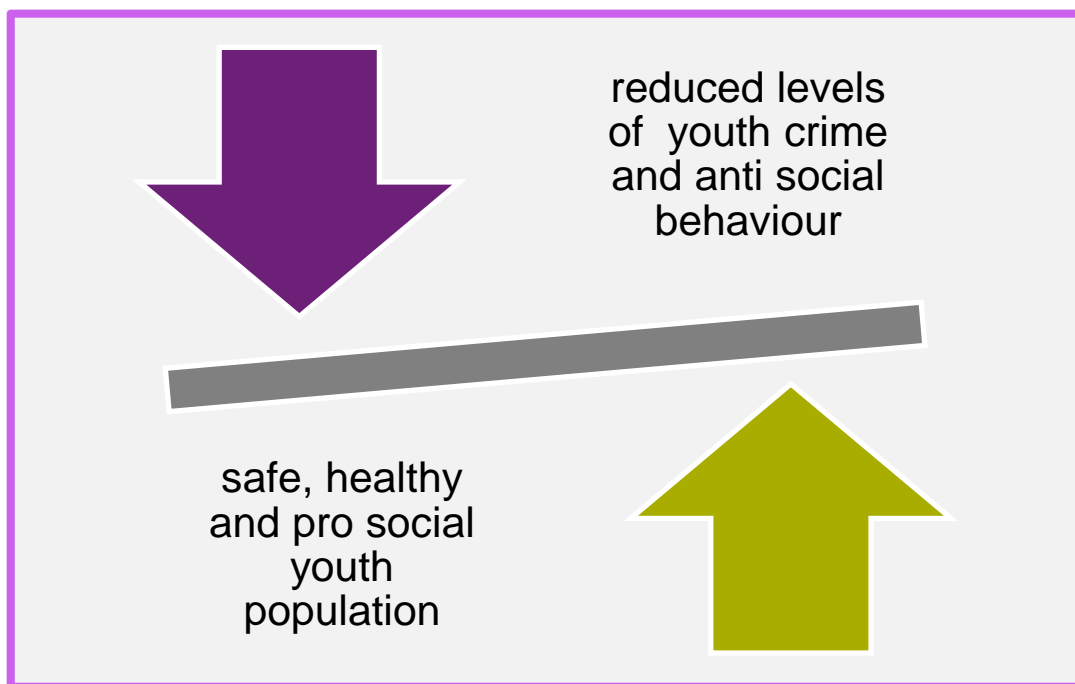
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BRACKNELL FOREST YOUTH OFFENDING SERVICE PARTNERSHIP STRATEGIC PLAN 2017 - 2019



VISION

A resilient, safe and law abiding youth population, thriving through adolescence and making a positive contribution to the community



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Appendix 1: Costed Plan

A Introduction

The Crime and Disorder Act 1998 places a statutory duty on Local Authorities to prepare a Youth Justice Plan which is annually updated to set out how Youth Justice services will be delivered locally within available resources. This Plan covers the period 2017 – 2019 and will be refreshed in 2018, reflecting changes to the local and national Youth Justice landscape which impact upon the priorities in this plan and delivery of the range of services designed to reduce youth offending.

The most recent Government inspection of the Bracknell Forest Youth Offending Service took place in April 2016, by Her Majesty's Inspectorate of Probation. The results of the inspection were very positive and all actions arising from the recommendations have been completed. The Taylor Review of Youth Justice which was published in June 2016 recommended that the responsibility for inspecting Youth Offending Services should move to OFSTED, but this recommendation was not accepted by the Government, and currently HMIP are conducting thematic inspections this year, whilst also developing their new methodology and inspection programme that will begin in 2018.

All Youth Offending Services will be inspected by 2022 under the new methodology and will include Out of Court Disposals as well as Statutory Court Orders. HMIP will continue to carry out thematic inspections involving randomly selected YOS, and will also continue to be involved in Joint Targeted Area Inspections.

Performance

There are 3 Impact and Transparency National Indicators for the Youth Justice System which were introduced in April 2011 without targets.

These are:

- 1. Reoffending of young people in the youth justice system**
- 2. First time entrants to the youth justice system**
- 3. Use of custody for young people**

Data for indicator 1 is taken from the Gov.uk website (latest data available), and relates to the cohort of young offenders covered by the time period indicated, and their reoffending during the following 12 months.

<https://www.gov.uk/government/statistics/proven-reoffending-statistics-july-2014-to-june-2015>

Data for indicators 2 and 3 is taken from the National Youth Justice Board Data information set

Indicator 1(Fig 1)	Date	YOS Performance
Proven reoffending rate of young offenders (percentage of young people who have reoffended)	July 2014 – June 2015 July 2013 – June 2014 July 2012 – June 2013	29.6% = 16 of 54 37% = 20 of 54 30% = 15 of 50
*Low is good		

Indicator 2 (Fig 2)	Date	YOS Performance
Number of first time entrants to the youth justice system (per 100,000 of 10 – 17 population)	Jan 2016 – Dec 2016 Jan 2015 – Dec 2015 Jan 2014 – Dec 2014	227 (27 young people) 231 (27 young people) 291 (34 young people)
* Low is good		

Indicator 3 (Fig 3)	Date	YOS Performance
Convicted young people receiving a custodial sentence (per 1,000 of 10 -17 population)	April 2016 – March 2017 April 2015 – March 2016 April 2014 – March 201	0.09 (1 young person) 0.09 (1 young person) 0.17 (2 young people)
*Low is good		

The charts below show Bracknell Forest YOS performance compared with Thames Valley, South East and England for the latest period of recorded National Data.

Fig 1. Reoffending: July 2014-June 2015 cohort

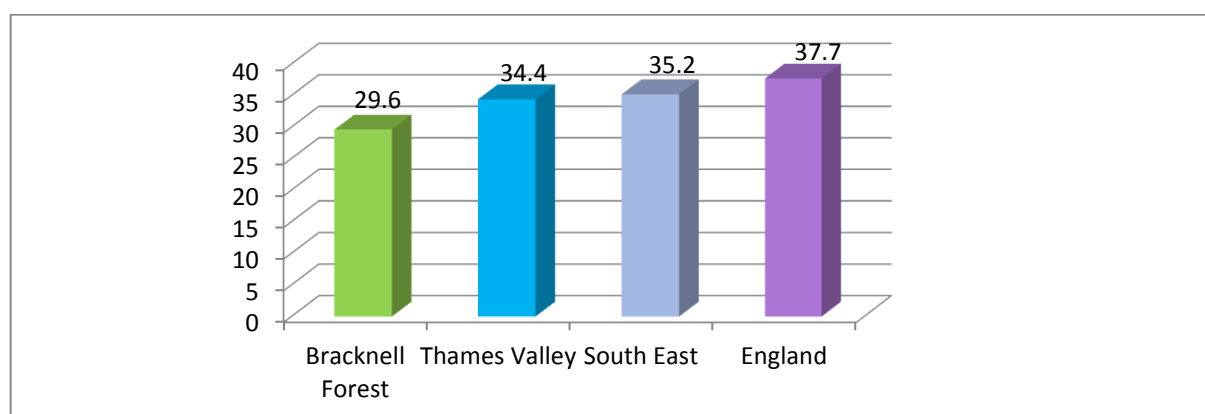


Fig 2. First time entrants to the Youth Justice System: January 2016 – December 2016 per 100,000 of 10-17 population

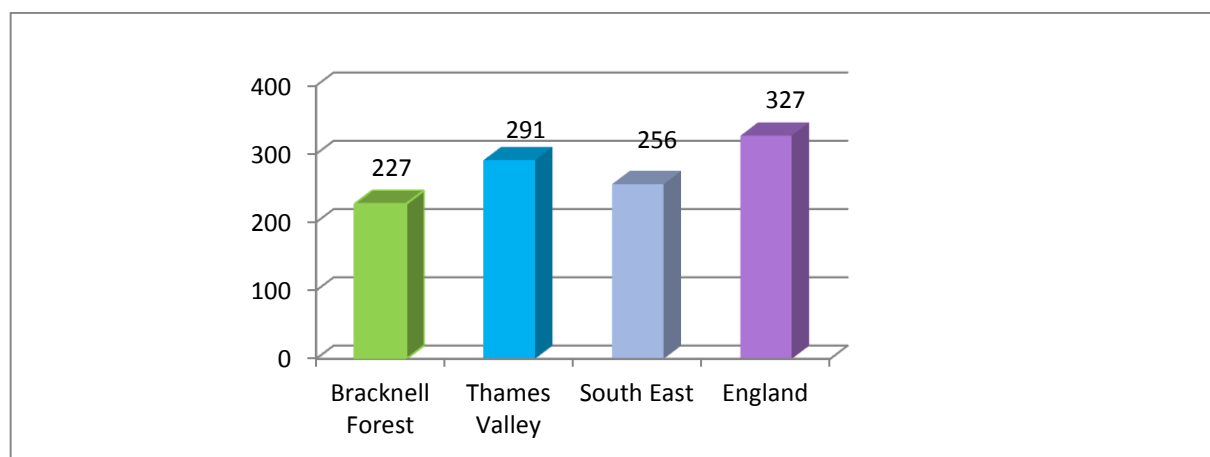
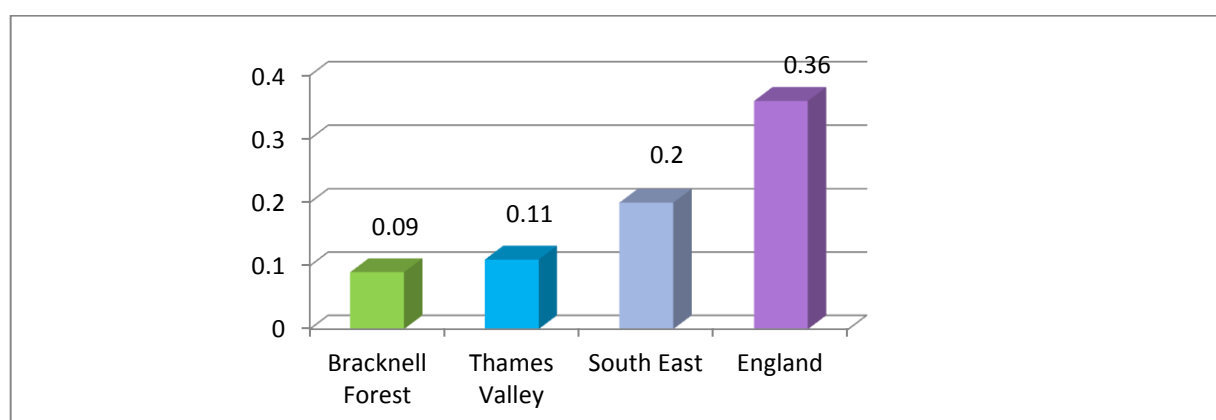


Fig 3. Custody: April 2016–March 2017 per 1,000 of 10–17 population



B Structures and Governance

The YOS sits within the Children’s Social Care branch of the Children, Young People and Learning Department of the Local Authority. The Head of the Youth Offending Service is accountable to the Director of the Department through the Chief Officer, Children’s Social Care who monitors the YOS operationally through the provision of monthly supervision. The Department is currently going through a process of ‘Transformation’. The Council Plan 2015 – 2019 commits to review the focus and delivery of all services over the next 3 years. This is being done in the context of the Council needing to find £25m of savings by 2021. It is, as yet unknown how the Transformation Project will affect the current structure and governance of the YOS. A review of the YOS is likely to be included in the Transformation of the Department in line with all other Services. However, this will be mindful of the Local Authority’s legal duties under the Crime and Disorder Act 1998.

YOS Management Board

Governance of the YOS is provided by the YOS Performance Management Board reporting into the Bracknell Forest Community Safety Partnership. The YOS Management Board meets

quarterly and is made up of the members of the Community Safety Partnership who have statutory responsibility for YOS funding. The YOS Management Board scrutinise YOS performance and develops actions for improvement where necessary. Its purpose is also to provide clarity for partners about the scope of their role in governing the YOS and to maintain a good understanding of the range and quality of youth justice services delivered in Bracknell Forest. Staffing and resource issues are regularly reviewed and the Board assists in setting the strategic direction of the YOS.

The YOS Management Board takes an active role in ensuring that young offenders and those at risk of entering the youth justice system have access to universal and specialist services within Bracknell Forest and that partner agencies recognise and maintain responsibility for contributing to the reduction of offending by children and young people.

Composition of Management Board

Name	Agency representing
Clare Dorning	Head of Housing Strategy and Needs, Bracknell Forest Council
Ian Boswell (Interim Chair)	Community Safety Consultant
Lorna Hunt	Chief Officer Children's Social Care, Bracknell Forest Council
Susannah Jordan	Interim Children's Commissioner, Clinical Commissioning Group, NHS
Julia Powers	Senior Probation Officer, National Probation Service, Thames Valley
Ian Dixon	Head of Targeted Services, Bracknell Forest Council
Alison O'Meara	Community Safety Manager, Bracknell Forest Council
A/DCI Christina Berenger	Thames Valley Police

C Resources and value for money

The Youth Offending Service (YOS) is funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998. These are the Local Authority, (covering Education and Social Care), the National Probation Service, the National Health Service and the Police Service. The Police Service contribution to the YOS budget is contained within the Community Safety Fund which comes via the Thames Valley Police and Crime Commissioner (PCC), and also included is the PCC grant to the YOS. In addition, the YOS receives a Youth Justice Grant from the Ministry of Justice and Department for Education which is passported through the Youth Justice Board.

The table below shows the amount of funding from each of the partner agencies for the year 2017 – 2018. These contributions are reviewed each year.

Youth offending service budget sources for the financial year 2017/18			
Agency	Contributions to Staffing Costs	Other Delegated Funds from Partner Agencies	Total
Probation	23,278	0	23,278
Health	17,635	7,520	25,155
Police	23,088	0	23,088
Local Authority	317,390	16,470	333,860
Local Authority Community Safety Fund	22,640	39,360	62,000
YJB	117,598	0	117,598
Total	521,629	63,350	584,979

A costed plan detailing how the Youth Justice Grant will be spent in 2017/18 is attached at Appendix A.

Staffing Resources 2017/18



In accordance with the Crime and Disorder Act 1998, the YOS provides a multi agency co-located range of services carried out by skilled and experienced practitioners. All YOS practitioners employed by Bracknell Forest Council and some specialist secondees i.e. YOS health worker, have completed the Effective Practice in Youth Justice module of the Youth Justice Professional Framework.

In recent years, staff hours have been reduced in line with budget reductions but the structure of the multi agency co-located team providing a holistic service based upon comprehensive assessment of young people's risks and protective factors has been maintained. From 2017 going forward the Bracknell Forest DAAT will no longer provide the YOS with a dedicated number of hours of a substance misuse worker due to restructure of the DAAT. Instead YOS young people will have access to the 1 FTE Criminal Justice Recovery Facilitator post which will provide services for adults, children and young people. Also the YOS no longer has a dedicated parenting worker or a personal advisor from the Connexions service which were posts that were decommissioned at the end of the last financial year. Up until 31st March 2018, a commissioning arrangement is in place with the East Berkshire Clinical Commissioning Group to provide a Speech, Language and Communication Therapist (0.2 FTE) and a CAMHS specialist mental health practitioner (0.2 FTE), funded by NHS England, Health and Justice fund, and CAMHS Transformation fund respectively. YOS have also commissioned 4 hours per week youth counselling service in house, from a local provider, with funding from a charity organisation. This is a pilot project and funding is in the process of being re applied for.

D Partnership arrangements

The YOS is represented at strategic level at the Community Safety Partnership, Children and Young People's Partnership and the Local Safeguarding Children's Board. The YOS contributes to a number of the working groups which have been set up to develop and deliver appropriate plans and direct services to support the priorities of the Bracknell Forest **Children and Young People's Partnership**. The YOS is represented on the following multi agency groups:

Emotional Health and Wellbeing Group

Life Chances Team

Early Intervention Hub

Family Focus Operational Group

Fair Access Panel

Children Missing Education Group

Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC)

As a member of the **Community Safety Partnership**, the YOS is represented on the following multi agency groups which are set up to deliver the priorities identified in the Community Safety Partnership Plan 2017 – 2019:

Partnership Problem Solving Group

The Drug and Alcohol Strategic and Operational Group

Prevent Steering Group

Channel Panel

Domestic Abuse Executive Group and Forum

Domestic Abuse Service Coordination Group

As a statutory partner of the **Local Safeguarding Children Board**, the YOS is represented at management level at the Board, the Forum and the Learning and Improvement sub group. The Head of YOS is the Chair of the Child Sexual Exploitation and Missing strategic sub group.

The YOS is involved with partners in many 'task and finish groups' (focussed on specific pieces of work), child protection conferences and core groups, MAPPA, local police LPA operations, the latter particularly in relation to children vulnerable to CSE and going missing. More recently developing work around County Lines involving vulnerable Bracknell Forest young people within who are at risk of or involved in modern slavery and criminal exploitation.

YOS is involved with local partnership work to reduce the number of young people in Bracknell Forest who are NEET (not in education, employment or training). YOS has a dedicated Education Training and Employment worker in post (0.2 FTE) who sits on the Participation Group, Fair Access Panel, Children Missing Education groups and works closely with schools to prevent young people being excluded.

The Head of Bracknell Forest YOS represents the 3 East Berkshire YOS's on the East Berkshire CAMHS Transformation Group.

Protocols

In addition to Statutory Guidance which governs the work of the YOS, e.g. Working Together to Safeguard Children, the following local protocols are in place with Children's Social Care:

Protocol for the exercise of joint responsibilities between the YOS and Children's Social Care

Exercise of joint responsibilities for young people remanded into Local Authority Accommodation or Youth Detention Accommodation

Policy and Protocol for the prevention of offending of looked after children

The YOS has protocols in place for joint working with all secondary schools in Bracknell Forest and with the local Youth and Crown Courts

Local Strategic Plans

The Community Safety Partnership Plan, 2017-2019, closely relates to the strategic priorities of the YOS. The Youth Justice Plan has previously been aligned with two other Council Plans, i.e. Creating Opportunities - A Joint Strategic Plan for Children and Young People in Bracknell Forest 2014 – 2017 and the Bracknell Forest Early Help Strategy 2014 - 2017. These Plans are not currently being refreshed due to the current transformation programme which is taking place within the Children, Young People and Learning department of the Council. Following completion of the transformation process, strategic plans for the department will be developed.

As previously stated the YOS will be considered in the transformation process within the children, young people and learning department of the Council and subsequent development of new strategic plans. The role of the YOS partnership is to ensure that in developing strategic plans, local partnerships give sufficient priority to the needs of children and young people at all stages of their involvement, (or risk of involvement) in the youth justice system.

E Risks to future delivery

The YOS partnership is beginning this Plan in a position of strength, with good performance against the 3 youth justice outcome measures. In 2016 the number of referrals to the YOS Prevention Service increased by 92% and whilst numbers in the Statutory service were stable during that period, the YOS was able to respond to the increase in demand by case managers being able to hold a mixed caseload of Prevention and Statutory cases. However, to meet demand, more resources have had to be allocated to the Prevention Service which leaves the Statutory service vulnerable to pressure.

There are various housing developments in progress locally which will increase the population of Bracknell Forest which may put greater demand on the YOS. The 'transformation' of Children's Services taking place this year, may have an impact on how the YOS delivers services and it will be important that any changes to working practices do not have a detrimental affect upon YOS performance.

In September 2017, a new regenerated town centre will open in Bracknell Town Centre, bringing with it a substantial increase in the local retail and night time economies, the latter due to bars and restaurants which are part of the new developments. Whilst these will provide good employment opportunities for young people, there is also a risk that crime will increase and YOS resources will have to be reviewed if this should occur. Currently the Community Safety Partnership, which includes police and YOS are planning strategies to assess the likely impact of the new Town Centre on local crime response resources.

There is a current emerging issue regarding safeguarding of Bracknell Forest young people involved in drug running county lines, which is based upon criminal exploitation and modern slavery. Keeping these young people out of the criminal justice system is a challenge and we are looking with partners at ways to deal with exploited young people which do not unnecessarily criminalise them. There is common agreement with this approach to the problem amongst the agencies who are leading on this, Police, Social Care and YOS. Interventions are taking place and specialist training for practitioners is being sought. Increased awareness will enable intervention at an earlier stage with those young people at risk of being groomed into this type of activity. This includes looked after children and those subject to social care intervention.

2017-2019 Strategic Priorities

Each year the Bracknell Forest YOS partnership undertakes a strategic assessment which considers the priority areas of practice which represent the aims, purpose and impact of work with young offenders, which will benefit young people and families, victims of youth crime and the local community. A broad range of information is used to determine what these should be, e.g. National priorities for the Youth Justice System, current trends in local youth crime and anti social behaviour, risk and vulnerability factors affecting young people.

National Standards Audits will take place at the required frequency through the duration of this Youth Justice Plan. In 2017/18, there will be themed audits focussing on safeguarding, looked after children and managing risk of harm and vulnerability. Her Majesty's Inspectorate of Probation (HMIP) will carry out thematic inspections as part of their ongoing inspection programme of youth offending work, and local practice will be audited against the findings and recommendations.

The following priorities and outcomes have been identified and agreed by the YOS partnership to form the core of the 2017-2019 Youth Justice Plan. All services and interventions will be delivered in accordance with National Standards for Youth Justice, and the principles of Effective and Evidence Based Practice.

1. Preventing youth crime

What is our aim?

- To continue to build on our success in reducing the number of First Time Entrants into the Youth Justice System
- To prevent those receiving early Out of Court Disposals from progressing further into the Criminal Justice System

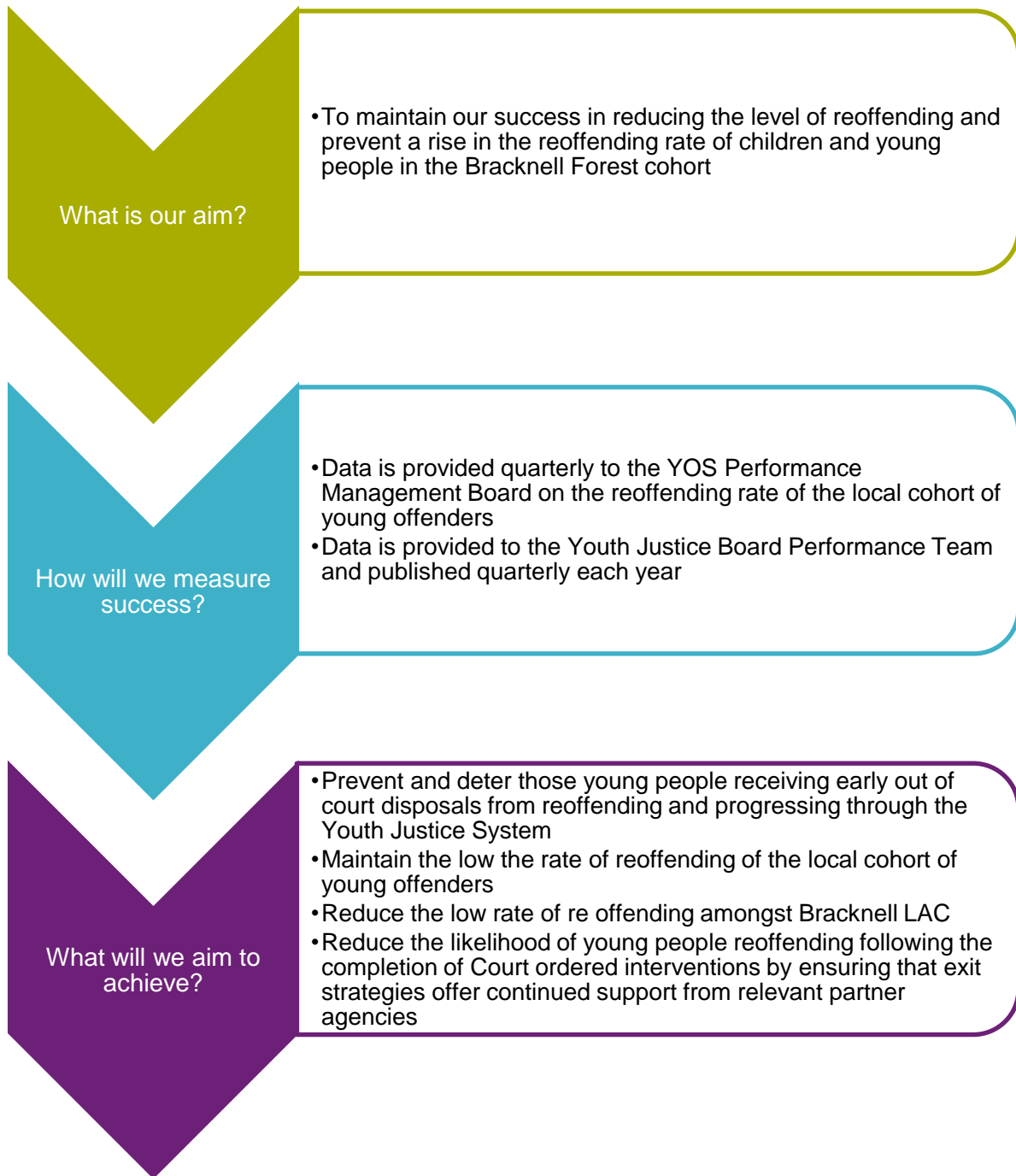
How will we measure success?

- Data will be provided to the YOS Performance Management Board on a quarterly basis and to the Youth Justice Board via Police National Computer (PNC)

What will we aim to achieve?

- Maintain a low level of first time entrants into the Youth Justice System
- Achieve a reduction in crime and anti-social behaviour perpetrated by children and young people by working collaboratively with our partners
- Increase the throughput and responsiveness of the YOS Prevention service by implementing changes to working practices and making interventions time bound and more focussed
- Work with our partners to ensure that young people who are being exploited are not criminalised unnecessarily

2. Reducing reoffending



3. Safeguarding young people from harm

What is our aim?

- To identify all young people working with YOS whose behaviours are increasing their vulnerability to abuse, exploitation and radicalisation and work with local partners and national organisations to mitigate the risk and keep them safe from harm

How will we measure success?

- Safeguarding audits will identify strengths, and action plans are implemented to respond to areas for improvement
- Relevant cases are referred to SEMRAC, criminal exploitation strategy meetings and the Channel Panel, (under the Prevent Strategy). These arrangements will result in action plans to keep the children and young people safe
- Review the impact of interventions carried out with young people who are at risk or are victims of criminal /sexual exploitation
- The number of community safeguarding incidents reported to Youth Justice Board are kept to a minimum

What will we aim to achieve?

- The early identification of children and young people who are vulnerable to sexual and/or criminal exploitation and radicalisation
- Continued implementation of our Joint protocols with Children's Social Care (Preventing the Offending of Looked After Children and the Management of Children on Remand)
- YOS cases that do not meet social care thresholds but are still identified as vulnerable at the point of case closure, will be stepped down to the Early Intervention Hub.
- Through partnership working awareness of CSE and criminal exploitation is raised with children and young people, parents and agencies that work with vulnerable children and families
- A range of interventions for young people who are victims of or at risk of exploitation are provided and have the impact of harm reduction

4. Keep the number of children and young people in custody to a minimum

What is our aim?

- To ensure that only those that commit the most serious offences or present an unacceptable level of risk to the local community are remanded or receive a custodial sentence
- To maintain the confidence of partner agencies, the Courts and the general public by providing robust interventions in the community as an alternative to custody
- To ensure that children and young people leaving custody receive effective support and supervision as they transfer from the secure estate and resettle into the community to prevent them returning to custody for failure to comply with License conditions

How will we measure success?

- Data will be supplied to the Youth Justice Board and the YOS Management Board on the numbers of young people remanded or sentenced to custody on a quarterly basis which will be published on a quarterly basis during the year
- Young people leaving custody successfully reintegrate into the community and do not reoffend

What will we aim to achieve?

- Young people receive effective and robust community sentences in all but the most serious cases where custody is necessary to protect the public
- Pre sentence reports make positive recommendations for robust community sentences in all appropriate cases, which inspire the confidence of Courts resulting in high congruence rates
- Young people are made subject to Bail Support packages that include prohibitive requirements where appropriate, to prevent them being remanded into Youth Detention Accommodation
- Planning for a young persons release from custody with our partners (remand or sentence) will begin at the at the earliest opportunity

5. Managing risk of harm

What is our aim?

- To ensure that children and young people who pose a risk of harm to others successfully complete their Youth or Crown Court Orders or Prevention intervention plan having achieved a reduction in the risk they pose
- To prevent young people from offending in a way that is harmful to themselves or others

How will we measure success?

- The number of public protection incidents which meet the criteria for reporting to the Youth Justice Board are low
- Regular review of cases brought to the YOS risk management panel, demonstrates that risk is reducing and being effectively managed

What will we aim to achieve?

- All cases which meet the criteria for MAPPA will be referred and YOS will attend all MAPPA Meetings as required
- We will aim to have no Public Protection Incidents meeting the YJB criteria for reporting for the duration of this plan
- Partner agencies are fully informed and updated about young people who present a risk of serious harm to others through the YOS Management Board meetings, YOS high risk offender multi agency meetings and Community Safety Partnership problem solving meetings. Integrated plans for managing risk and vulnerability are shared with all professionals involved in each case

Bracknell Forest Youth Justice Strategic Plan 2017 – 2019

Signatures of YOS Head of Service and Chair of YOS Management Board

Karen Roberts

Head of Youth Offending Service



Date...06.09.2017.....

Ian Boswell

Interim Chair of YOS Management Board



Date...06.09.17.....

Appendix 1

Costed Plan 2017/18

Bracknell Forest Youth Offending Service

Costed Plan – Youth Justice Grant 2017/18

Total YJ Grant	£ 117,598	
Staffing	£ 117,018	Covers 3.43 FTE posts to focus on the following development activity: Data analysis Implementation of improvement plans from Audits Prevention groupwork initiatives, i.e. CSE, County Lines and Healthy Relationships Staff supervision and appraisal Quality assurance of casework Restorative Justice
Travel and subsistence	£ 580	For staff and volunteers

Contact us

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TO: EXECUTIVE
17 OCTOBER 2017

CHILDREN, YOUNG PEOPLE & LEARNING POST OFSTED ACTION PLAN AND VISION

Director of Children, Young People & Learning

1 PURPOSE OF REPORT

- 1.1 To inform Members of the outcome of the recent Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, carried out in May 2017 and published on 14 July 2017, and the proposed Action Plan resulting from this, including the new departmental vision.

2 RECOMMENDATIONS

The Executive are asked:

- 2.1 **To NOTE the Ofsted report (Annex 1) which concludes that the overall effectiveness of Bracknell Forest services for children in need of help and protection, children looked after and care leavers are good, with areas of outstanding practice.**
- 2.2 **To ENDORSE the action plan and departmental vision.**
- 2.3 **To formally record the Council's thanks to partners and staff on the successful outcome of the inspection.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 Every Local Authority will have an inspection of services for children in need of help and protection, children looked after and care leavers. The Local Authority is required to prepare and publish a written statement of the action it intends to take in response to the report within 70 working days of receiving the final report

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 These inspections are carried out under section 136 of the Education and Inspections Act 2006 by Her Majesty's Inspectors (HMI). They focus on the effectiveness of local authority services and arrangements to help and protect children, the experiences and progress of children looked after, including adoption, fostering, the use of residential care, and children who return home. The framework also focuses on the arrangements for permanence for children who are looked after and the experiences and progress of care leavers. The leadership, management and governance judgement addresses the effectiveness of leaders and managers and the impact they have on the lives of children and young people and the quality of professional practice locally.

- 5.2 All inspections are announced at short notice with the lead inspector and a small team of inspectors arriving on site the following day to begin the inspection. In total seven HMI took part in the inspection over a four week period.
- 5.3 During the inspection, inspectors carried out the following tasks:
- Evaluate and explore a sample of children's cases in order to judge the quality of front-line practice and management and the difference this makes to the lives of children, young people, their families and carers.
 - Test the decision-making at all stages of a child's journey.
 - Shadow staff in their day-to-day work
 - Observe practice in multi-agency meetings
 - These activities included discussions with social work staff, including their managers and other professionals working with the child or young person as well as meetings with children, young people, parents and carers.
- 5.4 Inspectors made the following judgements:
The overall effectiveness of services and arrangements for children looked after, care leavers and children who need help and protection: GOOD.

- 5.5 The overall effectiveness judgement is a cumulative judgement derived from:

Children's services in Bracknell Forest are good		
1. Children who need help and protection		Good
2. Children looked after and achieving permanence		Outstanding
	2.1 Adoption performance	Outstanding
	2.2 Experiences and progress of care leavers	Outstanding
3. Leadership, management and governance		Good

- 5.6 The last inspection of the Local Authority's safeguarding arrangements and services for children look after was in December 2011, when Bracknell Forest was judged to be good.
- 5.7 The inspection included five areas for improvement which are addressed in the attached Action Plan (Annex 2). The action plan can be delivered within existing resources.
- 5.8 In addition to the above work, the department has worked on a vision and plan for the department which is attached in Annex 3. A visual representation of how this links with the Ofsted inspection report, Action Plan and other work across the department and the wider Council is attached in Annex 4.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The relevant legal provisions are addressed within the report.

Borough Treasurer

- 6.2 The Borough Treasurer is satisfied that the implementation of the Action Plan can be met from within existing resources.

Equalities Impact Assessment

- 6.3 The actions detailed in the plan (Annex 2) have no adverse implications for any particular groups or individuals within Bracknell Forest. The actions focus on positively improving outcomes for vulnerable young people.

Strategic Risk Management Issues

- 6.4 The outcome of the inspection will also be reported to the LSCB and Overview and Scrutiny Panel for Children's Services who both maintain an overview of child protection.

Background Papers

Annex 1: Ofsted report of the inspection of services for children in need of help and protection, children looked after and care leavers – 14 July 2017

Annex 2: Action Plan

Annex 3: Children, Young People & Learning Plan

Annex 4: Strategy linkages

Contact for further information

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Bracknell Forest

Inspection of services for children in need of help and protection, children looked after and care leavers

and

Review of the effectiveness of the Local Safeguarding Children Board¹

Inspection date: 28 April 2017 to 25 May 2017

Report published: 14 July 2017

Children's services in Bracknell Forest are good		
1. Children who need help and protection		Good
2. Children looked after and achieving permanence		Outstanding
	2.1 Adoption performance	Outstanding
	2.2 Experiences and progress of care leavers	Outstanding
3. Leadership, management and governance		Good

¹ Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

Executive summary

Children in Bracknell Forest benefit from highly aspirational, committed senior managers and political leaders who place them firmly at the centre of their decision making. As a result, almost every child who accesses a service receives good or outstanding support. This determination and focus to build upon strengths and to address shortfalls has ensured that progress has been sustained and services have improved since the last safeguarding and children looked after inspection in 2011.

The importance of a stable, well-trained and dedicated workforce is well understood by leaders in Bracknell Forest. A focus on strategies to achieve this has resulted in an increasingly stable and experienced workforce. As a result, children benefit from effective relationships with their social workers, and their needs are well understood and planned for. The quality of direct work undertaken with children is strong, and the voice of the child is evident throughout their assessments and reviews, informing plans.

Performance management is well established. There is regular scrutiny of data and consideration of progress against priorities by the Children, Young People and Learning and Scrutiny panel, corporate parenting advisory panel and safeguarding children monitoring meetings, and this demonstrates the authority's clear determination to improve outcomes for children. Action has been taken to strengthen performance management and quality assurance processes. However, there is still more to do to understand the effectiveness of early help.

Management oversight is regular, and inspectors saw good examples of analytical case supervision, ensuring that children's plans progress effectively. However, this has not yet been effective in reducing drift and delay for a small minority of children, in particular at the pre-proceedings stage of the Public Law Outline.

Young people who present as homeless are promptly assessed and given appropriate support. However, the literature is not sufficiently clear to help young people to understand their entitlements, and it was not evident from case records how their rights had been explained to them.

Partnership working in Bracknell Forest is a strength, at both the strategic and the operational level. Inspectors saw numerous examples of this, including the introduction of the MASH (multi-agency safeguarding hub), which delivers timely responses to referrals, the 'Life chances' team which is improving placement stability and the contribution of partners to children's reviews. However, not all strategy discussions involve relevant partner agencies, and this means that decisions are made without all available information.

There is an effective response to children at risk of child sexual exploitation, and the procedures are well understood by partner agencies that are committed to ensuring that risk is reduced. There are well-coordinated services for children who are missing from home or care. Return home interviews are timely and of a good quality,

informing both individual and strategic plans. Procedures to identify children missing from education are well understood by schools and are used effectively. There were no children missing education at the time of the inspection.

Children looked after, adopted children and young people leaving care are provided with outstanding care and support. Dedicated, experienced staff and carers, who are highly ambitious for children, work together to ensure that children remain safe and achieve in life.

Independent reviewing officers (IROs) are strong and effective champions for children. They know the children well, undertaking monitoring and visiting between reviews, and ensure that plans progress without delay. The use of child-friendly language in review reports ensures that children remain at the centre of planning and explains with sensitivity why children are in care. It is entirely clear to children what will happen next and when it will happen, and who is responsible for progressing aspects of their plan.

The virtual school, led by a highly effective headteacher, has an embedded culture of supporting all children to achieve their potential. The school's creative and tenacious work leads to good attainment for the majority of children. High-quality personal education plans (PEPs) reflect this aspirational yet realistic ambition and are well understood by the children, and there is good engagement from relevant partners at reviews.

Creative direct work and life appreciation days help children looked after to understand their life histories. Foster carers engage in collecting information for life-story work and adopters are involved in completing life-journey books, which helps them to support their children in understanding their histories. However, the quality of life-journey books is not consistently good.

Elected members have high aspirations for children looked after and care leavers. Aspirations are translated into concrete action to improve children and young people's lives, for example exempting care leavers living in Bracknell Forest from paying council tax.

Corporate parenting arrangements are very strong, and purposeful engagement with children ensures that their views are well understood. The work of the Children in Care Council, 'Say it loud, say it proud', is outstanding. It champions the views of all children looked after and care leavers, and has a real influence which results in positive change for children looked after.

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The local authority

Information about this local authority area²

Previous Ofsted inspections

- The local authority operates one children's home, which was judged to be outstanding in its most recent Ofsted inspection.
- The last inspection of the local authority's safeguarding arrangements was in December 2011. The local authority was judged to be good.
- The last inspection of the local authority's services for children looked after was in December 2011. The local authority was judged to be good.

Local leadership

- The director of children's services has been in post since October 2016.
- The chief executive has been in post since April 2003.
- The chair of the local safeguarding children board has been in post since September 2011.
- The local authority uses the Signs of Safety model of social work.

Children living in this area

- Approximately 28,158 children and young people under the age of 18 years live in Bracknell Forest. This is 23.7% of the total population in the area.
- Approximately 10% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
 - in primary schools is 8% (the national average is 15%)
 - in secondary schools is 7% (the national average is 13%).
- Children and young people from minority ethnic groups account for 13% of all children living in the area, compared with 21% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are Asian at 6% and dual heritage at 5%.
- The proportion of children and young people with English as an additional language:
 - in primary schools is 14% (the national average is 20%)
 - in secondary schools is 10% (the national average is 16%).

² The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

Child protection in this area

- At 28 April 2017, 928 children had been identified through assessment as being formally in need of a specialist children's service. This is an increase from 839 at 31 March 2016.
- At 28 April 2017, 171 children and young people were the subject of a child protection plan (a rate of 60.6 per 10,000 children). This is an increase from 115 (41 per 10,000 children) at 31 March 2016.
- At 28 April 2017, two children lived in a privately arranged fostering placement. This is a reduction from three at 31 March 2016.
- In the two years before inspection, three serious incident notifications were submitted to Ofsted and one serious case review was completed. There were no serious case reviews ongoing at the time of inspection.

Children looked after in this area

- At 28 April 2017, 123 children were being looked after by the local authority (a rate of 44 per 10,000 children). This is an increase from 100 (35 per 10,000 children) at 31 March 2016.
 - Of this number, 57 (or 46%) live outside the local authority area
 - 19 live in residential children's homes, and 16 (84%) live out of the authority area
 - One lives in a residential special school,³ which is out of the authority area
 - 89 live with foster families, of whom 32 (36%) live out of the authority area
 - Two live with parents, and neither live out of the authority area
 - Three children are unaccompanied asylum-seeking children.
- In the last 12 months:
 - there have been three adoptions
 - 13 children became subject to special guardianship orders
 - 50 children ceased to be looked after, none of whom subsequently returned to be looked after
 - 16 children and young people ceased to be looked after and moved on to independent living
 - no children and young people ceased to be looked after and are now living in houses of multiple occupation.

³ These are residential special schools that look after children for 295 days or less per year.

Recommendations

1. Ensure that performance management systems support the evaluation of the effectiveness of early help services in order to inform future planning and commissioning arrangements.
2. Ensure that all relevant partner agencies contribute to strategy discussions in order for decision making to be based on collective sharing of information.
3. Improve the quality of case management oversight by team managers and child protection chairs, to reduce the drift and delay experienced by some children.
4. Ensure that homeless young people have their rights and entitlements fully explained to them so that they can make an informed choice.
5. Improve the quality of life-journey books so that children can better understand their histories.

Summary for children and young people

- Children and families in Bracknell Forest receive good and sometimes excellent services. The councillors and managers really want children to do well, and they make decisions that put children first.
- When children and families need help, there are plenty of services available and, in almost all cases, children receive the right help at the right time. Inspectors found that a small number of children should have been looked after sooner in order to keep them safe. Managers recognised this and had already made changes to stop this happening in future.
- Social workers spend time getting to know children well. When children can't say how they feel, for example if they are too young or have disabilities and cannot talk very easily, social workers find really imaginative ways to make sure that they understand children's views.
- When children have gone missing, they are quickly seen by professionals who try to understand why they ran away and help them so that they don't run away again. Professionals in Bracknell Forest work hard to help children and adults to understand the risks of sexual exploitation. Police, social workers and other adults work together well to help children who are sexually exploited or who may be at risk of being exploited.
- Social workers help children to live at home with their families if it is safe for them to do so. If it's not safe for children to stay with their families, they are well looked after by foster carers or by the staff of the children's home that they live in. Foster carers gave inspectors plenty of examples of how they helped children to have fun.
- Social workers and other adults listen to children and take their views into account when they make important decisions about children's lives. Independent

reviewing officers (IROs) visit children between their reviews and make sure that plans for children happen when they are supposed to, so that children have the support that they need.

- Bracknell Forest's Children in Care Council, 'Say it loud, say it proud', has been hugely successful in helping councillors and managers to understand what it is like to be looked after. This has meant that some things have been changed, because adults understand better what is important to children looked after and care leavers.
- When children need to be adopted, Bracknell Forest works very hard to find the right families for them. Families who adopt have plenty of helpful support so that they can help their children to understand their past and enjoy their future.
- Young people who are leaving care receive excellent support from their personal advisers. They put young people in touch with other people who help them to become independent, find a job or continue their learning. Advisers are regularly in touch with every single care leaver, and this is very good.

The experiences and progress of children who need help and protection	Good
<p>Summary</p> <p>Services to safeguard children in Bracknell Forest are good. Children and their families benefit from an extensive range of well-coordinated, multi-agency support, including from children's centres and targeted youth services. This is helping to support children and families at the earliest opportunity. However, the impact of early help needs to be more fully understood. The arrangements to escalate children's cases to social care when risks increase are robust.</p> <p>A good understanding of the thresholds for access to children's social care means that most referrals are appropriate and timely. The multi-agency safeguarding hub (MASH) ensures a prompt response to referrals, in the majority of cases. However, the practice of undertaking visits to determine threshold has led to delays in accessing a statutory social work intervention, for a small number of children.</p> <p>Children at risk of immediate harm are responded to well. Strategy discussions take place promptly and result in appropriate outcomes. However, the majority do not include all relevant agencies. Child protection conferences are timely and well attended by partner agencies. However, slow progress against actions for a small number of children is contributing to drift and delay at the pre-proceedings stage of the Public Law Outline (PLO).</p> <p>The majority of assessments are comprehensive and analytical. They make good use of research to inform practice, reducing risks. However, management oversight of the common assessment framework (CAF) is not consistently leading to sufficient focus on outcomes for children. Social workers are extremely</p>	

knowledgeable about the children whom they are working with and use a wide range of creative, effective direct work to understand the views and circumstances of children. The majority of plans are well focused and reviewed regularly, and have appropriate partner agency contributions.

The response to concerns is effective where children are exposed to domestic abuse, parental substance misuse or parental mental ill health. The arrangements for identifying and responding to children at risk of sexual exploitation, or children missing from home or school, are excellent and there are clear arrangements to ensure a multi-agency response to prevent harm.

The assessment and provision for homeless 16- to 17-year-olds are appropriate, but young people do not always receive information about their rights and entitlements.

Inspection findings

6. Children and their families in Bracknell Forest receive help when their needs and concerns are first identified, with effective escalation to statutory services if required. Families have access to an array of well-structured and timely early help, provided by a range of committed professionals, that includes access to children's centres and targeted youth services. Examples of children's centres services include groups for parents and children who have experienced domestic abuse. The pathway into targeted early help provision is clear. Fortnightly early intervention meetings coordinate packages of support and ensure that children are receiving timely and appropriate support which meets their assessed need.
7. Early help is underpinned by a coherent strategy. A range of services are available to support parents experiencing mental ill health, domestic abuse or substance misuse. Parenting support, delivered by the family intervention team, and effective multi-agency partnership working result in good access to appropriate services, improving outcomes for children. The majority of CAFs are comprehensive, although some focus too heavily on the needs of parents, do not include the voice of the child and provide limited analysis. The local authority recognises that there is more to do to strengthen systems to measure the impact of early help interventions. (Recommendation)
8. Thresholds are well embedded and applied consistently, in most cases, resulting in proportionate action to protect children. When concerns for children are raised with children's social care, the MASH provides an effective and timely response. Social work expertise and advice are available to support professionals. This is highly regarded by schools. Children who are at risk or who are in need of social work intervention are referred appropriately by partner agencies. Consent to share information is understood and appropriately sought. MASH processes are effective and the majority of children who require a statutory intervention receive a prompt transfer to the

duty and assessment team. However, not all notifications of domestic abuse involving children are received promptly, which means, for example, that schools are not alerted in a timely way. Senior managers have taken appropriate action to escalate this with the police. For a small number of children, the practice of visiting to determine the threshold has led to delays in timely social work intervention. Appropriate action was taken during the inspection to review MASH procedures and end this practice.

9. Strategy discussions are timely and result in swift actions and outcomes, but they lack the involvement of all relevant agencies. This means that the opportunity to share valuable information to inform decision making is limited. Child protection enquiries are of a consistently high standard. Social workers see children alone and there is a clear analysis of risks, and this leads to safe and proportionate decisions including child protection conferences, when necessary. (Recommendation)
10. The emergency duty team provides a timely and effective response to need outside office hours. The service is staffed by experienced social workers. There is good communication between the daytime and out-of-hours services, ensuring that information is shared effectively and concerns are responded to promptly.
11. Social workers and family support workers provide highly effective support to children in need of help and protection. Confident and skilled practitioners develop meaningful relationships with children. Children are seen regularly and alone, with practitioners undertaking a comprehensive range of direct work, which leads to reduced risk and improved outcomes. Inspectors saw excellent examples of imaginative ways of capturing children's views, including a range of tools and drawings to identify their wishes and feelings. Children are supported effectively to participate in planning processes through a variety of means, including a commissioned advocacy service. Arrangements for feedback from children and families regarding the effectiveness of the help that they have received is a real strength in Bracknell Forest. Feedback is consistently used to inform practice and service provision.
12. The vast majority of statutory assessments are of good quality, leading to clear plans. Risks and protective factors are identified and considered in the analysis. Assessments carefully consider family history (including chronologies and genograms), apply research, and comprehensively consider all aspects of children's lives, including their diverse needs.
13. Plans for children in need of help or protection recognise and identify the key risks, and the critical concerns and strengths. They are outcome focused and contain specific targeted actions and responsibilities, and most set clear timescales. Parents are frequently engaged well in meetings and reviews, and their views are considered and responded to respectfully. Multi-agency reviews track and monitor outcomes effectively, for the vast majority of

children. There is good attendance by partner agencies at review meetings. As a result, positive change is achieved and sustained for most children.

14. Slow progress against actions for a small number of children on child protection plans is contributing to drift and delay at the pre-proceedings stage of the Public Law Outline. Recent action (in January 2017) by senior managers to address this has led to a revised process for reviewing children on plans. (Recommendation)
15. The majority of child in need plans are clear, with regular multi-agency reviews leading to good outcomes for children. The children specialist support team works enthusiastically and creatively to ensure that children's views are represented in assessments, plans and reviews. Experienced and well-trained social workers assess risk, and this results in clear plans to address the specific and diverse needs of this group of children.
16. Management oversight is thorough and clearly recorded in the majority of children's case files. However, supervision notes are not always detailed enough to measure progress against actions. Within the over-11's team, reflective group supervision arrangements enhance the effectiveness of management oversight.
17. The number of children subject to child protection plans (171) has increased by 33% since March 2016. The local authority commissioned an external review that found no specific reason for this increase. However, it continues to monitor it in order to recognise any further patterns. In all cases seen by inspectors, the decisions to convene child protection conferences were appropriately balanced and carefully evidenced. There is now additional scrutiny and evaluation by senior managers for all children who have been on child protection plans for nine months. This is preventing delay by parallel planning for those children for whom changes are not being sustained and children who remain at continued risk of harm.
18. Social workers demonstrate a good awareness of the impact on children of domestic abuse and have access to a range of specialist services, including the 'Freedomprogramme' for victims of domestic abuse and groups specifically for children. Inspectors saw examples of effective and creative individual direct work with children that has led to improved outcomes. A domestic abuse perpetrator service (DAPS) delivers one-to-one interventions and is a real strength, reducing repeat incidents of domestic abuse. Multi-agency risk assessment conferences are effective in sharing information, identifying risks and developing appropriate responses to protect children affected by domestic abuse. Good attendance by children's social care representatives at these and at multi-agency public protection meetings means that the risks to children are well understood and inform plans.
19. Collaborative work across agencies to reduce risk to children who are missing from home is good. All children are offered a return home interview. The take-

up is improving, and there is evidence of persistent, respectful work to engage young people effectively and help them to understand the risks involved. This has successfully reduced the number of episodes of them going missing. The identification, monitoring and tracking of children who go missing from school are effective. Clear and comprehensive policy and procedures ensure that reporting by schools is timely. At the time of this inspection, no children were missing education. The authority maintains a vigilant approach to those children who have previously gone missing and continues to monitor them, demonstrating a consistent commitment to some of the local authority's most vulnerable children.

20. Children at risk of sexual exploitation or missing from home receive highly effective, bespoke services, delivered sensitively by skilled workers who know them well. Professionals value and use the sexual exploitation screening tool effectively to support the identification of risk and to plan responses to meet the individual needs of children. The risks to children are reduced when they first emerge by targeted early help in an effective manner. The multi-agency arrangements of the sexual exploitation and missing risk assessment conferences (SEMRAC) ensure swift information sharing and action by all professionals, helping to protect children and disrupt perpetrators.
21. There is a clear protocol among partners to identify those children who may be at risk of radicalisation, with processes to respond to it. Workshops to raise awareness of 'Prevent' (WRAP) have taken place in all schools. Multi-agency safeguarding training on 'Prevent', female genital mutilation (FGM), forced marriage and honour-based violence ensures that these topics are kept live and demonstrates the authority's commitment to protecting all children, despite the low incidence of these risks in Bracknell Forest.
22. The assessment and provision for homeless 16- and 17-year-olds are appropriate. Young people's needs are comprehensively assessed and they are provided with suitable accommodation if they cannot be supported to return to their families. However, not all young people are informed about their rights and entitlements, and an information leaflet explaining these, including the right to become looked after by the local authority, is not written in child-friendly language. (Recommendation)
23. The management of allegations against people who work with children is effective. Responses to allegations are timely, and appropriate actions are taken to safeguard children in Bracknell Forest. The authority has recently reviewed and redesigned its model of tracking, monitoring and analysing data to inform future training and awareness raising for partners.

The experiences and progress of children looked after and achieving permanence	Outstanding
<p>Summary</p> <p>Children looked after, adopted children and young people leaving care in Bracknell Forest receive outstanding care and support. They all benefit from teams of highly committed, ambitious and determined professionals who work extremely well together, helping children to remain safe and achieve in life. The local authority is dedicated to pursuing adoption for all children, including those for whom it is considered harder to find adoptive parents. Enthusiastic, dedicated personal advisers stay in touch with all care leavers and support them to live in safe and suitable accommodation.</p> <p>When children become looked after, decision making is timely and prompt action is taken, ensuring that children have good-quality, stable homes if they cannot live with their families. Social workers know children well, and most children are able to build trusting relationships with the same worker over a period of time. Inspectors found excellent examples of effective, sensitive and skilled direct work that helps children to understand their experiences.</p> <p>The work of the independent reviewing officers (IROs) is highly effective. IROs bring additional rigour to the quality of planning by visiting and monitoring children between reviews and ensuring that plans for children progress without delay. IROs write child-friendly review reports in plain language, making sure that children fully understand why they are in care, what will happen next and who is responsible for carrying out the actions in their plans.</p> <p>Every child and young person has a comprehensive care plan which is updated prior to every review and is clearly linked to their assessed needs. The work of the virtual school is outstanding. Relentless scrutiny by the virtual school headteacher means that educational outcomes for children are consistently good. Children in care have 100% of their health assessments and 93% of their dental checks completed on time.</p> <p>The work of the Children in Care Council, 'Say it loud, say it proud' (SiLSiP), is outstanding in championing the views of all children looked after and care leavers.</p> <p>Children and young people at risk of sexual exploitation, or who go missing from home or care, receive well-coordinated, bespoke services which are delivered sensitively by skilled workers and help to reduce risks.</p>	

Inspection findings

24. Children looked after in Bracknell Forest benefit from excellent help and support from highly committed, ambitious caring professionals. Staff at all levels work tirelessly to help children to achieve in life and protect them from further harm. Consequently, the majority (123 are in care at the time of this inspection) are making very good progress.
25. Children are visited often and seen alone, with 98% of visits within expected timescales. Social workers know children well, with most being able to build trusting relationships with the same worker over a period of time. Inspectors found excellent examples of effective, sensitive and skilled direct work helping children to understand their experiences. Social workers and independent reviewing officers (IROs) work diligently to support children to express their views. Significant effort is made to engage with all children, including those with additional needs. Case recording is clear and up to date, and the voice of the child is consistently evidenced.
26. Assessments are updated regularly. They are child-centred, comprehensive and analytical, and lead to children being protected from harm and receiving appropriately focused help. When children no longer need to be looked after by the local authority, they return home safely to their birth families with comprehensive support plans, which are regularly monitored by relevant professionals.
27. Social workers attend court having undertaken all necessary assessments to support robust and well-resourced care packages. Judges and the Child and Family Court Advisory and Support Service (Cafcass) speak positively about the good practice in Bracknell Forest. Social workers receive good training and are credible, confident witnesses. Statements and care plans presented in court are of a very high quality and support robust, well-considered decisions, leading to timely legal permanence decisions for children and their families.
28. Permanence planning and stability for children looked after are good. Long-term plans for all children are considered by the second statutory review. Parallel planning for those children unable to live safely with their parents was progressed speedily in all cases seen by inspectors. Children live in safe, stable, good-quality placements that meet their needs. Where it is appropriate, they live with their brothers and sisters, extended family or carers who provide them with emotional warmth and stability. Good use is made of family group conferences and special guardians, enabling all children to live with family members where it is assessed as suitable for them to do so. The local authority is working proactively with external organisations to continue to improve the sufficiency of foster homes, in particular those available for adolescents.
29. Bespoke targeted work by the well-established multi-agency 'Life chances' team (LCT) has significantly contributed to improved placement stability. The

number of children who have had three or more placement moves is decreasing. In responding quickly and allocating tasks to the most appropriate worker or agency, the LCT is helping to support foster carers by increasing their emotional resilience and practical skills in caring for vulnerable adolescents. This is enabling children, particularly adolescents with complex needs, to remain in the same placement.

30. The work of the IROs is exceptional. They are highly effective in supporting all children looked after. They consistently participate in key meetings, ensuring independent oversight and bringing effective challenge to planning for children. IROs develop enduring relationships with children, regularly visiting them in their foster or residential homes, and carry out direct work. This provides additional independent safeguards and ensures that plans for children progress swiftly. The timeliness of children looked after reviews and the level of participation by children in their reviews (98%) are both very good. The minutes of review meetings are child centred and written directly to the child in plain language. As a result, children know why they are in care, how they can stay in touch with their family members and who is responsible for making sure that they remain safe.
31. All care plans are comprehensive and include contingency plans. Actions are updated regularly, agreed by managers, and shared with the child and also their parents, where appropriate. Children's health, education, cultural and diversity needs are sensitively considered, recorded and used to inform plans. There is clear evidence that children have carefully assessed supported contact with their parents, brothers and sisters and people who are important to them. The Children in Care Council (known as 'Say it loud, say it proud' (SiLSiP)) has designed, illustrated and produced a child-friendly book explaining contact. This is available to all children, their carers and professionals.
32. Children looked after are listened to well, and their voice influences strategic decisions and the development of services. The work of SiLSiP is outstanding. Children and young people play a pivotal role in developing and improving services, and holding senior leaders and elected members to account. SiLSiP successfully negotiated additional resources so that children in care have sufficient support to complete their life-story work. The 'Big ballot' annual event provides children with an opportunity to vote on issues that are important to them. In 2015, young people voted to address bullying. SiLSiP responded by creating a stop motion animation film, 'Just the same'. This was shown at the annual looked after children achievement awards in 2016 and also distributed to designated looked-after children teachers. When bullying is identified as a potential issue for children looked after, it is dealt with quickly.
33. Five members of SiLSiP are accredited trainers and have delivered 'Did you know?' workshops to over 42 professionals, helping them to understand what it is like to be in care. These events are highly regarded by participants, and inspectors considered that the workshop that they attended was outstanding.

The children with additional needs group, BOOM ('Because our opinion matters'), is working effectively with the participation officer to improve disability services.

34. Children and young people at risk of sexual exploitation or missing from care receive well-coordinated, bespoke services that are delivered sensitively by skilled, tenacious workers, helping to reduce risks. Effective multi-agency arrangements and work by the specialist team guarantee early information sharing and intelligence about risks to children, and leads to rapid action to protect them from harm. Robust tracking and mapping of children at risk and clear written analysis demonstrate that social workers understand the individual children and their specific vulnerabilities. The quality of return home interviews with 'missing' children is good. All children are offered an interview within 72 hours of returning home. The take-up is high, and very few young people decline to participate. When children are reluctant to engage, independent workers, who are allocated to specific children, are assiduous in keeping in touch with them, and are reducing the number of episodes of going missing effectively.
35. Cyber safety is prioritised in schools. The virtual school team ensures that all children looked after who have laptops for use at home receive a support session, together with their carers, to underline the importance of online safety. Direct work sessions with pupils in secondary schools and tailored sessions for those pupils with additional needs are raising the awareness of exploitation and the risks associated with social media.
36. The work of the virtual school is outstanding. The education of children who are looked after is a key priority for the council. There is strong strategic leadership and management oversight by the virtual school headteacher. As a result, outcomes for children are consistently good, and in some cases they surpass expectations. An example of this is that children at key stage 1 and key stage 2 perform better in phonics than other children of the same age in Bracknell Forest.
37. Innovative approaches, enabling children to reach their full potential, start from a very young age, and this work is followed throughout their school time and beyond. In Year 7 and Year 8, children in care are encouraged to start to build their emotional resilience and to broaden their thinking. Sensitive interventions by the virtual school team and effective partnership arrangements with a local careers company facilitate targeted activities, increasing self-confidence, knowledge of possible career choices and the options available to children. Tailor-made opportunities for work experience, volunteering, careers information, and advice and guidance sessions are offered from key stage 3 onwards to help children and young people to prepare for work, training and higher education. As a consequence of these creative approaches, outcomes for a growing number of children looked after are improving.

38. All personal education plans (PEPs) are completed within 20 days of children coming into care. The quality is excellent. PEPs consistently include the views of children and their carers, inform plans and lead to improved outcomes. The pupil premium grant is used well, successfully enhancing the educational outcomes of children in care, for example by the purchase of music lessons, therapeutic horse-riding sessions and one-to-one mathematics tuition, enabling children to pursue career options and develop their skills. Attendance at school is consistently high, currently at 96%, and this is closely monitored. No child looked after had been permanently excluded for a number of years, and low numbers receive fixed-term exclusions. At the time of the inspection, 81% of school-aged children who are looked after were attending good or better schools. Ten children looked after who are not in full-time mainstream education attend alternative provision. Each placement provider and each child's attainment child are monitored thoroughly by the virtual headteacher.
39. Effective processes in social care and work by the highly committed specialist nurse ensure that children looked after have 100% of health assessments and 93% of dental checks completed on time. When children require additional support for their emotional health, including those out of area, the local authority commissions expert services. At the time of the inspection, 10 children were in receipt of services from a counselling psychologist.
40. The fostering service is extremely well managed and staffed by conscientious and dedicated social workers. The quality of foster carer assessments and 'matching' reports is good. Foster carers who met with inspectors demonstrated considerable warmth and admirable aspirations for their children. For example, carers work closely with the virtual school so that they are helped to access good universities. Other carers develop a 'bucket list' for children and ensure that children achieve their hopes and dreams while in their care. All foster carers benefit from regular supervision which helps them to reflect on and improve the standard of care that they provide. Accessible specialist training is available, supporting carers to look after children with complex behavioural and emotional needs. Foster carers told inspectors that they feel valued and respected as professional members of the care team.

<p>The graded judgement for adoption performance is that it is outstanding</p>

41. In Bracknell Forest, adoption is considered for all children at the earliest indication that they cannot live with their birth families. Excellent adoption practice has, at its roots, strong strategic vision and an understanding of children's need for permanence evident at every level of service provision. The local authority is absolutely dedicated to pursuing adoption for children, including those for whom it is considered harder to find adoptive placements.
42. The local authority is part of a regional dedicated adoption service across four of the six local authorities in Berkshire. Communication between the adoption

service and the local authority is necessarily robust, with effective tracking by senior managers of children with a plan of adoption. Firmly embedded early family-finding and forward-planning processes, supported by a system of early warnings sent to the adoption service, mean that children are promptly allocated a family finder when they first become looked after.

43. Proactive family finding, with close collaboration between the local authority and the adoption service, ensures that the right match is found. Family finders are ambitious for children, whom they come to know well, and there is a rigorous approach to matching children to their new parents, which ensures that the risk of disruption is minimised. As a consequence of effective family finding and the quality of post-adoption support, there have been no adoption disruptions in the two years preceding this inspection.
44. There is a sufficiency and diversity of potential adopters, and this promotes choice for Bracknell Forest children who need adoptive families. When suitable adopters are not identified through engagement with regional arrangements, other agencies and national processes are used in a timely way to identify families. During the inspection the inspectors saw a good example of this in a young child with complex needs who was matched within five months of making the placement order.
45. Adopters value highly the support received during the recruitment process from a regional social enterprise company funded by the Department for Education innovation fund. They spoke highly of the training and support through the peer mentoring and adopter-led training, and regarded a bespoke, evidenced-based, therapeutic parenting programme highly.
46. The quality of prospective adopters' reports (PARs) is excellent. They are clear, sufficiently informative and analytical, and support the matching process effectively. PARs also include a very helpful discussion on possible resolution and strategies to mitigate identified vulnerabilities. Adopters told inspectors that they found the assessment process to be transparent and appropriately challenging, and that adoption social workers were highly professional and knowledgeable. This ensures that prospective adopters are realistic about the rewards and challenges of becoming parents by adoption.
47. The adoption service actively promotes 'fostering for adoption' placements to reduce delay for children. Prospective adopters are encouraged to consider this option from the first enquiry and throughout the adoption process. There have been two 'fostering for adoption' placements, to date, for Bracknell Forest children, and a third is in process.
48. Bracknell Forest is committed to achieving adoption for children and there is no compromise on this, with a determination to secure adoption for all children for whom it is the best possible option. Close monitoring and review by senior managers are improving timeliness for most children.

49. A regional adoption advisory service administers the adoption panel, which serves all of the six local authorities across Berkshire. A well-chaired adoption panel meets twice a month, avoiding any delay and providing very effective scrutiny and challenge of the approval of adopters and matching recommendations. The panel chair spoke of Bracknell Forest's tenacity in seeking adoption for children as admirable and an example of good practice in ensuring that the most appropriate plan is achieved.
50. The agency decision maker is knowledgeable, passionate and knows children looked after well. She is conscientious in her role, challenges practice both internally and externally, scrutinises plans closely, and meets children and social workers before making her decisions.
51. Social workers know their children extremely well and, as a result, complete consistently good child permanence reports (CPRs). These provide comprehensive child and parental histories and a balanced analysis of the reason for adoption. They are a valuable record for the child in the future and are an effective tool for family finding and matching children to their new family.
52. Children who have a plan of adoption are prepared well for the move to their new families by both their foster carers and their social workers, and have access to therapeutic interventions, should they need it. Inspectors saw some very good direct work on children's life journeys and the provision of 'Life appreciation days' which ensure that children and their new families understand their story. However, while life-story work was undertaken in a timely way, there were some inconsistencies in how well the story of the child was conveyed in written format in life-journey books. An example of innovative practice was seen whereby the adopter is provided with the draft of a life-journey book to become familiar with how it is written and offer amendments, which helps them to be comfortable with the book as an active life-story tool for them and their child. (Recommendation)
53. Children and families receive excellent, easily accessible post-adoption support which minimises the risk of breakdown. Adopters confirmed that they are aware of the range of services that are available for therapeutic interventions.
54. Most notable is the service's exceptional added value brought by the skills of the post-adoption social worker. Trained in dyadic developmental psychotherapy, she uses these skills in her direct work with adopters and their children. The post-adoption social worker runs an under-fives group and a group for adopted children aged eight to 12 where they can share their experiences and talk openly about being adopted. She runs consultation sessions for adopters jointly with a psychologist and will be developing these forums for social workers. Post-adoption awareness raising is done in schools, where she works alongside behaviour support staff to develop education, health and care (EHC) plans.

The graded judgement about the experience and progress of care leavers is that it is outstanding

55. Services for care leavers in Bracknell Forest are outstanding. Managers and personal advisers (PAs) work tenaciously and diligently to advocate on behalf of care leavers to ensure that they receive the best support to move safely towards independence. The small team of personal advisers is highly skilled and experienced. They are passionate about the young people whom they support and talk with pride about their work. Young people were equally enthusiastic about the team, and the help and support that they receive. One young person said: 'They will always offer to visit when they know that I am struggling. It makes me feel better and I don't feel like I am on my own.'
56. PAs ensure that they keep abreast of key issues affecting the young people whom they work with. They access relevant training and are very knowledgeable about the range of services and support available, whether locally or out of the area. Staff are ambitious for their young people and 'go the extra distance' to improve and enhance life chances for them. Strong relationships formed between staff and care leavers mean that all care leavers are in touch with the service.
57. Good partnership arrangements across many information services mean that care leavers can access help and support when they need it. A significant part of the work is to direct young people to the most relevant information and advice that they need as they navigate towards independence. Good arrangements are in place with Jobcentre Plus benefits advisers, and there are strong partnerships between specialist services, such as substance misuse and alcohol services, sexual health support and counselling services. Appropriate access to these services ensures that the large majority of young people have the help that they need to stay healthy, keep safe and become more financially astute.
58. Care leavers redesigned the health passport, which they are encouraged to complete, and all receive their health histories. For a number of care leavers, knowledge about long-standing health issues has helped them to manage their conditions and seek help more assertively. Each young person is encouraged to register with a local doctor, dentist and optician, as appropriate. The continued access to the looked-after children's specialist nurse is valued, and the co-location of the care leavers service (CLS) and the youth offending service, with access to the specialist nurse in this team, has improved health outcomes for many care leavers.
59. Care leavers with complex physical disabilities and mental health issues receive very good, targeted support to meet their accommodation, health and care requirements. Transition planning to adult services is highly effective. The collaborative partnership working ensures a seamless transition to adult services.

60. The quality of planning with young people is outstanding. Staff are appropriately supporting young people to stay safe and to reflect on and take responsibility for their actions. PAs are, as one young person said, 'not a soft touch' and young people know that they will be held to account, praised when they have done well and steered back on to track when they veer off course. Each pathway plan strongly reflects the voice of the young person, explains the complexity of the issues that they face and outlines sensitively the carefully explored next steps towards greater independence. Plans confirm regular engagement with strong and open relationships. They clearly and unequivocally expose a healthy level of challenge and discussion of the issues that the workers are debating with their young people, such as making sure that the rent is paid on time and job-seeking advice. In the large majority of cases, risk is assessed well to ensure that care leavers feel safe and stay safe. To underpin this effective practice, management oversight is robust, and decision making is scrutinised effectively and rigorously.
61. Care leavers receive excellent support from the virtual school's education, employment and training team (EET) to help them to find and sustain purposeful work or training. Five young people are currently at university and a further six will commence this year (approximately 20%). This demonstrates very good performance. Staff have organised visits to universities and delivered focused training to lecturers to ensure that care leavers receive their full entitlement and the appropriate funding. The EET team continues to provide ongoing support throughout their time away, which young people spoke of highly. The local further education college provides very good support to care leavers, which ensures that they keep on track. Currently, six care leavers at the college are successfully working to the same standard as other students. Two of them are unaccompanied asylum-seeking young people who are studying English as an additional language.
62. The council provides a number of opportunities for care leavers to move into employment or training placements. Five training positions have recently been ring fenced by the council, yet there are still too few care leavers on council-sponsored apprenticeships or traineeships. Currently, only two care leavers are in apprenticeships.
63. Effective joint working with the CLS team makes sure that young people fully understand the implications of being in or out of work and the potential consequences for their current and future life experiences. Very few care leavers are not in education, employment or training. They include young parents and young people with highly complex health needs. Those young people who are able to work are engaging well with the EET team and are actively pursuing training programmes or job opportunities.
64. 'Staying put' arrangements with foster carers are used appropriately. Additional resources have been made available when it is clear that a young person's benefits will be adversely affected if they take on part-time work while continuing their education.

65. All care leavers live in suitable accommodation. They can readily access advice, support and guidance to help them to move towards managing their own tenancies. If care leavers obtain tenancies in Bracknell Forest, they are now exempt from paying council tax. The participation worker, himself an ex-care leaver/unaccompanied asylum seeker, was instrumental in lobbying for this change alongside the lead member.
66. The main accommodation provider in Bracknell Forest offers a range of supported housing, from 24/7 support to less intensive programmes to meet individual needs in preparing young people for independence. One smaller housing provider delivers a mandatory accredited programme of independent living skills training for young people. This has been highly successful and has led, in some instances, to care leavers securing their own tenancies. However, the choice of accommodation, such as supported lodgings, remains limited, and the service struggles to find more flexible provision which would offer greater and more affordable choice for care leavers.
67. Achievement and progress are celebrated regularly through a range of discrete activities and group work. Activities are generally informal and organised collectively by care leavers, the participation worker and PAs. A number of new initiatives to engage care leavers are well used, including a website, a Facebook page and WhatsApp applications. Care leavers are very aware of their rights and responsibilities. They are clear about how to complain. Care leavers have recently produced an attractive and accessible booklet explaining the range of services and support that care leavers can and should expect to receive.

Leadership, management and governance	Good
<p>Summary</p> <p>Children and families in Bracknell Forest benefit from good and outstanding services. The senior leadership team and elected members have a collective determination to provide high-quality services to improve outcomes for vulnerable children. Their unrelenting focus has ensured that progress has been sustained and services improved since the safeguarding and children looked after inspection in 2011.</p> <p>The local authority has a sound understanding of its strengths and weaknesses. It fosters an open learning culture, engaging readily in internal and external reviews and challenge. Rigorous planning, access to good-quality training and a strong focus on innovation have led to an exceptionally stable workforce of proficient, experienced social workers that enables good social work practice. Senior leaders promote a strong ethos of participation and advocacy. They ensure that children's views are at the centre of their work and inform strategic planning.</p> <p>The majority of social workers have manageable caseloads, and this ensures that they have time to spend with children. As a result, children benefit from a wide range of creative direct work which enables them to understand their circumstances and improves their safety. The strategic and operational response to child sexual exploitation and children who go missing is robust and informed by a comprehensive analysis and problem profile, and a strong commitment to educating the local community to be able to identify signs of abuse. As a result, children receive well-coordinated services that reduce risk and harm.</p> <p>Partnership working is mainly strong, both at a strategic and an operational level. This is demonstrated by the introduction of the multi-agency safeguarding hub, which is delivering prompt and appropriate responses to referrals, and the established multi-agency 'Life chances' team. There are clear and effective governance arrangements across the strategic partnership. The children and young people's partnership board oversees the implementation of the children and young people's plan and prioritises the work needed to improve services for children. However, the absence of any review of progress limits the board's ability to demonstrate its effectiveness in improving outcomes for children.</p> <p>Corporate parenting arrangements are very strong, and elected members have high aspirations for children looked after and care leavers.</p>	

Inspection findings

68. Senior leaders and elected members demonstrate commitment and ambition to improve outcomes for children and young people in Bracknell Forest. The local authority has an open, outward-looking approach, consistently searching for ways to improve services. Elected members and the senior leadership team know their services well and work purposefully together to drive improvement and implement the council's vision. Consequently, children and families now benefit from a range of good and outstanding services.
69. The director of children's services (DCS) and her senior leadership team have been successful in creating greater transparency and a culture of learning, support and challenge. Senior managers are connected to frontline practice and have a good knowledge of individual children. They provide consistent leadership, and are visible and accessible.
70. Links between senior leaders and the Local Safeguarding Children Board (LSCB) are strong. The lead member for children is well informed and effective. He attends the children young people's partnership board and the LSCB, and provides regular briefings to elected members. He routinely visits frontline staff, as well as children, to ensure that he has a good understanding of the strengths and weaknesses of the service. The lead member has been influential in improving the quality of support for children and young people. For example, he made it his business to experience at first hand the financial challenges of care leavers, which led to a change in policy whereby care leavers are now exempt from council tax until they reach the age of 21.
71. Corporate parenting is exceptionally strong. The corporate parenting advisory panel campaigns for children looked after both actively and effectively. Members are committed corporate parents. They receive regular performance information and detailed reports, and this provides them with a clear and detailed understanding of the quality of services provided to children who are looked after in Bracknell Forest. There is purposeful engagement with children, both formally through the participation officer and informally through a range of activities. Three elected members act as mentors for children looked after. Elected members take on specific roles on behalf of the panel and report regularly on their progress. This enables them to challenge senior leaders and question activity effectively.
72. The Children, Young People and Learning Overview and scrutiny panel rigorously scrutinises the quality of services provided to children. Activity is extensive, and is led by elected members who have good insight and knowledge of their communities and the issues faced by children. Robust challenge is achieved through a wide range of relevant reports and enquiries. The committee has recently commissioned a comprehensive review of child sexual exploitation, and the majority of recommendations have been acted upon, leading to tangible improvements for children and young people.

73. A strong focus on performance management continuously drives improvement. The chief executive and lead member routinely review the directorate's performance through quarterly service reports. Managers use weekly performance information effectively in their service areas. The rigorous culture of performance management has led to sustained improvement in the timeliness of visits to children and of initial child protection conferences. Senior managers recognise that they have more work to do to move to a culture of measuring impact and outcomes, rather than processes, particularly in respect of the effectiveness of early help. A performance scorecard is in advanced development to further strengthen understanding of key performance indicators.
74. Quality assurance activity has driven up standards across the service. Historically, the emphasis has been on ensuring compliance with processes. A revised outcome audit tool now supports a focus on achieving better outcomes for children. Managers at all levels, including the DCS, chief executive and lead member, regularly audit children's case files to ensure the quality of practice and services. The head of performance management and governance ensures that there is robust follow-up on individual children's cases that have been judged less than good. She also plays a key role in making sure that audit findings are translated into improvements in practice and learning. Senior managers recognise that some audits are not always sufficiently self-critical, and that quarterly reports on audit activity are overly descriptive and lack robust analysis, both of which have the potential to dilute their effectiveness.
75. The DCS has been instrumental in driving the council-wide transformation plan. Strategic reviews of early help and education support services are in place. The newly implemented family safeguarding model informs a whole-system model of services to improve outcomes for children. Good partnership arrangements, a high-quality workforce, and a robust system of review and evaluation underpin the strategy.
76. The local authority has a range of commissioned and in-house services for children and young people. A well-developed joint strategic needs assessment and children looked after strategy informs strategic commissioning. Comprehensive quality assurance of these arrangements is in place, with regular performance reports and monitoring visits to ensure that services are effective. Parents are actively involved in the commissioning process, providing an extra layer of scrutiny. Plans are well advanced to involve children in the commissioning process.
77. The local authority is acutely aware that its workforce is one of its most valuable assets. The work of the children's social care programme board, combined with political support for additional financial resource and an ambitious and comprehensive workforce strategy, have been highly effective in securing a stable permanent workforce. Turnover, staff vacancies and the

use of agency social workers are low. This improves the consistency and quality of the service.

78. An effective caseload weighting system supports managers to ensure that caseloads are maintained at manageable levels. Where they are not, additional agency staff are recruited. Staff have access to a comprehensive package of multi-agency training and developmental opportunities, as well as a range of information, research and materials via web-based learning and resource sites. A well-structured pathway is in place for newly qualified social workers to access the assessed and supported year in employment. Future proofing of the workforce is also in place through the 'Step up to social work' scheme. Social workers enjoy working for Bracknell Forest. They appreciate the training and clinical supervision that they receive, as well as the availability and support of senior managers.
79. Management oversight is not yet consistently leading to improved outcomes for all children. In a very small minority of cases, management oversight has not been effective in driving children's plans, and drift and delay are evident. Independent reviewing officers provide the right level of robust critical challenge to ensure that plans are progressed, but child protection chairs are not as effective in providing the level of challenge that is needed. Senior managers have a direct line of sight on vulnerable children, including those who go missing or are at risk of sexual exploitation. Social workers have access to regular supervision and performance appraisals. (Recommendation)
80. The local strategic response to child sexual exploitation and children who go missing is informed by a comprehensive analysis and problem profile, and a strong commitment to educating the local community to identify the signs of abuse. The development of a specialist sexual exploitation and 'missing' social worker has ensured a more focused service for children. Well-attended and managed sexual exploitation and missing risk assessment conferences (SEMRAC) provide an effective response to children who go missing from home/care and those vulnerable to sexual exploitation. Comprehensive and timely return home interviews take place when children return after going missing. Information derived from interviews informs the analysis of patterns and trends effectively, and has led to targeted work to disrupt known localities of concern.
81. The joint strategic children and young people's plan, 'Creating opportunities' (2015–17), sets out the key priorities for children, and is overseen by the children and young people's partnership board. Priorities are sufficiently aligned with the joint strategic needs assessment and the Health and Wellbeing strategy. Despite well-attended meetings of the children and young people's partnership board, the board has not conducted an annual review of progress. This limits the board's ability to understand what impact it is having in terms of improving outcomes for children.

82. The local authority has strengthened the complaints process and is proactive in seeking to resolve complaints at an early stage. Consequently, complaints about children's services have decreased from a high number, 67, in 2015–16 to 41 in the past year. A thorough analysis of complaints and compliments informs the quality assurance process effectively. Few complaints are received from children. The local authority recognises this and has taken action to promote actively the complaints procedures to children through bespoke leaflets and direct access via a dedicated complaints phone number.
83. The work of the multi-agency 'Life chances' team has contributed effectively to improving short-term placement stability, and there has been a reduction in children looked after who have had three or more moves in a year. However, long-term placement stability, particularly for older children, remains a challenge. The local authority has taken action to respond to this by commissioning a provider to recruit carers. In addition, it has implemented a peer mentor respite service for all foster carers and a bespoke training programme that uses restorative parenting. However, it is too early to see any impact.

The Local Safeguarding Children Board (LSCB)

The Local Safeguarding Children Board is good

Executive summary

The Local Safeguarding Children Board (LSCB) in Bracknell Forest is good. A highly motivated, committed group of partners is well led by a respected, influential chair who sets high expectations and provides effective challenge to improve services. The consistent board membership from a good range of agencies has enabled it to become a strong and critical friend to partners. Well-established links to other boards and partnerships, and engagement with senior leaders, ensure sufficient oversight of safeguarding arrangements. The board extends its reach through an effective, twice-yearly partnership forum which enables information sharing and learning for a wider audience of board members.

The mix of pan-Berkshire and local sub-groups is effective in maintaining sufficient scrutiny of local safeguarding arrangements while allowing collaboration, information sharing and pooling of resources across Berkshire. Findings from a wide range of audits, regular reports and a thorough section 11 process ensure that the board retains sufficient oversight and challenge to local safeguarding practice. Most audits are of good quality, contain feedback from children, families and professionals, and result in action plans to improve services. Section 11 work is particularly strong, and the involvement of general practitioners and the process to strengthen school improvements are most notable.

Several priority areas in the business plan are carried over from past years, reflecting a thorough approach by the board to assuring itself that safeguarding arrangements are effective. The current business plan reflects local needs and priorities, and has been directly influenced by children's views to ensure that children are protected from online safety risks. Broadening the engagement with children, community and faith groups is an emerging strength of the board.

The board is not fully meeting its statutory responsibility by monitoring the effectiveness of training. Although recognising that this area of board activity requires increased focus, it has not yet completed a full training needs analysis and is not fully aware of the provision, take-up or quality of single-agency training.

The performance dataset does not include information from all partners to provide a better focus on business priorities and outcomes.

Recommendations

84. Ensure that a full training needs analysis is completed, and that information regarding the availability, attendance and quality of single-agency training is developed.
85. Review and strengthen the performance dataset in order for it to assist the board to measure outcomes against its business priorities.

Inspection findings – the Local Safeguarding Children Board

86. A well-respected, committed independent chair leads a consistent and motivated board that acts as a strong and critical friend to partners. The board has well-established links with other strategic boards and partnerships, such as the Health and Wellbeing Board, the children and young people's partnership and the community safety partnership, to ensure that priorities are aligned. Quarterly safeguarding monitoring meetings between senior leaders, such as the director of children's services, chief executive, lead member and the Independent LSCB Chair, ensure that safeguarding arrangements and practice are kept high on the agenda.
87. The board is well represented by senior leaders in partner agencies. Attendance by board members at meetings is high, including two lay members with contrasting backgrounds and experience. The lead member for children's services sits as a participating observer, and this strengthens political oversight.
88. The board structure is regularly reviewed to ensure that it works effectively and efficiently for Bracknell Forest. Four pan-Berkshire sub-groups provide opportunities for collaboration, information sharing and pooled resources, while a further five Bracknell Forest sub-groups ensure that local needs are given sufficient focus. It is a strength of the board that, to fully assure itself of local safeguarding arrangements and practice, it has retained its own child sexual exploitation and section 11 sub-groups while also participating in the pan-Berkshire arrangements.
89. Section 11 work carried out by the board is strong. Bracknell Forest has a sub-group to audit section 11 returns for local organisations. Panel meetings are robust, and evidence regular and thorough auditing of children's social care commissioned services, schools and early years providers. The section 11 process to support school improvement has been further strengthened by follow-up visits carried out by the lead education safeguarding officer and a consultant. These visits include interviews with children, parents and staff to look at strengths, the areas requiring further work and the development of action plans. All general practitioners (GPs) in Bracknell Forest have completed section 11 audits. They are involved in local learning events to consider safeguarding matters and share information. The resulting increased

awareness has brought additional benefits, such as more GPs completing reports for child protection case conferences.

90. The LSCB business plan is made up of core functions and targeted priorities to ensure that it meets its statutory responsibilities while also responding to changing local needs. Several priority areas in the business plan are carried over from previous years, reflecting a thorough approach by the board in assuring itself that safeguarding arrangements are working well. Child sexual exploitation, for example, has been a priority in the past two years, and now remains as a core function due to well-embedded arrangements, such as sexual exploitation and missing risk assessment conferences, improved rates of return home interviews and examples of disruption activity.
91. The LSCB has a good understanding of children missing and children at risk of sexual exploitation. The Pan-Berkshire sub-group has been instrumental in developing a coordinated response across Berkshire, for example by implementing the sexual exploitation screening tool. Joint working across Berkshire has also resulted in the requirement for taxi drivers to undertake safeguarding training in order to obtain a licence. This training has to be refreshed every three years, otherwise the licence is revoked. Work with local hotels to raise awareness has resulted in examples of disruption activity. For example, a hotel called the police when the staff were concerned about a young person who turned out to be a missing girl from a neighbouring authority.
92. The board receives an array of audits, reports, presentations and performance data to monitor and evaluate frontline practice and inform its priorities. Recent audits include those on domestic abuse, thresholds and the quality of case conference reports. Most audits are of good quality and result in action plans that are monitored by an audit tracker that shows outcomes and impact. Audits identify service strengths and areas for improvement, and contain the views of children, families and professionals. Learning from audits is disseminated to partners through notifications that include key messages, the views of children and families, and recommendations for improved practice.
93. A number of audits, reports and presentations have assisted the board to monitor the effectiveness of early help. These have included an audit on thresholds, which reported positive findings on the step up/step down process, and an audit considering the early help services that are available to support primary schoolchildren who have been excluded from school. In addition, the board receives annual reports on oversight by the early intervention hub and the common assessment framework (CAF). The dataset complements this information, for example with the numbers of step up/down arrangements. It also identifies emerging trends, such as higher numbers of children from secondary schools being referred.
94. Although the dataset provides some useful data, it does not include information from all partners. This would provide the board with a clearer

view of the difference that agencies are making and give further weight to the board when holding partners to account. For example, the dataset is weighted towards children's social care yet lacks some essential information, such as the frequency of social work visits to the children on plans. The board could also strengthen its monitoring of the effectiveness of early help if it regularly had a breakdown of agencies completing CAFs. Moreover, the dataset does not indicate the number of staff who do not undertake multi-agency training. A more explicit link between the dataset and business priorities would assist the board to show how progress is being achieved. (Recommendation)

95. A 'risks and challenges' log highlights the determination of the board to improve safeguarding services for children. Examples include a challenge to children's social care regarding the number of missing children who have been screened for sexual exploitation. This led to a review of these children and provided a benchmark for further audits. The log also records repeated concern about the loss of a therapeutic service for children who have experienced domestic abuse. This resulted in the LSCB instigating an audit regarding domestic abuse and support services and, due to this continued challenge, additional services are now in place.
96. A thorough quality assurance learning and improvement framework sets out how the board will identify and embed learning from a range of sources such as audits, performance data, serious case reviews (SCRs) and feedback from children, families and practitioners. The most recent SCR (C) was published in 2016 but relates to a case in 2013. All action plans have now been completed. The LSCB requested follow-up reports from six agencies after 12 months to show what differences had been made to practice. Learning from this SCR was disseminated prior to publication and, most significantly, resulted in a multi-agency protocol regarding bruising/suspicious marks on non-independently mobile babies and children. An audit of cases in 2015 showed the positive impact of this protocol, with cases referred by the Royal Berkshire Hospital and appropriately followed up by other agencies.
97. Most social workers spoken with during the inspection had some knowledge of the LSCB and the most recent SCR. Findings from SCRs, both locally and nationally, are incorporated into safeguarding training, and information on SCRs and audit findings are disseminated to staff through LSCB notifications. In addition, a comprehensive LSCB website provides information on safeguarding for professionals, parents, carers and young people, and links to other sites and publications, including training, threshold documents, the LSCB report and the business plan. The communication and community engagement sub-group is developing further ways to disseminate information. This has already led to the production of an animated version of the threshold document, and a 'Take5' campaign is being developed to provide the key safeguarding messages in just five minutes.
98. Following an evaluation of the previous Pan Berkshire arrangements for training in June 2016, the LSCB established a local Training and Professional

Development Sub Group to meet the specific training needs of Bracknell Forest staff. Although the LSCB training website evidences a range of multi-agency safeguarding training, learning and improvement workshops, and links to relevant publications, the LSCB is not fully monitoring the effectiveness of training. It does not have a comprehensive training needs analysis for all partners and is not able to identify the availability, quality or numbers attending single-agency training. In recognition that more needs to be done, the LSCB has introduced a charging policy for training and is using the funds to secure a consultant to develop the training needs analysis and further strengthen the process to evaluate training courses. (Recommendation)

99. The LSCB extends its reach to partners effectively through a twice-yearly partnership forum. The forum is made up of a wide range of board members, including from the voluntary and community sectors, who come together to consider reports, audit findings and presentations. This is highly valued by partners, who see it as an effective means of networking, sharing information and learning. Members report that it is a concrete way to test awareness, such as learning from SCRs, and whether agencies are undertaking training.
100. Work to engage further with children and families, faith, voluntary and community groups is an emerging strength. The communication and community engagement sub-group, led by one of the lay members, has planned an event this summer for children from 10 local secondary schools to discuss safeguarding issues and concerns. Children's concerns regarding online safety and the fragmented response have directly influenced the board to set it as one of its priorities for this year.
101. The Pan-Berkshire policies and procedures sub-group ensures that policies and procedures remain up to date and are effective. The threshold document was refreshed in 2016 and clearly sets out the core principles, levels and indicators of need, and the services available. A threshold audit in 2016 tested the effectiveness and understanding of thresholds by considering 13 case files of children receiving early help or children's social care. This was followed up with feedback from the children and their families. Staff attended workshops on the findings and shared their own views on multi-agency working. The audit concluded that there was effective multi-agency working at all levels.
102. The LSCB annual report 2015–16 provides a detailed overview of the work of the board, learning from audits and reports, progress against the business plan and how these have shaped future priorities. Although the report demonstrates the board's scrutiny in a wide range of service areas, it is not always clear whether the work described has made a difference to services or what still needs to be done. The board has recognised that it needs to do more to show the impact of its work across services and has taken steps to address this.

Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference that adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition, the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people whom it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the Local Safeguarding Children Board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of seven of Her Majesty's Inspectors (HMI) from Ofsted.

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Post Inspection Action Plan Objectives

1	Ensure that performance management systems support the evaluation of the effectiveness of early help services in order to inform future planning and commissioning arrangements.				
	Overall Lead: Head of Early Intervention & Prevention				
	Activity	Lead for Delivery	Timeframe	Deadline	RAG rated update
1.1	Develop and implement updated Early Help Strategy and Action plan to include the use of data management systems to analyse the effectiveness of early help services.	Head of Early Intervention	October - March	31 March 2018 (in-line with 1.4 below)	
1.2	Embed the new council performance management system across all teams ensuring the new behaviour values are understood and implemented into everyday practice for all services.	Director / Chief Officer / Heads of Service	Academic year 2017-18	31 July 2018	
1.3	Provision of key indicators for Early Help in monthly scorecard to support evaluation and inform future planning of the service.	Head of Performance Management & Governance	July- August	1 September 2017	
1.4	Restructure Early Help service in line with transformation programme objectives.	Transformation Programme Manager	September - March	31 March 2018	
1.5	Ensure completion of monthly audits in line with CYPL audit programme to ensure consistency across all services and contribute to service improvements.	Head of Early Intervention	September – December	1 January 2018	
1.6	Monitor performance of the Early Help service using the performance score card and report to DMT/LSCB on the effectiveness of the service on quarterly basis.	Head of Early Intervention	September	1 September 2017	
1.7	Ensure Early Help representation at MASH and contribution to all s47 strategy discussions.	Head of Early Intervention	August	1 September 2017	
1.8	Develop use of Mosaic by Family Intervention Team to improve tracking of family progress and information sharing with Social Care.	Head of Early Intervention	September – January	31 January 2018	
	Note:				

2	Ensure that all relevant partner agencies contribute to strategy discussions in order for decision making to be based on collective sharing of information.				
	Overall Lead: Head of Service, Safeguarding				
	Activity	Lead for Delivery	Timeframe	Deadline	RAG rated update
2.1	Review and recirculate standards / procedures to all key staff/partners, setting out statutory obligations surrounding partner agency involvement	Principal Social Worker	August	30 September 2017	
2.2	Identify/circulate details of named lead professional from key agencies to contribute to strategy discussions and threshold decisions	Team Manager Duty & Assessment	August	30 September 2017	
2.3	Audit of Partner engagement in strategy Meetings	Principal Social Worker	August - December	31 st December 2017	
2.4	Review with LSCB to secure partner engagement, if strategy meetings continue to have limited representation	Principal Social Worker	August - March	31 st March 2018	
2.5	Undertake analysis of attendance at strategy discussions. Develop a baseline of current performance and then track this at three monthly intervals	Head of Performance Management & Governance	September - baseline	30 September 2017	
	Note:				

3	Improve the quality of case management oversight by team managers and child protection chairs, to reduce the drift and delay experienced by some children.				
	Overall Lead: Head of Performance Management and Governance				
	Activity	Lead for Delivery	Timeframe	Deadline	RAG rated update
3.1	Ensure team management oversight is evidenced on all completed assessments/key decision documentation with rationale for decisions on all cases.	Principal Social Worker	August – October	31 October 2017	
3.2	Ensure mid-way case reviews are completed by CP Chairs for all CP cases monitoring performance via tracker.	Team Manager Conference Review	August - September	1 September 2017	
3.3	Implement bi-monthly CP Challenge Panel for all CP cases open for a 2 nd time within a 12 month period or longer than 9 months	Team Manager Conference Review	September	1 September 2017	
3.4	Review case conference minutes to ensure children subject to a CP plan are offered a Family Group Conference within 3 months of being subject to a plan	Team Manager Conference Review	August – September	1 October 2017	
3.5	Track improvements in case management oversight through regular audit activity and monthly exception reporting to Quality Standards Group and quarterly reporting to DMT	Head of Performance Management & Governance	August – September	1 September 2017	
3.6	Managers in the Family Safeguarding Teams to review all CIN cases, open more than 9 months, on a termly/quarterly basis.	Principal Social Worker	August -October	1 November 2017	
	Note: Timescales will form part of the roll out of Family Safeguarding Model.				


4	Ensure that homeless young people have their rights and entitlements fully explained to them so that they can make an informed choice.				
	Overall Lead: Head of Safeguarding				
	Activity	Lead for Delivery	Timeframe	Deadline	RAG rated update
4.1	Ensure current homeless strategy explains rights and entitlements for young people.	Chief Officer, Housing	June 2017 – August 2017	1 September 2017	
4.2	Ensure all staff working with young people understand the homeless strategy to explain their rights and entitlements fully to them.	Team Manager Duty & Assessment	August 2017 – September 2017	1 October 2017 21 March 2018	
4.3	Homeless Person's leaflet to be co-produced setting out entitlements and rights to all relevant young people.	Team Manager Duty & Assessment / Child Participation Development Worker	July 2017 – September 2017	30 October 2017	
4.4	Consultation with young people who are homeless/were homeless to inform service delivery and decision making	Team Manager Duty & Assessment / Child Participation Development Worker		31 December 2017	
4.5	Review performance data scorecard in relation to homeless young people and report on exceptions/themes as part of quarterly reporting.	Performance Team Leader/ Principal Social Worker	September 2017 – December 2017	2 January 2018	
	Note:				

5	Improve the quality of life-journey books so that children can better understand their histories.				
	Overall Lead: Head of Looked After Children				
	Activity	Lead for Delivery	Timeframe	Deadline	RAG rated update
5.1	Training for staff (including cultural change) in relation to the production of high quality life journey books	Learning and Development	December - March	31 March 2018	
5.2	Continue to increase involvement of adoptive parents in co-production of life-journey books (jointly with Adopt Berks)	Head of Looked After Children	September	30 September 2017	
5.3	Team Manager to oversee and sign off individual life-journey books	Head of Looked After Children	Sept - Oct	31 October 2017	
5.4	External scrutiny of quality of life-journey books by IRO as part of LAC reviewing processes	Team Manager Conference Review	Sept - Oct	31 October 2017	
5.5	Heads of Service to set minimum standards jointly with Adopt Berkshire in relation to expectations surrounding quality	Head of Looked After Children	Sept - Oct	31 October 2017	
5.6	Consultation with SiLSiP and obtain feedback to inform further developments of books	Head of Looked After Children	Sept - Oct	30 November 2017	
	Note: This work needs to cover children with a plan for adoption as well as Looked After Children				

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Children, Young People & Learning, our plan for September 2017 to April 2019

Our vision & behaviours	Outcomes - the impacts we want to have
<p>Working together towards a better future for all children</p> <p>Inspiring, collaborative, empowering</p>	<p>Outcome 1: Children are safe from harm</p> <p>Outcome 2: Children have the best start in life</p> <p>Outcome 3: Children thrive in learning and are not left behind</p> <p>Outcome 4: Children are physically & emotionally healthy & resilient</p> <p>Outcome 5: Children are active citizens who are proud to succeed</p>
Our pledge to children – how we will work	How we will measure our success
<ul style="list-style-type: none">• Respect and listen• Support and help children to achieve their best• Support children to prepare for the future• Keep their information confidential• Support every child to be healthy• Listen and respond to any complaints• Put children in the centre of our thinking at all times.• Lead by example and challenge others to do the same• Be open and transparent at all times• Work with other people to make sure we support children as well as possible 	<ol style="list-style-type: none">1. Number of children who need to be Looked After2. Number of children and young people with child protection plans3. Number of children who go missing4. % with good level of development5. Ofsted ratings of Early Years settings6. Breastfeeding rates7. Diminishing the Difference at 5, 11, 16 and 198. % gaining 5 good GCSEs including English9. % pupils in schools that are rated as Good or Outstanding10. % Schools attendance11. CAMHS referrals at Tier 3 & 412. Incidence of self-harm13. % of 16-19 year olds who are NEET14. Level of achievement of most able children15. Post school destinations
What we will do – our work priorities	
<p>Transforming social work with the Family Safeguarding Model – to provide better support to struggling families</p> <p>Implementing a new Learning & Improvement Strategy – supporting schools to drive up standards</p> <p>Implementing our Ofsted Inspection Improvement Plan – continuing to improve our practice</p> <p>Reshaping our leadership structure and processes – ensuring we have the right people in the right roles to deliver for children</p> <p>Re-designing early help and targeted support – creating an effective service to provide the right help at the right time</p> <p>Implementing a new Special Educational Needs Strategy – improving support and ensuring we have the right services</p>	

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Inputs & Context to CYPL Strategic Position

Council Plan
2015-19

Ofsted SIF
Report

BFC
Transformation
Programme

Organisational
Development
Strategy

Financial
Challenges

Professional
Standards

CYPL Vision & Behaviours

Ongoing / Planned Work

Learning & Imp
Strategy

Family
Safeguarding

SEN Strategy

Children's Transformation

Traded Services

Early Help

CYPL Structure

Access
Arrangements

Plan on a Page

Learning &
Imp Strategy
Action Plan

New Neglect
Strategy

New Early Help
Strategy

High Needs &
SEN Strategy

New Placement
Strategy

Ofsted
Improvement
Plan

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TO: EXECUTIVE
DATE: 17 OCTOBER 2017

LOCAL SAFEGUARDING CHILDREN'S BOARD
ANNUAL REPORT APRIL 2016 - MARCH 2017
Director, Children, Young People & Learning

1 PURPOSE OF REPORT

- 1.1 To share the Independent Chair's Draft Annual Report of Local Safeguarding Children's Board (LSCB) for the period 1 April 2016 to 31 March 2017 with the Executive.

2 RECOMMENDATIONS

- 2.1 For the Executive to receive the annual report of the LSCB and to note the key messages and recommendations made.

3 REASONS FOR RECOMMENDATIONS

- 3.1 To enable ensure ongoing accountability of the department and the development of continually improved outcomes for children and young people in Bracknell Forest in accordance with statutory expectations.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 The report sets out the work included within the recently revised Safeguarding Business Plan 2017-18 which enhanced the previous plan that had shaped the work of the LSCB during the period covered by this report.
- 5.2 The report indicates the strength of partnership working across the borough, driving a number of initiatives, including increasing strategic links between local strategic partnerships and continuing to promote regional collaboration and national links.
- 5.3 The annual report also makes particular reference to the learning and associated progress that has been made locally, reflecting a stronger culture of constructive challenge and a commitment to ongoing improvement; evidenced by the completion of a number of actions within the LSCB Challenge log attached.
- 5.4 Within the key messages, it is noted that there has been an 'enormous amount of good work undertaken across Bracknell Forest'. However, the following strategic priorities reflect the LSCB's commitment to continuous improvement and intended to ensure the specific improvement activities underway are achieved. These priorities are in addition to the core safeguarding functions set out within Working Together 2015 and designed to:
- a) Ensure the effectiveness of the arrangements to provide Early Help provision
 - b) Ensure the effectiveness of the safeguarding arrangements for disabled children

- c) Ensure that children and young people are protected from 'online safety' risks
- d) Reduce the impact of violence on children and young people
- e) Ensure the effectiveness of child protection arrangements

Background Papers

LSCB Safeguarding Plan 2016-2019

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**Bracknell Forest
Local Safeguarding
Children Board**



LSCB Annual Report

April 2016 to March 2017



Chairs Foreword

As the Independent Chair of the Bracknell Forest LSCB I am delighted to present its Annual Report for the period 1 April 2016 to 31 March 2017.

As a statutory partnership the Local Safeguarding Children Board (LSCB) brings together organisations with a collective responsibility to safeguard and promote the welfare of children and young people.

This report describes the achievements and the challenges of the Board and its partners in their efforts to ensure the safety and wellbeing of children and young people within the borough, and young residents who receive specialist services outside of the area.

During the period covered by this report, partners continued to make positive progress in strengthening local arrangements, but were not complacent about the tenacity required to address the enduring issues affecting children and young people and the need for us to respond to emerging challenges.

The [Safeguarding Plan 2016-2019](#) was reviewed and evidence of progress against the targeted priorities 2016-17 was considered by the LSCB and is set out later in the report. This evidence and issues that have arisen during 2016-17 informed by our scrutiny of data and quality improvement activity have led to our revised Safeguarding Business Plan for 2017-18. This plan addresses the core responsibilities set out within statutory regulation but also seek to address local priorities identified by evidence from children and young people, by staff, by performance data, audits and by our partners.

The LSCB continues to drive for increased transparency and collective challenge and scrutiny both of the quality of practice and services and also that of partner engagement in the LSCB. This is evidenced through the LSCB Challenge Log (see Appendix A), which is robustly monitored and sets out key issues of concern and is contained in this Annual Report. Despite the impact of austerity measures and further structural change within many agencies, partnership working has remained strong and has driven a number of important initiatives. I have also continued to robustly challenge partner's contribution to the LSCB budget with some success but resourcing for all partners and the LSCB continues to be a challenge.

I sought to strengthen links between local strategic partnerships and continued to promote regional collaboration, and national links to further enhance our work within the Borough. Meetings were held with the Chairs of the Children and Young People Partnership, the Community Safety Partnership to ensure cohesion of priorities and to raise issues of challenge and I initiated formal links with the Berkshire Family Justice Board to ensure opportunity for challenge.

During 2016-17 the LSCB undertook increasing scrutiny of its own effectiveness. It undertook a self evaluation session against the Ofsted LSCB criteria in December 2016 and in January 2017 invited a Peer Review Team to undertake a 2 day review of the LSCB. This review recognised the many strengths of effective partnership



working, commitment and engagement and some real evidence of impact. LSCB multi-agency audits and child protection incident reports (CPIR) continue to demonstrate good multi-agency practice but are clear on areas for improvement which are monitored by the LSCB. Inspections of the National Probation Service (NPS) and the Youth Offending Service (YOS) have been reported into the LSCB.

A Serious Case Review (SCR) undertaken by the LSCB was published in February 2016 some years after the original incident due to protracted criminal proceedings. The Action Plan has been actively addressed and is complete but a further process was undertaken for all partner agencies to provide evidence of the impact of this SCR and its learning on practice. This evidenced that the learning had had an impact on improved practice within all the agencies

While reflecting on the work undertaken during this period, I am of course mindful of the important potential changes on the horizon, of the key messages emanating from *Alan Woods review* of LSCBs in 2016 and now contained in the *Children and Social Work Act* which gained royal assent in April 2017. The Review confirmed the need for multi-agency safeguarding arrangements but they will be allowed to reflect local circumstances and need but will be required to have undergone independent scrutiny and to be published in 2018-19. There will also be significant changes to the SCR and Child Death Overview Panel (CDOP) system locally and nationally and the draft statutory guidance, Working Together is expected for consultation in November 2017, which will set out the transitional arrangements. The LSCB and senior leaders will debate these proposals during 2017-18.

As in previous years this Annual Report makes particular reference to the learning and the associated progress that has been made locally, which I believe reflects a stronger culture of constructive challenge and a commitment to ongoing improvement. Evidence of this is from the Bracknell and Ascot Clinical Commissioning Group (CCG) and named GP who have led regional work on GPs undertaking Section 11¹ (S11) type process on their safeguarding arrangements and auditing the quality of their reports to Child Protection conferences.

While recording my thanks members of the Board and those supporting the work of its sub groups, I would like to of course state my gratitude to all those staff and volunteers within the local workforce for their commitment, to safeguarding children and young people.

Alex Walters
Independent Chair, Bracknell Forest Safeguarding Children Board

The artwork used throughout this Report was produced by Bracknell Forest primary school pupils for the 'Children and Young People's Mental Health Creative Arts Challenge' ran by BF Public Health

¹ Children's Act 2004 <https://www.legislation.gov.uk/ukpga/2004/31/section/11>

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1. Introduction

This report provides those working with, and planning services for children, young people and their families with an overview of the work undertaken by the LSCB, and its partner agencies. It outlines many achievements while also identifying areas for improvement to ensure the effectiveness of safeguarding arrangements for children in the borough.

This report sets out details about the LSCB, outlines the local context to our work and provides links to [our website](#), partner agencies and other important documents.

The report sets out the work undertaken during the year to ensure children receive early help, targeted services and protection from significant harm where this is necessary.

About Bracknell Forest

Bracknell Forest lies to the west of London, in the county of Berkshire with a population of approximately 28,000 children under the age of 18 years and who represent 24% of all residents in the Borough. The Nepali community linked to the location of the Gurkha regiment at the Royal Military Academy in Sandhurst represents a significant group that adds to the borough's rich diversity. In January 2017, 12% of pupils in the Borough had English as an Additional Language (EAL) and 88 different languages were spoken in our schools, although many are only spoken by a very small number of pupils.

Further information about the population of Bracknell Forest can be found at: <http://statsshare.bracknell-forest.gov.uk/>

About the Local Safeguarding Children Board (LSCB)

The LSCB was established In April 2006 as a statutory partnership board bringing together senior managers from a broad range of organisations working together to promote and safeguard the welfare of children and young people from across the borough.

Through the leadership of its Independent Chair, partner organisations are individually and collectively held to account and together members of the LSCB ensure it fulfils the regulatory functions set out within the statutory guidance [Working Together to Safeguard Children](#) (HMGov 2015).

Regulation set out within Section 14 of the [Children Act 2004](#) specifically requires that the central focus of the LSCB is to:

- Ensure the **effectiveness** of local services safeguarding and child protection practice.
- **Co-ordinate** services to promote the welfare of children and families.

Regulation 5 of the [Local Safeguarding Children Boards Regulations 2006](#) sets out additional guidance in respect of the Board's role and its functions that further support the above legislative requirements.

LSCB Independent Chair

Throughout 2016-17 the Independent Chair worked closely with all LSCB partners, and played a key role in challenging, advising and supporting agencies. The Chair continued to provide an effective link between the LSCB and a range of regional and national strategic activities and developments.

The Chair is Vice-Chair of the National Association of Independent LSCB Chairs and is the South East regional lead, chairing their network meetings and sitting on its national Board of Directors. As a result the Chair was able to represent local views at regional and national level and brought new and developing ideas to inform local developments.

Local Authority Governance and links with Bracknell Strategic Partnerships

Statutory guidance requires that the Chief Executive of the Local Authority hold the Independent Chair to account for the effective working of the LSCB and this function was achieved through the following activities:

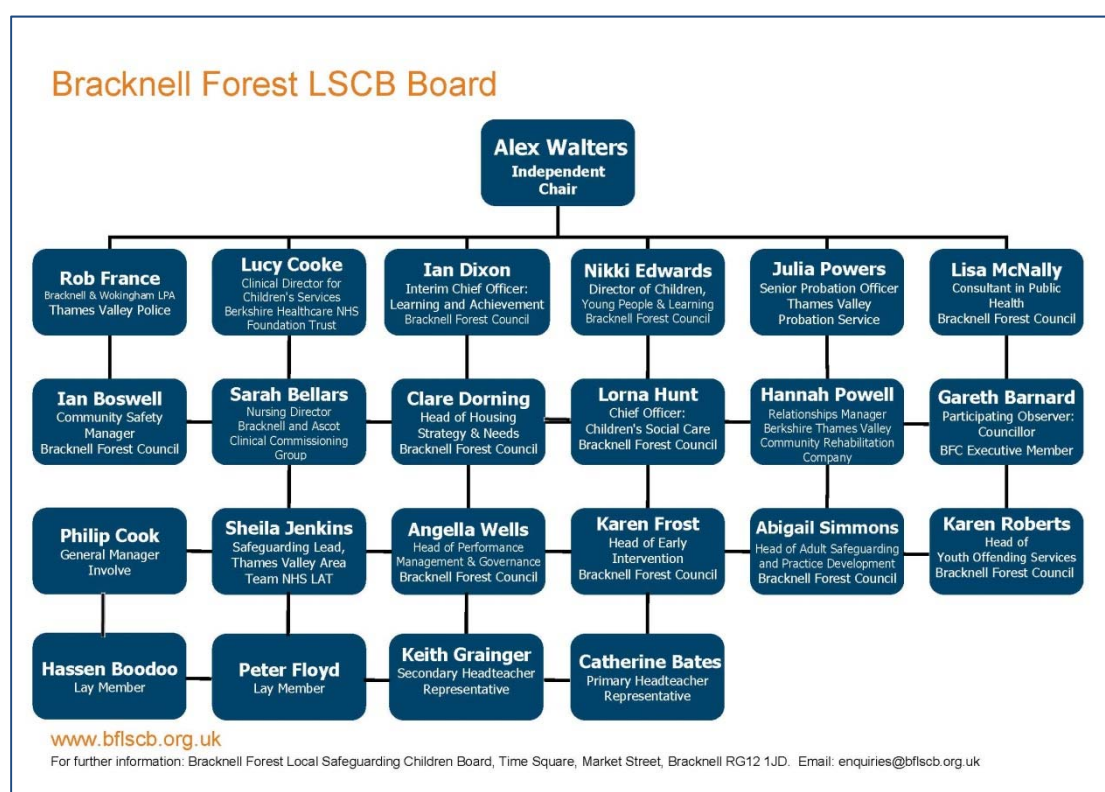
- The Chief Executive (CEO) was represented at both the LSCB and its Partnership Forum by the Director for Children, Young People and Learning (DCS) and the Leader of the Council continued to receive regular briefings / updates from the CEO.
- Quarterly meetings of the Independent Chair with the CEO, the Leader, the Lead Member for Children, Young People and Learning (CYPL) and the DCS, Chief Officer Children's Social Care (CSC), focus on safeguarding and include both the effectiveness of the LSCB and safeguarding arrangements across the partnerships and barriers to improvement. These meetings also receive the 6 monthly Independent report of the Independent Chair. Throughout 2016-17 the Independent Chair worked to further strengthen links with other strategic groups and focus on the priorities of the key strategic partnerships to ensure synergy and reduce potential duplication through these meetings as the CEO and DCS chair the Children, Young People's Partnership (CYPP) and Community Safety Partnership (CSP) respectively and are members of the Adult Safeguarding Partnership Board (ASPB) and Health and Wellbeing Board (HWB).
- In addition the Chair ensured links to the LSCB are transparent by the receipt of the minutes of the CYPP, Corporate Parenting Advisory Panel (CPAP), HWB, SAPB, and the Family Justice Board (FJB).
- In March 2017 the CEO undertook a formal annual appraisal of the Independent Chair with a structured 360-degree questionnaire provided to all members of the LSCB and the LSCB Forum. The outcome was positive and informed discussion on the objectives for the LSCB Chair in 2017/18 which were shared with the LSCB.

Outcome: The strengthened links between the LSCB and local/regional strategic groups helped ensure safeguarding children remained a priority during a period of change and facilitated challenge from the Chair to ensure support for the work of the Board.

LSCB Membership

During 2016-17, the LSCB welcomed a number of new members who ensured a good level of representation from partner agencies. The successful recruitment of an additional lay member further strengthened this important function that has increasingly contributed to the robust scrutiny of partners work. Throughout the year, the Independent Chair sought to ensure the effectiveness of arrangements where members represented more than one service, making clear their responsibilities for ensuring representation and where necessary challenging those who fell short of achieving this.

A list of members of the LSCB is set out below.



During 2016-17 the work of the LSCB was been supported by a:

- Business Manager (32 hours a week)
- Partnership and Performance Officer (29 hours a week)

Significant support was also provided by the Head of Performance Management and Governance and the Council's Democratic Services in support of meetings and minute taking.

How did the LSCB operate?

Throughout the period of this report the LSCB met every two months and was responsible for:

- Ensuring compliance with the statutory functions required of the LSCBs set out in Working Together to Safeguard Children (HMGov, 2015).

- Monitoring progress against the Safeguarding *Business Plan*.
- Scrutinising and challenging partners and sub group activity.
- Monitoring Serious Case Review and Individual Management Review action plans.
- Receiving and commenting on partner's annual reports on key areas of safeguarding activity.
- Developing the use of shared resources across partner agencies to enable the LSCB to carry out its duties and processes efficiently.
- Agreeing and managing *the LSCB and Partnership Forum* agenda.

Partnership Forum

During 2016-17 the LSCB's Partnership Forum met twice and enabled an extended group of partners to collectively consider:

- The views of children/young people in relation to safeguarding issues and the services provided to them and their families.
- Developments within the work of organisations that impacted on their ability to effectively safeguarding children/young people.
- Strategic planning and the role their organisations could play in improving outcomes for children/young people.
- Changes in legislation / policy, emerging best practice and messages from research / inspection findings.
- The effective communication of safeguarding 'messages' within their own agency and across multi-agency settings.

In addition to the above, members of the forum participated in a rolling programme of workshops and inputs designed to support consultation, collective learning and to appraise them of specific issues which included:

- The implementation of the Multi-Agency Safeguarding Hub (*MASH*)
- The application of Signs of Safety Approach (*SOS*)
- Safer recruitment and the management of allegations made against staff/volunteers
- Safeguarding Children with Disabilities
- Domestic Abuse (DA)
- Children and Young People's Mental and Emotional Wellbeing Strategy and their views on priority issues
- Safeguarding within Broadmoor Hospital
- Private Fostering
- The co-ordination of training and professional development
- Prevent and countering children's involvement in extremism
- Messages from LSCB consultations with children and young people

LSCB Sub Groups – Bracknell Forest and Pan Berkshire

[illegible]

A number of other sub-groups were collectively commissioned by the six LSCBs within Berkshire and were held to account through direct reporting to joint meetings of the Berkshire Independent Chairs and Business Managers and routine reports to the LSCB. During the year all sub-groups reviewed their terms of reference, progress made and highlighted outstanding challenges to the LSCB.

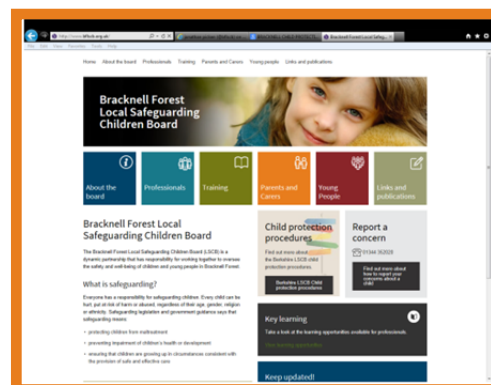
- *Child Sexual Exploitation Leads Sub Group (CSELSG)*
- *Child Death Overview Panel (CDOP)*
- *Section 11 (Safeguarding Standards) Sub Group*

- *Policy and Procedures Sub Group (PPSG)*
www.proceduresonline.com/berks/bracknell/

Bracknell Forest LSCB Sub Groups

During the 2016-17 the work of the LSCB was supported by the following local sub-groups:

- *Learning and Improvement Sub Group (LISG)*
- *Training and Professional Development Sub Group (TPDSG)*
- *Missing Children and Child Sexual Exploitation (CSESG)*
- *Communications and Community Engagement Sub Group (CCESG)*



A number of additional multi-agency task and finish groups enabled the sub-groups to progress their work and ensure local responses remained robust. These included:

- *Female Genital Mutilation (FGM)*
- *Permanency Planning*
- *CP Visits*
- *Review of Child Sexual Exploitation (CSE) Screening Tools*

Social media (Twitter @bflscb) has become an important element of the Boards communications and provides an opportunity for wider dissemination of safeguarding messages. However, the Board's website (bflscb.org.uk) remains central to enabling access to relevant information and includes further details relating the above areas of activity.

Regional Collaboration across Thames Valley

The LSCB has continued to work in partnership with LSCBs located within the Thames Valley in order to address the risks to children and young people. Oversight of this work was maintained through joint meetings of the Independent Chairs and Business Managers Forum every 4 months. This group engaged with representatives of organisations whose work covers a number of LSCB jurisdictions i.e. FJB.

Existing regional collaborations (referred to above) such as the CDOP, and the Sexual Advice Referral Centre (SARC) continued to work effectively during the year and ensured that key statutory requirements of the LSCBs were fulfilled. These functions are in addition to the jointly commissioned sub groups.

2. Engagement

LSCB Consultation and Engagement with Children

Throughout the year a good deal of effort was made to build on the work previously undertaken to promote children's voices and the Board's Partnership Forum helped showcase a number of local initiative while also disseminating key messages from the Office of the Children's Commissioner (OCC). The LSCB also requested all partner agencies respected children's convention rightsⁱ (Article 12 and 13 UNCRC) and that they consulted and/or involved children in any area of work that impacted their lives. As a result the LSCB received assurance from a number of organisations regarding their commitment to the involvement of children and young people.

The Partnership Forum continues to devote dedicated time to ensuring the children's voice is heard by LSCB Partners. During 2016-17 it received presentations from:

- o Berkshire Youth who presented the LSCB with details of their work in local schools to promote wellbeing and positive mental health. They also developed systems to enable children and young people to participate in decisions affecting their own lives and to contribute in meaningful ways to service improvements.
- o BOOM (Because our opinions matter) club –provided by Children's Social Care, which provides activities and support and an opportunity to consult with disabled children.
- o Care Leavers participation
- o The Children in Care Council (called SiLSiP, Say it Loud Say it Proud in Bracknell Forest) continued to offer participation training for staff and foster carers which was also made available to members of the LSCB. As part of their annual participation reporting cycle the council also supported the Bracknell Big Ballot event for Looked After Children who identified contact arrangements as an area requiring further development. The Council also promoted the provision of Independent Advocacy to young people receiving a services and the importance of Independent Visitors to Looked After children.

In addition, staff from Children's Services worked, in the planning, development and delivery of consultations with children, including their facilitation in the recruitment and selection of staff.

The LSCB through its Learning and Improvement Sub Group (LISG) has received the views and findings from consultations in respect of children subject to Child Protection Plans (CPP) and those engaged in services preventing CSE. During this period the LSCB has continued to ensure children were able to contribute to its programme of audits and consulted a sample of pupils from school councils on their views in respect of its key priorities.

Outcome: The views of local children were shared with partner agencies and as a result the LSCB raised a challenge as to how work could be better coordinated to tackle the misuse of technologies.

During 2016-17 the Board was assured that work continues to be undertaken by BFC and schools to engage children and build on their existing efforts to tackling bullying.

Links with voluntary, community and faith groups are vital to ensure safeguarding continues to be a shared responsibility.

- Community cohesion events
- Projects to tackle youth unemployment
- Recruitment of local residents to support a council led parenting initiative
- Recruitment of foster carers
- Community Cohesion activities to prevent hate crime and radicalisation
- Consultations in support of CSE prevention
- Safeguarding training and consultations in support of local groups



Further details of the work undertaken by Involve can be found at www.involve.community

The LSCB ensures that integral to any of its multi-agency audits are informed by the views of those practitioners who are involved with the children. In 2016-17 this has included practitioners involved with children subject to/at risk of CSE/Missing, those providing services for primary school children who have been permanently excluded and those where there concerns about domestic abuse. Their views are an important source of information and provide a window on the effectiveness of the system in keeping children safe.

BF LSCB DRAFT 2016-17

3. Learning and Improvement Activities

The Learning and Improvement Sub Group (LISG) plays an instrumental role in supporting the functions of the LSCB. During the year it reviewed and revised the Boards *Learning and Improvement Framework* to reflect the breadth of its work which is referred to below.

The analysis of data in respect of children and the services they access is central to the work of the LISG enabling it to identify both strengths within local systems and areas for improvement. In contrast to the experience of most children living in the borough, the number of those vulnerable to poor outcomes continues to be of concern to the LSCB and in ensuring they receive the right help at the earliest opportunity.

A summary of the outcomes and experience of children is set out below.

Vulnerable Children and Young People

Despite being one of the least deprived areas of the country, pockets of significant deprivation exist within the borough that adversely impact on children and their families, with seven wards in the borough having child poverty figures (after housing costs) above the borough average of 16%, with one of these wards being above the England average of 29%². Further demographic information about Bracknell Forest can be found on the *Joint strategic Needs Assessment website*.

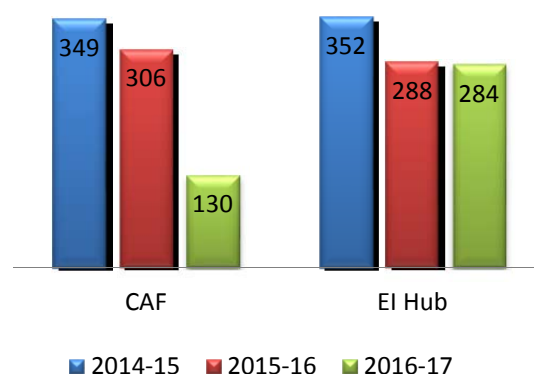
Homelessness

The LSCB has continued to monitor levels of homelessness and for the period of this report was assured by the reduction in the number of statutory homeless households with dependent children (58) compared to 107 the previous year. However, the Board remains concerned that the number of children living in temporary accommodation is unchanged due to the lack of affordable permanent housing.

Early Help

During the year further guidance was developed and published by the LSCB to ensure children received the right support at the right time. This took the form of a *permanency planning guide* and a revised *guide to thresholds for intervention*. The dissemination of these documents was supported by multi-agency workshops to ensure staff understood the importance of effective early help.

The graph identifies the number of children and young people who received early help through a *Common Assessment Framework* (CAF or Family CAF), or were referred to the *Early Intervention Hub*, as well as those with more complex needs who received specialist support from Children's Social Care during 2016-17.



² <http://www.endchildpoverty.org.uk/poverty-in-your-area-2016/>

Common Assessment (Early Help) Assessment

At the end of March 2017, 130 CAF assessments (of which 89 were Family CAF assessments) had been completed within the Borough. Although this represented a 58% reduction on the previous year there has been a 48% increase in the number of CAF reviews completed which promotes the principle of permanency planning and seeks to ensure improvements are sustained. The CAF was updated during the year to integrate principles of Signs of Safety model and now supports a more transparent discussion of risk.

Early Intervention Hub

The work of the Hub has evolved since its inception in 2012 and during the year 284 children had been referred for support. Of these, the number of 'Step Down' cases increased to 124 during the year, with 44% of the children having been stepped down from Children's Social Care or the MASH (Multi-Agency Safeguarding Hub). The MASH is the single point of contact for all safeguarding concerns regarding children and young people living in Bracknell. The MASH brings together a team of professionals from a number of partner agencies to deal with all safeguarding concerns for a child/young person.

In 14 cases that had been referred to the Hub concerns about children increased and these cases were 'stepped up' to CSC. An increased focus on the reviewing of CAFs and CSC assessments occupied the work of the Hub which is seeing increasingly complex cases referred requiring the co-ordination of services.

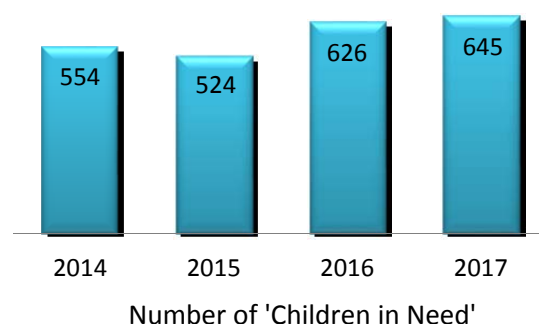
The triage of less complex cases involving notification to the MASH are discussed together with less complex CAFs at a 'Triage' meeting involving the Family Intervention Team (FIT). In 2016-17 136 children were discussed at Triage with only 17 of these having been referred from CSC. The effectiveness of these arrangements will feature in the work planned by the LSCB to ensure the effective co-ordination of early help and ensure this focusses on meeting the needs of children living with adversity.

Private Fostering

During 2016-17 five children were assessed as being privately fostered; however there were two known Private Fostering arrangements at 31st March 2017. This was a decrease on the number of children living in similar circumstances during the previous year and concerns were raised as to levels of awareness. The LSCB continues to promote awareness through its Partnership Forum and further work was undertaken to promote knowledge of the Children Act duties and will be supported by the development of an animation later this year.

S17 'Child in Need':

At the end of March 2017, 645 children in the Bracknell Forest area were receiving support from Children's Social Care under Section 17 of the Children Act 1989 (Child in Need). This is an increase on the number in the previous years (524 at the end of March 2015 and rose to 626 at the end of March 2016). During the year the Board undertook quality assurance work to explore the effectiveness of the work undertaken by partners to help address the underlying issues that contribute to children's becoming vulnerable.

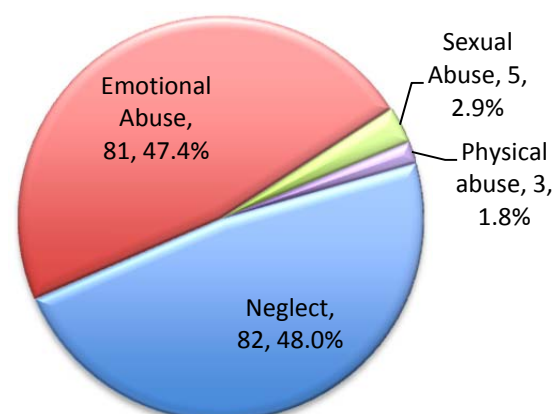


Protecting Children from Significant Harm

Children Subject to Child Protection Plans (CPPs)

The number of children subject to a CPP at 31 March 2017 was 171 (an increase from 115 in March 2016), this was at the rate of 60.6 per 10,000 under 18 population (compared to 43.1 nationally at 31 March 2016 and 42.1 for the South East).

48% of these plans were made under the category of neglect which was marginally higher than the 47.4% of CPPs made under the category of emotional abuse which was a significant increase from 32.2% as at the 31 March 2016.



Plans made under the category of sexual abuse accounted for 2.9% of all CPPs made and represented a reduction from 9.6% recorded at 31 March 2016. 1.8% of plans were made due to concerns about physical abuse and despite this being an increase from 0.9% from the previous year, represented the category under which the lowest number of CPPs were made. There were no plans recorded under the multiple category on 31 March 2017 compared to three in the previous year.

Child Protection Conference and Review Team

The LSCB received regular reports in respect of Child Protection Conference (CPC) activity which is also subject of routine scrutiny via the Board's performance monitoring data.

At the end of March 2017 there were 171 children subject to child protection plans (CPPs) an increase of 48% compared to the previous year. Children aged under 9 years account for the most significant rise in plans made and although an independent examination of the underlying causes concluded that a number of factors contribute to significant harm, the following factors are known to impact on parenting capacity and are therefore highly relative to children's experience. The percentage of CPCs in which they featured is given in brackets:

- Domestic Abuse (55%)
- Parents experiencing mental health difficulties (39%)
- Parents criminality (30%)
- Parental alcohol use (30%)

- Parental substance misuse (27%)

Improvements in respect of the management of conferences continued throughout the year and were informed by the consultations held with children/young people and the feedback received from conference attendees. Further implementation of the Signs of Safety approach was undertaken which may also account for the emphasis placed on the emotional harm children can be exposed to.

The Board continues to closely monitor the number of plans, together with the number of repeat plans made (26.1% of all plans made during the year), but places this in the context of the wider increase of activity observed within the Borough and across the country.

The importance of robust Core Group oversight of CPPs and in particular the frequency and quality of home visits to children was reviewed during the year within the LSCB's online guidance and is available at:

<http://www.proceduresonline.com/berks/bracknell/>

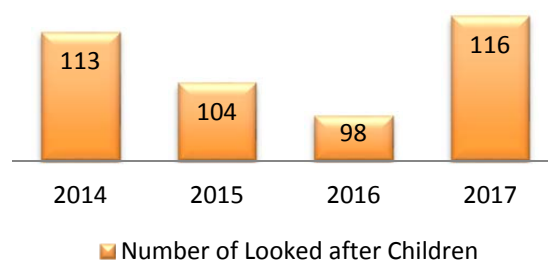
The Child Protection Conferences continues to play an important part in ensuring protection from the risk of child sexual exploitation and remains the most appropriate means of safeguarding children who are identified through enhanced assessments by the Sexual Exploitation Multi-agency Risk Assessment Conference (SEMRAC).

Regular audits of CPCs enables monitoring of key factors relating to their effectiveness and helps inform partners understanding of the issues directly effecting children and young people thought to be at risk of significant harm. Reports received by the Board indicate that there continues to be good practice taking place within the Borough with positive outcomes for children. When necessary chairs challenge and support professionals to ensure processes remain responsive to the needs of children/young people and that partner agencies continue to collaborate to ensure effective joint working.

During the year the LSCB sought further analysis as to the factors associated with the increase in CPPs. As a result BFC commissioned an independent review of this issue. The review identified there was no single reason for the increase and that children were appropriately being made subject to a CP Plan and reflected the regional and national trend. The Board was assured that plans to implement a new 'Family Safeguarding' model had been progressed by BFC and, based on its use elsewhere, would help address the needs of this group of children.

Looked After Children

As in previous years the LSCB monitored professional practice in relation to children who were looked after by the local authority. At 31 March 2017 there were 116 looked after (an increase from 98 in March 2016), a rate of 40.8 per 10,000 population (compared to 60.0 nationally and 52.0 for the South East at 31 March 2016). The Board noted the improvements made in relation to consultations held with children accommodated by the local authority and at its' Partnership Forum facilitated a presentation of the key messages from looked after children (LAC). As a result, of this work helped improve guidance for professionals on how they can better support contact between LAC and their families.



Independent Reviewing Officer Service

Throughout 2016-17 the LSCB maintained its routine monitoring of performance relating to Looked After Children and Independent Reviewing Officers (IROs) explored the factors associated with the increased number of children becoming looked after. The LSCB also received an annual report of the work of the IRO Service and were assured as to its work and analysis of the numbers, age, gender and ethnicity of children and information relating to their legal status. Promoting the voice of the child and enabling children to participate is a key function of the IRO role and during the year efforts were made to strengthen communication using social media. Improving the engagement of birth parents (and fathers in particular) was featured in their work and will continue for the coming year. Similarly work to enhance quality assurance and performance reporting is an area identified as requiring further development during 2017-18.

While IROs routinely supported best practice during the year, they were also required to challenge and escalate concerns where standards were not met. As a result further support for colleagues through their professional development features as a priority for the coming year and will proactively address areas of concern. Further improvements to the consultation documentation used by IROs also features as a priority for 2017-18 and will support their commitment to the continual improvement of the planning for children.

Management of Allegations against Staff (LADO)

During 2016-17 the Local Authority Designated Officer (LADO) provided advice and guidance to a wide range of employers and other individuals/organisations in relation to adults who work with children (including volunteers, agency staff, foster carers, religious leaders, school governors etc.). During this period, the LADO function was fulfilled by interim officers who continued to raise awareness of the processes relating to the management of allegations made against staff and appraised the LSCB of their analysis of data relating to reports received.

Within this period 130 consultations took place with the LADO, representing a substantial increase compared to the previous year (82). The majority of reports were received from CCS and colleagues working within education services and the increase is thought to be as a result of:

- Greater awareness amongst employers
- Ofsted requirement that agencies consult over all child safeguarding concerns
- Improved recording practice
- The implementation of a new LADO toolkit

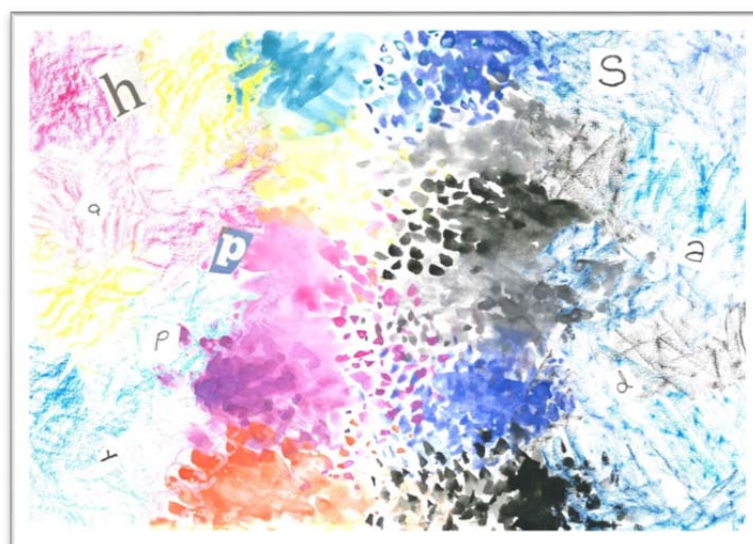
Of the 130 consultations with the LADO, 33 progressed to a formal Strategy Meeting. Each of these cases is carefully considered by members of the multi-agency meeting and were judged to fall within one of the following categories:

Category	Number
Substantiated	9
Unsubstantiated	11
Unfounded	0
Malicious	0
False (for education staff)	7

Final outcome not complete	6
Total	33

During the year, the LADO service was reviewed resulting in dedicated part-time administrative support being secured. This supported the development of the new [LADO Toolkit](#) referred to above, which is deigned to help improve practice and integrate with systems to support enhanced performance monitoring.

During 2017-18 the LADO will continue to link with regional and national networks promoting best practice and will further raise awareness of their function within partner agencies. A programme of more in-depth training events is also planned to help equip designated staff with the knowledge and understanding they require. Further improvements are also planned to the routine gathering of feedback from partner agencies and the modernisation of systems designed to support improved performance management.



4. LSCB Scrutiny

‘Section 11’ Safeguarding Standards

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they commission from and contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

Local agencies and commissioned services

During 2016-17, the LSCB strengthened its work to provide oversight of partner's S11 ‘self audits’ and routinely received a random sample of self audits relating to schools (3), Early Years (5) and local authority commissioned service for CSC (3). A multi-agency tool was further-refined for partner agencies and the use of a schools specific online equivalent was encouraged. Overseen by a multi-agency panel, this work was able to identify best practice examples and where necessary provide challenge to these agencies where the need for improvement was identified. Some learning identified included:

- The importance of commissioned services disclosing information regarding allegations made against their staff even if it does not involve a child placed from Bracknell Forest.
- Organisations ensuring staff understand the need to challenge others lack of communication and their responsibility to escalate if necessary
- The requirement regular updating of policies and related training strategies to ensure they covered contemporary safeguarding issues i.e. Prevent, ‘honour based violence’.
- The need for the LSCB to routinely update its audit tool to identify if services undertake regular audits/evaluations in respect of the standards covered in their self assessments.
- The need to ascertain whether faith groups, VCS organisations and other local authority commissioned groups conduct similar self evaluations and the merits of these being included within future LSCB panels.

Pan Berkshire Approach

During the period of this report Bracknell Forest LSCB continued to support the Pan Berkshire S.11 Panel and worked to embed the improvements reported previously. Partner agencies were challenged to prioritise support for the process, to maintain a representative panel of experts and ensure compliance with timely submission of returns. Feedback from those organisations who participated in the process continued to be positive, and helped drive continuous improvements.

The six Berkshire LSCBs work together through this single S11 Panel to:

- Oversee the S11 process for organisations operating across Berkshire and to support their continuous improvement. This currently involves 9 statutory and voluntary organisations
- Agree the timeframe and process for submission of a self-assessment
- Scrutinise and evaluate S 11 returns every three years and consider subsequent improvements during an 18 month mid-term review.

A new round of assessments commenced in May 2015 and is ongoing. To date it is clear that the following achievements/progress has been made and that:

- There is a strong core membership of experienced individuals who have been in the group for some time providing consistency. Membership is now more comprehensive, but continues to lack consistent attendance from Social Care Children's managers despite being escalated and continues to be the subject of further challenge. Other partners have continued to support the panel and continuity of attendance has been good and the recruitment of a lay member to the panel ensures it has sufficient understanding of voluntary and community sector issues.
- The panel have reflected on how robust the process is and the merits of seeking further evidence and assurance (testing) of the information being provided. As a result it has agreed to scrutinise a sample of the evidence.
- The feedback presented by organisations has been generally positive and the panel members feel that the format and audit tool is robust.
- In an effort to strengthen the process, guidance notes on the tool are now more explicit and have require organisations to declare who has conducted the audit and local authorities have been asked to indicate which directorates were involved.

The activity and output of the panel is set out below.

At six S11 panel meetings between March 2016 and March 2017 the audits from the following organisations have been reviewed:

- South Central Ambulance Service
- Calcot Services for Children Residential Provision
- British Transport Police SWAAY – Residential provision
- Berkshire Healthcare Foundation Trust West Berkshire Council
- Royal Berkshire Hospital Foundation Trust
- Bracknell Forest Council
- Berkshire West Clinical Commissioning Groups
- Royal Borough of Windsor and Maidenhead Council
- Berkshire East Clinical Commissioning Groups Reading Borough Council
- Care UK-Sexual Health Referral Centre Wokingham Borough Council
- Frimley Health Foundation Trust

Themes:

- The quality of most audits returned has been good and the model of supplementing the written submission with a verbal presentation works well facilitating more in depth questioning.
- Large organisations appear to find ensuring the audit is completed by all departments and directorates a challenge.
- The strongest submissions have been able to evidence how the audit was completed and which departments contributed.
- Bracknell Forest Council submitted a comprehensive audit which was well received and only required verification of a small number of issues and commended its local S11 process to other LSCBs.
- In all local authority (LA) submissions, safer recruitment seems to be well embedded with employees, but the knowledge about the safer recruitment

and training of all volunteers within LAs was less assured. This theme will be revisited in the review cycle.

- Some very good practice was noted in relation to evidence of the child's voice being central to processes.
- Panel, we would like some assurance that S11 audits are being done locally and that LSCBs have a process in place for monitoring this.

Outcomes: Through the work of the Section 11 panel, the LSCB and partner agencies are assured of the work of local organisations and those operating across region. During the year excellent practice was identified in a number of agencies and where poorer standards existed this was challenged and progress monitored. The Board noted development of additional audit processes linked to the Educational Act duties that resulted in robust interventions to support rapid improvements.

Learning from the work of the Child Death Overview Panel

The LSCB is responsible for ensuring a review is undertaken in respect of the death of a child, normally resident in its area. As previously stated, the Child Death Overview Panel (CDOP) is jointly commissioned across the 6 Berkshire LSCBs to undertake the statutory requirements set out in Working Together (HMGov, 2015).

There was a decrease in the number of child deaths across the borough during the period of the report (two deaths recorded); the number of deaths in 2015/16 (four) was higher than in previous years. The circumstances of the two deaths during the year were subject to the scrutiny of the CDOP Panel and together with cases examined across the region contribute to the learning derived nationally.

Details of the work undertaken by CDOP and more detailed analysis of the learning from its work in Berkshire can be accessed via the [CDOP website](#).

Single and Multi-agency Audit activity

What Did We Do?

Throughout 2016-17 the Learning and Improvement Sub Group (LISG) received details of partner agencies scrutiny of their safeguarding activities, inspection findings and conducted a number of multi-agency reviews involving children, their parents / carers and frontline staff.

Single agency inspection reports 2016-17

- Berkshire Healthcare Foundation Trust -CQC inspection
- Frimley Health Foundation Trust- CQC inspection
- Probation NPS-HMIP inspection
- Youth Offending Services-HMIP inspection.

Single agency auditing activity

- Royal Berkshire Hospital-Effectiveness of the Bruising Protocol audit
- Early Help /CAF assessments audit
- Berkshire Healthcare Foundation Trust-audit of child protection record keeping
- Children's Social Care quarterly reports of all auditing activity
- Berkshire Healthcare Foundation Trust, Annual Safeguarding Report
- Berkshire Healthcare Foundation Trust-audit of child protection reports to Child Protection Conferences
- Frimley Health Foundation Trust- Annual Safeguarding Report

Multi-agency auditing and improvement activity

1. The LISG has commissioned a multi-agency audit on thresholds with a specific focus on the step and step down from Children's Social Care. This audit process involved an external facilitator and had three key stages. Firstly a multi-agency review of 13 cases involving children receiving early help and Child in Need (CIN), secondly a meeting and feedback of learning with frontline practitioners and finally a discussion with the parents/carers of the children.
2. The LISG considered a multi-agency audit on managing allegations undertaken through the LADO process.
3. LISG considered updates on action plans in relation to SCR Child C and requested evidence of learning from this SCR from partner agencies. This resulted in five agencies producing evidence of impact templates- Berkshire Healthcare NHS Foundation Trust (BHFT), CCG and GPs, CSC, Education Safeguarding and Frimley Health NHS Foundation Trust (FHFT). These demonstrated work undertaken to raise awareness and provided evidence of direct improvements in practice.
4. LISG considered the outcomes from a Task and Finish Group on the frequency of visits to children subject to Child Protection plans by other agencies and agreed to maintain current arrangements.
5. LISG received the outcomes and agreed the multi-agency strategy to prevent children becoming subject of repeat CPPs and will monitor the action plan progress.
6. LISG reviewed the multi-agency staff supervision survey undertaken and discussed and agreed a Safeguarding Supervision framework to be considered and adopted by all partner agencies. This will be reviewed in 2017-18.
7. LISG considered issues in relation to an independent residential provider where there were concerns about a staff member gathering agency information and subsequently asking the provider to share their action plan with members of LISG. This was reviewed after six months and a further review scheduled for September 2017.

Key Areas of Learning and Activities

1. Multi-agency working with children who are in receipt of Early Help and CIN worked well and the step up/step down arrangements for cases were effective.
2. Issues raised around access to some parenting services that required further work to understand and clarify.
3. Access to earlier facilitated family/community support for families would be helpful and needed further exploration.

4. Accessibility to and the focus of CAF training for partner organisations required further analysis to understand their impact.
5. The GP safeguarding lead has worked with colleagues across Thames Valley to develop a S11 Audit tool for GPs, which has been successfully implemented in East Berkshire and is supporting improved practice by offering individual support and follow up where concerns around compliance exist.
6. Health partners considered the interface between acute hospitals, health visitors (HVs) and GPs in relation to the communication of information and provided assurance and clear evidence of progress to LISG
7. The continued need for improved safeguarding standards and consistency for single agency and multi-agency training.
8. The use of evidenced tools to assess and measure progress in families functioning.
9. The change in “status” of families can lead to the loss of a professional which can impact negatively on the family.
10. Increased need to continue to robustly challenge evidence in S11 Audits.
11. Improve the use of historical information in assessments
12. The BHFT audit demonstrated good quality in CP Reports prepared for Child Protection conferences and future audits will also include wider children’s workforce i.e. CAMHs, Adults
13. The SCR Impact reports demonstrated improvements in both innovative practice i.e. the groupwork facilitated by CSC and Early Help with young fathers and in the referrals to paediatricians as a result of the bruising protocol leading to the identification of babies with other injuries and concerns.

Findings from the above areas of scrutiny helped provide the LSCB with a profile of excellent work being undertaken across the borough and also informed understanding areas requiring improvement (set out below).

Additional safeguarding challenges identified during 2016-17

In addition to the key priorities set out in section 5 of this report, during 2016-17 the LISG highlighted concerns about pupil exclusions recognising that it increased children’s vulnerability to abuse and exploitation and continues to be an area of LSCB challenge and support. Although permanent exclusions from schools across the borough remained low, performance monitoring identified an increase in fixed term exclusions of primary school children. As a result the LISG commissioned an independent audit which helped identify factors associated with this increase and will inform the work of the LSCB when its analysis is complete.

The percentage of pupils at the Early Years Foundation Stage achieving a good level of development was 74% during 2015/16, compared to 69% nationally. In 2016, the percentage of young people obtaining 5 or more GCSE grades A* - C including English and mathematics was 56.5% which compared to 57.7% nationally. The percentage of young people achieving 5 or more GCSE grades A* - C is 61.1%. This is lower than national and statistical neighbour comparisons.

Further information about children’s attainment can be found on the [BFC website](#).

During the year 191 young carers were identified within the Borough, of which 134 had been referred to CSC. 57 of these children continue to receive support and 14 were subject to safeguarding interventions. The Board continues to monitor development of these arrangements which it will more formally review in the autumn.

In addition the Board has considered and recorded challenge in the following areas:

Children subject to CSE approaching adulthood

Many young people are still vulnerable to exploitation when they reach 18 years old. However many do not meet the new eligibility criteria for adult social care services and are left unsupported. The LSCB have included transition to adult services as a priority area in 2017-18 and Adults Social Care have established a new 'Approaching Adulthood' team which includes two transition social workers to assist young people affected by CSE, disability and other factors.

Children missing education and home educated

Issues relating to children electively home educated and missing from education were actively debated at the LSCB and a new pan-Berks Task and finish group is underway to review opportunities for improved monitoring to minimise safeguarding risks.

Domestic Abuse Services for Children

As in previous years domestic abuse continues to be an area of concern for the LSCB, and was a feature within many cases of safeguarding concerns in 2016-17. The Boards routine scrutiny of data during this period indicated there had been a 9% increase in incidents (1697) from the previous year, with those cases recorded as crimes remaining almost the same (529) as in 2015-16, although repeat victimisation for DA crimes only increased by 1.2%.

The LSCB was clear that services to support children affected by DA needed to be considered a priority for the commissioners at the DA Executive. As a result of this challenge new arrangements / provision have been secured for 2017/18.

The Board also noted that:

- During 2016-17 approximately half of Initial Child Protection Conferences (ICPC) had DA as a parental risk factor with 50% of these indicating them to be the perpetrator and in 55% a parent was the victim of DA.
- Nearly a quarter (23%) of the cases discussed at the Early Intervention Hub had an element of DA and helped coordinate support for children.
- The DA Perpetrator Service (DAPS) for men continues to be successful with 83% of children involved no longer requiring as CPPs where DA had previously been identified as a significant factor and the perpetrator has participated in the programme (compared to 78% the previous year). DAPS experiences a large increase in overall referrals during 2016-17 (92).
- The Stepping Up programme was successfully re-launched in school settings with good feedback received from their Safeguarding leads indicating an immediate impact on the attendee's behaviour towards female staff.

During the year the CSPs Domestic Abuse Executive continued to scrutinise the responses made by local services and commissioned an additional in-depth survey of DA reports over the period on one month. In conjunction with the CSP, the LSCB sought a more detailed understanding of children experiences of DA and commissioned a separate deep dive audit to consider the extent and efficacy of services for children, which had previously been an area of challenge. The findings of this audit are due to be reported into the LSCB in August 2017.

Disabled Children

The extent to which children with disabilities featured within agencies safeguarding activities continued to be scrutinised through the routine submission of performance reports. During the year, these indicated a marked increase in children in need referrals during 2016-17 that the LSCB wished to better understand.

This analysis of data was supplemented by a multi-agency survey of partner work which resulted in 18 responses, the majority indicating a positive position for agencies, but with gaps identified within some organisations. Immediate steps were taken to address the training needs identified and the LSCB commissioned specialist providers to facilitate a multi-agency event.

Further exploration as to the co-ordination of services and their efficacy is informed by the safeguarding requirements proposed by the NSPCC and those contained within statutory guidance. Using these as a framework to guide further improvement, the LSCB scheduled a facilitated discussion to be held in May 2017 which will further explore the adequacy of local responses to safeguarding this vulnerable group of children.

Self Harm

Trends in data related to children's self harming behaviours indicated increased incidents during 2016-17 and alerted the LSCB to the need for a better understanding of the factors contributing to this.

Mindful of the findings from SCRs published during this period and the literature relating to the challenges of safeguarding adolescence, the Board will consider the merits of commissioning a multi-agency protocol to ensure robust safeguards are in place and will be progressed in September 2017 through an LSCB facilitated discussion held in conjunction with colleagues located in Public Health.

Misuse of technologies and online Safety

The adverse impact on children associated with the misuse of technologies has been of increasing concern to the LSCB which acknowledged this featured within the work of many sub groups and played a significant part in the coordination and execution of abuse and exploitation.

Until recently the responsibility for the strategic co-ordination of preventative activities had been located within the CSP and was largely focussed on schools efforts to provide guidance in relation to children's use of the internet. However, children participating in the LSCBs recent consultations identified the misuse of technologies as an area as a particular concern and suggested it should remain a priority for partner agencies. Despite the efforts made by schools and other agencies the

children involved suggested that more work was required to help them understand the potential impact of online abuse.

While good work continued to be undertaken within partner agencies and many schools have developed initiatives to address e safety, the LSCB remains concerned at the lack of strategic co-ordination and whether sufficient recourses are available to ensure effective arrangements exist.

Serious Case Reviews (SCRs) and Child Protection Incident Review (CPIR) Notifications

Although the LSCB did not receive any SCR notifications during 2016-17, the LISG received two CPIR notifications. The first of these related to the management of CSE in another local authority area and was escalated within their CSC services. The second alert was in regard to allegations against a member of staff within a local independent service provider and has been the subject of ongoing challenge, with further scrutiny put in place to monitor an agreed action plan. Notifications of incidents are viewed positively by the LSCB who encourage transparency in order to promote learning and ensure the changes made lead to sustained improvements.

In support of this principle, during the year evidence was gathered in response to findings from a previous SCR and demonstrated the continuous efforts of partners to embed the changes required. Through its Partnership Forum and sub-group activities the LSCB also disseminated the findings from Serious Case Reviews that had been published regionally and encouraged partners to access the resources contained within the [NSPCC SCR repository](#).

Dissemination of Learning and Workforce Development

During the period of this report, the LSCB appointed a new chair to oversee the development of the recently created Training and Professional Development Sub Group (TPDSG). A revised strategy, charging policy and core programme of multi-agency training were also agreed. A series of events supported policy implementation and the work of the sub groups, with a further development of workshops is planned to disseminate key findings from audit, SCRs, and best practice.

Following feedback received from participants, a half day targeted refresher workshop was developed that addresses core safeguarding procedures, updates on learning from case reviews, research, and promotes examples of best practice. Together with the use of eLearning, this helped reduce the demand on the Board's resources. As a result there was a decrease in the numbers of staff (650) attending training.

In January 2017, an electronic training needs survey was undertaken to assess partner's activities against identified requirements. This survey will be supplemented with a more in-depth analysis later in 2017 in order to inform future planning of professional development relating to safeguarding children.

Evaluation processes

Of the sample of those attending LSCB courses evaluations showed that:

- 92% would recommend the workshop to colleagues

- 84% felt that their confidence had increased as a result of attending the workshop
- 75% felt that they had been given the skills and knowledge necessary to do their jobs.

The LSCB has continued to oversee more sophisticated approaches to better understand the extent to which such learning impacts on future practice. Although at an early stage, activities in respect of post course evaluation has informed the Board's work on strengthening supervision and reinforced its wider programme of 'S11' safeguarding standards scrutiny.

In addition to the above measures, the TPDSG quality assured a sample of the learning events it delivered and commissioned. The feedback received satisfied the LSCB that the facilitators were knowledgeable; the method of delivery and contents appropriate, and participants regarded the events positively. Changes were made to the content and course delivery where feedback indicated it was necessary.

In acknowledgement of the need to further strengthen its work in respect of evaluating the impact of learning, in March 2017 the Board agreed to commission an independent consultant who is scheduled to review the above measures. This will help identify areas for improvement and inform a more robust programme of evaluation.

Outcome: As a result of its new strategy, the LSCB has been able to offset the costs associated with training and has achieved a programme of sustainable professional development.

5. LSCB Business Plan and Priorities

The work of the LSCB is guided by its Safeguarding Business Plan which helps coordinate local services to address their core safeguarding responsibilities and focusses partner's efforts to tackle local priorities. Details of the plan are disseminated widely through the LSCB, Chairs of sub groups and made available via the LSCB website - www.bflscb.org.uk/about-board

During 2016-17, details and progress of the LSCB Business Plan were regularly reviewed by the Chair and members of the Board to ensure it was informed by its sub groups who in turn routinely report on progress to the LSCB and where necessary provide exception reports alerting it to unresolved challenges.

LSCB Priority Areas in 2016-17

The LSCB agreed that the following areas required further improvement to ensure the effectiveness of:

- Arrangements to provide Early Help provision
- Measures supporting the safeguarding journey of children
- Mechanisms to safeguard missing children and those at risk of CSE
- Coordinated efforts to counter hate crime and extremism
- Collaborative arrangements to reduce the impact of violence on children and young people



These priorities were set out within the LSCB's Safeguarding Business Plan 2016-17 and were overseen by the LISG who subsequently reviewed the progress made (see summary below) and the necessity for their continued prioritisation.

Arrangements to provide Early Help provision

In response to concerns about the impact of emotional abuse and neglect, work continued to build on the research previously undertaken to assess the extent of neglect within Bracknell Forest. In turn this informed the development of screening to support early intervention on neglect (EION). This is a multi-agency initiative to strengthen early help for children and is coordinated through children's centres using the SOS approach. Where progress is not achieved cases are referred on to the CAF, or CSC. Such approaches form an important part of the Early Help Strategy and an evaluation of this work will be considered by the LISG in the coming year.

Annual reports on the CAF and Early Intervention Hub have provided assurance on the effectiveness of early help provision and audits are continuing to seek to demonstrate the impact of the current Early Help offer.

Measures supporting the safeguarding journey of children

During 2016-17, the LISG identified a good deal of work that had been undertaken to ensure partners understanding of the thresholds for early help and safeguarding interventions. The Thresholds guidance was reviewed and its revision was informed by workshops with frontline practitioners. Arrangements for visiting children were reviewed and the SoS model was embedded in partner's practice. However, the group recognised more work was required to understand the safeguarding needs of older children and evaluation of the proposed Family Safeguarding model justified continued scrutiny of the effectiveness of child protection arrangements.

Mechanisms to safeguard missing children and those at risk of CSE

Work undertaken in recent years to develop robust multi-agency operational responses to CSE and missing children are now well established. These provide valuable intelligence regarding known locations where CSE occurs and help inform strategies to disrupt persons of concern. The revision of the LSCB CSE screening tool was also completed during the year and continued to facilitate robust assessment of vulnerability, and informed safeguarding interventions. In addition, the local and regional subgroups provided the LSCB with assurance as to the progress made and agreed mechanisms to provide oversight allowing this to no longer be considered as a key priority.

Coordinated efforts to counter hate crime and extremism

During the period of this report tackling extremism and radicalisation (PREVENT) continued to be coordinated through the Community Safety Partnership (CSP), with the Prevent Strategic Group overseeing the operation of the Channel Panel. A number of Board members also attended these meetings ensuring strong links were maintained with the LSCB. Throughout 2016-17 the LSCB received regular update reports from the Prevent Lead Officer and disseminated guidance to help inform partners work. Despite the Borough being considered a low risk area, the LSCB ensured partners remained alert to the potential for young people becoming radicalised and involved in extremist activities. Further details of this work can be found at www.bracknell-forest.gov.uk/hatecrimeviolentextremism. The Board were further assured that the training provided across agencies continued to target relevant staff through the use of either the e-learning and group based training events. This training complimented that commissioned on a single agency basis by key partner agencies with work also planned to support the training of trainers later in 2017. As a result of the progress made, the LSCB decided this was an area that it would continue to oversee in conjunction with the CSP and was therefore no longer a key priority.

Collaborative arrangements to reduce the impact of violence on children and young people

The LSCB has also worked closely with the CSP to address the impact of violence on children. In addition to data routinely collated, six monthly reports were received by the LSCB appraising it of the strategic and operational responses made across the Borough. These included details of the Multi Agency Risk Assessment Conferences (MARAC) held, details of the Domestic Abuse Service Co-ordination (DASC) and Domestic Abuse Perpetrator Service (DAPS) projects, the development of innovative child

focussed interventions and targeted support of adults. During the year planning took place for a Multi-agency deep dive audit of children's experiences of the responses made by local services. As a result this area of safeguarding children will remain a priority area until the LSCB has undertaken detailed analysis of the finding from this audit.

LSCB Targeted Priorities

During the period of this report, the LSCB revised its Safeguarding Business Plan (see below) to ensure effective oversight of the work of partner agencies against the LSCB core priorities and a number of targeted priorities. Review of progress against these areas was achieved through regular reporting to the LSCB which identified progress and challenged partners where this was required (see Appendix A). During the year the Board further refined the multi-agency performance data it routinely received and noted the improved reporting of partners' single and multi-agency auditing activity.

During 2016-17 the Board received reports on a wide range of work undertaken through the above arrangements and this is evidenced within the minutes of the Board and Partnership Forum available at www.bflscb.org.uk/about-board.



Targeted Priority areas for development / improvement for 2017/18

In addition to the LSCB's core areas of responsibility the following reflect specific issues that have been identified as requiring further development and therefore represent specific challenges that will be prioritised during the coming year and are set out in detail within the Board's Safeguarding Business Plan.

1. Ensure the effectiveness of the arrangements to provide **Early Help provision**

2. Ensure the effectiveness of the safeguarding arrangements for **disabled children**
3. Ensure that children and young people are protected from **'online safety' risks**
4. Reduce the impact of **violence on children and young people**
5. Ensure the effectiveness of **child protection arrangements**

Financial Information

During 2016-17 the Board's budget was monitored by the Independent Chair and Business Manager who in turn reported on this to the LSCB. As in previous years the majority of this budget related to staffing in support of the work of the Board.

2017-18

Details of partners' contributions for the coming year are set out in the table below, together with budget planning information relating to the Board's expenditure.

Agency Contributions 2017-18	Percentage of contributions
BF Council	68%
CCG (Clinical Commissioning Group)	15%
Training Income	10%
Thames Valley Police	5%
Berkshire Healthcare Foundation Trust	1%
National Probation Service	0.2%
Broadmoor	0.4%
CAFCASS	0.4%

Planned Expenditure 2017-18	Amount (£)
Staff costs	99,670.00
Training administration and Needs Analysis / Review	10,450.00
Communication and Marketing	3,000.00
LSCB website hosting and support	500.00
CP Procedures web hosting	1,360.00
Multi-agency Audits	7,000.00
Infrastructure costs	2,000.00
Total	123,980.00

6. Summary

Key Messages

Although the vast majority of children in the Borough enjoy good levels of wellbeing the data contained within this report demonstrates the adversity some children and young people face. In spite of the hard work undertaken by dedicated staff across partner agencies a growing number of children require specialist safeguarding interventions to keep them safe.

The LSCB has acknowledged the impact of increased demands on partners that come during a period of ongoing austerity, with a number of agencies experiencing significant reorganisation. As a result the Board will continue to monitor the impact of these changes and where necessary challenge organisations and those in leadership roles to ensure safeguarding children remains a strategic priority.

The LSCB Safeguarding Business Plan reflects partner's commitment to strengthening prevention/early help and the continuous improvement of services. It identifies the key priority areas above where further work is required to ensure the improvements required are completed and result in sustained change.

The planned review of Bracknell's *Early Help Strategy* in conjunction with the implementation of CSC *Family safeguarding model* provides an opportunity for partner agencies to reflect on the needs of local children and evidenced based interventions that are likely to be most effective.

To achieve its objectives, the Board will continue to promote the need for the close alignment between its Safeguarding Business Plan and the work of key strategic partners listed below:

- *Children and Young People's Partnership*
- *Health and Wellbeing Board*
- *Community Safety Partnership*
- *Corporate Parenting Advisory Panel*
- *Adult Safeguarding Partnership*
- *Police and Crime Commissioner*
- *Family Justice Board*

Challenge Log 2016-17 (Content as of 31st March 2017)

Description of Risk / Challenge	Group	Date of meeting	Action	Update
The increased number of fixed term exclusions and provision for primary pupils presenting significant behaviour problems was identified as an area of concern.	LISG	23/02/2016 15/04/2016	1. The LISG to undertake an audit of excluded primary pupils and work on recommendations. 2. High Needs Review to be undertaken.	1. LISG to undertake an audit in 16/17 to involve schools and families which will report in early 2017/18. 2. LA to undertake a High Needs review to inform their strategy.
There is an ongoing criminal investigation into the provider of a commissioned residential service following the identification of an inappropriate relationship between a member of staff and a young person using the service. This had been appropriately referred to the LADO and shared with the LSCB. It was expected that there would be some learning from the case and the LSCB would formally engage with the service once the criminal /disciplinary case had concluded.	LISG	17/12/2015 15/04/2016 22/06/2016 27/02/2017	1. The Independent Chair (IC) to write a letter to the provider with a view to speak to them about the concerns that have been raised and also to contact other LSCBs in Berkshire to establish the extent of the issue. (Apr 16) 2. The LISG to review action plan and continue to monitor.	1. Letter written and meeting held in July 16 with IC and provider and report from provider came to LISG in August 2016. Issue raised with other Berkshire LSCBs by IC. Meeting / challenge held (1 July) with provider to request assurance around safe recruitment and safeguarding practice. 2. Action plan presented to LISG in Aug 2016 and reviewed at Feb 17 LISG. Feedback to be provided to residential provider May 17. Further monitoring to take place Oct 17 by LISG.
There was concern that the number of young people missing education, home educated and attending alternative provision was still unknown by wider partner agencies.	CSE SSG Board	09/06/2016 15/12/2016 27/01/2017	1. To raise at the next CSE and Missing Children Strategic Sub Group in December 2016. 2. IC to raise concerns about EHE children regionally and nationally.	1. It was clarified that the number of pupils in each of these categories is and has always been known. This data set is shared through the Continuous Improvement Group. The education rep will share the numbers with the CSE SSG at each meeting going forward. 2. At Jan 17 LSCB concerns identified on children EHE and work to raise regionally and nationally agreed. IC raised with Pan Berks Chairs and agreed to lead a T&F Group on EHE. IC has also raised nationally and work underway.
Concerns raised by increase in number of children subject to child protection plans during latter half of 2016.	LISG LSCB	14/12/2016 27/1/2017	Issue raised and LA to commission an external review.	LISG to consider external independent review report and recommendations in July 2017.
Concerns were raised regarding the s11 return received from a housing provider and the implications for all social registered landlords.	LISG	23/02/2016 22/06/2016	The LSCB Business Manager (BM) to meet with LA Head of Housing to discuss concerns.	BM met with Head of Housing (CD) and a briefing/consultation session is to be held. JP has sent a reminder regarding meeting with the RSLs. An updated S11 report was sent and this will be

				considered by the BF S11 Panel in October 2017.
Proposal to disband the e-safety sub-group which comes under the Community Safety Partnership.	Board	18/03/2016 15/07/2016	The IC to raise concerns about disbanding this group without robust governance in place with Community Safety and Children and Young People Partnerships.	Issue raised by LSCB Chair with Chair of CSP June 16 and at CYP Board in July 2016. It was noted at the July Board meeting that the CYP Partnership had resolved to establish a Task and Finish group that would be able to reassure the LSCB that provision would be covered. A Sexting Task and Finish Group has been established which will report to LSCB in May 2017. This is recognised as an ongoing LSCB priority for improvement for 17/18.
The need to clarify the governance arrangements for the commissioning and oversight of the substance misuse service was identified.	LISG Board	03/08/2016 23/09/2016	The LSCB to request information regarding membership of the Drug and Alcohol Strategic Sub-Group.	The Drug and Alcohol Strategic Sub-group Progress Report was presented. The substance misuse service has now returned to BFC; as a service they will be responsible for measures to strengthen oversight / governance which will be introduced within new structures. LSCB to receive information regarding structures and ToR (21/3/17).
Less than half the missing children during 2015-16 had CSE screening tools completed although all had received RHI interviews.	CSEMC SSG	15/09/2016	To seek assurance from CSC that consideration is given to the use of screening tools in relation to missing LAC. This will be monitored through the LISG.	The missing children annual report recommends that an audit is done on quality of RHIs which will include whether a CSE screening tool was required.
Following an audit survey for children with disability, gaps were identified in respect of robustness of some partners' arrangements.	LISG	22/06/2016	The LSCB will request that partner agencies share work undertaken to address any identified gaps in arrangements for children with disability.	Training and Professional Development Sub-Group (T&PDSG) to determine training needs relating to CWD. A training session took place in Sept 2016 with 16 delegates (12 from BFC and 4 Slough Children's Trust). Further work to be undertaken to scope assurance required from the LSCB and this is a priority for the LSCB in 17/18.
An independent audit commissioned by the LSCB has suggested the positive impact of family group conferences should be extended to a wider group of children/families.	LISG	14/10/2016	The LSCB to monitor the 'Signs of Safety' family group conference approach through its quality assurance work.	The implementation of the Signs of Safety approach has been suggested as an opportunity for an equivalent practice to be introduced within the borough which will be the subject of future review and scrutiny.

Different approaches to the functioning of SEMRACs across the region.	PB CSE Leads	11/07/2016 21/11/2016	TVP have been asked to review rationale for differing approaches to functioning of SEMRACs across Berkshire.	P&P will receive a draft policy (Jul 17 meeting) setting out minimum requirement associated with function of SEMRAC.
Despite efforts to evaluate the impact of training compliance with post course requests has been poorly supported by staff/managers. Although not quantified, there are thought to be potential risks associated by the sharp reduction in staff attending inter-agency safeguarding training.	Forum Board	14/10/2016 23/09/2016	The IC has requested that partner agencies nominate a responsible officer to oversee the completion of evaluations and to review their training needs.	Improvements have been proposed to ensure performance data captures the relationship between identified training needs and completion rates. Revised charging policy has enabled capacity to take this work further in 2017-18.
Funding pressures mean that the PICADA programme would not continue. It is not known if there will be an alternative resource to support children and young people subject to living in a household with DA.	Board Forum LISG Board Board	29/01/2016 15/04/2016 22/06/2016 15/07/2016 27/01/2017	The LSCB was clear that services to support children affected by DA needed to be considered a priority for the commissioners at DA Executive.	CSP are still looking for alternative provision (Board 18/3). LISG endorsed audit of DA processes which will include focus on support for CYP. DA Annual Report reported concerns regarding gaps in provision for children witness to DA. PACT have agreed to deliver a programme (Bounce Back 4 Kids) after Easter 2017 to a group of 5 - 12 year olds with a possible programme to follow. In addition the Children's Centres are seeking to get some training from the NSPPC to deliver a programme for U5s called DART (Domestic Abuse Recovery Together). Referrals can also now be made to SAFE, an organisation funded by the PCC for victims of crime. SAFE covers those between 8 - 17 yrs.
Many young people are still vulnerable to exploitation when they reach 18 years old. However many do not meet the new eligibility criteria for adult social care services and are left unsupported. It was noted that this group also included LAC and young parents. It was agreed that this was a considerable safeguarding risk.	CSE SSG LSCB Forum	25/06/2015 22/05/2015 12/06/2015 10/03/2016	1. This issue to be raised at CSE & Missing Children Strategic Sub Group (CSE SSG), the Board and Forum. 2. The BM to request information from Berks area CSE reps.	1. Further discussion at CSE SSG meeting regarding young adults 18+ years old who often don't want to engage with services. CCG are mapping provision in each area and will provide this information to adult safeguarding boards. 2. This was on the Pan Berks CSE Leads group in November 2016. Recognised and agreed this needs to be a Board priority for 17/18 and included in Business Plan update for 2017-18.

The Board raised concern regarding the degree to which definitions of missing were understood and when return home interviews (RHIs) were being undertaken.	LISG CSE	23/02/2016 22/06/2016 15/09/2016	Clarification to be provided to the CSE SSG, following a review by BFC.	There is a proposal that the LISG (subject to capacity) will scrutinise current arrangements by way of an multi-agency audit. The CSE SSG noted the positive improvements to RHIs but required more detailed narrative from CSC and EDT to help explain the lack of timeliness in relation to these. This issue is now robustly monitored by the CSE SSG.
The Board questioned why it had not received a copy of the Partnership Review that had recently been completed by Reading LSCB.	LISG	23/02/2016 15/04/2016	To raise this with Reading LSCB and request the report be made available.	Requested by the IC and will be considered in detail at the August 2016 LISG. Feedback was subsequently provided to Reading LSCB both on the quality of the process and the recommendations.
It was questioned whether the low number of cases being considered under the MARAC process was an accurate reflection and why only a small number of agencies submitted reports.	LSCB LISG	22/05/2015 22/06/2015	The DA Steering Group to provide analysis of MARAC self assessment and progress of partner referrals.	Training had been provided to staff to raise awareness of MARAC and its reporting processes (18.9.15) including CSC (Forum 16.10.15). A self-assessment to be completed by DA Steering Group where it was agreed that possible reasons would be explored as part of wider audit and review work. The DA Exec is currently progressing this issue and funding agreed for consultant to review progress against action plan. LSCB in Jan 17 provided with assurance on MARAC referrals.
MODUS computer system is an issue with DA referrals.	Board	18/03/2016 20/05/2016	LSCB Partners requested (May 16) to send any specific concerns with the MODUS system to Rob France.	This issue will be raised through the Berkshire DA Co-ordinators and ICs. Any specific issues received would be forwarded to PCC by Supt Rob France.
CP Chairs report reported on agency participation at conferences. There was challenge that partners should be routinely monitoring attendance of their staff at CP conferences and core groups. GPs do not routinely attend conferences and alternative participation methods would be shared.	LSCB LISG LSCB	17/07/2015 17/12/2015 20/05/2016	CCG and Named GP to report GP engagement with CP Conferences to LISG.	The IC provided information on GP role in CP conference in Surrey and Slough. This would be considered in BF (18.9.15). Dec update - Awaiting analysis from CCG. The CCG and Named GP to meet with CP Chairs in 2016. GP engagement and attendance at CP conferences was an ongoing piece of work within LISG that would be reported to the Board. The CP conference participation template had been discussed but not yet circulated. This has now taken place and GP S11

				audit undertaken.
Communication and raising awareness was considered a challenge by the CSE SSG as needed dedicated time. It was unknown if the council's Comms and Marketing Team could do more to facilitate this.	Board	15/07/2016 23/09/2016	The IC would raise the issue with the Chief Executive of the Council.	IC confirmed that she would be speaking to LA Chief Executive regarding its support for LSCB communications and support agreed and provided.
The Strategic CSE SSG had identified a cohort of children who were missing from education and their whereabouts unknown.	CSE SSG	03/12/2015 17/12/2015 23/02/2016 15/04/2016 22/06/2016 03/08/2016	1. The Board highlighted the need for more transparent reporting of children missing from education. 2. It was requested that a report on this activity be made available to the CSE SSG.	1. An extra-ordinary meeting of the Operational CSE Group (SEMRAC) has been held to look at the mechanisms in place to assure the wellbeing of these children. A review is being undertaken. 2. Meeting between IC and CM/ID to be held July 16. It was reported to the LISG (Aug) than an action plan was being implemented. Sept 16 -New policy drafted, consulted upon and implemented in line with DfE guidance. Detailed report to LSCB in Jan 17 confirmed arrangements and provided assurance.
Lack of CAFCASS representation at LSCB / Sub Groups.	LSCB	01/05/2016 20/12/2016	IC to write to CAFCASS to request representative at Board meetings and relevant sub groups.	IC wrote to CAFCASS Service Manager. IC escalated concern to Kevin Gibbs. Spencer Hird to attend future LSCB's.
An independent audit commissioned by the LSCB has identified concerns as to the oversight/ support available to children awaiting services from CAMHS.	LISG	14/10/2016	BHFT to assure the Board of measures to support children waiting for CAMHS services.	The Board has been informed of planning to put measures in place to ensure children and their families are monitored while awaiting services. Jan 17 update - Quarterly updates regarding work to reduce waiting times and support services offered to children whilst waiting provided to LSCB by Louise Noble, service manager. Triage system in place to ensure all urgent cases are seen as a priority.
Health partners have not attended multi-agency training for DA and were unable to assure the Board that this was being provided on a single agency basis.	Board	23/09/2016	Health partners to check whether DA training being provided internally to LSCB in November.	Jan 2017 update: The Board has been informed that Domestic abuse training is provided internally within BHFT by the specialist practitioner for domestic abuse including basic awareness, DASH and MARAC training and domestic abuse and mental health training.

LISG recognises the expectation with regard to multi-agency audit but has identified limited capacity to undertake expected number / range of audits (see Ofsted inspection feedback).	LISG	22/06/2016	1. Review joint audit activity with BFC. 2. Review LSCB budget to determine possible commissioning for future multi-agency audit activity.	1. Work within BFC is seeking to enhance and integrate auditing activity and progress will be monitored via regular updates to LISG. 2. Facilitators have been commissioned to support 16/17 multi-agency audits on CSE and Domestic Abuse and will continue to be ring-fenced.
An issue was raised around the increasing demand for Child Protection conferences and concerns re schools engagement during holiday periods which was having an impact on the multi-agency progress.	LISG	20/05/2016	To review current working practices around CP Conferences in school holidays.	A review of current working practices is being led by the CP Chairs. This issue would be monitored through the LISG but was not found to be an issue as cover provided.
Concern raised that it is not known what training and information raising is being done in schools around CSE.	CSE SSG	10/03/2016	LSCB to request, collate and identify which schools have had what information and training to show gaps.	Meeting to be held in July 16 with CM and ID and Independent Chair to progress issue. It is now a recommendation in the Overview and Scrutiny report and will be monitored by CSE SSG.
TV Community Rehabilitation Company (CRC) had significant increase in workload that could impact on representation at the LSCB.	LSCB	18/09/2015	TV CRC to assure the Board on its continuing engagement with the Board.	It has been agreed that the TVCRC will feed in via new annual reporting process. Representation at the LSCB has not been an issue in 16/17.
Lack of regular reporting by Family Justice Board.	LSCB		IC to raise concern to Chair of FJB.	IC escalated concern to Chair of FJB and quarterly reports now received.
The Board identified the need for review of how well integrated GPs/health visitors and children's centres are in respect of the early help strategy.	LISG	23/02/2016 15/04/2016 22/06/2016	Health partners and Head of Early Help to provide assurance.	Discussed at June LISG. Following challenge, assurance provided regarding role of HV liaison with children's centres and GPs.
It was reported that the request for changes to be made to the NHS Pathways programme had been submitted through a centralised feedback process. Consequently it would not be possible to track its progress through the system and ascertain whether the requested change had been implemented. It was agreed that this would be followed up with NHS Pathways.	LISG	20/08/2015 17/12/2015 23/02/2016 15/04/2016 22/06/2016	IC to write to NHS Pathways for assurance regarding the Board's requested change to their system.	Aug 15 - AW wrote to NHS Pathways- no response has been received. Dec 15update - CCG to escalate but no response. Apr16 update - Chair to write to John Trevains, NHS England Jun 16update -Response received from NHS pathways which provided assurance.
Information required on the use of police powers e.g. abduction notices/memorandums of understanding and other powers to prevent CSE and deal with persons of interest.	CSE SSG	09/06/2016 15/12/2016	Police to provide report to the next CSE SSG.	This is now a regular item on the CSE SSG agenda with reports being provided by TVP.

Health raised (at the CSE SSG) the use in other areas of a standard letter to GPs alerting them of young people at risk of CSE/CP/CIN. There was lengthy discussion around the resources and responsibility for this but no conclusion was reached.	CSE SSG	15/09/2016	SEMRAC Chair to explore possibility of health reps undertaking this on behalf of Primary Care.	Discussed at LSCB and decision made for health colleagues to undertake feedback. UPDATE - this was resolved and letters are now sent to GPs by the Health Rep.
The Chair of the pan Berkshire Policies and Procedures Sub Group will step down after October 2016 and Slough LSCB have given notice-with outstanding work still required to ensure continued improvement.	Board	15/07/2016	IC and BM to discuss with their counterparts in Berkshire how this will be taken forward.	Bracknell Forest LSCB agreed to undertake the lead role and Angella Wells will be chairing the group and Reading LSCB have agreed to provide administrative support. This will help mitigate against any drift and will strengthen the links with the LSCB.
Partners identified ongoing challenges in relation to safer recruitment.	Forum	15/04/2016	Partners were asked to review the adequacy of their procedures and flag any concerns to the LSCB in respect of safer recruitment.	Workshops and training on safer recruitment continue to be available though the LSCB and issues identified and are monitored through S.11 processes.
The Emergency Duty Team's review of Appropriate Adult function had not yet been received by the Board.	Board	20/02/2016	The IC to formally raise this.	The report was subsequently presented to the LSCB and assurance provided.
Potentially a vulnerable group of children being educated at home (EHE).	Board	29/01/2016	A report to be presented to the LSCB in July 2016.	A report was presented at the July meeting and it was agreed that this would be an annual report to the LSCB.
The Early Help Sub-group would be conducting a programme of audits on a range of subject areas and it had been agreed that homelessness risks would be included in this work.	LSCB	22/05/2015	The Head of Early Help to clarify what early help audits are being done and ensure they are presented to the LISG.	Meeting held 13/6 between LSCB Chair and Head of Early Help and agreed that Early Help Report would be presented to Nov 16 LSCB along with CAF and EIH Annual reports and Early Help audits undertaken to LISG in August 2016.
Pan Berks CSE screening tool being amended without the oversight of the PB P&P SG.	PB CSE Leads	11/07/2016 21/11/2016	The BM and Chair of Pan Berks CSE Leads Group to challenge partners on CSE screening tool changes.	This was on Jul 2016 meeting agenda and a collective review was undertaken (in Aug/Sept) and proposed changes agreed (Nov 2016). Any future amendments to the tool will be agreed by the Pan CSE Leads group and submitted to the P&P group for approval.

**The risks/challenges listed above are subject to constant amendment as ongoing efforts are made to ensure required improvements are addressed.*

ⁱ Articles 12 and 13 of the United Nations Convention on the Rights of the Child 1989

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**TO: EXECUTIVE
17 OCTOBER 2017**

NURSING CARE PROVISION – BLOCK CONTRACT Director: Adult Social Care Health & Housing

1 PURPOSE OF REPORT

- 1.1 To inform the Executive of the current state of the local nursing care home market and the progress made on sourcing alternative nursing provision at sustainable prices with local nursing home providers.
- 1.2 To explain the urgent need to enter into nursing block contracts and where possible, utilise bed spaces in one or more of the new care homes being built locally.
- 1.3 To ensure that the Executive are informed of the potential benefits and risks associated with entering into block contracts for nursing services.

2 RECOMMENDATIONS

That the Executive:

- 2.1 **Approves the procurement plan for Adult Social Care, Health and Housing to enter into one or more nursing block contracts with local providers;**
- 2.2 **For the reasons detailed in the Procurement Plan, delegates the contract award decision to the Executive Member for Adult Services, Health and Housing.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 Since 2013/14; the council has seen an overall reduction of 205 residential and nursing beds. Whilst the demand has not reduced, the supply has, which has led to much higher prices than we should be paying. Recent cost modelling evidences that the situation is getting worse.
- 3.2 Whilst placement costs are becoming unsustainable, they are also becoming increasingly less reflective of a client's needs and more about how much a provider can get paid for a bed. Other Berkshire local authorities also report experiencing the same problems, as care managers vie for the limited beds available, regardless of the true cost of care and value for money.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 To approach current nursing providers in the market and negotiate better rates. A large number of beds are now being sold privately at well above market value, leaving providers less inclined to sell to social services or enter into a block contract at competitive rates. Following several conversations with local providers and other Berkshire Commissioners; this option does not seem realistic without a shift in the current supply/demand climate.

- 4.2 To adopt a similar approach to West Berkshire Council's Residential & Nursing Care Placement Policy (2012-ongoing), which has helped them to maintain sustainable rates. Among other things, the policy recognises:

- that they do not have enough affordable supply to meet demand within borough;
- that the ability to have services available from a wider geographical market means that they are better able to manage demand within existing resources and provide enhanced choices for their residents;
- local authorities may take their resources into account when considering how to meet needs.

Whilst it would be beneficial to seek to implement something similar to this policy in addition to the block contract option, it cannot immediately fix the problems that we are facing and would be more of a long-term solution.

5 SUPPORTING INFORMATION

- 5.1 Since 2013/14, the following care homes have closed:

Crossways – 10 beds
Inglemere – 14 beds
Slate House – 13 beds
Birdsgrove – 87 beds
Heathlands – 41 beds
Ladybank – 40 beds

Each closure accumulatively contributing to the overall reduction in local bed capacity of 205 beds.

- 5.2 Whilst we still have some historic placements at the usual rates, recent placements are being made at much higher rates. In January 2017 taking into account all active nursing placements, the average weekly rate for a nursing bed was £827.88. However, the average price for new placements, that is those made this financial year, is £937.12 per week.

- 5.3 The savings from this contract are estimated to be £158,000 per year. This is calculated as follows:

22 beds purchased at £763.75 per week instead of £937.12	£198,335
Less void costs based on assuming 2 beds void at any time	-£33,605
Less void costs in respect of NHS Funded Nursing Care ^{*1}	-£ 6,875
Net Savings	£157,855

^{*1} The full bed price is £920 per week. This incorporates a Council payment of £763.75 and an NHS contribution to Nursing Care costs of £156.25. The NHS contribution would only be paid against a filled bed, so the Council would incur the full cost in respect of an unfilled bed.

Modelling indicates that as long as voids remain below 9.75 weeks per bed, that savings will be achieved. The modelling also assumes that savings will be made against the current average placement price, however it is likely that some people in current placements would move to the new home, and the Council will target the

most expensive placements first. To the extent that this is successful, the savings will increase.

- 5.4 It is a concern, that once beds that are currently being purchased at competitive rates become vacant, they are then sold to us at a much higher rate.
- 5.5 There are two new nursing homes in the local area who will be seeking business from the private sector and local authorities to fill their beds. A recent site visit and discussions have indicated that nursing beds could be purchased at a competitive rate through block contracts.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no specific legal implications arising. The procurement process proposed conforms with the requirements of the Public Contract Regulations 2015 and the Council's Contract Standing Orders.

6.2 Borough Treasurer

The contract is expected to deliver savings of £158,000 per annum. This incorporates prudent assumptions in respect of the cost of voids.

Equalities Impact Assessment

- 6.3 An EIA Screening Record Form has been completed, and determined that a full EIA was not required.

Contact for further information

Neil Haddock, Adult Social Care, Health and Housing - 01344 351385
Neil.haddock@bracknell-forest.gov.uk

Alison Cronin, Adult Social Care, Health and Housing - 01344 351601
alison.cronin@bracknell-forest.gov.uk

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Equalities Screening Record Form

Date of Screening: October 2017	Directorate: ADULT SOCIAL CARE, HEALTH & HOUSING	Section: Adults and Joint Commissioning
1. Activity to be assessed	Procurement of up to 4 Nursing Block Contracts for people over 65	
2. What is the activity?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change	
3. Is it a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing	
4. Officer responsible for the screening	Jon Richardson, Joint Commissioning Officer	
5. Who are the members of the EIA team?	Alison Cronin, Contracts and Procurement Manager Neil Haddock, Chief Officer: Commissioning and Resources Mira Haynes, Chief Officer: Adult Social Care	
6. What is the purpose of the activity?	The primary aim of issuing 1-4 block contracts for nursing care services is to increase the number of affordable beds in the local area for people over 65 who require care and support in a long term nursing setting. This will include personal care, support with medication and nursing needs, keeping in touch with family where possible. The service must be registered by the Care Quality Commission. The conditions of registration can be found at http://www.cqc.org.uk/content/regulated-activities Conditions of registration are lengthy and involved, covering areas from condition of buildings, leadership of the registered manager and equalities. Regulation 9 addresses Person Centred Care.	
7. Who is the activity designed to benefit/target?	People who are 65 years and over who are eligible for nursing care paid for by Adult Social Care.	

Protected Characteristics	Please tick yes or no		Is there an impact?	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc. Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members' decision making, include consultation results/satisfaction information/equality monitoring data.																				
8. Disability Equality	Y <input checked="" type="checkbox"/>	N	Yes. The impact is expected to be positive.	<p>The estimated number of people with particular health conditions and disabilities in the local area is:</p> <table border="1"> <thead> <tr> <th data-bbox="795 470 1435 590">Disability or health condition</th> <th data-bbox="1435 470 1624 590">Estimated Number of people</th> </tr> </thead> <tbody> <tr> <td data-bbox="795 590 1435 646">Common mental disorder (18-64)</td> <td data-bbox="1435 590 1624 646">12000</td> </tr> <tr> <td data-bbox="795 646 1435 702">Psychotic disorder (18-64)</td> <td data-bbox="1435 646 1624 702">300</td> </tr> <tr> <td data-bbox="795 702 1435 758">Dual sensory need</td> <td data-bbox="1435 702 1624 758">600</td> </tr> <tr> <td data-bbox="795 758 1435 853">Hearing support needs (moderate/severe or profound)</td> <td data-bbox="1435 758 1624 853">9900</td> </tr> <tr> <td data-bbox="795 853 1435 909">Visual support needs (some level of sight loss/VI)</td> <td data-bbox="1435 853 1624 909">1400</td> </tr> <tr> <td data-bbox="795 909 1435 965">Limiting long-term illness (65+)</td> <td data-bbox="1435 909 1624 965">7400</td> </tr> <tr> <td data-bbox="795 965 1435 1021">Dementia</td> <td data-bbox="1435 965 1624 1021">1150</td> </tr> <tr> <td data-bbox="795 1021 1435 1109">Physical disability (moderate or severe, aged 18-64)</td> <td data-bbox="1435 1021 1624 1109">7500</td> </tr> <tr> <td data-bbox="795 1109 1435 1165">Older people (65+)</td> <td data-bbox="1435 1109 1624 1165">17000</td> </tr> </tbody> </table>	Disability or health condition	Estimated Number of people	Common mental disorder (18-64)	12000	Psychotic disorder (18-64)	300	Dual sensory need	600	Hearing support needs (moderate/severe or profound)	9900	Visual support needs (some level of sight loss/VI)	1400	Limiting long-term illness (65+)	7400	Dementia	1150	Physical disability (moderate or severe, aged 18-64)	7500	Older people (65+)	17000
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9. Racial equality	Y <input checked="" type="checkbox"/>	N	Yes.	<p>The 2011 Census shows that the majority of the population in Bracknell Forest describes themselves as White British/English/Welsh/Scottish/ Northern Irish (84.9%) followed by Asian/Asian British (5%), then other white (4.8%), mixed (2%), Black African/Caribbean/Black British (1.9%), white Irish (0.9%) and finally other ethnic group (0.4)%.</p> <p>The BFC performance information for 2015/16 evidences the ethnicity for people being supported through residential and nursing care services who describe themselves as white British/English/Welsh/Scottish/ Northern Irish are the largest cohort of individuals and of a higher ratio in comparison to their population size. This may be due a variety of reasons</p> <ul style="list-style-type: none">- lack of understanding of how to access adult social care services due to language barriers- the cultural approach by BME groups to supporting family members within the family home <table><tr><th>Ethnicity by team</th><th>ACT</th><th>CMHT</th><th>CMHT OA</th><th>CTPLD</th><th>Total</th></tr><tr><td>Asian Indian</td><td>2</td><td></td><td></td><td></td><td>2</td></tr><tr><td>Asian Other</td><td>1</td><td></td><td></td><td></td><td>1</td></tr><tr><td>Black Caribbean</td><td>1</td><td></td><td>1</td><td></td><td>2</td></tr><tr><td>English etc.</td><td>71</td><td>2</td><td>107</td><td>6</td><td>186</td></tr><tr><td>Ethnic other</td><td>2</td><td></td><td></td><td></td><td>2</td></tr><tr><td>White Irish</td><td></td><td></td><td>2</td><td></td><td>2</td></tr><tr><td>White other</td><td>4</td><td></td><td>8</td><td></td><td>12</td></tr><tr><td>Total</td><td>81</td><td>2</td><td>118</td><td>6</td><td>207</td></tr></table>	Ethnicity by team	ACT	CMHT	CMHT OA	CTPLD	Total	Asian Indian	2				2	Asian Other	1				1	Black Caribbean	1		1		2	English etc.	71	2	107	6	186	Ethnic other	2				2	White Irish			2		2	White other	4		8		12	Total	81	2	118	6	207
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Protected Characteristics	Please tick yes or no		Is there an impact?	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc. Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members' decision making, include consultation results/satisfaction information/equality monitoring data.																								
				Work is recommended to promote access to services to people from BME communities. Expectations around having a diverse workforce will be specified within the contractual agreement. Staff training requirements will also be specified within the contractual agreements.																								
10. Gender equality	Y <input checked="" type="checkbox"/>	N	Neutral impact is expected	<p>The BFC performance information for 2015/16 evidences the gender for people being supported through residential and nursing services as follows:-</p> <table><tr><th>Gender by team</th><th>ACT</th><th>CMHT</th><th>CMHT OA</th><th>CTPLD</th><th>Total</th></tr><tr><td>Female</td><td>47</td><td></td><td>86</td><td>2</td><td>135</td></tr><tr><td>Male</td><td>34</td><td>2</td><td>32</td><td>4</td><td>72</td></tr><tr><td>Total</td><td>81</td><td>2</td><td>118</td><td>6</td><td>207</td></tr></table> <p>The gender difference is a national trend. There is no envisaged impact upon an individual as a result of their gender.</p>	Gender by team	ACT	CMHT	CMHT OA	CTPLD	Total	Female	47		86	2	135	Male	34	2	32	4	72	Total	81	2	118	6	207
Gender by team	ACT	CMHT	CMHT OA	CTPLD	Total																							
Female	47		86	2	135																							
Male	34	2	32	4	72																							
Total	81	2	118	6	207																							
11. Sexual orientation equality	Y <input checked="" type="checkbox"/>	N	Yes.	<p>There is no envisaged negative impact upon an individual as a result of their sexual orientation</p> <p>Expectations around service accessibility, having a diverse workforce will be specified within the contractual agreement. Staff training requirements will also be specified within the contractual agreements.</p>																								
12. Gender re-assignment	Y <input checked="" type="checkbox"/>	N	Neutral impact is expected	<p>BFC do not gather information on this equalities strand. At this time there is no evidence to suggest an adverse or positive impact upon an individual as a result of gender reassignment.</p> <p>Nursing services are available to anyone who is eligible, regardless of any gender re-assignment.</p> <p>Expectations around service accessibility, having a diverse workforce will be specified within the contractual agreement. Staff training requirements will also be specified within the contractual agreements.</p>																								

Protected Characteristics	Please tick yes or no		Is there an impact?	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc. Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members’ decision making, include consultation results/satisfaction information/equality monitoring data.																																				
13. Age equality	Y <input checked="" type="checkbox"/>	N	Yes	<p>There is no envisaged negative impact upon an individual as a result of their age.</p> <table><tr><th>Age by team</th><th>ACT</th><th>CMHT</th><th>CMHT OA</th><th>CTPLD</th><th>Total</th></tr><tr><td>Age 65-74</td><td>10</td><td>2</td><td>11</td><td>4</td><td>27</td></tr><tr><td>Age 75-84</td><td>22</td><td></td><td>33</td><td>2</td><td>57</td></tr><tr><td>Age 85-94</td><td>35</td><td></td><td>62</td><td></td><td>97</td></tr><tr><td>Age 95+</td><td>14</td><td></td><td>12</td><td></td><td>26</td></tr><tr><td>Total</td><td>81</td><td>2</td><td>118</td><td>6</td><td>207</td></tr></table>	Age by team	ACT	CMHT	CMHT OA	CTPLD	Total	Age 65-74	10	2	11	4	27	Age 75-84	22		33	2	57	Age 85-94	35		62		97	Age 95+	14		12		26	Total	81	2	118	6	207
Age by team	ACT	CMHT	CMHT OA	CTPLD	Total																																			
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Age 95+	14		12		26																																			
Total	81	2	118	6	207																																			

Protected Characteristics	Please tick yes or no		Is there an impact?	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc. Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members' decision making, include consultation results/satisfaction information/equality monitoring data.
14. Religion and belief equality	Y <input checked="" type="checkbox"/>	N	Yes The impact is expected to be positive	<p>Reflecting the ethnicity of people in residential and nursing homes, the BFC performance information for 2015/16 evidences the religion and belief for people being supported through residential and nursing care primarily describe themselves as Christian or no religion.</p> <p>This may be due to:</p> <ul style="list-style-type: none"> - lack of understanding of how to access adult social care services due to language barriers - the cultural approach by BME groups to supporting family members within the family home <p>Work is recommended to promote access to services to people from BME communities.</p> <p>Expectations around having a diverse workforce will be specified within the contractual agreement. Staff training requirements will also be specified within the contractual agreements.</p>
15. Pregnancy and maternity equality	Y	N <input checked="" type="checkbox"/>	Neutral impact is expected.	No evidence could be found to suggest an adverse or positive impact based on pregnancy or maternity alone.
16. Marriage and civil partnership equality	Y	N <input checked="" type="checkbox"/>	Neutral impact is expected.	No evidence could be found to suggest an adverse or positive impact based on marriage or civil partnership alone.

Protected Characteristics	Please tick yes or no	Is there an impact?	What evidence do you have to support this?	
			E.g. equality monitoring data, consultation results, customer satisfaction information etc. Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members' decision making, include consultation results/satisfaction information/equality monitoring data.	
17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders) and on promoting good community relations.			Carers The 2011 census showed that there were approximately 9600 carers in the local area. The impact is expected to be positive for carers as there will be an increased supply of nursing care in the borough. People on lower incomes No evidence could be found to suggest an adverse impact based on low income alone.	
18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason?				
19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected?				
20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties?	Y	N <input checked="" type="checkbox"/>	No adverse impacts have been identified.	
21. What further information or data is required to better understand the impact? Where and how can that information be obtained?				
22. On the basis of sections 7 – 17 above is a full impact assessment required?	Y	N <input checked="" type="checkbox"/>		

Protected Characteristics	Please tick yes or no	Is there an impact?	What evidence do you have to support this? E.g. equality monitoring data, consultation results, customer satisfaction information etc. Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members' decision making, include consultation results/satisfaction information/equality monitoring data.
23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
Key Performance Indicators (KPIs) will include equalities monitoring information to help measure and monitor for any potential inequalities across groups with protected characteristics.	Quarterly	JCOs/Contracts Team	Comprehensive equalities monitoring information will be included in regular monitoring reports within the contractual arrangements.
The Service Specification will ensure services are accessible and tailored to the needs of disabled and older people, and other groups with protected characteristics.	2017	JCOs/Contracts Team	The requirement will have been included in service specifications and/or service providers will provide evidence to commissioning organisations that they meet the agreed standard(s).
24. Which service, business or work plan will these actions be included in?	Service specification		
25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening?	Redefining service specification		
26. Chief Officer's signature	Signature:  Date: 3/10/2017		
27. Which PMR will this screening be reported in?			

When complete please send to abby.thomas@bracknell-forest.gov.uk for publication on the Council's website.

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Privacy Impact Assessment

Introduction

The Council handles information about individuals, such as residents, service users and its staff. A privacy impact assessment (PIA) is a process which helps the Council to assess privacy risks to individuals in the collection, use and disclosure of information. They help identify privacy risks, foresee problems and bring forward solutions.

Purpose

There are a number of reasons why the Council needs to conduct a PIA for its projects:

- To identify privacy risks to individuals
- To identify privacy and data protection liabilities for the Council
- To protect the Council's reputation
- To instil public trust and confidence in its services and new projects

By conducting a PIA, the Council will identify and manage privacy risks appropriately whilst also understanding the type of information which is being included in projects.

Procedure

The first step in the process is to identify the need for a PIA. The screening questions are designed to help responsible officers to decide if a PIA is necessary and they are also designed to be used by project managers and other staff who are not familiar with data protection or privacy matters. The screening questions allow 'non-experts' to identify the need for a PIA as they are best placed within the Council to understand the types of information being processed.

For all new projects or changes in processes (or any activity which could have an impact on the privacy of individuals), the screening record form must be completed and signed off by the Chief Officer (or delegated officer) to show that the Council have considered the types of information being processed.

In some cases a PIA isn't required however justification for not completing the assessment must be recorded on the screening form as part of the audit trail.

Where the screening form indicates that a PIA should be completed, the template provides key privacy risks which the responsible officer will need to apply to the project/change in process and assess the risk as described in Appendix A of the template. It is usual for an officer involved with the project/change in process to complete the PIA however final sign off by the Chief Officer (or delegated officer) is required.

Definitions

A **Project** is a new project or any change in process regarding the handling of Personal Information; it includes obtaining, recording, holding/storing, disclosing, transmitting or disseminating personal information. Any activity which could have an impact on the privacy of individuals.

Personal Information is any information which relates to a living individual who can be identified – (a) from that information, or (b) from that information and other information which is in the possession of, or is likely to come into the possession of, the Council.

Sensitive personal information is personal information (as described above) consisting of information as to –

- a) the racial or ethnic origin of the data subject
- b) his/her political opinion
- c) his/her religious beliefs or other beliefs of a similar nature
- d) whether he/she is a member of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992)
- e) his/her physical or mental health or condition
- f) his/her sexual life
- g) the commission or alleged commission by him/her of any offence, or
- h) any proceedings for any offence committed or alleged to have been committed by him/her, the disposal of such proceedings or the sentence of any court in such proceedings

VERSION	Version 1 October 2017
DATE AGREED	
NEXT REVIEW DATE	
AGREED BY	
COVERAGE	
AUTHOR(S)	Jon Richardson Joint Commissioning Officer Alison Cronin, Contracts and Procurement Manager Neil Haddock, Chief Officer: Commissioning and Resources

Screening Record Form for New Project / Change in Process / or any activity which could have an impact on the privacy of individuals

Date of Screening: October 2017	Directorate: Adult Social Care, Health & Housing	Section: Adults & Joint Commissioning
1. Project to be assessed	Signing up to 4 Nursing Block Contracts for people over 65	
2. Officer responsible for the screening	Jon Richardson, Joint Commissioning Officer	
3. What is the Project?	<input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input checked="" type="checkbox"/> Service <input type="checkbox"/> Organisational change	
4. Is it a new or existing handling of Personal Information?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing	
5. Personal Information involved	<input checked="" type="checkbox"/> Personal Information (information about an identifiable individual) See definitions <input checked="" type="checkbox"/> Sensitive Personal Information (such as health information or information about any offence) (*also tick Personal Information) See definitions <input type="checkbox"/> Over 1,000 records of Personal Information	
6. Type	<input type="checkbox"/> Collecting new Personal Information <input checked="" type="checkbox"/> Re-using existing Personal Information <input checked="" type="checkbox"/> Sharing Personal Information with another organisation <input type="checkbox"/> The project uses new or additional information technologies which have the potential for privacy intrusion	
	If two boxes are ticked at section 5 and one box at section 6 a full Privacy Impact Assessment should be undertaken.	
7. Summary of the business case justifying the Project	Entering into Nursing Block Contracts for people over 65 will <ul style="list-style-type: none"> • provide greater choice to service users wishing to utilise a local nursing placement. • provide a much needed increase in affordable local bed capacity. • improve competition within the local Nursing care market. • respond to changing needs and demands. 	

8. On the basis of sections 5 and 6 above is a full impact assessment required?	Y <input checked="" type="checkbox"/>	N	<p>Please explain your decision. If you are not proceeding to a full Privacy Impact Assessment make sure you have the evidence to justify this decision should you be challenged.</p> <p>Whilst this is not a new service and we will continue to need to make nursing placements; a full Privacy Impact Assessment is required due to boxes ticked in section 5 & 6.</p>
9. If a full Privacy Impact Assessment is not required; what action will be taken to reduce and avoid privacy intrusion? Please complete the action plan in full, adding more rows as needed.			
Action	Timescale	Person Responsible	Milestone/Success Criteria
N/A			
10. Chief Officer / Head of Service (or delegated officer's) signature.	Signature:		Date:

When complete please retain on the file and send a copy to Legal Services

Have you considered whether you need to do an Equality Impact Assessment?

Yes, undertaken.

Privacy Impact Assessment Template for New Project / Change in Process / or any activity which could have an impact on the privacy of individuals

The following should be completed and retained on the file with a copy provided to Legal Services

Project name	Nursing Block Contract
Department	ASCH&H
Chief Officer / Head of Service (or delegated officer)	Chief Officer: Adults and Joint Commissioning
Are members of the public in favour of the project, if so, provide details and refer to supporting evidence	Yes This is not a new service. Where people require a nursing placement, they and their family are entitled to have a choice of local provision. This project is intended to increase affordable local options.

Instructions for completion

Some cells within the assessment have already been completed and you will need to complete the following cells:

Answer: This response should relate to the question being asked and confirm whether existing controls are already in place e.g. Q1, Yes – Council documentation includes a statement which details how the information will be used and who it will be shared with or No – The Council hasn't informed the individual yet.

Assessment of risk:

In the Assessment of Risk column, score the risk in terms of **Likelihood** and **Impact** using the matrix in **Appendix A** as a guide.

By plotting the numbers on the matrix, you will be scoring them against CMT's tolerance level and you will be able to determine if they are classed as green, amber or red. Enter the appropriate colour in the **Tolerance** cell.

Corrective action/recommendation: You will be able to complete this once you have scored the risk.

Green risks – no further action is required as the risk is at a suitable level

Amber risks – You may need to take further action in an attempt to mitigate the risk down to a green. Fill in the cell if this action is appropriate and consider whether the risk is acceptable at its current level.

Red risks – These are significant risks where attention is required and cannot be tolerated at that current level. You will need to take corrective action to mitigate against the risk.

Priority: This column relates to the priority of the corrective actions and generally should be assessed as:

Red risks – Priority 1 (High)

Amber risks – Priority 2 (Moderate)

Green risks – Priority 3 (Low)

Privacy Impact Assessment

Category 1: Purpose Specification						
Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
1. If personal information is collected will the individual be informed of how it will be used and who, if anyone, it may be shared with?	The purpose of information collection should be stated when the data is collected. Subsequent data use should be limited to stated or compatible purposes. Making your purpose statement available to the public provides greater openness.	Y	Use of data is not restricted to the original intended purpose or compatible purpose communicated to the individual.	Likelihood score:2	Nursing Providers will not have access to any sensitive information from the Council without the explicit consent of the individual within a signed agreement from the person using the nursing service and/or their representative (where there are issues of capacity). Explicit consent can only be obtained by the Nursing Provider through providing a comprehensive explanation of the intended purpose, so that the individual can make an informed decision whether or not to give their consent. The Council shall ensure that the Nursing Provider has an Information Sharing Protocol in place with other organisations for secure information sharing.	3
				Impact score: 2		
				Tolerance colour:GREEN		

					Nursing Providers are registered under Care Quality Commission and are required to abide by the regulations set under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. This includes the collection and retention of personal information.	
2. Is this project needed to deliver services to the public? If not, processing should be with the person's freely given consent.	The Council can process personal information in order to fulfil its statutory responsibilities. If it is not necessary in order to provide a statutory service, the processing should be with the person's freely given consent.	Y	Consent is not obtained as required.	Likelihood score: 2	The Council has the power to share personal data in accordance with Schedule 2, paragraph 5 of the Data Protection Act 1998. If personal information is to be shared then the Council will need to receive from the Nursing Provider a signed form from the person using the nursing service, providing explicit consent to share personal information. Explicit consent can only be obtained by the Nursing Provider through providing a comprehensive explanation of the intended purpose, so that the individual can make an informed decision whether or not to give their consent. The Council will ensure that	2
				Impact score:3		
				Tolerance colour:AMBER		

					<p>the Provider is able to offer evidence of appropriate policies and processes are in place.</p> <p>The Council shall ensure that the Nursing Provider has an Information Sharing Protocol in place with other organisations for secure information sharing.</p>	
3. Have the pieces of information the Council needs to collect to fulfil the project's purpose been identified.	Only the amount and type of data needed to achieve a project's purpose should be collected.	Y	Data is collected that is in excess of what is strictly required to deliver the project. objectives	Likelihood score:2	<p>The Council will enter into a data sharing agreement with Nursing Providers to ensure that no data is collected excessively, is collected only on a need to know basis and any data collected will be subject to a review. The Council will require Nursing Providers to demonstrate and provide assurances that personal information and data is gathered for the specific purpose to help with the care and/or support of an individual.</p> <p>The Council shall ensure that the Nursing Provider has a policy in place to comply with this requirement.</p>	3
				Impact score:2		
				Tolerance colour:GREEN		
4. Will there be a review of whether	Privacy is promoted when the Council	Y	Regular reviews are not	Likelihood score:2	When any information concerning a person using	3

the pieces of information collected are still needed?	reviews whether excessive information is being collected and acts accordingly.		undertaken to confirm that information still needs to be collected or retained.	Impact score:2	the nursing service is requested (with their authority) the Practioner will need to ensure it is on a need to know basis for a specific issue or identified as required. The Council will enter into a data sharing agreement with Nursing Providers to ensure that no data is collected excessively, is collected only on a need to know basis and any data collected will be subject to a review. The Council shall ensure that the Provider has a policy in place to comply with this requirement. Checks will be undertaken as part of the contract monitoring process.	
				Tolerance colour:GREEN		
Category 2: Collection Specification						
Question	Rationale	Answer (Yes/No/ N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
5. Will the Council only collect the personal information that is needed for the system's purpose?	The Council should not collect personal information it does not need. Limiting the collection minimises the possible use of inaccurate, incomplete	Y	Data is collected that is in excess of what is strictly required to meet the purpose of the system.	Likelihood score:2	Where personal information is to be shared then the Council will need to receive from the Nursing Provider a signed form from the person receiving the nursing service providing authority	3
				Impact score:2		

	or outdated information. It also reduces the information that can be compromised should a breach occur.			Tolerance colour:GREEN	to share personal information. The terms of the information sharing will also be set forth within the form. The Council shall ensure that the Nursing Provider has an Information Sharing Protocol in place with other organisations for secure information sharing. Where personal information is to be shared then the Nursing Provider will need to receive from the organisation a signed form from the person providing authority to share personal information. The terms of the information sharing will also be set forth within the form. The Council will be consulted and will review the Information Sharing Protocol between Nursing Provider and the other organisations it will be sharing data with, and to be a signatory to the protocol.	
6. Will the personal information be obtained by consent? If not,	Information should be obtained by consent or in a way that is not inappropriately intrusive.	Y	Consent is not obtained for the information collected.	Likelihood score:2 Impact score:2	The Nursing Provider, if asking for information regarding a person using nursing services in order to help with the care or	3

provide details.				Tolerance colour:GREEN	support, will need to provide the council with a signed consent form from the person. This requirement will be included in the data sharing agreement between the Council and Nursing Provider.	
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Category 3: Records Management

Question	Rationale	Answer (Yes/No/N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
167 7. Will there be procedures in place to verify data is accurate, complete and current?	The Council are required to keep information accurate and when appropriate, up to date. The Council must make reasonable efforts to minimise the possibility of using inaccurate, incomplete, or outdated information.	Y	Procedures and controls do not ensure that data is accurate, complete and up to date.	Likelihood score:2	An assessment will be undertaken by the Practitioner at the review stage as to whether the information is relevant, and up to date. This requirement will be included in the data sharing agreement between the Council and Nursing Provider.	3
				Impact score:2		
				Tolerance colour:GREEN		
8. Will information be retained for no longer than necessary? Does the Retention	The Council must not keep personal information for longer than necessary and has a Records Retention	Y	Personal information is not removed when it is no longer required.	Likelihood score:2	The Contract with the Nursing Provider will include a Records Retention Schedule to ensure that personal	3

Schedule need to be amended/ updated as a consequence of this project?	Schedule which should be complied with. If amendment is needed to this Schedule, please submit a request form; available at the last page of the Schedule.			Impact score:2	information is not kept longer than necessary.	
				Tolerance colour:GREEN	<p>The Council will require Nursing Providers to demonstrate assurances of how information is collected, stored securely and retained.</p> <p>Checks will be undertaken as part of the contract monitoring process</p>	
9. Will there be a procedure to provide notice of correction or modification of information to third parties (if any)?	The Council may want to consider establishing logs and audit trails to identify users and third parties that received personal information. This would allow the Council to notify down-the-line users when data are modified from those originally transmitted.	Y	There is no clear trail to identify who has been provided with data and end users could potentially be using data that is out of date.	Likelihood score:2	A log of all those people, using nursing services who have requested that their care information can be shared with the contracted Nursing Provider and voluntary sector organisations will be kept by the Council.	3
				Impact score:2		
				Tolerance colour:GREEN		
Category 4: Use Limitation						


Question	Rationale	Answer (Yes/No/ N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
10. Will the use or disclosure of personal information limited to the purposes it was collected for?	Personal data must be collected for specified, explicit, and legitimate purposes and not used in a way that is incompatible with those purposes.	Y	Personal information is used or disclosed for purposes not intended when it was originally collected.	Likelihood score:2	<p>The Council will require the Nursing Providers to demonstrate assurances that personal information is only used and disclosed for the specific purpose to help with the care and/or support of an individual.</p> <p>The Council shall ensure that the Nursing Provider has a policy in place to comply with this requirement.</p> <p>This requirement should be included in the data sharing agreement between the Council and Nursing Provider.</p> <p>A log of this information will be kept and audited annually by the Council.</p>	3
				Impact score:2		
				Tolerance colour:GREEN		
11. Will access to personal information be limited to staff/contractors that need the data for their work?	Employee/contractor access can be limited by policies and procedures or system design. User access should be limited to the information that each employee needs	Y	The security of information is not sufficiently robust to ensure it can only be accessed by employees/contractors	Likelihood score: 2	The information will only be shared once the Council has received a signed form from the person using nursing services giving consent for information to be shared from the	3
				Impact score:2		

<p>If so, describe how.</p> <p>The information will only be shared once the council has received a signed form from the resident giving consent for information to be shared) from the provider.</p>	for official duties.		ctors who need the data for their work.	Tolerance colour:GREEN	<p>Provider. This requirement will be included in the Information sharing Protocol.</p> <p>The Council shall ensure that the Nursing Provider has an Information Sharing Protocol in place with other organisations for secure information sharing. The Council will be consulted and will review the Information Sharing Protocol between the Nursing Provider and the other organisations it will be sharing data with, and to be a signatory to the protocol.</p>	
Category 5: Security Safeguards						
Question	Rationale	Answer (Yes/No/ N/A)	Risk	Assessment of risk	Corrective action / recommendation	Priority (1,2,3)
12. Will there be appropriate technical security measures in place to protect data against unauthorised access or disclosure?	The Council are required to have appropriate technical and organisational measures in place to ensure personal information is protected from unauthorised access, unlawful processing, accidentally loss or destruction of, or damage to personal information.	Y	System access controls are not sufficiently robust to prevent unauthorised access or disclosure.	Likelihood score: 2	<p>The Nursing Provider will be required to sign the Council's ICT third Party standards document.</p> <p>The Nursing Provider will ensure where appropriate, an IT Information Sharing Protocol is in place with organisations for secure information sharing.</p>	3
				Impact score:2		
				Tolerance colour GREEN		
13. Will there be	Technical security	Y	Physical access	Likelihood	Any physical information	3

appropriate physical security in place?	receives more attention, but physical security is also important.		controls are not sufficiently robust to prevent unauthorised access or disclosure.	score:2	concerning individuals should be kept in locked filing cabinets. The Nursing Provider will take appropriate steps to ensure personal data remains secure outside of the premises when visiting People. This requirement will be stated within the data sharing agreement between the Council and Nursing Provider. The Council shall ensure that the Nursing Provider has a policy in place to comply with this requirement. Nursing Providers are registered under Care Quality Commission and are required to abide by the regulations set under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. This includes the collection and retention of personal information.	
				Impact score:2		
				Tolerance colour:GREEN		
14. Will mechanisms be in place to identify: • Security breaches? • Disclosure of personal	The Council has an Incident Management Reporting Procedure but it must also consider plans to identify security breaches (such as audit trails) or inappropriate	Y	Culture, training and communication of policies and procedures for reporting incidents do not	Likelihood score:2	As part of the Contract, the Council will require the Nursing Provider to adhere to the Council's "Incident Management Reporting Procedure" and ensure existing physical security	3
				Impact score:2		

information in error?	disclosures of personal information. Mechanisms should be established to quickly notify affected parties so they can mitigate collateral damage.		ensure that all significant breaches are reported to the Information Security Officer.	Tolerance colour:GREEN	arrangements will be adhered to. The Nursing Provider will stipulate and ensure where appropriate, an Information Sharing Protocol is in place with organisations for secure information sharing.	
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Conclusion

Comments of Chief Officer/Head of Service	No comments
Approved by Chief Officer/Head of Service Date:	 3/10/2017 In my view the [potential] privacy intrusion of this project are justified, necessary and proportionate. I agree that the issues raised in this assessment should be addressed

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LIKELIHOOD

IMPACT

5 Very High

4 High

3 Significant

2 Low

1 Almost Imp

IMPACT:

5 Catastrophic

4 Critical

3 Major

2 Marginal

1 Negligible

The scoring of risks is a judgement based assessment but the following can be used as a guide for assigning scores to risks.

CRITERIA FOR ASSESSING LIKELIHOOD

PROBABLILTY	SCORE	DEFINITION
Almost impossible	1	Rare (0-5%).The risk will materialise only in exceptional circumstances.
Low	2	Unlikely (5-25%). This risk will probably not materialise.
Significant	3	Possible (25-75%). This risk might materialise at some time
High	4	Likely (75-95%). This risk will probably materialise at least once.
Very High	5	Almost certain (>95%). This risk will materialise in most circumstances.

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Note: the timeframe over which the risk should be assessed should usually be the one-year time frame of the Service Plan or the life of a particular Project/Programme or Partnership – dependent upon the level of risks being considered.

CRITERIA FOR ASSESSING IMPACT

	Negligible	Minor	Major	Critical	Catastrophic
Score	1	2	3	4	5
Disruption to established routines/operational delivery	No interruption to service. Minor industrial disruption.	Some disruption manageable by altered operational routine.	Disruption to a number of operational areas within a location and possible flow to other locations.	All operational areas of a location compromised. Other locations may be affected.	Total system dysfunction. Total shutdown of operations
Damage to reputation	Minor adverse publicity in local media.	Significant adverse publicity in local media.	Significant adverse publicity in national media.	Significant adverse publicity in national media. Senior management and/or elected Member dissatisfaction.	Senior management and/or elected Member resignation/removal.
Security	Non notifiable or reportable incident.	Localised incident. No effect on operations.	Localised incident. Significant effect on operations.	Significant incident involving multiple locations.	Extreme incident seriously affecting continuity of operations.
Financial (Organisation as a whole or any single unit)	<1% of monthly budget	>2% of monthly budget	<5% of monthly budget	<10% of monthly budget	<15% of monthly budget

	Negligible	Minor	Major	Critical	Catastrophic
Score	1	2	3	4	5
General environmental and social impacts	No lasting detrimental effect on the environment i.e. noise, fumes, odour, dust emissions, etc. of short term duration	Short term detrimental effect on the environment or social impact i.e. significant discharge of pollutants in local neighbourhood.	Serious local discharge of pollutants or source of community annoyance within general neighbourhood that will require remedial attention.	Long term environmental or social impact e.g. chronic and significant discharge of pollutants.	Extensive detrimental long term impacts on the environment and community e.g. catastrophic and/or extensive discharge of persistent hazardous pollutants.
Corporate management	Localised staff and management dissatisfaction.	Broader staff and management dissatisfaction.	Senior management and /or elected Member dissatisfaction. Likelihood of legal action.	Senior management and/or elected Member dissatisfaction. Legal action.	Senior management and/or elected Member resignation/removal.
Operational management	Staff and line management dissatisfaction with part of a local service area.	Dissatisfaction disrupts service.	Significant disruption to services.		Resignation/removal of local management.
Workplace health and safety	Incident which does not result in lost time.	Injury not resulting in lost time.	Injury resulting in lost time. Compensatable injury.	Serious injury /stress resulting in hospitalisation.	Fatality (not natural causes)