



***Barking and Dagenham
Safeguarding Children Board
(BDSCB)***

Annual Report 2013- 14

Foreword from the Independent Chair

Welcome to the 8th Annual report for the Barking and Dagenham Safeguarding Children Board (BDSCB).

This year has been a busy and challenging one for the Board with an increased pace and change of the Board's work to meet the safeguarding agenda. In addition, the revised Working Together to Safeguard Children guidance, published in March 2013, provided us with an opportunity to review our work and to ensure that we are doing the best we possibly can to safeguard children and young people in the Borough.

The Annual report this year will focus on demonstrating the impact of the work of the LSCB partners to safeguard children and young people. The work of the BDSCB takes place within a backdrop of a rapidly developing borough with changing demographics alongside the impact of the welfare reforms.

The work of BDSCB over the past year has been to focus on the key issues identified in our last years Annual Report. We have worked closely with the Children and Young People's Trust, the Health & Wellbeing Board and other key partnerships to provide a joined up strategic partnership approach to improvement. I am assured that there have been real improvements in the quality of practice across the partnership, but there is still so much more to do to achieve the challenging ambition we have set ourselves.

The purpose of this report is to provide a detailed account of what we have done as a Board, what impact we have made on improving arrangements to safeguard children and young people in Barking & Dagenham and to clearly set out where we still have challenges and areas we are determined to improve. The Annual Report is intended to provide information for a wide ranging audience including Barking & Dagenham residents, staff in all agencies responsible for safeguarding children and promoting their welfare and those who are scrutinising the effectiveness of our work.

During the year I have invited BDSCB board members to join me in visiting front line services to see first hand how services are commissioned and provided and the challenges they face in meeting the diverse needs of the children across the borough.

I have met with the safeguarding leads from schools across the borough to share learning from national serious case reviews and to consider the implications for safeguarding children in schools. This created the opportunity for school safeguarding leads to reflect on the systems and policies they had in place and measures they needed to undertake to update them

I met with the voluntary sector forum to explore the impact of training, Section 11 audits and the very different and diverse services managed by the voluntary sector. The meeting increased voluntary sector engagement with the LSCB.

Within BDSCB we have reviewed our governance arrangements to ensure we are compliant with Working Together 2013. We have initiated a system of “Trigger meetings” that provide an opportunity for the Leader of Council, Lead Member for Children’s services, Chief Executive and the Independent LSCB Chair to meet with the Director of Children’s services to understand, scrutinise and challenge the safeguarding performance of children’s social care and partners.

We recognise we face many challenges both in practice and strategically if we are really going to effectively safeguard children. The LSCB partnership is critical to success in respect of multiagency training and information sharing.

I would like to thank all partners for their continued engagement, expertise and commitment to the BDSCB and the value each partner brings to support the safeguarding of the children and young people across Barking and Dagenham.

I look forward to working with you all in 2014-15.



Sarah Baker

Sarah Baker

Independent Chair, Barking and Dagenham Safeguarding Children Board

Executive Summary

Background

BDSCB is a partnership working to safeguard and promote the welfare of children in Barking & Dagenham. This Annual Report provides an account of the BDSCB activities and achievements during 2013-14 and the work of the partnership in keeping children and young people safe from harm.

Review of 2013-14 Priorities

The following priorities were identified for 2013-14:

Implementation of E-CAF assessment tool

eCAF will be rolled out across the partnership in 2014-15 following procurement and implementation of the system in 2013-14. eCAF is the e-enablement of the Common Assessment Framework, including Family CAF. It will enable workers to record, monitor and involve professionals from across the partnership within a secure web based system. IT based training will run in parallel to the existing course.

To take forward the troubled families agenda

The Troubled Families team is now well-established, and has been set challenging quarterly targets for 2014-15. In each claim period thus far, the number of outcomes has exceeded that target. Work is currently underway to reshape troubled families work in line with changes in local and national policy.

Embedding the Multi Agency Safeguarding Hub (MASH)

LBBB will launch its MASH from 1st April 2014. This follows a phased implementation programme during 2013-14 that has seen agencies across the partnership put forward professionals as either dedicated points of contact, or a physical presence within the MASH office. LBBB's MASH will have involvement from the Met Police, Health, Education, Targeted Support, Probation, Youth Offending, Housing, and Community Safety. The primary function of the MASH is to improve decision making at the point of MASH enquiry (referral) through the sharing of partnership information. By ensuring that the decision is based on the multi agency information, the outcome should be more appropriate and directed to the right service for the family.

Strengthening joint working between Adult and Children's services

In November 2013 the Adults and Children's Safeguarding Boards held a joint development session. This event was facilitated by ARC theatre company and looked at a case study encompassing both directorates. An evaluation meeting has also taken place to discuss additional joint events. This continues to be an area for development however a joint public campaign is being discussed.

Embed Quality Assurance through learning and development from front line services through to the BDSCB.

Working Together 2013 created a clear emphasis on the need for LSCB's to have a scrutiny and challenge role to partners Quality Assurance activity within all areas of practice involving children and families. In B&D we started this process some time ahead of the publication of WT2013 and had already set up project groups, forums, and multi agency audit groups that dealt successfully with Quality Assurance and improvement across the partnership. The new Learning and Improvement Committee will now take this work forward and build on the work ensuring a clear and direct link between the BDSCB and front line practice that monitors and measures practice and performance

To work closer with the faith and culture communities in the borough

During 2013-14 the new Faith and Culture Committee was set up. This Committee reports directly to the Board and focuses on culturally harmful practices, raising awareness across the partnership.

Summary of Improvements made across the Partnership

During 2013 /14 the LSCB made some significant developments to strengthen the Board and the safeguarding of children and young people:

- The Business plan was developed to reflect the revised LSCB Governance structure to include a section for each Committee in addition to overarching objectives for the LSCB chair and Business Manager to develop;
- Improved and strengthened Partnership engagement with strategic groups, including representation on Safeguarding Adults Board; Children's Trust; Public Service Board; Health & Wellbeing Board; Serious Youth Violence Partnership, and Clinical Commissioning Group; BDSCB provides annual consultation for the CYPP.
- We have undertaken a review of practices, policies and procedures to ensure that all agencies have implemented statutory requirements compliant with Working Together 2013.
- Through the Performance and Quality Assurance Committee we have checked that all agencies have implemented safe recruitment and supervision of staff working with children and that this is reported to the LSCB annually.
- Undertaken multi agency audit activity ensuring partners are engaged in the process of peer reviews
- Strengthened communication between the Young People's Safety group and the BDSCB

- The CDOP have communicated learning points to the Board and to the Learning and Improvement Committee so lessons can be learned and included in the training programme
- The Culture and Faith Committee have conducted a mapping exercise to ascertain a clearer picture of the local minority ethnic communities in the borough to inform effective working across the partnership.
- The SCR Committee have developed a learning and development protocol to ensure learning from both local and national SCR's
- The BDSCB are assured that the Children's workforce are confident, competent and equipped to undertake their responsibilities through a quarterly evaluation and impact of training and the effectiveness of training.
- The Early Help Committee has implemented a Quality Assurance Framework to measure the impact of early intervention and targeted support to children and families.
- The CSE Committee have embedded the Pan London protocol and undertaken practitioner training to raise awareness of CSE across LBBDD
- The Lay member and Voluntary sector representatives have dedicated space on the BDSCB agenda to raise the profile of their work across LBBDD, and have delivered training across the sector.

Summary of Improvements to the Quality of Practice

Timeliness of Assessments slightly improved in 2013/14; 78% of assessments were completed within 45 days, 2% below our local target – national comparative data will be available December 2014.

Good performance on CP plans lasting 2 years plus; 4% in 2013/14 compared to 8% in 2012/13 - Q1 stands at 3%, performance is below all benchmarks;

Continued high usage of CAF across partner agencies, in 2013/14, 761 CAFs were initiated, bringing the total of CAFs ever initiated to 4,365

Performance on first time entrants remains good and better than all benchmarks in 2013/14 although the number did increase to 84 compared to 77 in the previous year; the rate per 10,000 is still way below benchmarks.

We have had no offenders who have received level 3 MAPPA reviews reoffending against children in the last 4 years;

Decline in children & young people accused of knife and gun crime – also decline in children and young people being the victim of knife crime; decline on gang related incidents involving serious youth violence – reducing from 32 in 12/13 to 10 in 13/14;

Hospital admissions caused by unintentional and deliberate injuries to children and young people (per 10,000) dropped in 2013/14 to 74.2 much lower than all benchmarks;

Our privately fostered children all had a private fostering assessment – 100% year-on-year. The number of privately fostered children in the borough is in line with national, SN and London;

83% of referrals to CAMHS resulted in an assessment compared to 74% in 2012/13; a higher % of assessments are also resulting in active engagement with CAMHS – 55% in 2013/14 cf to 39% in the previous year;

Priorities for 2014/15

As the LSCB moves into 2014-15 the following areas for improvement and development include:

1. Identify and monitor groups of children who are particularly vulnerable and improve and embed our operational and strategic approach – Child sexual exploitation, missing children,
2. We will develop challenging and rigorous approaches to monitoring and evaluating the impact of services on safeguarding children and young people and hold partners to account.
3. Through a process of audit and quality assurance we will understand where improvement in practice is needed, manage them as risks and where necessary challenge those agencies involved
4. We will develop the practitioner forum to facilitate engagement of all practitioners across the partnership.
5. We will work in partnership with the Adult Safeguarding Board to support the development of a family focussed approach so that all services recognise the impact on families and children of domestic abuse, mental health, substance misuse.

Messages for Local Politicians

- You can be the eyes and ears of vulnerable children and families in your ward making sure their voices are heard by BDSCB. Councillor John White continues to hold the Portfolio for Children, following his appointment on 1st August 2012. The Lead Member provides the route into the Board for individual councillors to make sure the voices of children and young people are heard by the BDSCB and for councillors to be aware of local safeguarding children priorities.

- When you scrutinise and plan for B&D it is important to keep the protection of children at the front of your mind. Ask questions about how any plans will affect children and young people.

Clinical Commissioning Groups (CCG):

- CCG's have a key role in scrutinising the governance and planning across a range of organisations.
- You are required to discharge your safeguarding duties effectively and to ensure that services are commissioned for the most vulnerable children.

Police & Crime Commissioner

- Ensure that the voices of all child victims are taken notice of within the criminal justice system, particularly where children disclose abuse.
- Monitors that police and probation staff shares information regarding MAPPA and MARAC cases and the risks that some adults present to children.

Messages for Head Teachers and Governors of Schools

- Ensure that their schools are compliant with 'keeping children safe in education' (DfE, 2014) which outlines the processes which all schools, in the maintained, non-maintained or independent sector, must follow to safeguard their pupils.

Directors and Chief Executives

- Ensure your workforce is able to contribute to the BDSCB safeguarding training, to attend courses and learning events.
- Your agency's contribution to the work of BDSCB must be given a high priority and every agency must take account of the priorities within the Business Plan and the agency's own contributions to the shared delivery of the BDSCB work.
- Ensuring the agency meets the duties of Section 11 of the Children Act 2004 and contributes to any work programme with appropriate personnel & resources.
- The BDSCB will need to understand the impact of any organisational changes on your agency's capacity to safeguard children and young people in the borough

Children's Workforce

- Book onto and attend all safeguarding courses or learning events required for your role.
- Be familiar with and use the multi agency Threshold Criteria.
- Know who your agency representative is on the BDSCB and use them to make sure the voice of children and young people is heard and understood.

Barking & Dagenham Safeguarding Children Board (BDSCB)

Background

The Safeguarding Children Board is a partnership, working to safeguard and promote the welfare of children in Barking & Dagenham. This Annual Report provides an account of the BDSCB activities and achievements during 2013-14 and the work of the partnership in keeping children and young people safe from harm. It is aimed at everyone who is involved in safeguarding children, including members of the local community as well as professionals and volunteers who work with children and families. Our aim in producing this report is to provide an assessment of how well services work together to safeguard children, to explain how we have addressed our priorities, what our strengths and areas of challenge are, and what we are doing to improve. The report will also outline the priority areas on which the BDSCB will focus in 2014/15. The Annual Report should be read in conjunction with the BDSCB Business Plan.

The BDSCB oversees a number of subgroups who deliver the work streams of the Board. The work of these subgroups and their achievements during the year are described in the body of this Annual Report.

In line with statutory requirements, a copy of this Annual Report will be sent to senior local leaders, including the Chief Executive of the Council, the Leader of the Council, the Director of Children's Services and MOPAC. The report will also be presented to the Health and Well-Being Board, Children and Young People's Trust Board, Community Safety Partnership. Individual agencies will also be encouraged to present this report through their internal Boards and scrutiny arrangements.

The Board

Section 13 of The Children Act 2004 requires all local authority areas to have a Local Safeguarding Children Board in place to oversee, monitor and scrutinise local arrangements for safeguarding children and promoting their welfare. The BDSCB is the partnership body responsible for co-ordinating and ensuring the effectiveness of services to protect and promote the welfare of children in the borough.

The Board's responsibilities are laid out in primary legislation, regulations and statutory guidance, the most recent of which is Working Together to Safeguard Children, March 2013.

The BDSCB relies on its independence and is responsible for scrutinising the work of its partners to ensure that services provided to children and young people actually

make a difference. The effectiveness of the BDSCB relies upon its ability to progress and improve outcomes for children by exercising an independent voice.

The Board is made up of senior representatives from agencies and organisations in Barking & Dagenham concerned with protecting children and its main objectives are:

- To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- To ensure the effectiveness of what is done by each such person or body for these purposes

Governance

The BDSCB has two tiers of activity: see structure chart – Appendix 1

- **Main Board** – this is made up representatives of the partner agencies as set out in statutory guidance. Board members must be sufficiently senior to ensure they are able to speak confidently and have the authority to sign up to agreements on behalf of their agency.
- **Sub groups** – the purpose of BDSCB sub groups is to work on the various areas of concern to the BDSCB on a more targeted and thematic basis. The sub groups report to the Main Board. These subgroups are:
 - Young People's Safety Group
 - Performance & Quality Assurance
 - Learning & Improvement
 - Early Help
 - Child Death Overview Panel (CDOP)
 - Serious Case Review (SCR)
 - Faith & Culture
 - Child Sexual Exploitation (CSE)

Key Roles

Independent Chair – all Local Safeguarding Children Boards appoint an Independent chair who can bring expertise in safeguarding and can ensure the Board fulfils its role. The Independent Chair also frees up Board members to participate equally without the added influence of chairing the Board.

Sarah Baker was recruited to this post in September 2011.

Working Together 2013 states that Independent Chairs should be accountable to the Chief Executive of the local authority and in Barking & Dagenham the role is accountable to Graham Farrant, Chief Executive.

Director of Children's Services – this post is held by **Helen Jenner**. The Director sits on the Main Board and has a responsibility to ensure that the BDSCB functions effectively and liaises closely with the Independent Chair who keeps her updated on progress.

Lead Member – the Lead member for Children's Services has responsibility for making sure that the local authority fulfils its legal duties to safeguard children and young people. In Barking & Dagenham during 2013/14 **Councillor John White** held this role. Following local elections Councillor Bill Turner is now the Lead Member and he contributes to the BDSCB as a 'participating observer'. This means taking part in discussions, asking questions and seeking clarity but is not part of the decision making process.

Lay Members – Working Together 2013 recommends that Boards appoint 'lay members' to support stronger public engagement on local child protection and safeguarding and contribute to an improved understanding of the BDSCB's work in the wider community. The Board appoints on a bi-annual basis and has one lay member in post. The Lay members have a standing agenda item on each Board member in order to update

Key Relationships

BDSCB has a number of key relationships with other Boards. A Memorandum of Understanding will be agreed during the coming year by the relevant Boards that will set out safeguarding arrangements between key strategic partnerships in Barking & Dagenham.

Member Agencies Management Boards – BDSCB members are senior officers within their own agencies providing a direct link between the BDSCB and their own single agency management boards. It is essential that the management boards of each statutory agency in Barking & Dagenham build a close connection with the Safeguarding Children Board and invest in its work.

Children and Young People's Trust Board – The Children and Young People's Trust is a partnership Board that aims to improve outcomes for all children and young people in Barking & Dagenham through strategic leadership and decision making, determining joint priorities, joint planning, and ensuring integrated working. The BDSCB reports to this Board on matters affecting children and young people at risk in the borough and the Safeguarding Children Board holds the Children and Young People's Trust Board to account to ensure that they commission the services that are identified as safeguarding priorities. The BDSCB participate in the review and development of the Children and Young People's Plan overseen by the Children and Young People's Trust Board.

Health & Wellbeing Board – The BDSCB links with the Health & Wellbeing Board and is held to account for key safeguarding issues for children in the borough. The LSCB chair attends two development days each year to support the work of the HWBB and ensure the work programme for the forthcoming year takes account of the implications of children’s safeguarding across both commissioning and provision with LBBD. The Director for Children’s Services, Director of Public Health and the Divisional Director for Strategic Commissioning and Safeguarding, all have seats on the LSCB and HWBB ensuring that cross cutting agendas are heard and debated.

Safeguarding Adults Board (SAB) - The LSAB carries out the safeguarding functions in relation to adults 18 years and over. A number of members of the LSCB also sit on the LSAB.

Local Context

Barking and Dagenham is located at the heart of the Thames Gateway, approximately 11 miles east of central London. It is a dynamic borough with a vibrant community, significant investment opportunities and complex challenges. Each year, the Children’s Services Needs Assessment, which contributes to BDSCB annual report and the annual Joint Strategic Needs Assessment, is updated with current data and trends. This annual needs assessment includes early help data and outcomes, as well as a comprehensive overview and analysis of safeguarding and looked after children outcomes. The latest data 2013/14 continues to show that the borough’s demographic, social and economic profile presents a range of serious challenges, particularly challenging in a climate of diminishing resources and reductions in Local Authority and Partnership funding.

Population

In the last 10 years, Barking and Dagenham has experienced rapid population growth, linked to new housing development, birth rate changes and the impact of welfare reforms. The population structure has changed significantly with particularly large increases in the numbers of younger people living in the borough. The borough has a resident population of 56,200 children and young people aged 0 to 17 representing 29% of the population compared to only 22% across London. There has been a real term increase of 29% in 0-17 year olds in the borough in the last 10 years.

The largest local demographic change has been the growth in the 0-4 year old population with a 54% increase over the last 10 years, increasing from just over 12,300 in 2003 to the 2013 Greater London Authority (GLA) projected level of over around 19,000.

Chart 1

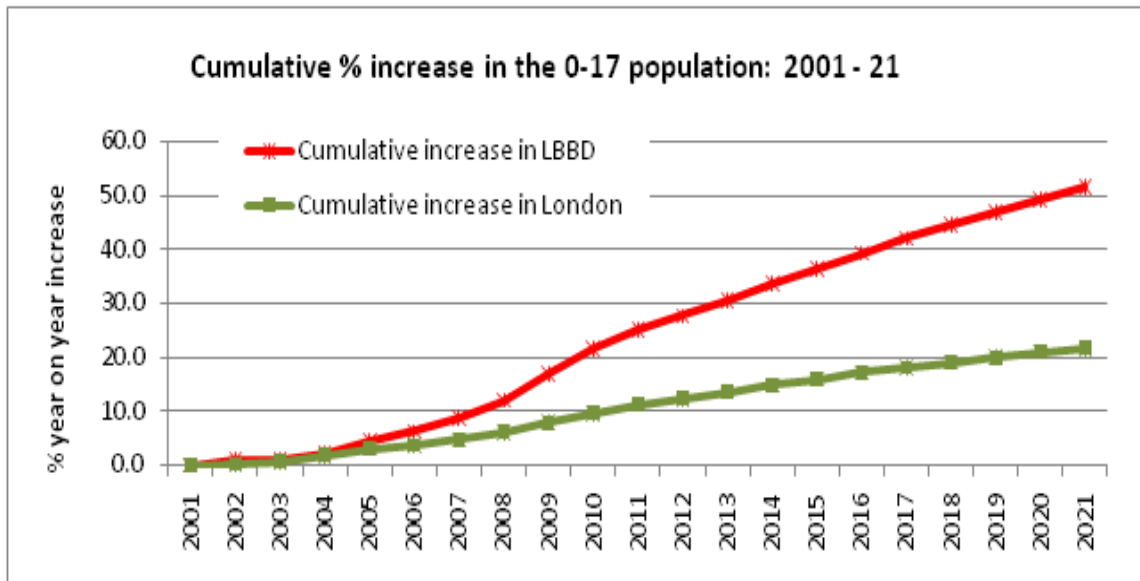
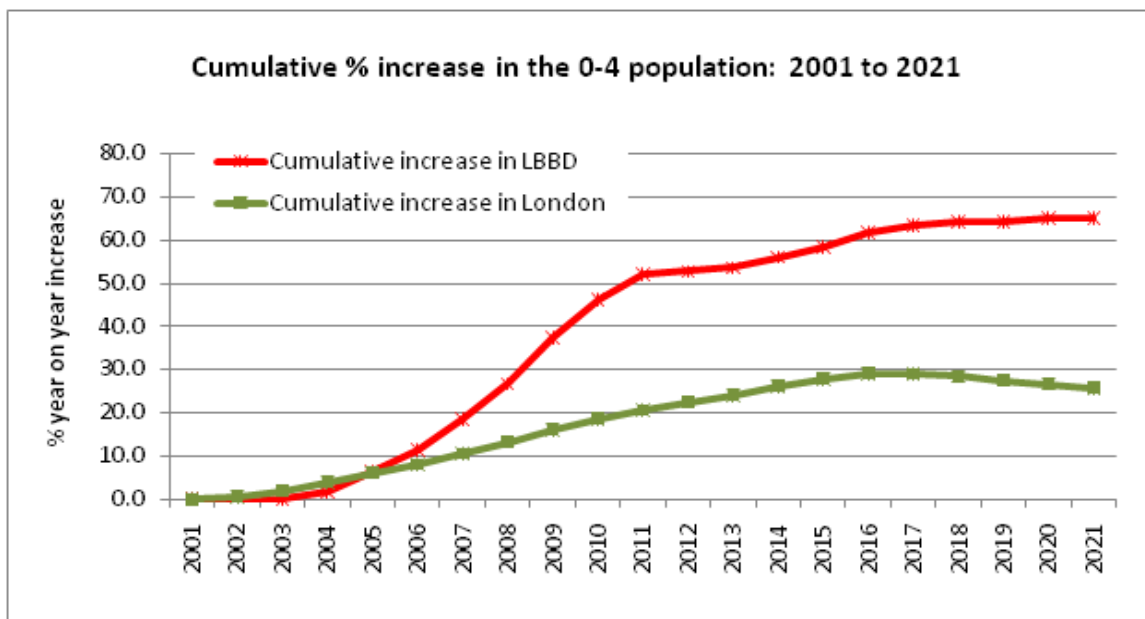


Chart 2



Alongside population increase, the borough has experienced a rapid shift in the proportions of various ethnic groups, with a large decrease in the white British ethnic group and a large increase in the black African ethnic group, particularly those children under 5. 69% of school pupils are from ethnic minority communities and 46% speak English as a second language, with 174 different languages spoken (School Spring Census 2014).

Alongside significant population increase, Barking and Dagenham has remained an area with high levels of poverty and deprivation ranking 7th most deprived in London and 22nd most deprived nationally. Around one in three children in Barking and Dagenham is born into poverty, higher than the national average of one in five and a

third of children live in workless households in the borough. 24% of pupils in Barking and Dagenham schools are eligible for free school meals (January 2014 Census) compared to 17 per cent nationally.

2013 GLA Population Projections

The 2013 GLA projections show that Barking and Dagenham population levels are set to continue increasing over the next few years. Table.1 sets out the population trends up to 2020. The overall population in Barking and Dagenham is set to increase further by 12% between 2014 and 2020. The 0-19 age population will also increase by 11% over the next six years, which is nearly twice the rate of increase predicted across London (6%). The 10-14 year population in Barking and Dagenham will see an exceptional sharp rise of 31% between 2014 and 2020, increasing by 4,000 rising from 13,000 in 2014 to 17,000 in 2020.

Table 1- GLA projected population increases: six year change from 2014 to 2020

Barking & Dagenham	2014	2015	2016	2017	2018	2019	2020	6 year % change +/-
0 – 4	19,400	19,700	20,000	20,300	20,400	20,400	20,400	5.2
5 – 9	17,300	17,800	18,100	18,200	18,400	18,500	18,800	8.7
10 – 14	13,000	13,500	14,100	14,900	15,700	16,500	17,000	30.8
15 – 19	13,100	13,000	13,000	13,000	12,900	13,200	13,600	3.8
0 – 19	62,800	64,000	65,200	66,400	67,400	68,600	69,800	11.1
All ages	200,000	204,300	208,600	212,700	216,400	219,900	223,400	11.7
0-19 population London	2,091,000	2,114,700	2,137,200	2,159,100	2,177,100	2,195,900	2,215,200	5.9

The work of the sub groups

Young People's Safety Group

During the last twelve months the Young People's Safety Group met three times, with different issues being considered and discussed on each occasion. At the end of each meeting, young people are asked to note down pledges or actions they will take as a result of the session, as well as to consider two key questions to pose the BDSCB.

In July, to raise awareness of Child Safety Week and in conjunction with the Metropolitan Police Service, a group of young people attended the Police training centre in Kent. The young people observed a Public Disorder scenario and learnt about different Court Orders and riot equipment and how to stay safe during a public disorder. The session provided an exclusive insight into how public disorder is managed. Young people reported on what they had learnt back in school via assemblies and school publications.

The group have also looked at challenging attitudes around victim blaming, excusing abusive behaviour and explored pressures around sending sexually explicit images and texts online and over mobile phones. The group explored the complexity of controlling behaviour through the exploration of the characters. The young people were made aware of support available and also their responsibilities for support of their peer groups.

The Young People's Safety group continues to be supported well by schools and Barking and Dagenham College and had its biggest ever attendance for September's meeting when over 60 young people were in attendance.

The BDSCB now has the Young People's Safety Group as a standing item on their agenda and questions from the group are tabled and responded to at every meeting. This will aid a two way communication process between the Board and the Young People's Safety Group and ensures that issues are listened to and acted on at Board level.

Performance & Quality Assurance

BDSCB has a Quality Assurance Strategy that supports the work of the Board through the multi-agency audit programme and improvement activity arising from Serious Case Reviews and other areas as required. The strategy has four main areas of focus:

- Supervision – strengthening the supervision of safeguarding elements in all cases
- Understanding – the importance of informed assessments in all agencies and ensure they lead to action
- Recording – improve the quality of recording to show analysis, evidence and the child and family's voice

- Effectiveness – ensure effectiveness in outcomes, and demonstrate value for money

Themed audits were a regular feature of activity during the year and identified through statistical analysis.

Domestic Violence - the context for the audit was the significant number of contacts (14%) where domestic abuse was the presenting concern. A total of 27 cases were audited. This represented 15% of all contacts during the period. The following points were highlighted:

1. The decision-making on domestic abuse contacts was judged to be good in 81% of cases.
2. The introduction of the risk assessment screening tool has further strengthened this.
3. The child's perspective was well represented in the majority of referrals and CSC assessments.
4. Half of all the families had been referred to domestic violence services as a result of the referral.
5. A quarter of children in the audit sample progressed to a Child Protection or Child in Need plan. agencies reviewed their existing responses to Domestic Abuse to determine how these could be further strengthened.

S47 Decisions - A threshold audit was undertaken of Section 47 (s47) enquiries that had not led to an Initial Child Protection Conference. The context for the audit was a rise in the percentage of s47 enquiries that did not progress to Initial Child Protection Conference (ICPC) from 29% in 2010/11 to 55% in 2011/12. Although this rise brought Barking and Dagenham in line with the average for London, nationally and with its statistical neighbours, it was considered necessary to understand the reasons behind this rise.

The cases of seventeen children were audited, 41% of the total number of such cases. In all seventeen cases, the audits confirmed that the s47 enquiry and core assessment had led to appropriate action to safeguard the children.

Section 11 - A report was presented to the Board in September 2013 with an analysis of partner's returns:

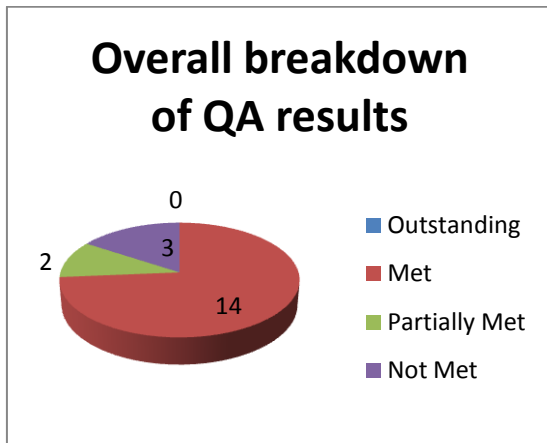
The report highlighted that 100% of statutory partner returns were received, with the breakdown as follows:

Statutory Partners: Number of Submissions Received	
Local Authority	13
Health	3
Police	1
Probation	1

Youth Offending Service	1
Total	19

All returns were Quality Assured using the Ofsted grading standards of Outstanding; Met; Partially Met; and Not Met.

Overall, 74% of returns (14) were graded as met; 10% as partially met (2); with 16% graded (3) as Not Met:



A summary for each standard was provided back to all partners, advising how they could improve within each standard and this will be further tested when the S11 process is repeated during 2014/15

Learning & Improvement

The learning and improvement committee will gather together learning from all audit functions across the partnership with a view to identifying ways in which we are able to measure our effectiveness driving up standards and improving practice across the partnership.

We have established auditing processes that cover the partnership and have in place the Multi Agency Audit Group that carries out and reports on findings from multi agency audits.

Early Help

Barking and Dagenham have invested heavily in supporting the Early Help agenda. Systems are in place and embedded in a number of key settings, there is now more importance on measuring the impact of the services and early help interventions. Through quality assuring processes and interventions, we are able to provide challenge to those services that fall below the expected standards we require for our children and families. This also provides the opportunity to learn about strengths and gaps in our early help service provision and build that into our commissioning arrangements.

Setting	Closed - Needs met	%	Step up to Social Care	%
<i>Children's Centres</i>	399	69%	57	10%
<i>Community Voluntary Sector</i>	160	58%	20	7%
<i>Health</i>	170	55%	41	13%
<i>LA teams</i>	258	58%	56	13%
<i>Schools</i>	408	57%	87	12%
Total	2909	Av. 59%	261	Av. 11%

The above table highlights the number of children who have been successfully supported through the early help CAF process to the point where their additional needs have been met and the intervention closed. The average across the five key services areas is 59%. Equally, the number of children and families whose needs have escalated to statutory provision once a CAF has been put in place, averages across all five services at 11%. This indicates a significant percentage of the interventions in place through CAF are either maintained at the additional needs level or reduced to the point that only universal support is needed. Ensuring that the right families are being supported at the right time to avoid intervention at a point of crisis is a key priority for the Early Help Committee as is set out in the Early Help Strategy and Business Plan.

Child Death Overview Panel (CDOP)

Since 2008 Child Death Reviews have been a statutory requirement for Safeguarding Children Boards, who will review the circumstances of all children's deaths up to age 18. In Barking & Dagenham the CDOP has oversight of child deaths ensuring that:

- Reviews occur in a timely way
- There is referral or investigation of any deaths where there are safeguarding or criminal questions
- Where lessons emerge that have broader relevance or public health implications, they are effectively disseminated

In 2013-14 there have been 27 deaths in Barking & Dagenham of which 8 were unexpected.

<i>Summary of Child Death Review Process activities 2013-14</i>	
<i>Number of child deaths notified to CDOP</i>	27*
<i>Of the deaths notified to CDOP, the number of rapid response meetings</i>	10
<i>Number of BDSCB CDOP meetings</i>	6
<i>The number of child death reviews completed by BDCDOP</i>	18
<i>Of the deaths where the review was completed, the number the panel assess as identifying Modifiable Factors</i>	5
<i>Of the deaths where the review was completed, the number the panel assess as identifying No Modifiable Factors</i>	13
<i>Of the deaths where the review was completed, the number the panel assess as identifying Insufficient information</i>	0
<i>Of the deaths where the review was completed the number identified as unexpected</i>	8
<i>Of the deaths where the review was completed the number identified as expected</i>	10

Learning points from CDOP

- London Ambulance Service (LAS)**
LAS to ensure crews have different sized masks within its paediatric bag valve mask pack - a neonatal mask, an infant mask and a child mask.
- Barking, Havering, Redbridge University trust (BHRUT) Hospital**
Calls and triage notes into the labour ward at Queens will be reviewed to ensure documentation of appropriate advice is relayed to LAS and families. Training was carried out by BHRUT Safeguarding of the Maternity Midwives with regards to late child death notifications.
- North East London Foundation Trust (NELFT)**
Associated factors relating to co-sleeping, alcohol consumption and placing the baby face down to sleep were identified in the child deaths reviewed.

- **General Practitioners**
CDOP recommends that there is an NHS England representative on CDOP to assist with GP's learning and contribution to the CDOP process.
- **Barts Health (Newham)**
Newham University Hospital to review local guidance for responding to LAS.
Local flowchart to support clear communication and decision making.
- **CDOP**
Recommendations will be reviewed 6 months after the case is closed. This review will be included in the 6 monthly reports to BDSCB.

Faith and Culture

This group is a recent addition to the BDSCB structure and was ratified by the Board in January 2014. The aim of this group is to raise awareness around cultural harmful practices and to assist professionals in becoming confident and competent working with diverse communities.

The purpose of the group is to:

- To promote and develop a cultural competence workforce in relation to safeguarding children across Faith, Culture and Community
- To utilise a range of approaches to engage communities
- To collate, scrutinise and analyse data with respect to concerns linked to faith and culture
- To discuss and share good practice examples across agencies
- To oversee the development of services to children/young people and vulnerable adults affected by harmful culture practices (QA)
- To link with national networks and local faith forums to share and exchange information

The group proposes to continually work towards developing a culturally competent workforce by way of facilitating workshops, training activities and briefing events. In addition the group will revise and update relevant policies, guidance and procedures in the context of faith, culture and communities. The group will also disseminate learning about good and poor practice across the partnership.

To date the group have facilitated three thematic workshops:

- Spirit possession and the accusation of witchcraft x2
- FGM – your responsibility to safeguard girls from the practicing communities

The group is planning to organise a further 3 briefings sessions entitled:

- Forced Marriage and Honour Based Violence
- An alternative method to Physical Chastisement
- The issues around internal and international Trafficking.

Child Sexual Exploitation

The Child Sexual Exploitation Committee forms part of the restructured Safeguarding Children Board, and have been set up in line with the Pan London Child Sexual Exploitation Operating Protocol.

The group has CSE leads from each partner Agency to ensure that, as a Safeguarding Children Board, we are working together to combat CSE. This includes reviews of cases, Cross Border Issues, identifying Trends, locations and Cross border issues. The monthly meeting also acts as the Multi Agency Safeguarding meeting (MASE) as required by the Protocol.

The Committee is developing The Child Sexual Exploitation Strategy and Operational Work Plan 2013 - 2016 which will set out the commitment of the BDSCB partnership to prevent the sexual exploitation of children, protect those who do experience it, prosecute those who commit it and publicise information to increase awareness.

The focus of the group to date has been on publicising CSE and the Protocol. To achieve this, training has been arranged for all LBD front line police officers by the Met Police Sexual Exploitation Command. Two further training days have been delivered to front line staff within the wider partnership by the police who have also given a presentation to the BDSCB and will be giving a presentation at the BDSCB Annual Conference in May 2014.

The committee are working on a CSE Campaign for Hotels and Accommodation to alert them to possibilities of CSE occurring on the premises. Discussions are ongoing with our neighbouring boroughs in relation to a coordinated approach to rolling this out in the summer of 2014.

Serious Case Review

Safeguarding Children Boards are required to consider holding a Serious Case Review (SCR) when abuse or neglect is known or suspected to be a factor in a child's death and there are concerns about how professionals may have worked together.

The purpose of a SCR is to:

- Establish whether there are lessons to be learnt from the case about the way in which local professionals and organisations work together to safeguard and promote the welfare of children
- Identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result

- Improve multi-agency working in safeguarding children

During the year 2013-14 there was one SCR's commissioned that has not concluded within the time of this report.

Practitioner Forum

The Practitioner Forum was set up to test the findings from local and national serious case reviews and to ensure areas of practice highlighted by the reviews are either embedded in front line practice or are recognised as areas of development for staff across the partnership. The group has developed a Local Services Directory which can be used by all partnership organisations to support induction and the ethos of working together by providing comprehensive information about the services provided and contact details. Other topics considered by the group over the year have included:

1. Common Assessment Framework (CAF)
2. Domestic Abuse
3. Child Sexual Exploitation (CSE)
4. Neglect and the pilot of the Neglect tool

The Child's Journey in Barking & Dagenham

Summary

The borough has a resident population of 56,200 children and young people aged 0 to 17 representing 29% of the population compared to only 22% across London. There has been an increase of 29% in 0-17 year olds in the borough in the last 10 years.

The largest local demographic change has been the growth in the 0-4 year old population with a 54% increase over the last 10 years, increasing from just over 12,300 in 2003 to the 2013 Greater London Authority (GLA) projected level of over around 19,000.

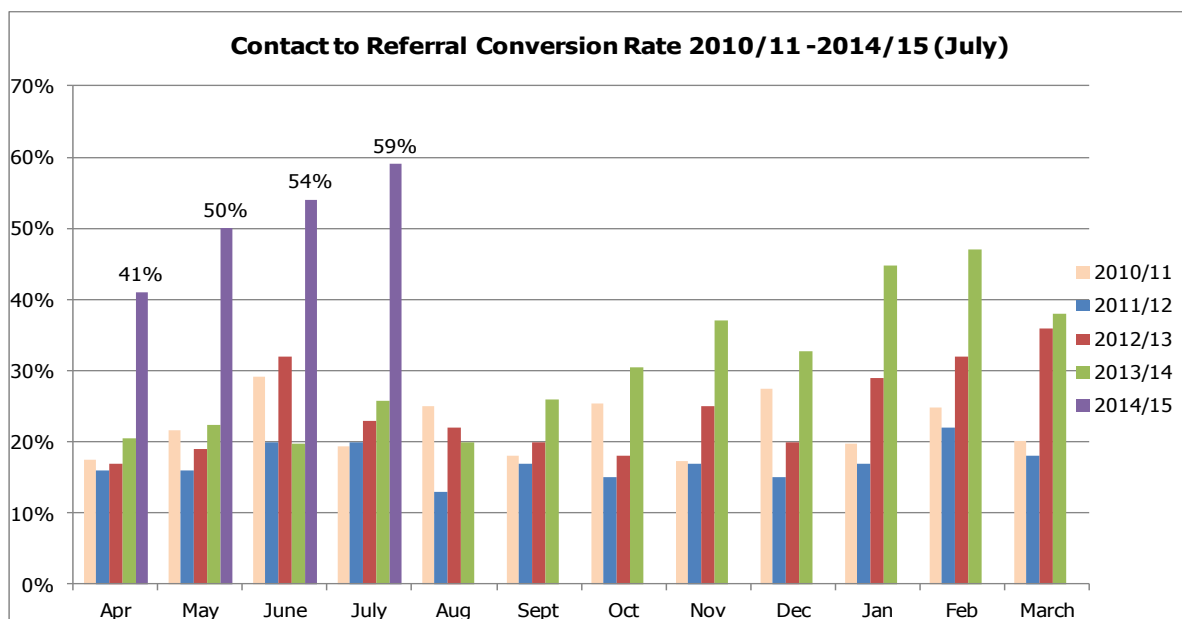
At year end 2013/14 there were 460 children in care, 318 children subject to a child protection plan and 1221 Children in Need.

The Board has begun to develop a more performance orientated and outcomes focused approach, to understanding the child's journey. Through the use of multi-agency audits it has also put in place mechanisms for ensuring that it has a closer view of front-line safeguarding practice that can be used to identify and drive improvements. In addition, the joint strategic needs assessment has been improved to provide a better needs analysis around safeguarding.

MASH implementation (Multi Agency Safeguarding Hub)

On the 1st April 2014 Barking and Dagenham launched its MASH. This saw partners from Met Police, Social Care, Health, Education, Targeted Support, Housing, Youth Offending, Adult Mental Health, CAMHS and Probation come together to form a multi agency safeguarding hub. The MASH is the borough's front door into Social Care and ensures that comprehensive risk assessments, with agency relevant input, result in families accessing the right level of support at the right time.

Through co locating partners from Early Help into our MASH and newly introduced case management systems, we are able to provide a seamless and timely interface for children and families with additional needs. Being able to draw upon the information and intelligence held by partner agencies within a secure information sharing environment, ensures that onward support provided by professionals is both suitable and well informed. Whilst it is very early days for our MASH, initial performance at the front door and feedback from partner agencies has been positive. More information is being made available to ensure cases are safely stepped across to Early Help provision, or stepped up for onward statutory assessment. The MASH Local Delivery Group will continue to oversee post launch implementation and scope out future opportunities for Adult service inclusion in LBBDD's MASH.



Number of referrals to social care has increased during 2013/14 and this is continuing in 14/15; 395 in July 2014 compared to 242 in April 2014. The contact to referral conversion rate has increased significantly.

Children in Need

Children in need are the largest group of vulnerable children. As at March 2014 there were 1221 children in need.

Of the total number:

- 630 were male (51.6%)
- 591 were female (48.4%)

Ages:

- 0-4 407 (33.3%)
- 5-9 389 (31.9%)
- 10-15 331 (27.1%)
- 16-17 94 (7.7%)

The highest percentage of children in need was of white children with Black and Asian making up the next highest.

Children with a Child Protection Plan

Children with a child protection plan are considered to be in need of protection from neglect, physical, sexual or emotional abuse. The child protection plan details the main areas of concern, what action will be taken by the multi-agency core group to reduce risk, how the child's safety will be established and maintained, what progress and improvement will look like and how the family and professionals will know this has been achieved.

The implementation of strengthening families' model has achieved a shift towards a conference model that it is focused on participation and outcomes for children that are SMART. All child protection conferences use the Strengthening Families model. All the conference chairs had a 2 day training programme during November 2013 which has improved consistency of chairing arrangements. Barking & Dagenham has dedicated conference facilities within Barking Town Hall which has improved the process.

A pre conference checklist has been developed and regular dip samples and audits of child protection plans are undertaken by the Safeguarding Unit.

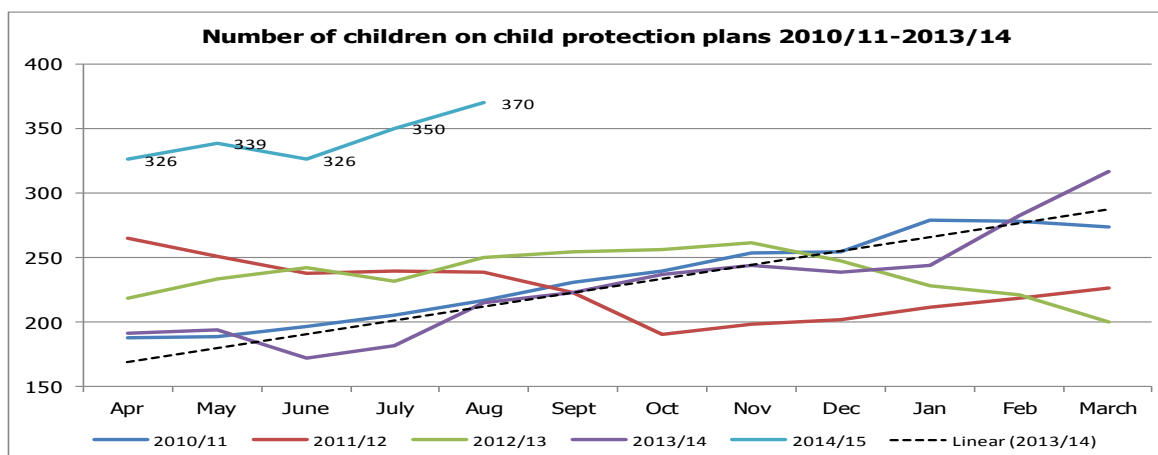
During the year 1/04/2013-31/03/2014 the team held 572 conferences that included 18 CP Transfer-in conferences.

There have been considerably more S47s; 1,231 in 13/14 compared to 705 in 12/13; this has had an impact on CP numbers

Number of children subject to child protection plans for a second or subsequent time increased to 11.5% in 2013/14 compared to only 2.5% in 2012/13 – performance is in line with benchmarks.

Good performance on CP plans lasting 2 years plus; 4% in 2013/14 compared to 8% in 2012/13

The number of children on child protection plans has risen significantly to 318 in 2013/14 compared to 200 in 2012/13; our rate per 10,00 has increased to 57.6 which is above all benchmarks.



Observations and Feedback forms evidence that:

- The outline CP plan identifies outcomes for safety and the measures to achieve these outcomes
- Conferences are relatively 'jargon free' and contributes to a more inclusive process for children and families
- Action points in the plan are generally SMART
- During the year 505 feedback forms were received from professional partners. Of these 503 expressed a view that the conference was chaired well and all views, including that of the child was listened to and heard.
- Of the 119 parents and family members that completed a form, 114 were of the view that the conference resulted in a clear understanding of concerns and that these were addressed in the action plan. 118 parents and family members were of the view that the conference was chaired well and all views, including the child's, were heard. 3 children completed their feedback forms and all said that they felt their views had been heard.
- All Conferences are held within timescales.
- There has been a significant improvement in child protection plans and minutes sent out within timescales. The quality of child protection plans and minutes is consistently of a good quality.
- There has been an improvement in initial child protection conference invitation lists being completed promptly, leading to an improvement in invitations being sent out in a timely way.

Children in Care

Children in Care are those looked after by the local authority. Only after exploring every possibility of protecting a child at home will the local authority seek a parent's consent or a court decision to move a child away from his or her family. Such decisions, whilst incredibly difficult, are made when it is in the best interest of the

child. All Children in Care are subject to regular independent reviews of their care to ensure that their circumstances are reviewed and their needs are met. The local authority and other agencies work together to ensure that children in their care are offered the best possible care and this work is co-ordinated and overseen by the LBBD Corporate Parenting Board.

The 2013/14 year end figure for looked after children is 460 compared to 420 the previous year, representing an increase of 9.5%. Our rate per 10,000 has subsequently increased from 76.4 to 83.6. This is above the national rate of 59, but below our statistical neighbour rate of 91 per 10,000.

Care Leavers

At year - end there were 157 care leavers 18+. The performance on Pathway Plans is good with 99.3% of care leavers having an updated plan.

For 19-21 year olds – 14.2% are not in contact with services.

80.5% of 19-21 year olds are in suitable accommodation

51.2% of our care leavers are in education or training with 34.1% not in education or training.

Safeguarding Risk Areas

Private Fostering

LBBD has a designated social worker responsible for Private Fostering and undertakes assessment and support of all private fostering arrangements and raising awareness within the borough. At year end there were 13 children privately fostered, all had a private fostering assessment – 100% year-on-year. The number of privately fostered children in the borough is in line with national, SN and London data.

All notifications were responded to by means of an initial visit to the child, carer and carer's premises. LBBD received 33 notifications within 2013 -2014. All initial visits were completed with timeframe (7 days of notification), compliance with visits was 97.7%.

<i>MONTHS (01/04/13 – 31/03/14)</i>	<i>No of notification Received</i>	<i>Initial Visit completed within timescales (Y/N)</i>
<i>April 2013</i>	<i>1</i>	<i>Y</i>
<i>May</i>	<i>8</i>	<i>Y</i>
<i>June</i>	<i>1</i>	<i>Y</i>
<i>July</i>	<i>2</i>	<i>Y</i>
<i>August</i>	<i>5</i>	<i>Y</i>
<i>September</i>	<i>0</i>	<i>Y</i>
<i>October</i>	<i>4</i>	<i>Y</i>

November	4	Y
December	1	Y
January 2014	4	Y
February	1	Y
March	2	Y

Private Fostering 2013/14															
Indicator		12/13 EoY	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Average
P F1	Number of current private fostering arrangements	7	8	12	10	6	6	6	6	9	10	13	13	13	
P F2	% of cases held in Fostering team with visits in timescales	n/a	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	81.8%	90.1%	100.0%	97.7%
P F3	% of all PF cases with visits in timescales	n/a	90.0%	91.7%	90.0%	83.3%	66.7%	66.7%	66.7%	77.8%	80.0%	84.6%	84.6%	100.0%	81.8%

Local Authority Designated Officer (LADO)

Locally and nationally, we have continued to see a steady increase in referrals to the LADO since the guidance was first issued in 2006 from a wider range of agencies, and even more so in the last twelve months.

There has been an increase in referrals to the LADO from 65 in 2010/11 to 182 in the first three quarters of 2013/14. This increase reflects a combination of increased multi agency awareness of the LADO processes and an improved way of collecting and recording data which gives a truer reflection on the number of enquiries to the LADO.

	Number of allegations referred to LADO	The percentage of allegations that were referred within 24 hours of the date the concern was raised (relates to actual professionals)	Allegations where correct procedures were followed by referrer
2010-11	65	38.50%	Data not available
2011-12	85	55.30%	80%
2012-Jan 13	86	79.06%	88.37%
2013-Jan 14	182	85%	85%

Of the 182 referrals received, 37% were deemed no further action, and 19% progressed to S.47 investigations; 10% of which were joint investigations with the police - 9.5% of adults where allegations were made were suspended pending the outcome of the investigations and 2.2% were subject to criminal investigations, dismissal and a referral to the regulatory bodies.

Safeguarding Lead in Education

Over the past four years the role of Safeguarding Lead for Education has worked to ensure that the statutory requirements relating to Child Protection and Safeguarding children within the education settings are developed and adhered too in accordance with Section 175 of the Education Act (2002).

Whole School Training

Whole school child protection and safeguarding training should take place every three years. The School Performance indicator (SPI) reflects that with the exception of three educational establishments, all schools participated with the required training – the three schools noted will receive the training within this academic year.

Child Protection Leads

At least three Child Protection Leads are trained in most education establishments. The statutory guidance indicates that designated Child Protection Leads are required to undertake 12 hours refresher training every two years – two Child Protection Leads in Education training events was delivered during this reporting period.

Newly Qualified Teachers (NQT)

As part of an induction programme for newly qualified teachers they are required to undertake a level one child protection and safeguarding briefing. Through the evaluation process together with verbal feedback there is a clear indication that the newly appointees have found the events to be valuable in assisting in their understanding regarding Child Protection and Safeguarding.

Governors Training

Managing professional allegations and Child Protection/Safeguarding training is provided on an annual basis for Governors working alongside Head Teachers and Child Protection Leads. The evaluations evidence that Governors left the event with a clearer understanding of their role, and responsibility as a CP / Safeguarding school governor.

Safeguarding Children from Sexual Exploitation

The Barking and Dagenham CSE MAP framework was formalised in December 2013.

The Safeguarding Lead for Education chairs the CSE MAP meetings and at year end eight MAP meetings have taken place and up to 32 cases have been presented for

discussion, information sharing and analysis. The outcome of the discussions are to formulate multi agency safety plans and to access relevant services to work alongside the young people to prevent the ongoing or further episodes of sexual exploitation.

The CSE MAP group provides intelligence and information into the MASE (Multi agency sexual exploitation) meetings that focuses on identifying themes, prevalence, hot spots, risk factors and additional concerns around exploitation.

Children Missing Education

There is a well established process, supported by comprehensive borough guidance, used by schools, to inform the Local authority when children leave the roll of a school or stop attending.

Numbers of CME cases referred between 1 April 2013 and 31 March 2014:

April	May	June	Total
15	18	13	46
July	August	September	
54	30	39	123
October	November	December	
71	66	38	175
January	February	March	
41	52	54	147
			491

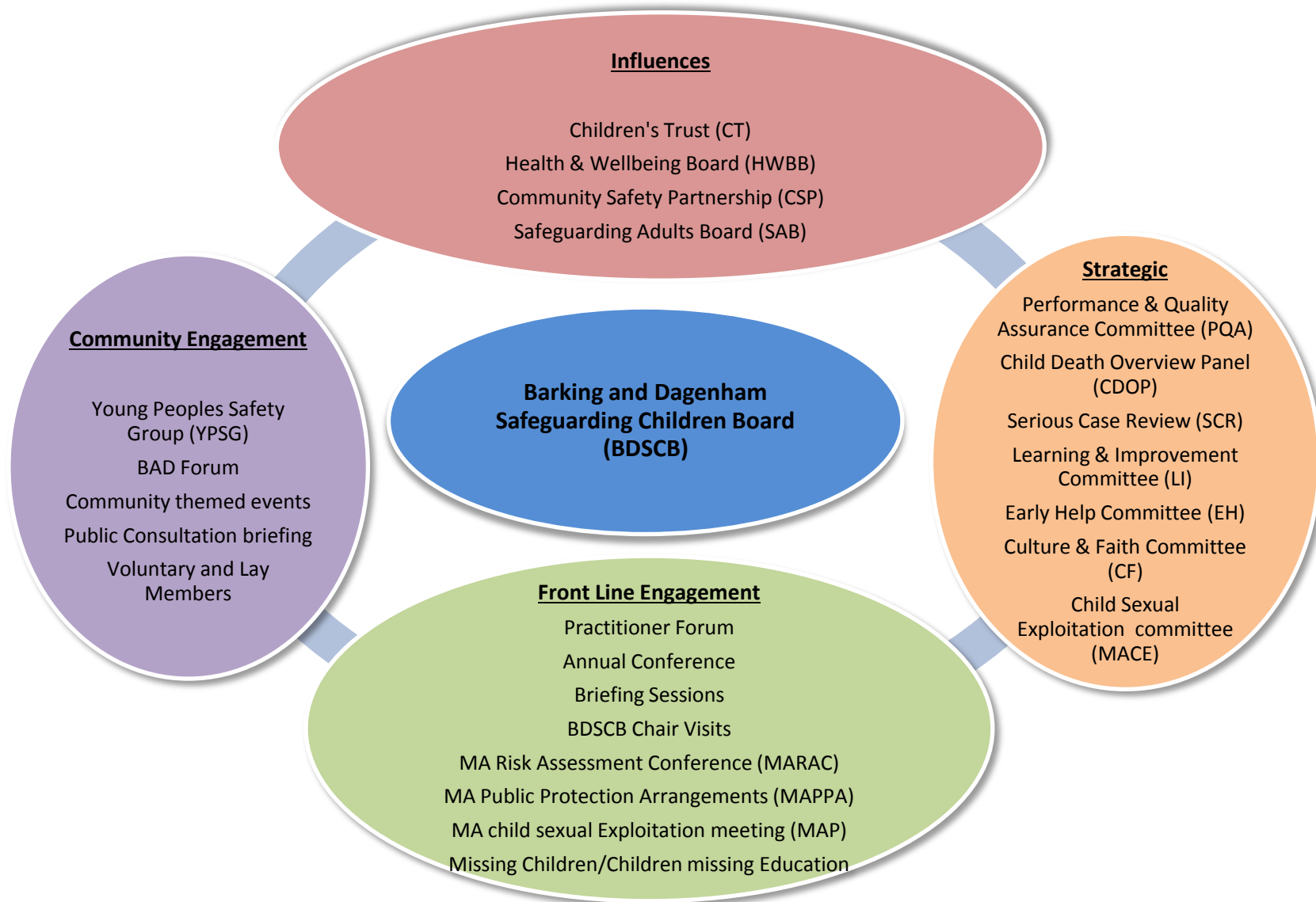
Of the 491 cases investigated, 34 resulted in the child's whereabouts not being located. These children are believed to have left the country with their family. Checks were made with agencies and systems, prior to each case being brought to the attention of the Director of Children's Services who has raised with the Child Benefits Agency and the UK Border Agency.

Business Plan 2014/15

The following areas will be included in the BDSCB's Business Plan for the year 2014/15.

1. Identify and monitor groups of children who are particularly vulnerable and improve and embed our operational and strategic approach – Child sexual exploitation, missing children,
2. We will develop challenging and rigorous approaches to monitoring and evaluating the impact of services on safeguarding children and young people and hold partners to account.
3. Through a process of audit and quality assurance we will understand where improvement in practice is needed, manage them as risks and where necessary challenge those agencies involved

4. We will develop the practitioner forum to facilitate engagement of all practitioners across the partnership.
5. We will work in partnership with the Adult Safeguarding Board to support the development of a family focussed approach so that all services recognise the impact on families and children of domestic abuse, mental health, substance misuse.



Appendix 2 – Board Membership

<p>Independent Chair of BDSCB</p> <p>Sarah Baker</p>	<p>Adult & Community Services</p> <p>Divisional Director of Community Safety and Public Protection, Glynis Rogers</p>
<p>Elected Member</p>	<p>Housing</p>
<p>Lead Member Councillor John White</p>	<p>Divisional Director of Housing Strategy, Ken Jones.</p>
	<p>Legal Services</p>
<p>Children’s Services</p>	<p>Lindsey Marks</p>
<p>Corporate Director of Children’s Services, Helen Jenner</p>	<p>Health Partners:</p>
<p>Divisional Director Complex Needs and Social Care, Kamini Rambellas</p>	<p>BD Clinical Commissioning Group (CCG) Director, Jacqui Himbury</p>
<p>Divisional Director Strategic Commissioning and Safeguarding, Meena Kishinani (Chair PQA))</p>	<p>BD Clinical Commissioning Group (CCG) Designated Nurse, Sue Newton</p>
<p>Group Manager Integrated Youth Services, Erik Stein (Chair YPSG)</p>	<p>Director of Public Health, Matthew Cole (Chair of CDOP)</p>
<p>Integrated Working Manager Damien Cole (Chair EI) (P)</p>	<p>BHRUHT Deputy Director Safeguarding, Gary Etheridge</p>
<p>Safeguarding Lead for Education, Elaine Ryan (Chair CFC) (P)</p>	<p>NELFT Executive Director CS & Transformation, Jacqui Van Rossum (P) and Integrated Care Director, Gill Mills (P)</p>
	<p>NELFT Operational Director, David Horne (Chair PDC) (P)</p>
<p>Education</p>	<p>NHS CCG Designated Doctor, Dr Mahima Rupasinghe (P) and Dr Magid</p>
<p>Head Teacher, St Joseph’s Primary School, Bernadette Horton</p>	<p>NHS England Named GP, Dr Richard Burack</p>
<p>Head Teacher, Gascoigne Primary School, Bob Garton</p>	<p>Probation</p>
<p>Head Teacher, Sydney Russell Secondary School, Roger Leighton</p>	<p>Assistant Chief Officer, Lucy Satchell-Day</p>
<p>Barking and Dagenham College, Director of Personalised Learner Support Services, Paul Lalgee</p>	

<i>Manager, Children Missing Education, Greg Vaughan (Chair PPC) (P)</i>	Lay Members
	<i>Sharon Cumberbatch and Hollie Banks (P)</i>
Borough Police	Faith Sector
<i>Borough Commander, Andrew Ewing and DCI Tony Kirk, Borough</i>	<i>Major, Salvation Army, Marion Henderson</i>
Police CAIT	CAFCASS
<i>DCI Sam Price</i>	<i>Linda Kim-Newby (P)</i>
Community & Voluntary Sector	UK Border Agency
<i>Jacqui Malcolm</i>	<i>Steve Fisher</i>
LBBB Chief Executive	
<i>Graham Farrant</i>	
BDSCB Advisors	
<i>Group Manager, Safeguarding Quality & Review, Avraamis Avraam</i> <i>Business Manager, Liz Winnett</i>	

Appendix 3 – Attendance Data

Agency	No of seats on Board	% of meetings attended by Agency representative*
Independent Chair	1	100%
Lead Member	1	67%
LBBB Children's Services: <ul style="list-style-type: none"> • Corporate Director Children's Services • Divisional Director Strategic Commissioning & Safeguarding • Divisional Director Complex Needs & Social Care • Group Manager Integrated Youth Services • IWISA Manager** • Safeguarding Lead for Education** • Director Public Health 	7	81%
LBBB Secondary School	1	17%
LBBB Primary Schools	1	83%
LBBB Legal Services	1	50%
LBBB Adults and Community Services (ACS)	1	33%
LBBB Housing	1	50%
BD Clinical Commissioning Group (CCG) <ul style="list-style-type: none"> • Deputy Director Safeguarding • Designated Nurse Safeguarding • Designated Doctor 	3	72%
NHS England (London): <ul style="list-style-type: none"> • Director Safeguarding • Named GP 	2	16%
Barking, Havering & Redbridge University Hospitals NHS Trust (BHRUHT)	1	83%
North East London Foundation Trust	1	100%
Voluntary Sector	1	17%
Police <ul style="list-style-type: none"> • Borough Commander • DCI CAIT Team 	2	91%
Lay Members	1	67%

<i>Probation</i>	<i>1</i>	<i>83%</i>
<i>Fire Service</i>	<i>1</i>	<i>50%</i>
<i>Faith Group</i>	<i>1</i>	<i>50%</i>
<i>Child and Family Court Advisory Support Service (CAFCASS)***</i>	<i>1</i>	<i>17%</i>
<i>UK Border Agency**</i>	<i>1</i>	<i>0%</i>

Appendix 4 – Financial Statement 2013/14

Income	Actual
Agency Contribution	£
<i>Council - Safeguarding</i>	94,453
<i>Council - Housing</i>	8,888
<i>BD Clinical Commissioning Group (CCG)</i>	34,813
<i>Barking, Havering, Redbridge University Hospital Trust (BHRUHT)</i>	3,231
<i>North East London Foundation Trust (NELFT)</i>	3,231
<i>CAFCASS</i>	550
<i>Probation</i>	2,000
<i>Metropolitan Police</i>	5,000
Total Contribution	152,166
Expenditure	£
<i>Independent Chair Salary</i>	23,205
<i>BDSCB Support salaries and Expenses:</i>	140,630
<ul style="list-style-type: none"> • <i>Business Manager</i> • <i>Apprentice – half post (to 12/2/14)</i> • <i>Training Coordinator – half post (to 31/3/14)</i> • <i>CDOP Manager</i> 	
<i>BDSCB Annual Conference</i>	545
<i>BDSCB Development Sessions</i>	844
<i>Serious Case Review – Chairing & Reviewer only</i>	11,434
<i>BDSCB Training Programme</i>	20,000
Total	196,658

Additional Resource:

During 2013-14 additional resource were provided from Barking College, the Community & Voluntary Sector, Sydney Russell School, Trinity School, and NELFT.

All have provided venues for BDSCB meetings, Serious Case Review briefings and the BDSCB Annual Conference, free of charge to the Board, as a supporting resource during 2013-14.