



Hounslow Safeguarding Children Board



**Hounslow Safeguarding Children Board
Annual Report
2016-17**

Table of Contents

1) Foreword from the Chair	3
2) The Role of LSCB's	4
3) Hounslow's Context	7
4) Governance & Accountability	8
5) Links with Strategic Boards	9
6) Independence	10
7) Challenge, Assurance & Collaborative Working	10
8) Sharing Information with the Front Line	13
9) Safeguarding Awareness in the Wider Community, Faith Groups, Voluntary, and Community Sector	14
10) Quality Assurance & Performance	14
11) Budget & Funding	15
12) Private Fostering	16
13) Thresholds	16
14) Voice of the Child	20
15) Joint Targeted Area Inspection (JTAI)	21
16) Vulnerable Children including those Children Missing, with Mental Health or Complex Needs and Substance misuse	21
17) Work of the Sub-Committees	21 - 34
• Child Sexual Exploitation Sub-Committee	
• Female Genital Mutilation Sub-Committee	
• Missing & Vulnerable Sub-Committee	
• Quality Assurance & Performance Sub-Committee	
• Training Sub-Committee	
• Feltham Young Offenders Institute Sub-Committee	
• Case Review Sub-Committee	
• Education Network	
• Health Network	
• Child Death Overview Panel	
18) Conclusion	34
Appendices	
Appendix 1) HSCB Membership Chart	36

1) Foreword from the Chair

This annual report covers the period 1st April 2016 to 31st March 2017 and is the first annual report to cover the period since my appointment as Independent Chair to the Hounslow Safeguarding Children's Board (HSCB) in October 2016. The annual report is the opportunity for agencies working to safeguard children to report and reflect on what has been achieved in the previous twelve months as well as on the challenges faced in ensuring safeguarding processes in Hounslow are as robust as they can be. The annual report should be read in conjunction with the Board's rolling Business Plan, which updates the Board's objectives for the next 3 years.

A key function of the Board is to provide challenge to ensure that individual agencies hold themselves to account for their performance as well as taking collective responsibility for the performance of the safeguarding system as a whole. My role as Chair is to ensure that through this level of challenge, positive levels of assurance can be obtained, and that if concerns emerge that these are dealt with speedily and identified improvements sustained. A key role for the Board in the coming year will be to monitor the action plan based on the recommendations from the Joint Targeted Area Inspection looking at provision for children living in households experiencing domestic abuse, as well as action plans from the external inspection at Feltham Young Offenders Institution and the action plan from the inspection of safeguarding practice in the Metropolitan Police. This is in addition to monitoring action plans resulting from multi-agency case audits and single agency audits.

To achieve the necessary levels of assurance for the safeguarding of children and to help inform the Board work plan, a challenge event was held in February 2017 where agencies presented the results of their self-audit (Section 11 of the Children Act 2004) covering achievements and challenges and were questioned on them by fellow Board members. These findings were fed into an independently facilitated development and business planning session held in May 2017 where Board members collectively assessed its performance over the previous twelve months and set objectives for the next three years.

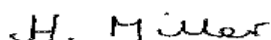
The HSCB cannot operate in isolation from other partnership structures as its agenda in safeguarding children has key overlaps with the Safeguarding Adults Board (HSAB), the Community Safety Partnership Board and the Health and Wellbeing Board, in particular. It is essential that strategy, policy and protocols as well as operational service delivery is "joined up" to ensure that vulnerable children and adults do not fall through any gap in provision. It is scheduled to present this annual report to the autumn meetings of both the Health and Wellbeing Board and the Children's Scrutiny Panel.

I am very pleased to have joined a safeguarding children partnership, which has committed and hardworking individuals across all agencies who are dedicated to making a real difference to the lives of Hounslow children and their families.

Having chaired the HSAB since August 2015, I welcome the opportunity to ensure that the work of the two boards are complementary and that opportunities for cross-cutting issues and themes are recognised as well as opportunities for joint initiatives and development opportunities embraced.

Since December 2015, the HSAB has hosted a number of workshops open to frontline staff and managers from children's agencies as well as participants from the voluntary and community sectors. Topics have included Modern Slavery, People with Chaotic Lives through drugs and alcohol, Domestic Violence and Forced Marriage and other honour based violence. It is proposed to continue a programme of seminars and where possible a joint programme between the two safeguarding boards.

Hannah Miller OBE,



Independent Chair Hounslow Safeguarding Children Board

2) The Role of LSCB's

Section 14A of the *Children Act 2004* requires the Chair of the Local Safeguarding Children Board (LSCB) to publish an annual report on behalf of the whole Board to reflect the performance and effectiveness of local arrangements to safeguard and promote the welfare of children in its area. A good LSCB is compliant with all its statutory duties, and follows the 'Working Together Guidance'. There should be good links between the LSCB and partner agencies and with other statutory multi-agency bodies, with a clear common understanding of its role. An LSCB should offer proper and robust challenge to its partner agencies and ensure that necessary action is taken. The LSCB should be properly resourced by its partner agencies, should monitor and evaluate its own work, and keep its policies and procedures under regular review, particularly as circumstances change. The LSCB should maintain an effective dataset that enables it to monitor performance.

The purpose of this report is to present the effectiveness of safeguarding arrangements for children and young people in Hounslow from April 2016 to March 2017 and outline its impact on strategic developments and setting improvement priorities for the Hounslow Safeguarding Children Board (HSCB) to take forward with individual agencies.

The work of the Board for 2016-17 has focused on both national and local issues that have impacted on children and young people. Additionally, the Board has continued to make improvements and changes in its core functions as outlined in 'Working Together to Safeguard Children' (2015).

The HSCB is making progress to ensure that the Board is able to demonstrate how it addresses its requirements and how it provides the evidence of its impact in improving safeguarding arrangements for children and young people in Hounslow.

2.1 Statutory Board partners and relevant persons and bodies

Members representing agencies are required to have sufficient seniority so that they can:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters; and
- Hold their own organisations to account and hold others to account

In practice, this means routinely attending meetings and scrutinising all written and verbal reports. The HSCB's membership from April 2016 to March 2017 is outlined below, with a record of each agencies attendance at Board meetings.

2.2 HSCB Structure

Last year the HSCB held six Board and sub-committee meetings in a 12 month cycle. This pattern of meetings began in 2015 after the Independent Chair at the time felt this level of activity was needed to meet the Board's requirements.

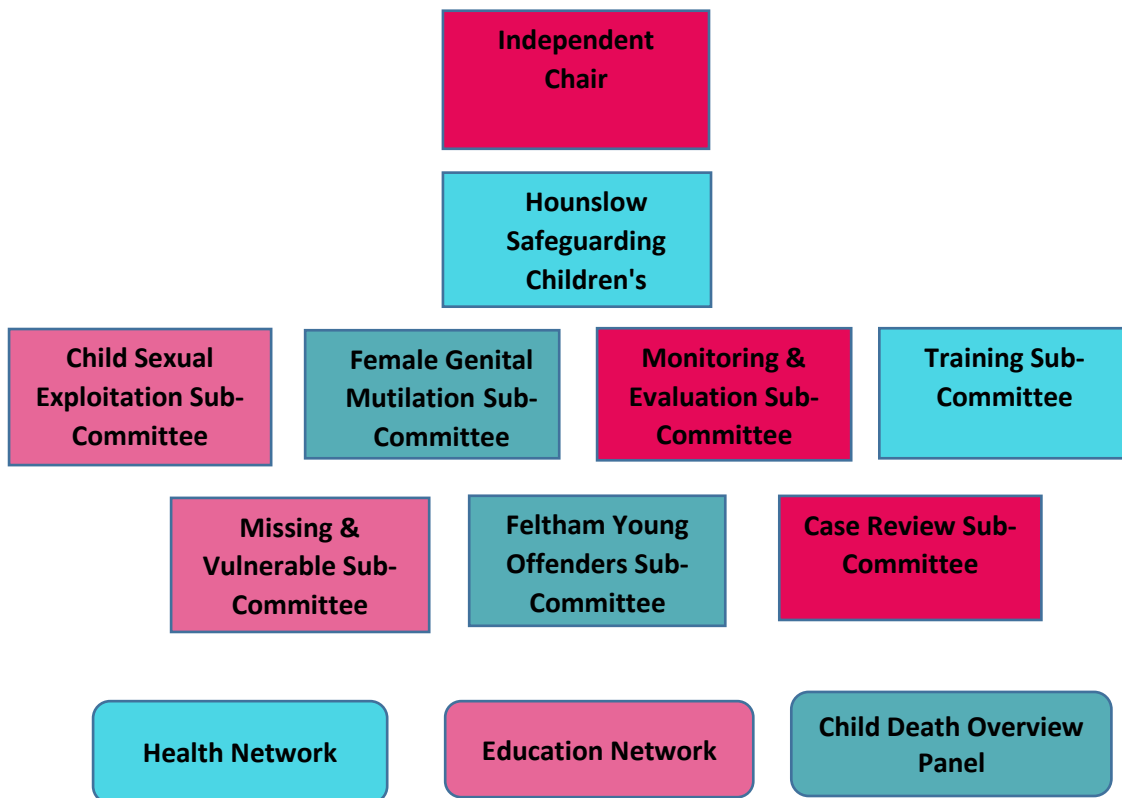
Over the last 12 months, the Board has made significant progress in addressing a number of its key overarching objectives. One of the overarching objectives included changes to be made to the governance and accountability of the Board and its sub-committees.

Following consultations with Board partners, it was felt that reducing the number of meetings and making them more focused in line with priority areas would be a positive move forward and would generate capacity to drive the Boards work, in addition to acknowledging that all agencies are facing considerable challenges for resourcing; both financial and in staff time. The HSCB reorganised its sub-committee structure in January 2017.

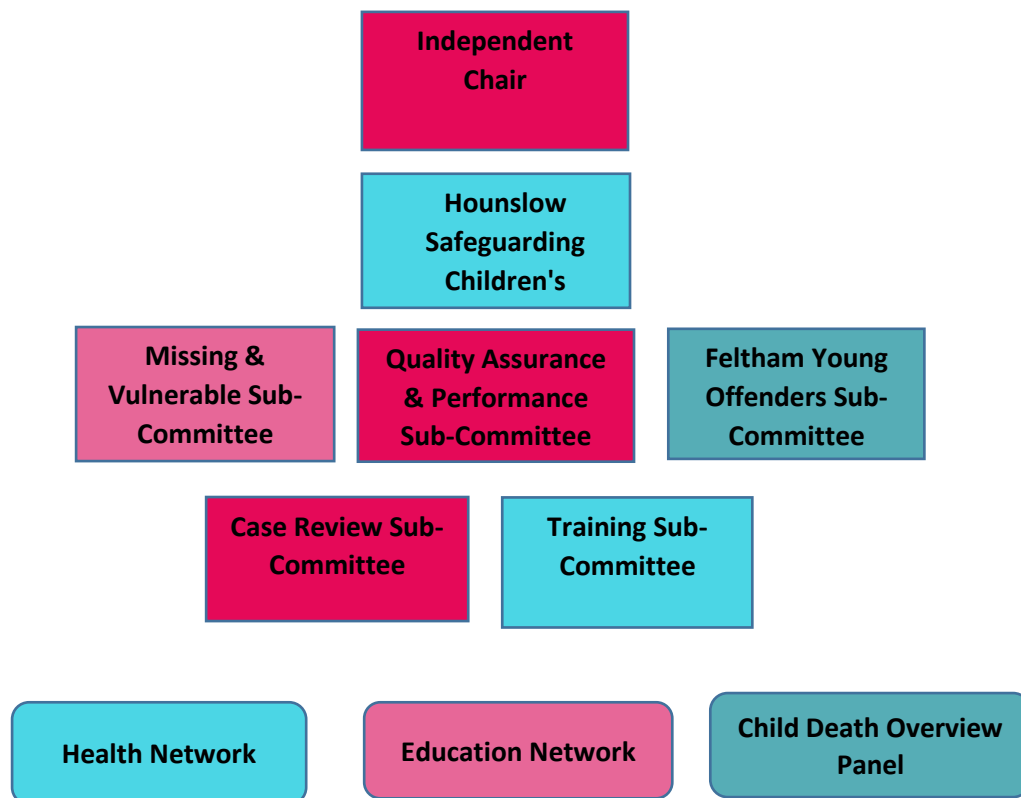
Two of the HSCBs eight sub-committee's concluded in 2016. The Child Sexual Exploitation (CSE) sub-committee was finalised in December 2016 following the successful completion of the Partnership Improvement Plan, transferring its reporting line and oversight into the Missing and Vulnerable sub-committee and updates on the ongoing CSE agenda will continue to be reported into the Health and Wellbeing Board. The aim was that the new arrangement would increase the potential for linked intelligence to be identified and improving oversight of the crossovers between certain vulnerabilities and risk factors, e.g. missing children and CSE. Systems for achieving a reliable profile are still in development and this continues to be a priority area for the Missing and Vulnerable sub-committee for 2017-18. The Monitoring and Evaluation sub-committee's name was changed to Quality Assurance and Performance to better reflect its purpose and function within the Boards work plan.

Similarly, the Female Genital Mutilation (FGM) sub-committee concluded in November 2016 with the successful completion of the FORWARD project, which has been jointly commissioned by the HSCB and Community Safety Partnership Board (CSPB). Funding for key aspects of the project were identified for a further 18 months by the CSPB and responsibility for the management of the project returned to the Community Safety Team. A reporting line into the Missing and Vulnerable sub-committee has continued and the work plan rewritten to reflect the change. Progress of both CSE and FGM is outlined later in this report under "Work of the Sub Committees".

The structure of the HSCB from March 2016 – December 2016 was as follows:



The structure of the HSCB from December 2016 – March 2017 is as follows:



2.3 HSCB Targeted Priorities 2016-17

The annual Business Planning event took place in March 2016 facilitated by the Independent Chair and Interim Business Manager. Progress against the priorities set for 2015-16 were reviewed and the Board determined its new priorities for 2016 -18 in the light of current issues for Hounslow and emerging national themes.

To ensure that work remained focussed throughout the subsequent two years, work plans for all sub-committees were developed and aligned to one or more of the Board's new priorities. Progress of the sub-committees work against the identified priorities and work plans is documented later in this report under "Work of the Sub Committees". The Chairs from each of the sub-committees have shared progress reports at Board meetings throughout the year to ensure that there is strategic oversight of the progress made and to support areas of further work.

The targeted priority areas identified for 2016-18 are:

- Safeguarding Children from Sexual Abuse including Child Sexual Exploitation, Familial Sexual Harm and inappropriate internet exposure
- Harmful Practices – Female Genital Mutilation (FGM), Exposure to Extreme Beliefs and Radicalisation, Modern Slavery and Forced Marriage
- Protect Children from Neglect
- Safeguard Children with specific vulnerabilities – children with hidden disabilities, severe disabilities and mental illness.

3) Hounslow's Context

This section provides an overview of the general child population in Hounslow, setting the context for understanding the needs of vulnerable and 'at risk' children who are the concern of the HSCB. *(All information gathered from 2011 Census and Hounslow JSNA Overview 2014)*

3.1 Population

Hounslow is the 9th largest London Borough (out of 33) in terms of geographical area and the 19th largest by population (265,000). The total population of Hounslow is expected to grow by approximately 2,800 per year; the population aged 0-18 is expected to grow by approximately 750 per year.

The Greater London Authority population projection for Hounslow for 2017 showed that the population age 0 to 18 years is 67,900 and makes up 24.7% of the total population. This proportion is similar to the London average (23.8%).

In 2017, the size of the 0-4 years age group is expected to be 21,100 (7.7% of the population), in 2020 is expected to be 20,800 (7.3% of the population) and in 2025 is expected to be 20,100 (6.8% of the population). Overcrowding, where the household has one fewer room than required, was the same in Hounslow in 2011 (22%) as in London. The wards with the most overcrowding were in Hounslow Central (36%) and Hounslow Heath (34%) and the least overcrowding in Hounslow South (13%) and Chiswick Riverside (13%).

In 2011, of the 95,000 households in Hounslow, 5.5% had dependent children living in the household, but no adults in current employment. This is 16% of the 32,800 households in Hounslow where there were dependent children.

3.2 Ethnicity, Language and Religion

The proportion of the population aged 0-18 years by ethnic group (where the ethnic group is more than 10% of the 0-18 population):

1. White British (28%)
2. Indian or Indian British (16%)
3. Other White (12%)
4. Other Asian (11%)

The number of Hounslow's population in 2011 that defines as Christian is the largest at 42%, followed by no religion at 16%, Muslims at 14% and Hinduism at 10%.

The languages spoken in Hounslow are reflective of its population profile. After English, the two most common languages spoken are Punjabi and Polish.

3.3 Child Poverty and Inequalities

The proportion of children aged 0-15 years living in income deprived households is lower in Hounslow (22%) than in London as a whole (24%). The highest rates of child poverty are seen in the wards of Brentford (31%), Hanworth (30%), and Heston West (30%) with the lowest rate observed in Hounslow South (9%), than the England average with 19% of all households considered overcrowded.

4) Governance & Accountability

In order to provide effective scrutiny, LSCBs should be independent and should not be subordinate to, nor subsumed within, other local structures. The Chair should be independent of local services and have relevant experience in child services.

It is the role of the Chief Executive of Hounslow Council to appoint or remove the HSCB Chair with the agreement of a panel including HSCB partners and lay members. The Chief Executive, drawing on other HSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the HSCB.

4.1 Portfolio Lead Member, Chief Executive, Executive Director of Children's, Housing and Adults' Services and Director of Children's Specialist Services

The HSCB Chair works closely with all partners and particularly with the Director of Children's Specialist Services. On average, quarterly Safeguarding Meetings have taken place between the Chair of the HSCB, Lead Member, Chief Executive, Portfolio Lead Member, Executive Director of Children's, Housing and Adults' Services and Director of Children's Specialist Services. These meetings have continued to ensure that strategic and political leaders are aware of all relevant findings and developments and as such, governance and accountability are strengthened through clear and regular lines of communication.

As a way of ensuring its own governance and accountability as identified in its business plan, the Board formally reviewed itself and its sub-committee's progress in November 2016.

The Board will take this annual report and its Business Plan for 2018-21 to the Scrutiny Panel in December 2017.

4.2 Sub-Committee Governance Restructure

In May 2016, the Board considered and implemented changes to the governance of its sub-committees, the role of the Chairs and the need to identify Deputy Chairs to reflect its partners. Historically, Chairs have been personnel from Children's Social Care and not representative of the multi-agency partners involved in the HSCB. It was recognised that it had also been a contributing factor to the input of the work of each sub-committee, with a significant portion of the responsibility being held largely by Children's Social Care, followed by Health and Police. The proposal was further supported, as one of OFSTED's criticisms of the HSCB in the last single inspection (November 2014) identified that the Board was not robust in its challenge of partner agencies and was not able to demonstrate that all agencies delivering services to children knew about the Board, its priorities and work it had undertaken throughout the year. The change made aimed to increase partner agency involvement, input and decision-making within the Board, to increase the representation of partners in key positions, ensuring that multi-agency representation and participation is truly reflected within the Board, its decision making and challenge. Additionally, in the event a sub-committee Chair was unavailable to lead the work, a Deputy Chair would do so without any undue delays, which had been an issue previously.

The two Networks have continued to follow their existing structures and continue to ensure that communication between the Board and its attendees are facilitated.

4.3 Scrutiny of HSCB Annual Report 2015 -16

The annual report for the 2015-16 year was written to comprehensively reflect the work undertaken for the year and approved by the Board in December 2016. It was disseminated to all Board partners and published on the Boards bespoke website. For the first time the Chair of the Board took the Annual Report through a further governance and scrutiny process, by presenting the report to the Health and Wellbeing Board in January 2017 and later to the Children and Young People Scrutiny Panel in February 2017, with a comprehensive update on the work of CSE. The commitment to invite outside scrutiny from strategic partners will

continue, with this report being made available for discussion and challenge at the same panels in October and December 2017. Aside of the Annual Reports, the Independent Chair regularly attends and presents the work of the HSCB at the Health and Well-being Board and Adult Safeguarding Board and provides feedback to the HSCB in turn.

4.4 Governance of Partners Reporting to the Board

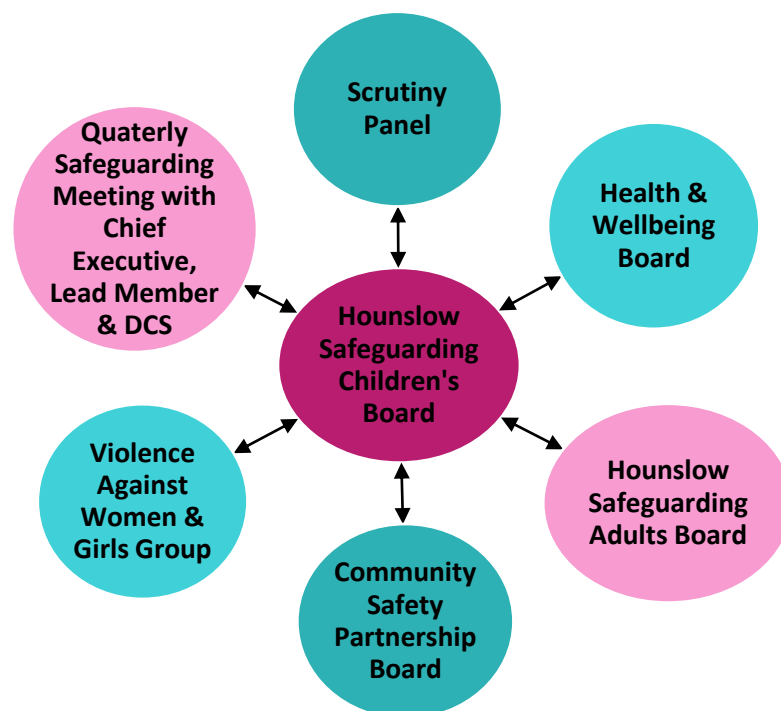
Within the last year, annual reporting cycles for partner agencies have become a part of the Boards forward planning agenda and are regularly included in the Board meetings for information and challenge. Annual Reports, which have been considered during the year, include Private Fostering Annual Report 2015-16; West London Mental Health (CAMHS) Annual Report 2015-16; Child Protection Annual Report 2015-16; Corporate Parenting Annual Report 2015-16 and the LADO Annual Report 2015-16.

The Child Protection, Corporate Parenting and LADO Annual Reports 2016-17 are scheduled to be shared with the Board at the September and November 2017 Board meetings and will be published on the Boards website along with the annual report of the HSCB.

Additionally, within the last year, the Board has been sighted on the changes to both the Early Intervention Service and the HMIC Inspection of the Police Service and the review of the CAMHS Strategy. Further information about these reports will be addressed in the "Challenge, Assurance and Collaborative Working" section of this report.

The Board has received regular reports from Health and Education colleagues through participation at the Board and the Health Network and Education Network meetings.

5) Links with Strategic Boards



The HSCB has continued to develop links with its strategic partnerships to determine lines of reporting and responsibility and to ensure that the Boards priorities are understood and supported by other strategically led activity. The previous Chair of the Board initiated a meeting in July 2016 with the Chairs of other strategic Boards. The primary focus was to identify the strategies they hold responsibility for, including clarity on lead roles for targeted areas of work and identify opportunities for the HSCB to provide oversight and challenge from the perspective of the child safeguarding agenda. The meeting mapped areas of responsibility and feedback from each of the strategic Boards which is now a standard item

on each Board agenda to ensure these links are not lost. The meeting was productive and will be repeated annually.

During the last four months of 2016, scoping exercises were undertaken to identify synergies and links with the two Safeguarding Boards and the Community Safety Partnership Board. Some joint work was undertaken such as the development of the Trafficking referral pathways through the Modern Slavery Sub Committee of the CSPB. A joint report from the HSCB, HSAB and CSPB being shared at all three Boards; scoping of the E-Safety Position Statement in Hounslow, and joint workshops and seminars on safeguarding are key projects for the coming year.

6) Independence

A good LSCB should be sufficiently independent from its key partners. As outlined earlier in the report, all sub-committees of the HSCB are now truly reflective of multi-agency partnership in Hounslow, contributing to its increased independence from one partner. A new independent Chair was recruited in October 2016 as the previous Chair of eight years retired in September 2016. The recruitment process involved a panel of multi-agency partners and young people. The new Chair is independent of key partners and is the Chair of the Adult Safeguarding Board.

The HSCB was reviewed by OFSTED alongside its partnership under the Joint Targeted Area Inspection (JTAI) of Children Living with Domestic Abuse in March 2017. The Inspection Letter is expected in April 2017. Informal feedback from the inspectors recognised that there was good strategic oversight and independent challenge beginning to become evident following the new appointment of an Independent Chair. This is further demonstrated by the commitment for the Board to expose itself to independent and outside scrutiny from other strategic boards and partnerships in the last few months.

7) Challenge, Assurance, & Collaborative Working

The work to improve the Boards challenge and scrutiny function of partners has continued to develop over the last financial year; however, momentum increased since the appointment of a new Chair.

7.1 HSCB Development Day 2017

A development day for the Board, facilitated by an Independent Child Protection Specialist was scheduled for March 2017, however; this was rescheduled for May 2017 due to Hounslow receiving its JTAI in March. The development day will consider how the Board moves forward following the implementation of the Child and Social Work Act 2017 and how it will continue to improve its challenge function. A health check questionnaire seeking member's feedback about its functioning was shared in order to move forward as a cohesive partnership. The results of the survey will shape the discussions and improvements to be addressed at the development day and will inform the next steps for the Board in 2017-18 and beyond into its next business planning phase.

7.2 Section 11 Self-Assessment Audit

The HSCB last implemented a Section 11 Self-Assessment Audit in January 2012. The outcomes of the audits were not fully known and how they featured into the work of the Board was not documented. Further Section 11 audits should have been undertaken in 2014 and then 2016 but did not take place.

The Section 11 was discussed at three of the Board meetings in 2016 and at the Quality Assurance and Performance sub-committee. A task and finish group was established to assist with the development of the tool, staff survey and to facilitate the implementation of the audit.

The audit tool was benchmarked against the London Safeguarding Children Board best practice guidance, other London LSCBs and the requirements of the legislation and was launched in December 2016. Twenty-four statutory partners were invited to complete the Section 11 audit; however, three partners combined their audits to submit one consolidated audit making 21 partners. Sixteen audits were returned leading to an 83% return rate. Overall, partners were able to demonstrate they met the criteria to a high level, were able to provide assurance of good safeguarding procedures and processes, and evidenced consistency of practice. They were able to provide evidence to support assurances and identified areas of improvement for which actions were documented.

The Board will undertake its next Section 11 in 2019, however; assurances for areas of improvement will be followed up at the Challenge Event in February 2018.

The Section 11 was rolled out to 87 maintained and private schools and colleges, which incorporated the Section 175 / 157 audit requirements of the Education Act 2002 and the Board is required to discharge it annually. The deadline for schools was extended to the end of March 2017 following challenge from a number of head teachers and Governors. At the end of March, 48 of 87 schools had returned a comprehensive audit, which is a significant improvement from the previous Section 175 return in 2015. Analysis of the returned audits, reminders to schools who had not completed an audit and responses back to schools who submitted their replies was delayed due to the JATI and will be completed by September 2017. Another annual Section 175 / 157 audit of schools is planned for the end of 2017 and a task and finish group of volunteers from the schools network will explore an appropriate tool to replace the one used in previous years.

7.3 Challenge Event

The Board held its first Challenge Day in February 2017 following the completion of its Section 11 audit and this was well attended. Partners were required to present three areas of good practice and three areas of development, as well as be open to constructive challenge from partners. Fourteen of the sixteen agencies that completed the audit attended, participated, provided challenge, and agreed with the key themes raised and actions to take forward. Overall, the feedback about the Challenge Day was that it was a positive experience and they welcomed the opportunity for discussion and learning.

The Chair acknowledged that there were very good safeguarding practices across partner agencies and a strong commitment to the work involved in ensuring children in Hounslow are safe with areas of good practice shared.

The partnership will be required to provide assurances against the areas of improvement identified at the Challenge Day and within the Section 11 audit findings next year and share new areas of good work.

Some of the themes identified as areas for improvement will be considered at the development day and be included in the business planning of the Board for 2018-21.

7.4 Collaborative Working

The HSCB has been a part of and facilitated a range of collaborative projects during the year. These include the HSCB Annual Conference on Familial Sexual Harm, CSE multi-agency audits and subsequent case learning sessions, the publication of Anita B Serious Case Review, the MASH multi-agency audits, Safeguarding Week and the NSPCC PANTS Campaign launch. Further information about these areas of work will be discussed throughout the body of the report.

Collaborative projects, which had begun in early 2017 and are due to be completed throughout the next financial year are:

- Development of themed multi-agency audit programme
- Planning for multi-agency training and learning events and seminars across the strategic boards
- Roll out of NSPCC PANTS Campaign across Primary Schools
- Implementation of the Child Sexual Abuse Prevention Plan following the outcome of HSCB Annual Conference 2016
- Board approval of the Neglect strategy and subsequent implementation
- Implementation of the Quality of Care tool

7.5 Assurance

7.5.1 Hounslow CAMHS Transformation Update

In July 2016, the Senior Joint Children's Commissioning Manager provided an overview of service developments to the Board within child and adolescent mental health services in Hounslow. This included the local and national strategic context, an overview of the 7 work streams, an update on progress and ongoing challenges, and the emerging findings from the needs analysis which was completed by the Anna Freud Centre.

CAMHS was identified as a priority area in the Hounslow Children and Young People's Strategy 2015-20, and as such has been monitored through the Hounslow Children's Delivery Group. Beneath this group sits the Hounslow CAMHS Partnership Group, which meets monthly and includes operational leads from the key partners to deliver service developments in Hounslow.

The Chair of the HSCB was involved in the research stage with the Anna Freud Centre to share the partnerships concerns about the service delivered to vulnerable children.

Further updates from the CAMHS service have been added to the Boards forward agenda for 2017 to ensure that the HSCB can continue to have oversight and seek assurances that vulnerable young people are being safeguarded and gaining access to services. Concerns about access to adolescent mental health service had been identified at the challenge day and will be discussed further at the development day, with consideration given to the HSCB adopting it as a themed priority area within its business plan for 2018- 21.

7.5.2 HMIC Inspection

In January 2017, the Chair of the Board requested assurances from Hounslow Police following the HMIC review into Child Protection procedures in the Metropolitan Police conducted in 2016. The review looked at all aspects of child protection and consisted of a dip sample of cases. Hounslow Borough was one of the areas visited and dip sampled by the HMIC. This included the CAIT child protection unit and SCO17 the sexual investigations command that manage sexual exploitation cases. The HMIC highlighted six Hounslow cases that required improvement, which were quickly addressed by Police.

The HMIC highlighted 38 cases overall where it was their view that there could be a continuing risk to a child or children. Hounslow were informed that none of their six cases fell into this category and no children were identified as coming to harm because of the failings identified.

Following concerns raised in the report a meeting was held with the Leader of the Council, Hounslow's Chief Executive, the Borough Commander, Executive Director for Children's, Housing and Adults, the Detective Chief Inspector and the Chair of the Board to seek assurances about the response to cases raised as a concern. Hounslow police will continue to provide updates and assurances to the Board about how improvements are being made across the MPS and specifically concerns raised in Hounslow.

7.5.3 Early Intervention Service Position

In March 2016, the Local Authority took the decision to disband the Early Intervention Service (EIS) and integrate its services, with the intention to become more preventive and share the responsibility of early intervention being everyone's business. This approach included trying to prevent young people from coming into care by developing innovative edge of care practice and investing in long term interventions for the most needy and vulnerable families. Early Intervention was retained as a key strand within the Children's, Housing and Adults' Services (CHAS) work programme.

The changes initiated a revision of the Early Help Assessment Form (EHA) to the Child and Family Assessment / Notification (CFAN) form, the transfer of the front door to social care and the launch of a new early help module that will provide a consistent recording mechanism for all early help and preventative services. The responsibility for the logging of requests for early intervention services is with social care as part of its 'Front door' arrangements.

In January 2017, the Board, following the disaggregation of the Early Intervention Service undertook an initial scoping of the Early Help offer across the partnership. The Board received assurances that a management board, comprising of representatives from the Local Authority was being developed to ensure management oversight of developing an Early Help offer which will report to the Executive Director of Children's Services, Adult's Services and Housing.

In the health economy, the relationship between schools and school nurses continues to be key to good preventive work. The Family Nurse Partnership, Health Visitors and GP's work collaboratively to offer support to vulnerable families and many services were offering good early intervention support to children and families in Hounslow. However, the communication between services needs to be strengthened.

The Police's response will change significantly within the next six months following the implementation of Protecting Vulnerable People (PVP).

The exercise demonstrated that a significant amount of interventions are being delivered throughout the partnership, however; there is a need that these are integrated and formalised as part of an Early Help Strategy. The Board will continue to seek assurances throughout the coming year and address Early Help as one of its themed priority areas in its 2018-21 business plan.

8) Sharing Information with the Front Line

The HSCB website was developed throughout 2015-16 and launched in May 2016. It has been regularly updated and used as a platform by the partnership to publicise key documents such as the Hounslow Threshold and Referral Guidance and Child and Family Assessment Notification (CFAN). The website continues to be a method of information dissemination about the work of the Board and the governance arrangements for it with new local and national policies and procedures added regularly.

The Board has worked hard to increase the participation of front line staff in its case learning opportunities throughout the last year, ranging from participation in audits, case learning sessions and themed case reviews discussed the Cases Review sub-committee. As discussed previously, the Board has undertaken three major multi-agency audits (Child Sexual Exploitation, Multi-Agency Safeguarding Hub (MASH) and the Section 11 Self-Assessment) all of which have included the voice of the children's workforce. The Section 11 audits verified that Board partners have good systems in place to cascade learning and information from the Board to frontline staff.

In January 2017, the Chair of the Cases Review sub-committee acknowledged good practice following a case discussion by writing a letter to the partnership to be shared with practitioners.

Additionally, throughout the year, the children's workforce have been directly involved with the NSPCC Pants campaign, the HSCB safeguarding week and HSCB Annual conference 2016.

9) Safeguarding Awareness in the Wider Community, Faith Groups, Voluntary and Community Sector

Hounslow has an active and diverse voluntary and community sector (VCS) which is made up of more than 90 not for profit organisations. The HSCB has committed to enhancing the relationship between the Board, the VCS and, the Faith and Community Sector to promote safeguarding. The Board benefits from having a representative from the Hounslow Voluntary Sector as a member of the Board and its sub-committees.

The HSCB launched a bespoke safeguarding practice guidance for the VCS and Faith Sector in November 2016. This was developed in conjunction with Ealing CVS and included a number of community consultations in order to understand what was useful for the sector to know about safeguarding and to develop a practical support tool. The guidance includes information about thresholds and some of the Boards key priority areas.

The Board was represented at the Voluntary Sector Annual Conference and hosted a workshop specifically focussing on Children's Safeguarding.

During the course of the Safeguarding week, volunteers from the Board targeted several schools across Hounslow and were able to reach over 600 parents to raise awareness of child safeguarding issues. The CSE work undertaken outside of statutory services has increased the awareness in the local community and the voluntary and faith sector, evidence of which is noticeable with referrals being made to Children's Social Care.

The previous Chair of the Board had established a Community reference group to share information and act as a place for consultation when required. The group has not met within the last year and a refresh of engagement of the group will be prioritised throughout the coming year.

10) Quality Assurance & Performance

Throughout 2016 Quality Assurance and Performance has remained high on the Boards agenda and been a key focus for the Quality Assurance and Performance (previously named Monitoring and Evaluation) sub-committee.

As discussed throughout the report the sub-committee with oversight and ratification from the Board has developed and implemented:

- A Quality Assurance Framework, which includes an audit tool and process for multi-agency audits and was used during the Boards multi agency audit into CSE.
- A performance data set was agreed by the Board in December 2016 and data populated from February 2017.
- Regular safeguarding monitoring reports have been received from FYOI and are considered at every sub-committee.
- Section 11 Self- Assessment for all statutory partners, maintained and independent schools and colleges was rolled out in December 2016.
- Regular annual reporting cycles for all partner agencies have been established and considered during 2016-17.

- Single and multi-agency audits have been undertaken, the reports of which have been submitted to the Board with learning and actions to improve practice and assurances sought.
- Outcomes from inspections and their implications have been considered such as HMIC Inspection 2016.

The outcomes and impact of much of the quality assurance work undertaken in 2016-17 is in its early stages and not yet fully known. Some areas of work, such as the completion and analysis of the dataset is not yet embedded. The Board and its sub committees will continue to seek assurances, embed learning and strengthen quality assurance processes throughout the coming year to ensure it can better understand the profile of safeguarding of children in Hounslow and demonstrate the impact it has to safeguard children.

11) Budget & Funding

A report of HSCB budget was presented to the Board in April 2015. The report noted that the HSCB budget would be in deficit mid-way through the 2016-17 financial year. The committed spend for 2015-16 financial year meant that there was likely to be a budget pressure of at least £60k for the 2016-17 year. As predicted by the report, the Boards budget was in deficit after having spent the DfE grant awarded in 2012. Aside from having the resources to meet staffing costs, commissioned training to the end of March 2017 and that of the Independent Chair, the Board had no further budget for any other activity for the rest of the financial year.

The HSCB income has for the last 3 years incorrectly relied on a contribution from Adult Services within the budget, which is no longer available. The Serious Case Review for Anita B added significant pressure in the last financial year, as well as the appointment of a consultant Business Manager in January 2016.

In comparison to many other LSCBs, Hounslow is relatively underfunded in cash terms, though there are some LSCBs with a smaller budget. Those with a smaller budget usually have a smaller population or a reduced complexity of safeguarding issues.

The Chair of the Board requested that the partnership consider and acknowledge the funding pressure and identify how they could increase funding in order to meet the requirements of "Good" OFSTED rated LSCBs and drive the agenda of improvements forward.

LSCB Budget 2016- 17

Annual Income	
Children Services Base Budget Contribution.	£148,464
CCG	£20,000
Public Health (CDOP Contribution)	£18,000
Police	£5,000
Early Years	£4,000
The London CRC / Probation	£1,000
Housing	£1,000
CAFCASS	£550
London Fire Brigade	£500
Misc, Income for Attending Safeguarding Training	£350
Total	£198, 864

Expenditure	
Employee Costs	£162,300

<ul style="list-style-type: none"> • Interim Business Manager (Feb '16 – Mar '17) = £75,674 • Training & Development Manager = £55,846 • Business Support & Development Officer = £30,780 	
HSCB Activity	
CDOP Function	£5,280
Safeguarding Board Chair (Previous)	£10,500
Safeguarding Board Chair (New) (Oct '16 – Mar '17)	£9,500
Chronolator Licence	£2,700
Serious Case Review (Anita B)	£4,000
Case Reviews / Audits (MASH Audit – October 2016)	£5,000
Training Spend	
HSCB Online Training System (September 2016)	£5,000
Events / Catering / AV Services / Training Materials – up to 31/03/2016	£2,500
Training – Conference (May 2016)	£2,500
Commissioned Training (up to Mar '17)	£2,800
Total Expenditure	£228,600
Variance	-£29,736

The Board has prioritised improving its budget position throughout 2017-18 and is forecasted to be in a stronger position in the coming financial year but with the recognition that further funding streams need to be explored.

12) Private Fostering

An annual review of private fostering was reported to the Board. This demonstrated considerable activity within Children Social Care to ensure that professionals, agencies and the community understood private fostering and knew how to report it. However, the number of cases reported remains low and there was concern that more of the same activity would not achieve better results.

It was agreed that the Board would support the Private Fostering Lead to find new approaches to recognising private fostering in the community. The work to support the awareness raising will continue throughout 2017 and 2018 and a subsequent annual report will be shared with the Board in November 2017.

13) Thresholds

All referrals in Hounslow are processed via the Multi Agency Safeguarding Hub (MASH) and the decision to undertake a "Child In Need Assessment" is made in partnership by Children's Social Care Front Door Service.

The criteria for assessing that a child is need of an assessment is outlined in the Hounslow Children Social Care Threshold Guidance and Assessment Protocol which was considered by the Board throughout 2016 and was ratified September 2016 along with the Child and Family Notification (CFAN).

13.1 MASH

Following the roll out of the guidance an audit of the MASH was undertaken in October 2016 to better understand the nature of referrals received and how the partnership was working to progress these. The audit found that there was good management of Green and Red cases with improvements required for cases rag rated Amber and timeliness of checks completed by the partnership. An action plan was developed to address the areas of improvements identified and progress of the action plan is regularly reported to the Board. The HSCB will commission a further audit of the MASH in the autumn of 2017.

The Board has begun to collect data from the MASH as part of its data set, which will be reviewed by the Quality Assurance and Performance sub-committee and shared with the Board for further scrutiny. Data collection and analysis has been a new development for the Board in 2016 and is in its infancy. The end of year data shows that:

- The MASH received 30,316 contacts in 2016-17, which is an increase of 5.9% from 2015-16.
- The most common reason for contact being made was Domestic Violence.
- The top three referring agencies continue to be Police, Health and Education providers completing 69% of referrals in 2016-17, which is consistent with previous years.
- There was an increase in repeat referrals in the last 12 months with a total of 21%, which is a marginal increase of 4% from last year.
- During 2016-17, the proportion of contacts leading to a referral saw a decline of 2.5% with 8.9% of contacts leading to a referral.
- During 2016-17, 9.4% of the referrals completed led to a multi assessment. This was an improvement of 8.4 percentage points on 2015-16.
- The percentage of assessments completed within 45 working days dropped from - 77.3% in 2014-15 to 76.3% in 2015/16. The percentage of assessments completed within 45 working days during 2016-17 was however, broadly in line with the previous year, at 76.4%

13.2 Front Door

FRONT DOOR	2016/17	2015/16	2014/15
No. of contacts completed	30,316	28,627	30,352
% of contacts completed that led to a referral	8.9%	11.4%	11.2%
% repeat referrals started within the last 12 months	21.4%	17.9%	25.2%
% referrals completed which led to a multi assessment	94.0%	85.6%	n/a
% of multi assessments completed within 45 working days	76.4%	76.3%	77.3%
% multi assessments completed with an outcome of NFA	44.6%	53.5%	n/a
No of Section 47s started	581	634	573
No of completed S47s with an outcome of ICPC	181	176	177
% of completed S47s with an outcome of ICPC	33.1%	28.0%	33.1%
% ICPC occurred within 15 working days of start of S47 enquiry	74.9%	71.0%	n/a
% ICPC which result in a CP plan	87.3%	93.4%	85.7%

The number of contacts to the front door of children's social care dropped by 5.7% from 30,352 contacts in 2014-15 to 28,627 contacts in 2015-16. The number of contacts during 2016-17 however, increased by 5.9%.

The percentage of contacts that led to a referral in 2014-15 was broadly in line with 2015-16. During 2016-17 however, the proportion of contacts leading to a referral saw a decline of 2.5% with 8.9% of contacts leading to a referral.

The percentage of repeat referrals within the last 12 months dropped from 25.2% in 2014-15 to 17.9% in 2015/16 (-7.3%). In 2016-17 however, the percentage of repeat referrals showed an increase of +3.5%.

A steady improvement has been seen in the percentage of referrals completed, which led to a multi assessment over the last 2 years. During 2016-17, 94.0% of the referrals completed led to a multi assessment. This was an improvement of 8.4 percentage points on 2015-16.

The percentage of assessments completed within 45 working days during 2016-17 was however, broadly in line with the previous year, at 76.4%. The percentage of multi assessments completed with an outcome of No Further Action (NFA) declined by 8.9% in 2016-17 compared to the previous year.

A greater proportion of S47s completed during 2016-17 led to an outcome of an ICPC than the previous year. During 2016-17, 181 S47s (33.1%) were completed with an outcome of an ICPC. This was 5.1 percentage points higher than the previous year. The highest proportion of S47s completed with an outcome of ICPC was reported in Q2 at 57.8%.

The percentage of ICPC completed within 15 working days of the start of section 47 enquiry in 2016-17 was 74.9% but saw an improvement of 3.9 percentage points compared to 2015-16. This demonstrated that the service is making good progress and appropriate systems and processes are in place with the relevant teams, which are being embedded to improve performance.

Overall, the data demonstrates that the MASH and Front Door Service is performing consistently with previous years data. In order to improve understanding of thresholds in Hounslow and ensure that the system is not being blocked by inappropriate referrals, training and awareness of the thresholds and referrals into Children's Social Care has been and will continue to be undertaken through the HSCB training offer. In addition, it has been identified as an area for improvement in the recent Section 11 audit and the Board will continue to seek further assurance that this is embedded across the partnership.

As highlighted earlier in the report, the Early Intervention Service provided by the Local Authority was disaggregated. The relocation and removal of some of these services is likely to initially have had a knock on impact and increased referral rates into Hounslow's Front Door which has been considered.

The Board undertook an initial scoping exercise of Early Help from the key partnership agencies in January 2017 to understand the offer to vulnerable children and families in Hounslow and will continue to seek assurances throughout the next year and into its new business planning phase of 2018-21.

13.3 Child Protection

CHILD PROTECTION PLANS	2016/17	2015/16	2014/15
No. of CP Plans for Emotional Abuse	104	92	50
No. of CP Plans for Physical Abuse	13	8	30
No. of CP Plans for Neglect	132	108	105
No. of CP Plans for Sexual Abuse	10	5	9
No. of CP Plans for children with disabilities	10	15	9
No. of children with a second or subsequent CP plan	40	46	46
% of children with a second or subsequent CP plan	13.4%	18.9%	19.6%
% of children who ceased to be the subject of a CP plan in the year where the plans duration was 2 years or more	2.4%	4.4%	8.4%
No. CP plans open for 2 years and over	4	3	4
No. CP plans ended after a period of 2 years and over	6	10	22

Over the last three years, the highest number of children and young people on child protection plans were identified as being neglected. This was followed by children and young people on child protection plans who were identified as being emotionally abused.

The percentage of children with a second or subsequent CP plan decreased from 19.6% in 2014-15 to 18.9% in 2015-16 (-0.7%). During 2016-17, the percentage of children with a second or subsequent CP plan was further decreased by 5.5% to 13.4%, which demonstrates that sustained intervention is becoming increasingly successful.

13.4 Comparator Data for Child Protection per 10,000

CHILD PROTECTION PLANS	2016-17	2015-16		
	Hounslow	Hounslow	England	Outer London
Number of:				
Children who became to subject of a CP plan	298	243	63,310	5,520
Ceased to be on a CP Plan	253	225	62,750	5,720
Rate per 10,000 for:				
Children who became to subject of a CP plan	47.6	38.8	54.2	44.7
Ceased to be on a CP Plan	39.8	35.9	53.7	46.3

13.5 Looked After Children

SAFEGUARDING CHILDREN LOOKED AFTER	2016/17	2015/16	2014/15
No. Children in residential care	40	46	76
No. CLA under police protection in LA accommodation	4	0	3
No. of children accommodated under Section 20 under the age of 14	17	27	19

The number of Looked After Children (LAC) in residential care dropped from 76 children in 2014-15 to 46 children in 2015-16 and to 40 children in 2016-17.

This decline of LAC in residential care may be explained by the overall decline in LAC numbers. For instance, in 2016-17, the proportion of LAC in residential care was 16% (40 of the 251 LAC) which was in line with the previous year where again 16% of the 280 LAC were in residential care.

The number of children accommodated under S20, dropped from 35 LAC in 2014-15 to 22 LAC in 2015-16 and to 15 LAC in 2016-17.

13.6 Comparator Data for Looked After Children per 10,000

Year LAC	Number LAC Hounslow	Rate per 10,000 children		
		Hounslow	England	Outer London
2013/14	317	52	60	48
2014/15	294	48	60	47
2015/16	280	45	60	47
2016/17	251	40	n/a	n/a

14) Voice of the Child

The Board recognised that it had not consistently sought the voice of the child throughout its work and this in turn was identified as a key priority area. Improvements have been made with regard to this throughout 2016 with the voice of the child featuring areas of work in the Board. As explained previously, young people's views were incorporated into the multi-agency audits undertaken.

Young people representatives were involved in the recruitment of the new Chair of the Board and the HSCB is considering how to include and involve the voice of a younger lay member who may be an ex-service user.

The Chair is considering how to continue to increase the voice of children and young people at the Board and has identified this as a focussed priority for the coming year and core business in subsequent years.

15) Joint Targeted Area Inspection (JTAI)

In March 2017, Hounslow received a Joint Targeted Area Inspection (JTAI) with the deep dive theme of '*children living with domestic abuse*'. Hounslow was the final local authority out of six to be inspected under this theme.

The purpose of the inspection was to evaluate Hounslow's 'front door' and safeguarding services across agencies that work with children, young people, and their families. As well as assessing front door services, the inspection also considered the response to specific children and young people through a 'deep dive' theme.

Ofsted notified Hounslow of the outcome of the inspection through a narrative feedback letter expected in April 2017, which had no graded judgement, and all partners were given the opportunity to check factual accuracy and provide written comments.

The draft letter provided a balanced representation of both the key strengths and areas for development across the partnership. An action was developed to address the areas of improvement. Monitoring and challenge in respect of the multi-agency action plan and its completion, will be the responsibility of the HSCB.

The Board considered a first draft of the action plan in May 2017 and again in July 2017 for approval and reports of the plans progress will be shared at subsequent Boards throughout the year.

16) Vulnerable Children including those Children Missing, with Mental Health or Complex Needs and Substance Misuse

The Board has undertaken much of its work on vulnerable children via its sub committees and through its targeted priority areas. More detailed information about this is outlined later in the report under "Work of the Sub Committees".

17) Work of the Sub Committees

17.1 Child Sexual Exploitation Sub Committee

The CSE sub-committee began in April 2015 as a standalone group to robustly respond to national and local concerns. The last standalone meeting of the sub-committee was held in December 2016 before it was subsumed into the Missing and Vulnerable sub-committee.

Each meeting considered its work plan, data from the MASE panel and progress of the Partnership Improvement Plan with the Exploitation and Vulnerabilities Coordinator largely driving the work, with the support and assistance of the sub-committee members.

The key pieces of work completed over the last year included:

- Review of the CSE Partnership Improvement Plan and completion of the 108 recommendations.
- Single and Multi-Agency audits of children exposed to Child Sexual Exploitation
- The implementation of the CSE Champions Programs within the Borough
- The start of NSPCC PANTS campaign
- Improved data collection through the MASE Panel and Children's Social Care Systems
- Revised CSE strategy
- Revised CSE risk assessment tool
- Continued learning and development activities about CSE across the borough
- Input from Children and young People
- Review of the sub group's status

Review of the CSE Partnership Improvement Plan

108 recommendations were included in the plan, of which 8 remained for it to be fully completed. Work has commenced on the outstanding actions via the Missing and Vulnerable sub-committee work plan.

CSE Single and Multi-Agency Audits

A single agency audit of all children within the MASE cohort was undertaken by Children's Social Care in January 2016 and finalised after learning events were held with practitioners in April 2016. The HSCB undertook a multi-agency audit between May and June 2016. This included all agencies involved with four children identified from the MASE cohort. Two learning events were held to consider the outcomes of the audits, discuss best practice and areas for learning. The audit report evidenced Hounslow's journey of learning and improvement between the peer review in 2014, audit outcomes and identified next steps. All agencies involved in the multi-agency audit were aware of the learning and recommendations and have been asked to provide assurances against the findings by November 2017.

CSE Champions

The CSE Champions program was developed throughout the year and representatives identified from agencies across the Borough including several primary and secondary schools. The champions are the conduit between the Exploitation and Vulnerabilities Coordinator with Children's Social Care and the Board in facilitating information, learning, and any areas of vulnerabilities or gaps that require further action.

NSPCC PANTS Campaign

A working group of the sub-committee was set up in July 2016 to begin planning the launch of the NSPCC PANTS campaign targeting children under the age of 12. The programmes aim is to emulate the work that was undertaken by the Chelsea's Choice program launched in secondary schools in 2016. The NSPCC PANTS campaign was launched in January 2017 and will continue to be rolled across primary schools and early years setting throughout 2017.

Data Collection and the MASE Panel

The sub-committee was regularly presented with data of all children considered at the MASE panel. The data has become increasingly more accurate and detailed and has been considered alongside a summary of progress by the Exploitation and Vulnerabilities Coordinator. On occasion the sub-committee challenged the data leading to its development and more detailed analysis in trying to identify trends. The cohort of young people throughout the year has remained relatively static in age group, gender and ethnicity.

The MASE panel revised its process of when to remove a young person from the cohort, and are now keeping them under review for longer to ensure interventions and support are embedded in order to reduce the number of repeat referrals, which has been successful. The MASE panel is now followed by a MASE intelligence meeting, which shares key intelligence in relation to locations and hotspots and begin to understand how resources could be targeted to begin to disrupt CSE activity earlier.

CSE Strategy

The CSE strategy for Hounslow was revised in April 2016 and finalised in October 2016. It has been promoted throughout the partnership and made available via the Boards website. There will be a further revision of the strategy in 2018.

CSE Risk Assessment Tool

The CSE risk assessment tool was revised to make it simpler and easier to use. The tool includes vulnerabilities to both boys and girls as part of a drive to ensure that boys who are victims of CSE are more effectively identified. There is evidence of increased awareness of CSE across the partnership and use of the CSE screening tool to consider and assess risk evidenced by an increase of agencies completing the tool as part of their referral into Social Care.

Input From Children and Young People

The Youth Participation Service provided feedback on the design of the CSE leaflets for young people. The information will be translated into the three most popular languages spoken in Hounslow. Additionally, the Children in Care council provided input on a safety-planning tool, used by Children's Social Care.

Three of the four children who were considered in the multi-agency audits, were included in the process and they provided feedback about their journey as a young person accessing services and working with their professional network.

Continued Learning and Development Activities

The Exploitation and Vulnerabilities Coordinator in partnership with Police Colleagues and Board partners have been involved in numerous learning and training events including:

- Supporting police in their on-going awareness through Operation Makesafe, targeting licensed businesses and hoteliers.
- Continued delivery of the HSCB CSE multi-agency training
- Delivering CSE Briefings to teams within the Local Authority, Health Services, Police, and faith and community sector.

17.2 Female Genital Mutilation Sub Committee

FORWARD was contracted in 2014 by the HSCB, CSPB and Public Health to carry out a significant developmental prevention project. A formal sub-committee of the Board was set up in 2015 to ensure strategic oversight and partnership engagement in the project. The funding came to end in March 2017.

The partnership between FORWARD and Hounslow was unique because of the multi-agency holistic approach to service provision. The project was underpinned by utilising a culturally nuanced strategy to ensure effective access to services. In order to achieve a change in the mind-set of people, Community Champions whom themselves became multipliers of change were recruited to assist in the buy in of communities.

Objective:

- Reach communities affected by FGM and to support them to feel empowered to change their attitude and behaviour in order to eliminate the harmful practice
- To improve the health and wellbeing of communities, safeguarding the rights of girls and women at risk of FGM and to support those affected

Achievements:

- Recruit 15 women as Community Health Advocates who represent the affected communities in the borough

- Enable women from FGM affected communities to acquire leadership skills, increase confidence, and become knowledgeable and active health leaders in their own community through the Community Health Advocates for Change.
- Deliver 6 one-day training sessions on women's health and leadership skills to the Community Health Advocates
- Identify, engage and establish an Action Group containing 8 men
- Increase public awareness on FGM among key communities and the general public by delivering 5 community events
- Identify and collaborate with 2 community organisations in the borough for the delivery of activities at community level.
- Engage 10 primary and 5 secondary schools in the FGM Schools Engagement Action
- Provide professional training and resources to 300 key professionals including midwives
- Strengthen the collaboration and partnership among professional agencies through multi-agency partnership working by attending the Hounslow FGM Prevention multi-agency steering group.

The achievements of the FORWARD project, sub-committee, and steering group have effectively begun to address FGM throughout both the professional network and the community. However, it is understood that sustained change is as a result of a change in people's behaviours and attitudes towards FGM and it has not always been possible to establish a direct correlation between the intervention put in place, the outcome achieved and the impact made. That said, the increase in reports to Hounslow police, could be ascribed to both the introduction of the "duty to report" introduced at the end of 2015 as well as improved awareness and understanding in the borough achieved by the project.

17.3 Missing & Vulnerable Sub Committee

The sub-committee has progressed a number of key areas against the work plan since the mid-way report in November 2016. In February 2017, the CSE sub-committee merged with the Missing & Vulnerable sub-committee, expanding both the membership and remit of the group.

Achievements:

Neglect Strategy

The sub-committee has overseen the development of the multi-agency Neglect Strategy (since signed off at the May 2017 Board) and is now overseeing the task & finish group delivering the implementation plan. The strategy places an emphasis on the role that all agencies have in identifying and responding early to indicators of neglect. The Quality of Care Assessment tool has been relaunched in Children's Social Care, and partners have been invited to consider how they can meaningfully use the tool. A task and finish group under the sub-committee will oversee the implementation of the strategy across agencies.

CSA Prevention Plan

The plan was signed off by the Board in January 2017 and the sub-committee has had updates about the progress of implementation, with a full review expected in January 2018. The plan has largely focused on delivering messages through schools, including links with the Learning to Respect Programme and the NSPCC Pants Campaign, and through the Safeguarding Week.

PANTS Campaign

The sub-committee has had oversight of the delivery of the NSPCC PANTS Campaign, which has had a very successful phase one, reaching over 580 parents directly through schools and early years settings. Phase 2 sees further work with more vulnerable groups (including

children with disabilities), and phase 3 engagement with the voluntary sector. Work is underway to ensure the success of the programme is sustainable beyond the campaign when it ends in Spring 2018.

E-Safety Position Statement

While the development of the E-Safety Statement sat under the Quality Assurance & Performance sub-committee, Missing & Vulnerable members were cited and the draft presented in February 2017 and invited to submit contributions by the end of March 2017. Members were invited to comment both on the content of the statement and to identify resources for the resource list. This work was completed and the statement has since been signed off, and is available on the HSCB for families and professionals to access.

CSE Partnership Improvement Plan (PIP)

Delivery of the multi-agency CSE PIP has been successful and the completion of the plan signed off at the sub-committee. This will be replaced by further actions focused on CSE which will sit under the sub-committee's 2018-19 work plan. Partners will be asked to contribute to this plan to ensure it identifies the ongoing local priorities in responding to CSE.

Trafficking Referral Process

The Missing & Vulnerable sub-committee has had oversight of the development of the referral process for trafficked children and young people (subsequently signed off by the Board in May 2017). The delivery of this work is overseen by the Human Trafficking Group, co-chaired by Community Safety and Adults Social Care. There will be regular reporting of the activity of this group to MAV, as part of the ongoing focus on harmful practices.

Positives:

- Significant progress made on the development and delivery of key strategies and plans, as highlighted above.
- A number of these strategies have linked in closely with schools and early years settings, promoting a focus on both safeguarding and early help.
- There is continued good multi-agency attendance at the group.
- The group has held useful discussions on relevant publications, including on "A Time to Listen", identifying key learnings which in turn will shape the training offer.

Challenges:

- Merging the CSE sub-committee has widened both the membership and the remit of the group. Priorities and agenda planning therefore requires careful consideration to ensure that work is focussed, progressed in a timely and meaningful way, and that there is clear accountability for the Board's role and responsibilities.
- There has been limited progress in relation to work on safeguarding children with specific vulnerabilities, though consideration has been given to this group in the development of some of the strategies and in specific work like the PANTS campaign. A continued focus on this group would be aided by having standing representation from the 0-25 Transitions Team on the sub-committee, and this has been invited.

Ongoing Work:

CSE Plan

- Following completion of the PIP, partners will need to identify ongoing actions in relation to CSE that will sit under the work plan to ensure continued focus. This plan will also incorporate changes to the MASE. The plan will be discussed at the July subgroup with a view to finalising in advance of the November sub-committee.

Missing

- The data for missing will be going to the Quality Assurance & Performance sub-committee and then reported to Missing & Vulnerable. It is critical that the group has oversight of the analysis of this data to ensure that themes and trends are identified and responded to as required. The first annual report on Missing from Home and Care will be presented to the July 2017 sub-committee. A report on Missing from Education will be invited by the sub-committee.

Strategies and plans

- There will continue to be oversight of the implementation of the Neglect Strategy, the CSA Prevention Plan, the E-Safety Statement and the PANTS campaign. The subgroup should continue to be cited as appropriate on strategies sitting under the CSP where they relate to harmful practices.

17.3 Quality Assurance & Performance Sub-Committee (Formally Monitoring & Evaluation)

The sub-committee has prioritised establishing a dataset that is clear and aligned to both the business plan of the HSCB and meets the requirements of the Boards statutory obligations. There has been particular focus on this area through the activity of central government Inspectorates highlighting the need to produce datasets that reflect all partners and directly address the concerns of the board.

A dataset was agreed by the Board in December 2016 and its development and analysis allow members to challenge data, measure partners safeguarding arrangements and identify whether the data indicates the aims of the board are being addressed. The overlap between CSPB and HSCB has been recognised and data from groups such as FGM, trafficking and VAWG will form part of the new dataset.

The subcommittee has been involved in a range of audit activity including CSE multi agency audits, missing children audits and preparation for Section 11 audits.

Achievements:

- Developed, implemented and tested the HSCB Quality Assurance Framework
- CSE multi-agency audit, including the voice of the child
- CAIT Data reporting, including comparator data
- HSCB data set
- FGM Data evaluation scoping
- Hounslow Threshold Guidance overview and scrutiny

Challenges:

The sub-committee has continued to be overly reliant on the Local Authority in completing the data analysis and case study reviews. In addition to this the partnership are not practiced in sharing single agency safeguarding audits for scrutiny and challenge. Children's Social Care and Health services have taken the lead in this over the last year in sharing internal safeguarding audits.

The multi-agency audit process needs to be strengthened; responses and input were missing from key agencies in the CSE multi-agency audit, which were returned leading to gaps in information being shared. It was highlighted through the audit process that the sub-committee needs links with Hounslow schools.

Ongoing Work:

The sub-committee will continue to refine and develop the dataset and its analysis. It has been acknowledged by all of the key strategic Boards that there is a lack of resource and expertise to robustly analyse data and solutions to this will be explored over the coming year.

The sub-committee will lead on developing its auditing programme of the Board including increasing its multi-agency audit programme and reviewing single agency safeguarding audits completed across the partnership.

17.4 Training Sub Committee

The Training sub-committees overall purpose is to provide assurance to HSCB for workforce development and safeguarding training events in Hounslow and to ensure those working with children, adults, and families are appropriately skilled and competent.

Training Evaluation

The HSCB Training offer for 2016-17 included both face to face and online/e-learning courses. The face to face courses for the year comprised 22 safeguarding related subject areas reflecting the Board's priorities and the London Child Protection Procedures (2015) which totalled 61 sessions.

Of the 22 subject areas, 3 were commissioned which were neglect, familial sexual abuse and gangs. Commissioning the courses was at a cost of £6,000 for the year for a total of 10 courses. The remaining 19 subject areas were delivered by HSCB training partners with relevant local expertise and experience who are represented on the Board and Training sub-committee. Attendees who participated in these face to face sessions, largely from Children's Social Care, Health, Schools Early Intervention and early Years.

Online courses are provided by the Virtual College offering 32 courses and accessed by 2,409 users. The online courses were mainly accessed by schools however figures from the partnership are outlined as (descending order):

Agencies	Number Completed
Primary School staff	871
Academy staff	205
Faith School	114
Special School	84
Free School	85
Feltham Young Offenders Institute	64
School Governors	15

GPs	8
Foster Carers	6

Evaluation of the online courses were completed by 3310 users, of who 2356 found the course to be satisfactory or very satisfactory and meeting their needs.

Achievements:

HSCB Annual Conference 2016

Research of the Children's Commissioner's Office published in November 2015 reported that over a number of years a declining number of children are coming to notice for sexual abuse locally and nationally. In May 2016, the Board held its annual conference on ***"Child Sexual Abuse in the family. Preventable or inevitable"***.

The conference was attended by 180 conference delegates from both statutory and voluntary services. The conference asked for attendee's perceptions of the nature of sexual abuse locally and their opinions about the best way forward to prevent sexual abuse in Hounslow. The information was distilled into a Child Sexual Abuse Prevention Plan and a task and finish group led by the HSCB is currently working on this CSA prevention plan under the auspices of the Missing & Vulnerable sub-committee.

Safeguarding Week

As identified in the CSA Prevention Plan a safeguarding week was arranged with partners from school nursing, health visiting, social work, police, domestic violence services and the youth service. A total of 17 schools were visited throughout the week and 604 parents were engaged with encouraging them to talk to their children to protect them from sexual abuse including online risks. Due to the popularity of the event the offer will be repeated in 2017-18 to secondary schools.

Quality of Care Assessment Tool

The Training sub-committee developed a Quality of Care (QoC) Assessment Tool in 2012, to support Social Workers in identifying and working with families affected by neglect. It was thought to be helpful but the assessment lost impetus partly due to staff turnover. The HSCB relaunched the assessment last year along with the development of the Neglect Strategy and this work was led by members of the training sub-committee and social workers. The Neglect Strategy and QoC tool was agreed by the Board in May 2017.

Online Events Management and Evaluation

Considerable work has been undertaken to move to an online bookings system. This system was operational from April 2017. It is anticipated that there will be initial reluctance from delegates to cooperate with the new system, however this will be monitored and addressed via the Training sub-committee. Given time, it is thought that the system will support improved training evaluation and needs assessment to allow the multi-agency training offered by the Board to be reactive of the needs of Hounslow and emerging national issues.

E-Learning Programme

The Board has offered a comprehensive e-learning programme over the last three years funded initially by the Early Intervention Service. The contract was due to end in October 2017 with little prospect of the Board being able to fund this going forward. The Board was able to secure a joint contract with the Adults Safeguarding board for a further five-year period. Analysis of the usage of e-learning across Hounslow is continuing to be reported into and analysed by the sub-committee. Education partners remain the highest users over the last

year with health agencies the lowest. Exploration of these figures show that schools find e-learning the most convenient way of accessing key safeguarding training, alongside their core function. Health have reported that they have a comprehensive in-house package of training that they are required to use for professional development.

Courses programme

The sub-committee has overseen the delivery of safeguarding face to face courses programme responding to additional emerging local needs and adding courses to its programme as follows:

- Domestic Violence Introduction Course
- Mental Health First Aid
- Child Sexual Exploitation Seminar

In addition to adding courses to the programme, current courses have been reviewed as below updated by partners and the Learning and development manager:

- Introduction to Safeguard Children
- Safeguarding Disabled Children
- Domestic Violence Work with Women / Empowerment Practice
- Core Groups and Child Protection Plans

Challenges:

Overall, the training offered from the Board was effectively managed and delivered by the HSCB Training and Development Manager and by local professionals released by partner agencies to facilitate face to face courses on behalf of the HSCB. That said, specific expertise is required to deliver courses such as Neglect, Familial Sexual Abuse, Gangs and FGM and this has been commissioned previously. Taking into consideration the challenges faced by the Board and its limited budget, long term commissioning of the specialist courses is unlikely.

17.5 Feltham Young Offenders Institute Sub Committee

The Feltham Young Offenders Institute sub-committee has made significant progress in seeking assurances in a range of areas over the last year.

Achievements:

- Safeguarding procedures in terms of response to allegations, notifications to the designated officer within the local authority are satisfactory. This was acknowledged by HMIPS during an inspection in February 2017.
- The quality of Health Care available to young prisoners is robust.
- The quality of education provision has improved, but issues remain in terms of the barriers to young prisoners accessing the provision.

The impact of these creditable achievements is compromised by the prevalence of violence within the YOI against both prisoners and staff. This has led to a regime of behaviour management that relies on the application of regime restrictions for the safety of all parties within the YOI. This limits, on occasion, prisoner's access to education, to association with their peers and a general limitation on purposeful activity in favour of confinement to cell in the interests of safety. Inspectors were clear that this needs to be addressed immediately. In order to address the concerns the sub-committee undertook the following actions:

- Developed a dataset, which is routinely provided to the sub-committee, which is continually refreshed to respond, and to new information and challenges.
- The inspection improvement plan is now presented to the sub-committee meeting and then to the Board for monitoring and assurances.
- An audit has been completed (June 2017) in relation to restricted regime and a further audit is planned concerning the use of control and restraint. Reports will be presented to the board for information and comment.

Positives:

- The working relationship between the Board and sub-committee and the management at the YOI has improved considerably lending to a greater flow of information and collaborative working on shared concerns.
- The social work team based within the YOI is well regarded, and received positive comments from HMPS.
- The sub-committee has managed to engage the Youth Justice Board monitor responsible for overseeing the contract for services with FYOI. This will, hopefully, lead to a unified approach to the support and challenge provided to the YOI as it implements the necessary improvement plan.

Challenges:

- The challenge for FYOI is to maintain good order and discipline, but also positive outcomes for young offenders in the context of working with a cohort that is increasingly challenging due to their complex needs at a time of unprecedented resource constraints.
- The challenge for the Board is that young people are reporting that they do not feel safe, most usually from other young people, and there is substantial evidence to support their concern. However, in many instances, usual safeguarding processes will have limited impact on the situation. This requires the application of operational controls and a behavioural management regime consistent with prison rules which is outside the scope of an HSCB. A positive response may blur the boundaries between the role of HSCB and the Youth Justice Board and/or the newly established Youth Custody Service.

Ongoing Work:

- Maintain the agreed programme of audits and attempt to increase the involvement of partners including the YJB and the Barnardo's Advocacy Service.
- Sustain and continuously refresh the dataset provided by the YOI to monitor safeguarding practice and the measures employed to maintain order and discipline, including regime restrictions.
- Sustain and develop links with other LSCBs responsible for oversight of the secure estate to share good practice, but also provide a stronger voice to the YCS and YJB concerning common problems within the sector.

17.6 Case Review Sub Committee

The Case Review sub-committee of the Board is chaired by the Director of Safeguarding at West London Mental Health NHS Trust. There is a full membership with all statutory board partners and other relevant stakeholders represented in the sub-committee.

Over the last the year the group has met regularly, every 2 months, with additional meetings convened to prioritise discussions about potential case reviews and in order to make recommendations to the HSCB Chair about the commissioning of formal or informal learning reviews with respect to cases managed within the stakeholder group.

During the last year, there was one Serious Case Review of Anita B that was managed within the sub-committee activity. The review was completed and published but the action plan continues to be monitored by the sub-committee pending completion. Learning from the review was shared through practitioner events.

Six cases were discussed, but were not considered to meet the threshold for formal case review. One case resulted in a formal multi-agency learning event that was attended by all relevant agencies. The learning generated by this event has been shared with all the agencies and the HSCB. One case that was discussed identified good practice with respect to agencies working together with each other to ensure safety in cases of domestic abuse and the good practice was shared with partners.

Seven national reviews were considered in the group and relevant themes and learning were extracted and shared with board partners to consider and incorporate into organisational functions wherever relevant.

The general focus of the group has been on delivering the Boards business plan through the following:

- Improved governance through revised and updated membership and terms of reference to strengthen partner involvement and to strengthen accountability to the HSCB. The group also developed a flowchart to outline procedure for considering and commissioning an SCR to ensure transparency and inter-agency buy-in.
- Improved connection with the Training sub-committee of the HSCB to ensure flow of learning and implications for individual agency training is understood and shared/implemented.
- The Case Review sub-committee supports the development of a culture of reflection and learning through its regular review of challenging cases as a partnership and by linking with relevant other sub-committees to ensure learning is shared and disseminated to all partner agencies.
- The Case Review sub-committee established a case review tracker that enables information about all case discussions, reviews and action plans to be collected and reviewed in a single place. The tracker follows serious case review progress, keeps a record of cases closed to the sub-committee and records all national learning from other reviews discussed in the sub-committee alongside any actions taken to share learning.

17.8 Education Network

The Education Network has continued to meet over the last year as an information sharing group of the Board with a range of safeguarding concerns discussed such as Ofsted inspection of schools and early years settings. Due to the rapidly changing functioning and independence of schools, it was recognised that engaging schools, as a collective group is not effective or achievable. The Board with the Education Networks support will consider over the next year and into its next business planning phase, how it can reach schools in a more collaborative and creative way.

Achievements:

- Analysis of the Section 175 audit of schools completed in February 2016 with recommendations from the S175 discussion to the School Effectiveness Leadership meeting.
- Supported the NSPCC PANTS campaign task and finish group.

- Monitoring Government white paper on Multi Academy Trust agenda, considering the implications for safeguarding
- Agreed Children Missing Education reporting form for use in all Hounslow schools.
- Sought assurances about the prevalence of incidents of sexual abuse in the family being observed by schools.
- Discussions about how Early Intervention becomes “everyone’s business”
- Regular updates and assurances offered about recent safeguarding inspections in schools and early years to ensure that emerging themes are captured and concerns addressed.
- Clarification and communication to schools about the LADO (now DO) role in the Borough

Challenges:

- Schools not routinely sharing information about children who have moved out of Borough and showing as missing education
- Ofsted notification monitoring agreement
- Engagement of schools network in wider safeguarding concerns

Ongoing Work:

- Develop a revised Section 175 / 157 audit tool in consultation with schools in Hounslow.
- Explore further children missing from education reporting and agree a way this can be monitored by the Board.
- Scope how the Board can reach the range of schools in Hounslow and seek assurances about safeguarding processes.

17.9 Health Network

Attendance at the Health Network meetings throughout the year has been good with an overall attendance rate by all members of 100%. Regularity of attendance at these meetings is a commitment that the group will continue to take forward during 2017-18.

During 2016-17 the Health Network met quarterly. The meetings employ a mixture of approaches to ensure the active engagement of health participants and the efficient consideration of HSCB business plan and priorities. The commitment shown by the health agencies is a testament to the seriousness with which the HSCB is viewed and the shared intent across health to improve multi-agency working, services and outcomes for children and young people.

Achievements:

- The group had consistently good attendance allowing two way communication with senior officers from health commissioners and providers and the HSCB. There is evidence that key priorities from LSCB and national publications have been shared, debated and acted upon.
- Presentations to the health network on:
 - Safeguarding Children with Disabilities and health’s role.
 - Role of Named Dr and Designated and Named professionals for Safeguarding Children
 - Drugs and Alcohol misuse during pregnancy
 - Goddard Inquiry and the Bradbury Publication.
 - WMUH FGM audit findings
 - LAC Health Nurse DNA audit findings

- Discussion of the findings from the HSCB commissioned MASH audit and the learnings for health.
- CSE Champions nominated in each agency.
- Discussed Joint Area Inspection and SEND update and role of health in preparing for a potential inspection.
- Discussed feedback from individual health agencies CQC inspections and learning's.
- Organisation structure, vacancies, concerns discussed.
- Reviewed Section 11 findings for health partners

Positives:

The representatives in the group are from all Hounslow health commissioners and providers and the work of the group is informed by a range of processes from within the agencies where the voice of the child is evident:

- Health Needs Assessments
- Safeguarding Supervision
- Friends and Family Test feedback from agencies.

Children's direct experience of the safeguarding system is being used to inform health agencies of the impact of their roles on children. This will lead to changes in practice and will need to now be shared widely within the health network.

Challenges:

- Evidencing that information flow through this group is cascaded and reaches those within members' organisations. The Designated Professionals are to develop a form which all health members will have to complete in respect of roles, responsibilities and mechanisms for communication prior to and post meetings being held.
- Agreeing an achievable approach to implementing developments, both nationally and those that have been agreed by HSCB across a complex health economy.
- Following on from the findings of the Joint Targeted Area Inspection, health learning is being embedded into practice and that this is monitored within this group. This includes further embedding of the 'Think Family, Work Family' approach in the adult health services.
- Capturing the voice of the child across the health partnership and acting upon that feedback in terms of delivery and commissioning of services.

17.10 Child Death Overview Panel (CDOP)

In April 2016, Hounslow reformed as an independent CDOP following the separation from its previous arrangements with Richmond and Kingston. There was a considerable delay in the handover of 21 open cases to Hounslow resulting in Hounslow's first panel in June 2016 being delayed until September 2016 and the handover finally completed by November 2016. Due to the delay, three CDOP panels were held in 2016-17 under the new arrangements. The Business Support and Development Officer of the Board undertook the coordination function for the equivalent of four days per month, a reduction from the previous arrangement of twelve days per month impacting the capacity to manage the day to day function. Chairing of the panel was taken over by the Director Public Health and a new Designate Doctor for Child Deaths came into post in September 2016.

Attendance at the panels has been good with all but one of the meetings quorate. The panel has focused its attention on clearing the backlog of inherited cases and the Coordinator and Designate Doctor have met regularly to review and gather necessary information.

The total number of death notifications received in 2016-17 were 23, which is consistent with the 22 notifications received in 2015-16. The panel had a total of caseload of 44 cases in 2016-17 when including the 21 inherited cases. The panel was notified of 3 unexpected deaths last year and Rapid Response meetings were held within statutory timescales. The unexpected deaths were not able to draw any themes in occurrence, as causes varied from Sepsis, a Road Traffic Accident and a non-suspicious death of a child with disabilities in the community. Of the 20 cases that were recorded as expected deaths, 15 were neo-natal and the remaining 5 of young people over 1 years old with a known life limiting condition.

The panel closed 13 cases in total with 1 of the cases dating back to 2012-13 and 8 of the cases from 2015-16. Two of these were identified as having modifiable factors contributing to the cause of death.

At the end of March 2017, CDOP had an open caseload of 21 cases which were reviewed by the Designate Doctor and 13 of which had already been through one CDOP discussion, but required further information to be gathered before closure.

None of the cases reviewed in the last year highlighted any safeguarding concerns, with none of the children ever having been placed on a Child Protection Plan. The ethnic make-up of the cases closed in the last year shows that the highest group remains White British with White Other and Asian being the next most common.

The CDOP panel has continued to develop its learning process and identifying themes. As the case numbers are low and the opportunity to learn from a bigger cohort of cases was lost since the tri-borough arrangements ceased, it has been hard to identify themes and trends emerging specifically from the cases referred. However, there has continued to be a steady flow of cases where possible miss diagnosis of Sepsis has been evident. The panel has ensured this has been captured in the learning log which has been developed. The CCG has provided assurances to the panel that they have recognised the need to work with Urgent Care Centres, specifically in better diagnosing Sepsis. The work is ongoing and the panel continues to seek assurances throughout the coming year.

Overall, despite the considerable challenges in the initial period of the handover and three new personnel taking over the key functions of CDOP, Hounslow has managed to stabilise and develop its function and make headway in both reviewing cases quickly, generally within required timescales. It is also implementing processes, such as focused neo-natal meetings to ensure that it is carrying less of a caseload and improving its learning function.

Additionally, the panel will begin to prepare for its responsibility to move from the HSCB into the shared responsibility of Public Health and the CCG as outlined in the proposed Child and Social Work Act 2017.

18) Conclusion

As the annual report outlines lots of work has been undertaken by the Board in its first year of its 2016-18 business plan.

The Board has focussed on improving its challenge of the partnership and has continued to strengthen its response to CSE, developed and implemented key strategies, made progress in developing its response to neglect and begun to strengthen its quality assurances work through multi-agency auditing and its dataset. Evidence of this is demonstrated throughout HSCB documentation, meeting records and papers submitted to the Board and its sub-committees. The delivery plans of each sub-committee contain actions which have been cross-referenced to the HSCB business plan.

The Board revised its structure and sub-committees, which has contributed to the partnership being better represented and sharing the responsibility of safeguarding children. The Quality Assurance and Performance sub-committee was reshaped to improve scrutiny of HSCB and

single agency performance, an improvement programme was developed for assuring Section 11 compliance, multi-agency case audits have increased and there has been continued awareness raising by Board in relation to the partnership response to CSE.

The overall conclusion is that the HSCB has worked hard and is in a strong position to achieve its aims and objectives by 2018. The work has been progressed through the strong commitment of the leadership, management and local commissioners to support the priorities set by the Board last year. The strengths of the Board have been tested by delivering an ambitious programme of work alongside the pressure of reduced capacity throughout the partnership. A key concern for the HSCB is that the multiagency MASH 'front door' to services is working effectively. An independent audit of the MASH service resulted in an improvement plan. The HSCB will continue to make it a priority to scrutinise and hold local service leaders to account for implementing the MASH improvement plan and a further re-audit will be commissioned in the autumn of 2017.

The HSCB has developed stronger relationships with other strategic Boards to keep children safe in Hounslow specifically relating to Domestic Abuse and violence against girls and women. This strand of collaborative work will continue and be expanded in the next year.

Early Help is a priority for the Board and is a themed priority area for 2018-21. The HSCB will seek assurance that the needs of vulnerable children are prioritised by service leaders across the partnership and it will continue to challenge the partnership about the development of its Early Help offer, and support the implementation of the strategy through learning and professional development activities.

The Board will continue to build on its progress in the last year whilst also responding to areas of improvement and ongoing work as outlined in its annual report. It is envisaged that next year will be a period of consolidation within the existing work streams and ensuring the implementation of the Boards 3-year business plan from April 2018-21.

Appendix 1

HSCB Board Membership and Attendance April 2016 to end of March 2017

Representing	Name	Title	Attendance
HSCB	Donald McPhail / Hannah Miller	Independent Chair	5/5
Local Authority	Mary Harpley	Chief Executive	2/5
Local Authority	Alan Adams	Executive Director Children's, Housing, Adults'	5/5
Councillor	Tom Bruce	Portfolio Holder for Children's Services	3/5
Lay Member	Bhupinder Lakanpaul	-	5/5
Children's Social Care	Jacqui McShannon	Director of Children's Specialist Services	3/5
Children's Social Care	Steve Liddicott	Head of Safeguarding & Quality Assurance / Chair of Monitoring & Evaluation Sub- Committee (June '15 – May '16)	1/5
Children's Social Care	Jennifer Hopper	Head of Safeguarding & Quality Assurance / Chair of Monitoring & Evaluation Sub- Committee (May '16 – August '16) Head of Troubled Families / Chair of Missing & Vulnerable Sub-Committee (August '16 – Present)	4/5
Children's Social Care	Lara Wood	Head of Safeguarding & Quality Assurance / Chair of CSE Sub-Committee (September '16 – December '16)	2/5
Education	Michael Marks	Director of Education & Early Intervention / Chair of Education Network	3/5
Education	Roger Shortt	Education Improvement Partnership Coordinator	4/5
Education (Primary School)	Debora Kane	Headteacher	2/5
Education (Secondary School)	Ray Whyms	Assistant Headteacher	3/5
Education (College)	Graeme Baker	Executive Director of Performance, Development and Student Experience	1/5
Youth Offending Service	Chris Domeney	Head of Youth Offending Team / Chair of FYOI Sub- Committee	5/5

Public Health	Dr Imran Choudhury	Director of Public Health / Chair of CDOP	2/5
Community Safety	Permjit Chadha	Community Safety Manager	3/5
Housing	Doug Gouldring	Head of Division, Resident Services	4/5
CCG	Judy Durrant representing Jonathan Webster	Assistant Director for Safeguarding representing Director of Quality, Nursing & Patient Safety	3/5
CCG	Dr Nirmala Sellathurai	Designated Dr for Safeguarding Children	4/5
CCG	Julie Hulls	Designated Nurse for Safeguarding Children / Chair of Health Network	4/5
HRCH	Tony Bownen / Jane Bennie	Named Nurse for Safeguarding Children	5/5
CLCH	Trish Stewart	Head of Safeguarding Children	2/5
CLCH	Amanda Harper	Named Nurse for Safeguarding Children	3/5
WLMHT	Dr Johan Redelinghuys	Director of Safeguarding / Chair of Cases Sub-Committee (May '16 – Present)	2/5
WLMHT	Monica King	Named Nurse for Safeguarding Children	5/5
Chelwest Hospital	Hannah Rogers	Consultant Midwife	2/5
London Ambulance NHS Trust	Stewart Critchen	Representative	0/5
IHear	Kylee Brennan	Service Manager	4/5
Police CAIT	DCI Sebastian Florent	Detective Chief Inspector	1/5
Police Borough	DCI Mark Broom	Detective Chief Inspector Public Protection / Chair of Cases (December '15 – May '16) Chair of Quality Assurance & Performance (May '16 – March '16)	4/5
Feltham Young Offenders	Sharon Pearce	Head of Safeguards	0/5
National Probation Service	James Jolly	Head of Service for Hounslow, Richmond and Kingston	2/5
London Community Rehabilitation Co'	No Named Representative	-	0/5
NSPCC	Tahira Rauf	Service Manager	0/5
Voluntary Sector	Margaret O'Conner	Homestart Hounslow	5/5
Advisor to the Board	Brindha Emmanuel	Interim HSCB Business Manager	4/5

Adviser to the Board	Janet Johnson	HSCB Training & Development Manager	3/5
----------------------	---------------	--	-----