

PSCB Annual Report 2013/14



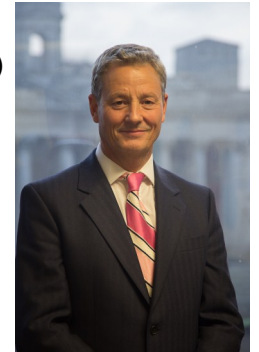
Safeguarding the children of Portsmouth



Foreword

A FOREWARD FROM THE INDEPENDENT CHAIR Reg Hooke

I am pleased to present to you the annual report of the Portsmouth Safeguarding Children Board (PSCB) 2013/14. The PSCB is a partnership that works to safeguard and promote the welfare of children in Portsmouth.



We concentrate our attention on the safety of the most vulnerable and at risk of harm and ensure that positive outcomes for children remain a priority. During this year we worked to improve the effectiveness of child protection plans, reducing the number who had to return to a plan again and are developing much better ways of protecting children from child sexual exploitation. Our E-safety Sub-Committee has also led a highly successful programme 'Beware of Lurking Trolls' to educate children, parents and professionals in staying safe on-line.

“ In July 2014, Ofsted judged PSCB to be '**Good**'. I would like to thank members of PSCB and its committees for their energy, hard work and commitment to safeguarding children, individually and collectively. Through some challenging times people have always put doing the best for children in Portsmouth first and I look forward to building on that in this year.”

Reg Hooke

Incorporated in this Annual Report is the Business Plan for 2014-17. During this period we will be focussing on specific areas that agencies and partners have identified as the most important for Portsmouth and we will be giving greater attention to making sure we are being effective in improving situations for *all* children and their families in Portsmouth.

We will continue to hold all agencies to account through audit of cases, analysis of data and visiting front line settings to ensure children are protected and action is taken by staff working in health, social care, police, probation and education settings as well as charity and voluntary sector organisations working with children in Portsmouth.

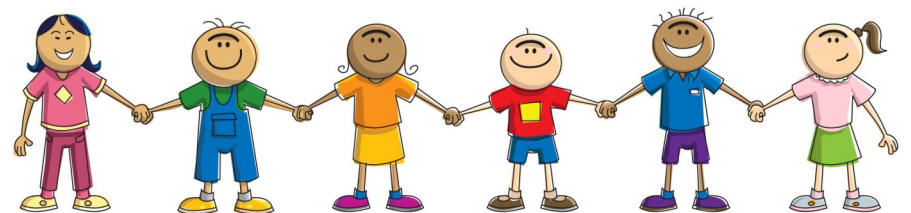
All public services continue to face increasing resource constraints. Agencies in Portsmouth have demonstrated great willingness to change, to work in ever closer partnership to protect children and to find new and better ways to provide efficient, effective and accessible services. Current and planned collaborative initiatives running across the spectrum of need convince me that the future remains a bright and improving one in spite of the challenges.

PSCB's ambition is to ensure that arrangements to safeguard children in Portsmouth are outstanding. By working together and engaging our whole community I am confident we can do this.

Reg Hooke, Independent Chair

Our four main tasks for 2014/2015

- Children living in situations of neglect are likely to suffer significant and long term damage. PSCB will prioritise improving the effectiveness of agencies and the community in tackling situations where children are neglected or are at risk of neglect
- PSCB will improve communication across Portsmouth using technology, meetings and consultation so that appropriate knowledge of safeguarding is available to all and so that PSCB are hearing the views of professionals and from children, families and communities from all parts of the city
- Knowing what children need or want is often a simple case of asking them! This all too often gets overlooked and so we will ensure PSCB consultation, audits, analysis, and recommendations have at the heart of them the views of children
- PSCB needs to constantly challenge itself to ensure it is being effective in improving situations for children and families so we will improve the way we manage our business and how we measure the impact PSCB has





Local Demographics

Portsmouth is a port city located on the south coast of Hampshire. It is the most densely populated area in the UK outside of London, with an estimated population of 208,900 residing within 15.5 square miles.

There are an estimated 50,400 children aged 0-19 children and young people living in Portsmouth, making up 24% of the usual resident population.

Portsmouth has a predominantly White British ethnic population; 84% . Of the 16% Black and Minority Ethnic population the ethnicities with the highest representation are Bangladeshi, Indian, Chinese, Black African, Mixed White and Asian and Other White.

Portsmouth is ranked 76th most deprived out of 326 local authorities in England (Indices of Multiple Deprivation 2010), with 15% of the city's population experiencing income deprivation. The latest child poverty data shows 24.4% of all dependent children under the age of 20 in Portsmouth are living in poverty, compared with the national average of 20.1%.

Vulnerable Groups

It is impossible to offer a complete picture of children whose safety is at risk in Portsmouth because some abuse or neglect may be hidden, despite the best efforts of local services to identify, step in, and support children who are being harmed or are at risk of being harmed.

Many groups of children in Portsmouth are vulnerable. These include children who are missing from home and children missing from education; children who live in households where there is domestic violence, substance misuse and / or parents who are mentally ill; children whose offending behaviour places them at risk of significant harm. At any one point there are around 1.400 children that require a statutory safeguarding response.

This annual report starts by looking at the categories of children and young people in Hampshire who have been identified by the local authority and other agencies as in need of protection as they are more vulnerable.



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CHAPTER 1

Safeguarding in Portsmouth

Children exposed to domestic abuse

29% of all violent crime in Portsmouth is domestic related. In 2013/14, 61% of child protection cases highlighted domestic violence and abuse as a feature.

Reducing domestic abuse is a priority for the Safer Portsmouth Partnership and is recognised by the Children's Trust Board as having a significant impact on children and young people. The Domestic Abuse review in 2012 led to a number of recommendations which were completed in 2013/14:

- Improving agencies' understanding of their responsibility for supporting victims of domestic violence and abuse
- Introducing a co-ordinated community response which led to a significant increase in professionals recognising how they can support victims of domestic violence and abuse
- Media campaign to raise the public's awareness of this type of abuse, including how to make safe decisions and where to access support
- Increasing the amount of support available to people experiencing domestic violence and abuse
- Ensuring people who work with families are trained in delivering support around domestic violence and abuse

We will be continuing to raise awareness among services of the need refer concerns to MARAC (multi-agency risk assessment conferences), as currently 76% of referrals are made by Police.

Children who are Privately Fostered

Parents may make their own arrangements for children to live away from home. These are privately fostered children. The local authority must be notified of these arrangements.

In 2013/14 there were 17 new notifications of private fostering arrangements in Portsmouth. The reported numbers of privately fostered children are considered to be under-representative of the actual number. The local authority and the PSCB will continue to raise awareness of the need to notify the local authority of these arrangements.

It is important to increase awareness across the workforce so that children in private fostering arrangements can be identified and supported. Throughout 2014-15 we are delivering a targeted communications campaign aimed at School Nurses, School Governors, Head teachers and school admissions staff, faith communities and Language schools.

Child sexual exploitation, missing and trafficked children

The PSCB has responded to the risks highlighted by the Children's Commissioner during 2012 to children at risk of child sexual exploitation (CSE).

Multi-agency work to identify children at risk of CSE in Portsmouth is on-going. Work at a local level is coordinated by the CSE committee of the PSCB, and at a county-wide level by the 4LSCB MET (Missing, Exploited, Trafficked) group. Further information about CSE can be found on page 18.

CHAPTER 1

Safeguarding in Portsmouth



Young people who offend or are at risk of offending

In 2013/14 the Portsmouth Youth offending team delivered 286 new interventions to 180 young people alongside the 107 interventions continuing from the previous year. Between 10 and 20% of these young people are children in care, and an additional 5-10% are care leavers. The number of young people receiving custodial sentences and being remanded in custody reduced this year.

In February 2014 the Portsmouth Youth Offending team was inspected and received a critical report which identified a number of areas requiring improvement. A robust Post Inspection Improvement Plan and new Performance Framework is now in place and being monitored monthly by the Youth Justice Board and the Portsmouth YOT Management Board.

The number of young people reoffending in Portsmouth remains a concern. However Safer Portsmouth Partnership re-offending measures suggest some progress is being made. For example, in 2011/12, 62 young people committed more than 5 offences. This reduced to 43 between 2013/14. Agencies are now working together to support this group of young people to reduce their offending.

Children in Care and Care Leavers who offend or are at risk of offending

The PSCB is committed to reducing the number of children in care and care leavers who offend. Throughout 2013/14 the following approaches have been taken:

- Utilising restorative justice approaches wherever possible, so that children in care are not unnecessarily criminalised
- Identifying priority young people to ensure multi-agency preventative strategies are in place
- In recognition of the correlation between substance misuse and / or mental health problems and offending behaviour we have introduced a new health screening tool. The tool will also assist in the identification of speech, language and communication needs

CHAPTER 2

What is the Portsmouth Safeguarding Children Board?

About the PSCB

The PSCB is the partnership body responsible for coordinating and ensuring the effectiveness of services in Portsmouth for protecting and promoting the welfare of children.

The Board is made up of senior representatives from all the main agencies and organisations in Portsmouth with responsibility for keeping children safe.

We coordinate local work by:

- Developing robust policies & procedures
- Participating in the planning and commissioning of services for children in Portsmouth
- Communicating the need to safeguard and promote the welfare of children and explaining how this can be done

We ensure the effectiveness of local work by:

- Monitoring what is done by partner agencies to safeguard and promote the welfare of children
- Undertaking serious case reviews and other multi-agency case reviews, audits and deep-dives and sharing learning opportunities
- Collecting and analysing information about child deaths
- Publishing an Annual Report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Portsmouth

The PSCB has three tiers of activity:

1. Main Board

This is made up of representatives of the members agencies. Board members must be sufficiently senior so as to ensure they are able to speak confidently and sign up to agreements on behalf of their agency, and make sure that their agency abides by the policies, procedures and recommendations of the PSCB.

2. Executive

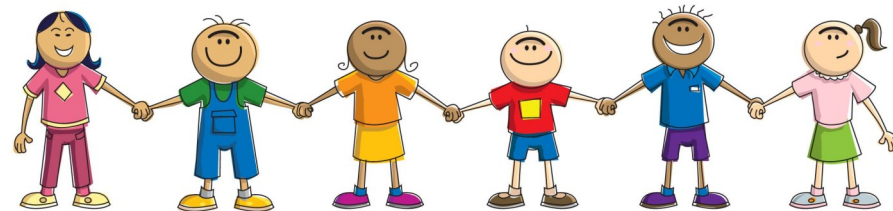
The Executive Committee manages the business and operations of the PSCB , ensuring there are clear governance arrangements in place and drives forward the strategic priorities as outlined in the Business Plan.

3. Committees

Membership of the committees is made up of staff from bodies or agencies represented at the PSCB, who are co-opted to ensure each group has the relevant expertise and knowledge to deliver the PSCB Business Plan. Membership of committees can include Board Members themselves.

4 LSCB Arrangement

Portsmouth, Hampshire, Isle of Wight and Southampton each has its own LSCB, but come together under the 4LSCB umbrella in order to share procedures and policies, skills, knowledge, resources and learning.



CHAPTER 2

What is the Portsmouth Safeguarding Children Board?

Key Roles

Independent Chair

The PSCB is led by an Independent Chair. In December 2013 Reg Hooke was appointed to the role

The Chair is subject to an annual appraisal to ensure the role is undertaken competently and that the post holder retains the confidence of the PSCB members. The Chief Executive of Portsmouth City Council appoints the Chair and managerial support is provided by the Director of Children and Adults' Services.

Portsmouth City Council

Portsmouth City Council is responsible for establishing and maintaining the Safeguarding Children Board (PSCB).

The Director of Children and Adults' Services is required to sit on the Main Board of the PSCB as this is a pivotal role in the provision of adult's and children's social care within the local authority. This post is held by Julian Wooster and he has the responsibility to make sure that the PSCB functions effectively and liaises closely with the Independent Chair who keeps him updated on progress.

Leader of Portsmouth City Council

The ultimate responsibility for the effectiveness of the PSCB rests with the Leader of Portsmouth City Council, Councillor Donna Jones.

Lead Member for Children's Services

This role is held by Neill Young, a locally elected Councillor with responsibility for making sure that the local authority fulfils its legal responsibilities to safeguard children and young people. The Lead Member contributes to the PSCB as a participating observer and is not part of the decision-making process.

Partner Agencies

All partner agencies in Portsmouth are committed to ensuring the effective operation of the PSCB. This is supported by our [Constitution](#) which sets out the governance and accountability arrangements.

Designated Professionals

Health commissioners should have a designated doctor and nurse to take a strategic, professional lead on all aspects of the health service contribution to safeguarding children across the local area. Designated professionals are a vital source of professional advice on safeguarding children matters to partner agencies and the PSCB. There is a Designated Doctor and Nurse in post.

Lay Members

PSCB has appointed three local residents as Lay Members to support stronger public engagement in local child protection and safeguarding issues and contribute to an improved understanding of the PSCB's work in the community.



CHAPTER 2

What is the Portsmouth Safeguarding Children Board?

Key Relationships

Children's Trust

The Portsmouth Children's Trust is a partnership of agencies in the city committed to working together to improve all outcomes for children.

The Trust is governed by a Board with formal responsibility for strategic planning, commissioning services, and promoting effective integrated working.

The Children's Trust is responsible for producing the Children's Trust Plan which outlines how improvements in service delivery and design will be made.

The PSCB reports annually to this body and we hold them to account to ensure they commission the services that are needed based on what we have highlighted as safeguarding priorities.

Health and Wellbeing Board

This Board was established in Portsmouth in 2012/13. It brings together leaders from the County Council, NHS and partner agencies to develop a shared understanding of local needs, priorities and service developments.

The PSCB reports annually to the Health and Well-being Board and will hold it to account to ensure that it tackles the key safeguarding issues for children in Portsmouth.

Joint Protocol

The PSCB, Children's Trust and Health and Well-being Board have established a joint protocol outlining working arrangements between the three Boards.

Police and Crime Commissioner

The Police and Crime Commissioner (PCC) is elected by residents of Hampshire & the Isle of Wight and charged with securing efficient and effective policing across the two counties. On behalf of the public he sets policing priorities for Hampshire Constabulary and holds the Chief Constable to account for the quality of policing service offered to the community. The PCC is committed to enabling good community cohesion and effective multi-agency relationships wherever policing and crime prevention have a role to play.

Members Agencies' Management Boards

PSCB Board members are senior officers within their own agencies providing a direct link between the PSCB and various agencies' boards.

During 2012/13 NHS agencies underwent significant reform and lines of communication changed. Throughout 2013/14 the working links were built between the Management Boards under the new structure and the PSCB.

Clinical Commissioning Groups

The Clinical Commissioning Group, NHS England and Health Services across Portsmouth have been important contributors to the PSCB during 2013/14.

CHAPTER 2

Financial arrangements

Board partners continue to contribute to the PSCB budget in addition to providing a variety of resources in kind.

Contributions from partners for 2013/14 were £148,835.00.

An underspend of £37033.75 was carried forward for the previous financial year, making the total income available to the Board £185,868.75.

This has ensured that the overall cost of running the PSCB has been met.

The board has agreed to carry forward the underspend from 2013/14 to the 2014/15 budget.



What is the Portsmouth Safeguarding Children Board?

Income	Funding	Income Received	Outstanding
Carry forward 2012/2013	£37,033.75	£37,033.75	£0.00
Portsmouth City Council	£107,600.00	£107,600.00	£0.00
Portsmouth NHS Clinical Commissioning Group (CCG)	£27,000.00	£27,000.00	£0.00
Police	£11,445.00	£11,445.00	£0.00
Probation	£2,000.00	£2,000.00	£0.00
Naval Personnel & Family Service	£240.00	£240.00	£0.00
CAFCASS	£550.00	£550.00	£0.00
Total Funding	£185,868.75	£185,868.75	£0.00

Expenditure	Allocation	Expenditure to Date	Variance
Staffing costs	£118,973.10	£118,973.10	£0.00
Serious Case Review	£384.10	£384.10	£0.00
Non staffing costs	£3,500.00	£2,446.60	£1,053.40
HCC - on line CP procedures maintenance	£656.25	£656.25	£0.00
Tri-ex - website maintenance	£700.00	£700.00	£0.00
Contribution to Chronolator Licence - Hampshire CC	£406.00		£406.00
Publicity & Promotions	£6,300.00	£2,124.55	£4,175.45
E-Safety Awareness Campaign	£12,000.00	£11,614.50	£385.50
Child Sexual Exploitation	£6,000.00	£2,115.00	£3,885.00
Child Death Overview Process to HCC	£12,439.00	£12,439.00	£0.00
Monitoring Evaluation & Scrutiny Committee	£5,000.00	£5,000.00	£0.00
PSCB Development Day	£1,466.66	£1,466.66	£0.00
LADO Consultancy	£5,000.00	£5,000.00	£0.00
Carry Forward to 2014/2015	£13,043.64	£22,948.99	£-9,905.35
Total Expenditure	£185,868.75	£185,868.75	£-0.00

CHAPTER 3

Child Assessment Framework (CAF)

The CAF is single shared inter-agency assessment and planning tool to enable those working with a child or family to gain a holistic view of their needs and bring together the right services to meet those needs. Key to the CAF process is that needs are understood prior to targeted and specialist agency involvement. The CAF has three aspects to it;

- the gathering of information
- the analysis of that information to form a view of needs and strengths
- a clear plan

Following a CAF a multi-agency team of practitioners is brought together as a result of the analysis of the CAF findings. These are known as TAC (Team Around the Child or TAF (Team Around the Family) meetings. Where possible these involve families directly and consider the analysis of needs and strengths and using the 'planning' parts of the CAF paperwork to set clear actions for the family and agencies.

The lead professional leads the TAC or TAF and keeps the family and agencies to the agreed multi-agency plan. The lead professional also maintains a relationship with the child and family.

In 2013/14 there were 718 CAFs recorded as completed in Portsmouth.

The child's journey through the system in Portsmouth

Joint Action Team (JAT)

The JAT is a multi-agency triage service aimed at supporting the wider children and families' workforce in delivering effective early intervention and safeguarding, so that the right children access the right services at the right time.

A co-located team, the JAT consists of key seconded representatives from across the adult and children's workforce. JAT team members use their existing knowledge, skills and relationship from their home agencies to assist information sharing and to challenge and support professionals to carry out early help interventions.

Established in 2012, the JAT has continued to be developed throughout 2013/14. Police and education representation on the team has now been secured and the JAT now holds responsibility for managing the CSE and Missing children's processes.

Early Help in the Children's Trust Plan

The PSCB has been providing support and challenge to the Children's Trust Board in the development and implementation of particular priorities in the Children's Trust Plan 2011-2014.

In particular, the PSCB has been monitoring the numbers of CAFs, which agencies carry them out and looking at evidence of impact. The PSCB audit programme (known as Section 11) is a continuous process and includes a section on agency compliance with Early Help processes and practice and the Children's Trust Board receives the data on the results of the audit.

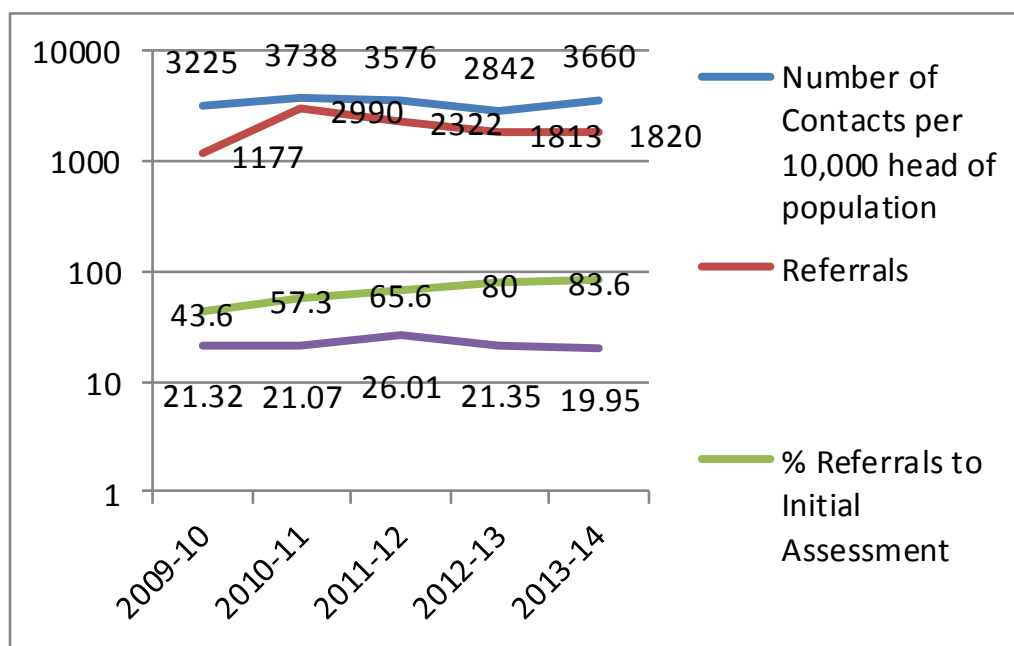
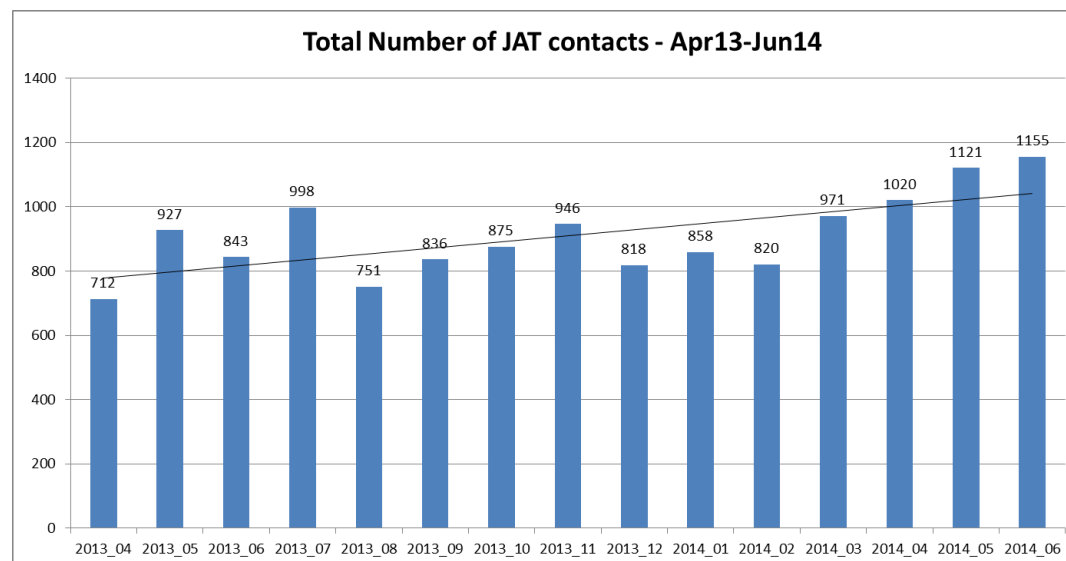
The Children's Trust Plan describes the commissioning of key services to provide early help to children and families. These include the Health Visiting and Children's Centres, the Family Intervention project, the Multi-Systemic Therapy team and the Integrated Targeted Youth Service.

CHAPTER 3

The child's journey through the system in Portsmouth

Children's Social Care contacts and referrals in numbers

	2012/13	2013/14
Number of referrals to Children's Social Care	1813	1820
% of referrals into children's social care which progressed to initial assessment	79.98	83.52
% of repeat referrals	21.35	19.95



In 2013/14 there were 10,363 contacts to JAT involving children. This is an increase on the previous year and includes those contacts requesting a both a social care and early help response. This is an indication that communication with JAT has been successfully embedded in the safeguarding practice across agencies in Portsmouth.



CHAPTER 3

The child's journey through the system in Portsmouth

Children with a Child Protection Plan

Children who have a Child Protection Plan are considered to be in need of protection from either neglect, physical, sexual or emotional abuse, or a combination of one or more of these factors.

The Child Protection Plan details the main area of concern, what action will be taken to reduce those concerns; how the child will be kept safe, and how we will know when progress is being made.

- Between April 2013 and April 2014, 242 children became subject to child protection plans. This is an increase on the previous year
- 53% of children subject to a child protection plan are pre-birth to 5 years old
- 71% of children's plans have neglect as a main focus

There has been considerable multi-agency effort to reduce the number of repeat child protection plans. This has led to a steady decline over 2013 - from 22.83% in April 2013 to 10.74% in March 2014. In conjunction with this many children's plans are staying open for longer to ensure their needs can be fully addressed before their plans are closed.

Feedback from parents has generally been positive. Clearer directions and refreshments in the conference have been introduced as a result of parent feedback.

There is still room for improvement and over the next year the PSCB will be focusing on ensuring:

- Improvement in the quality of plans particularly in cases of neglect and domestic abuse
- The effective use of assessment tools for neglect to promote earlier and more effective planning and to provide a baseline from which progress can be evaluated
- The management of all cases where children are on a plan for more than nine months is reviewed to ensure the potential for drift is addressed
- Ensuring reports to conference by all agencies are submitted to the Chair 48 hours in advance of the conference



CHAPTER 3

The child's journey through the system in Portsmouth

Children in Care

Children in care are commonly referred to as Looked after Children. Portsmouth City Council aims to support children and young people within their own families and communities. For some children this is not possible or in their best interests and they require alternative short or longer term care.

Children and young people move to the care of the Local Authority either by a Court Order or with the agreement of the child's parent or guardian. A child or young person may come into care as a result of temporary or permanent problems facing their parents, as a result of abuse or neglect or a range of difficulties.

Children and young people in care are individuals, come from all walks of life and have different aspirations, ambitions and cultural identities. Corporate Parenting is the term used for the collective responsibility of the Council and its partners to ensure safe, meaningful and effective protection of children and young people in care, and care leavers.

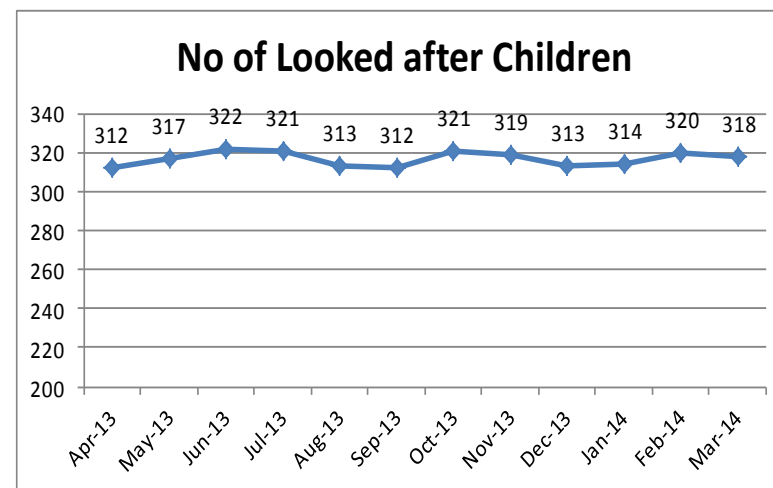
Many Looked After Children are at greater risk of social exclusion than their non looked after peers, both because of their experiences prior to coming into care, and by virtue of the fact that they are in care. It is essential, therefore, that the Council and partner agencies, as Corporate Parents, ensures that their experience of being in care is a positive and supportive one and maximises their full potential, including:

- feeling safe and well cared for
- having health needs met
- ensuring we all do everything we can to help with educational achievement
- ensuring we all promote skills, talents and interests that a child or young person has

At any one time there are approximately 300 Looked After Children and Young people in Portsmouth.

Most children who are looked after return to their parents or family networks. Some are adopted where there is no prospect of a safe return to family or some remain looked after for a longer period. Most children who are looked after are cared for by foster carers. For a very small number of older children with more specialist needs children's homes are provided.

The graph below outlines the numbers of children in our care over time. A trend of more younger children coming into Local Authority care is evident. This is in line with earlier intervention and identification of need. Children are spending less time within Local Authority care as they move to permanent care arrangements within the community.



Over 2013/14 the PSCB has focused its attention on key priority areas:

Evaluating impact

To establish and develop a clearer focus on evaluating and understanding the impact of interventions and expected outcomes in both plans for individual children and young people to support the Board's strategic evaluation activity.

Developing Scrutiny

To strengthen and develop the Board's data collection to support analysis and scrutiny of safeguarding arrangements and ensure a better understanding of the child's journey.

Early Help

To promote and strengthen the engagement of universal services in early help and intervention process such as team around the child and the common assessment framework.

Allegations Management

To secure enhanced capacity and leadership for dealing with allegations against adults working with children, to promote cross agency awareness and maintain consistency in managing such allegations.

Reduction in Repeat Child Protection Plans

To support multi-agency work to reduce the number of children who require a child protection plan for the first time

NHS Reforms

To ensure that health parents and commissioning arrangements are adequately focussed on the safeguarding children agenda at a time of NHS organisational change that inevitably brings risks to safeguarding partnerships.

These priorities set the context for agreeing objectives and work planning for the Executive and other Committees of the PSCB. The Chairs of the Executive and other Committees were asked to identify up to four objectives for the work of their committee over 2013/14 and to link these to any of the above priorities.

CHAPTER 4

Progress over 2013/2014

Executive Committee

- Steps have been taken to improve the PSCB's evaluation of impact of interventions, including through the development of a Learning and Improvement Framework and Learning and Improvement cycle. Work to embed this will continue throughout 2014/15
- This year saw the appointment of Denise Lingham as the Portsmouth Local Authority Designated Officer (LADO) who has responsibility for managing allegations
- We now have a joint protocol in place outlining the reporting arrangements between the PSCB, the Health & Well-being Board and the Children's Trust. There are strong working relationships between the PSCB, Portsmouth CCG and NHS England

Monitoring, Evaluation and Scrutiny Committee

- The PSCB dataset continued to be developed over this period. The comprehensive dataset is regularly presented to the Board, accompanied by robust analysis, to support informed decision-making
- A series of themed inspection or 'Deep Dives' were implemented. Deep Dive 3 aimed at better understanding the reasons for high levels of repeat Child Protection Plans successfully supported a reduction in the number. Deep Dive 4 was initiated to focus on Children with Disabilities
- The single agency self audit Section 11 programme for 2013 had a good response rate from over 100 organisation and agencies. Work is ongoing to strengthen arrangements for follow up with agencies who did not respond or who have highlighted gaps in their safeguarding arrangements

Serious Case Review Committee

- To ensure our processes and procedures are in-line with Working Together 2013 joint work has been undertaken with 4LSCB partners to update our 4LSCB procedures in relation to serious case reviews and a new PSCB Serious Case Review process has been developed
- Learning from Serious Case Reviews into Child C and D was successfully disseminated across teams through a range of activities including training, briefings, and awareness raising campaigns. Summaries of case reviews conducted by the committee are routinely sent to participating agencies to ensure learning is communicated to all appropriate staff
- The PSCB is exploring the use of reflective practice approaches in case reviews. Members of the Board and committees attended training run by the Social Care Institute of Excellent (SCIE) which was funded by NHS England. This supports a systems approach to Serious Case Reviews. Work is continuing to build these approaches into PSCB processes



CHAPTER 4

Progress over 2013/2014

E-Safety Committee

- The PSCB appointed an E-Safety Officer to support the work of the committee. The role is responsible for building a network of E-Safety leads across agencies to improve awareness of E-safety concerns and best practice responses
- The [Lurking Troll campaign](#) aimed at raising awareness among children of on-line risks and what to do if you encounter them has been hugely successful. The campaign includes:
 - ◇ Printed material, including a Lurking Trolls book which was distributed to all primary schools
 - ◇ A Troll advert accompanied by a Troll song; played on the Portsmouth big screen
 - ◇ A programme of assemblies in schools led by the Digital Librarian
- Work to deliver E-safety messages to families and agencies is continuing

Professional Practice Committee

- The Committee led a multi-agency audit of Child Protection to evaluate compliance with process and procedures. A number of actions were identified as a result of this and have been successfully implemented. Work will continue to raise awareness of the on-line procedures to ensure they are used effectively by teams
- The joint work to reduce the number of repeat Child Protection Plans led by this group has been very successful, with the significant reduction in the numbers being sustained
- Key 4LSCB and local protocols, procedures and guidance have been disseminated through the professional practice group throughout the year, including the protocol for the management of actual or suspected bruising in infants who are not independently mobile, the Protocol for resolving professional differences, and guidance on working with resistant families

Child Sexual Exploitation Committee

- 2013/14 was a busy year for the CSE committee who led on the delivery of a number of events aimed at raising awareness and improving practice around the issue, this included a CSE conference, an awareness campaign in partnership with Community Safety, and the development of a multi-agency risk assessment tool
- The development of a multi-agency CSE strategy detailing how agencies in Portsmouth will work together to address CSE
- The CSE committee established a multi-agency operational panel to ensure coordination of the identification, assessment and planning for children and young people at risk of or experiencing CSE
- To support the work of the operational group a process for gathering and recording multi-agency data around CSE and missing has been developed
- Work to improve the provision of support and quality of data gathered around children who are missing will be a priority throughout 2014/15

CHAPTER 4

Progress over 2013/2014

LADO

The role of the LADO is set out in Working Together to Safeguard Children (2013). The LADO provides advice and guidance to employers and voluntary organisations that have concerns about a person working or volunteering with children and young people who may have behaved inappropriately or if information has been received that may constitute an allegation.

2013/2014 saw the LADO role established with Children's Social Care. There has been an increase in activity this year which has resulted in significant changes. Referrals to the LADO have increased from 43 in the previous 12 month period to 138 in this period. Referrals have come from a wide range of partner agencies, including the voluntary sector.

Local training for designated officers working across all agencies in the city has been established, and feedback from these has been very positive.

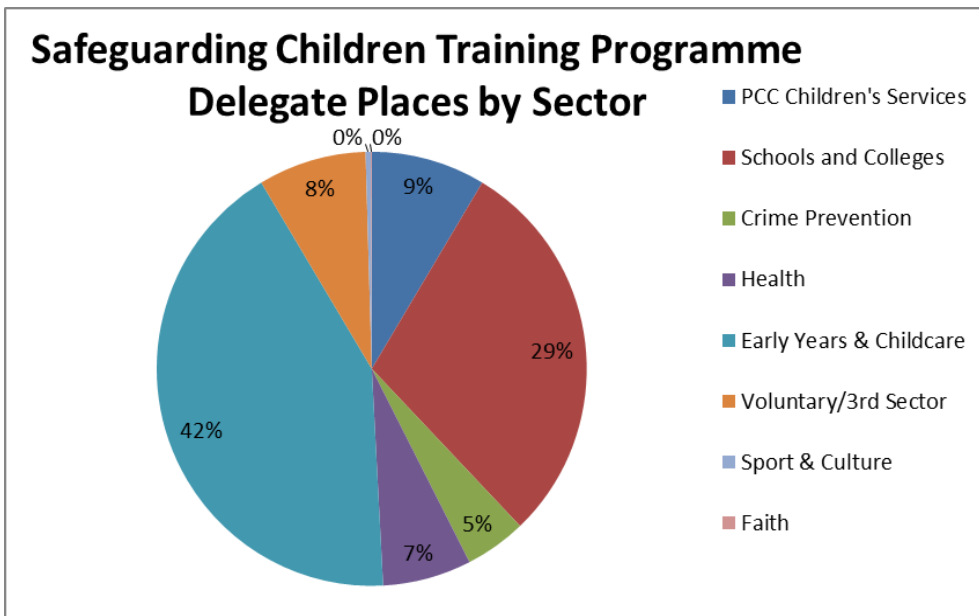
The LADO is now focusing on reducing the amount of referrals which do not reach the LADO criteria and resolving 80% of cases within one month as stated in the DfE guidance.

Multi-agency training

Portsmouth Safeguarding Children Board has a statutory responsibility to ensure that appropriate training on safeguarding and promoting the welfare of children and young people is provided in Portsmouth to meet local need.

This covers both the training provided by single agencies to their own staff and multi-agency training where staff from different agencies train together.

In 2013/14 1140 managers and practitioners attended bespoke single service training, and 776 attended the multi-agency training. See below for breakdown of attendees by sector.



CHAPTER 5

What happens when a child dies or is seriously harmed in Portsmouth?

Child Deaths Reviews in Portsmouth



The Child Death Overview Panel ([CDOP](#)) is a sub group of the 4LSCBs of Portsmouth, Hampshire, Isle of Wight and Southampton and enables the LSCBs to carry out their statutory functions relating to child deaths.

CDOP undertakes a systematic review of all child deaths to help understand why children die and help prevent future deaths. The unexpected deaths of children allow for further exploration of a death and CDOP can recommend any interventions it considers appropriate to help improve child safety and welfare and assists in the updating of policy and procedures to reflect the need of services. These findings are reported to the DfE annually and this data is used to assist in national initiatives and research which informs local practice.

With a business manager in post during 2013/14 the backlog of child death reviews from previous years has been addressed and these are significantly lower. The remainder are likely to be reviewed during 2014/15 when sufficient information is known to fully review these deaths.

Portsmouth received 7 child death notifications this year, of which 1 was unexpected. CDOP reviewed 11 deaths of which modifiable factors were identified in approximately 3. Safe sleeping arrangements for children, teen suicide, deaths caused by dangerous driving and deaths from asthma and epilepsy have been key messages both locally and nationally.

When a child dies unexpectedly a Rapid Response process is set in motion to review the circumstances of the child's death. CDOP and other key agencies have recognised that there is some inconsistency across the area and the process requires updating. A review of the rapid response procedure has taken place during 2013/14.

Further information can be found in the CDOP Annual Report 2013/14.

CHAPTER 5

What happens when a child dies or is seriously harmed in Portsmouth?

Serious Case Reviews in Portsmouth

LSCBs 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 an 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.

During 2013/14 the PSCB did not undertake any Serious Case Reviews, however the PSCB is committed to undertaking smaller scale reviews for instances where the case does not meet the criteria for a Serious Case Review but it is considered that there are lessons for multi-agency working to be learnt.

During 2013/14 7 cases were brought to the attention for the PSCB Serious Case Review committee for discussion. Notes of the discussions are circulated to all participating agencies for dissemination to support learning.

Child D (SCR published in 2012)

Child D was 3 weeks old when she died in 2011. At the time of her death the courts had made her subject to an Interim Supervision Order and she was living with extended family. On the night that she died she had been left sleeping in circumstances which were not safe. Her death did not result in any criminal prosecution.

A Serious Case review in to the death of Child D was published in 2012. Throughout 2013/14 the work to deliver the recommendations from this review continued.

- The PSCB maintains a multi-agency programme of deep-dives to quality assure practice around key areas
- Safe Sleep information is heavily promoted by Health services and Children's Centres
- The Out of Hours service was reviewed and the Board was assured of its adequacy and effectiveness

The review highlighted a number of themes which have been incorporated into the PSCB multi-agency training programme, including: neglect; parental substance misuse, domestic violence and mental health, and the confidence of practitioners to challenge decision-making.

CONCLUSION

What next for child protection in Portsmouth?

Message for everyone

Be tenacious in your efforts to safeguard children. If you are concerned that a child or group of children are not getting the care or support they deserve persist in your efforts to engage them, their families and networks of support around them.

Messages for Elected Members

Demand the best for our children. Use your role as Corporate Parents to ensure that Looked After Children in Portsmouth get the high level of care and support they deserve.

Expect agencies to provide robust evidence from children and young people that the support they receive is improving their lives.

Scrutinise plans and reports and challenge safeguarding service delivery if it is not good enough.

Get to know Portsmouth from a child's point of view. Understand the risks children in Portsmouth face and the support they receive to address them.

Take advantage of training and development opportunities on safeguarding and promoting the welfare of children and young people.

Message for Children and Young People

Children and young people are at the heart of the child protection system. Your voices are the most important of all. The PSCB is developing better ways of hearing children and young people's views.

Messages for The Police and Crime Commissioner

Ensure Police commit fully to the delivery of the PSCB CSE strategy, which includes children who are missing and trafficked.

Ensure that there is an effective multi-agency response to incidents of child neglect, reducing the likelihood of the children suffering significant and long term damage.

Messages for Clinical Commissioning Groups

CCGs in the health service 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 ensure that services are commissioned for the most vulnerable children.

Message for the Community

Remember that children in our community are all our responsibility. If you have concerns about a child contact the Joint Action Team on 0845 6710271.

Messages for the City Council

Continue your work to improve outcomes for children leaving care and increase their engagement in education, employment and training.

Messages for the Children's Trust

Make sure the plans for early help assessment promote the identification of and effective support for families experiencing neglect.

In your decision-making around structuring early help services ensure new arrangements promote links with the local community, particularly with those groups who find engaging with services challenging.

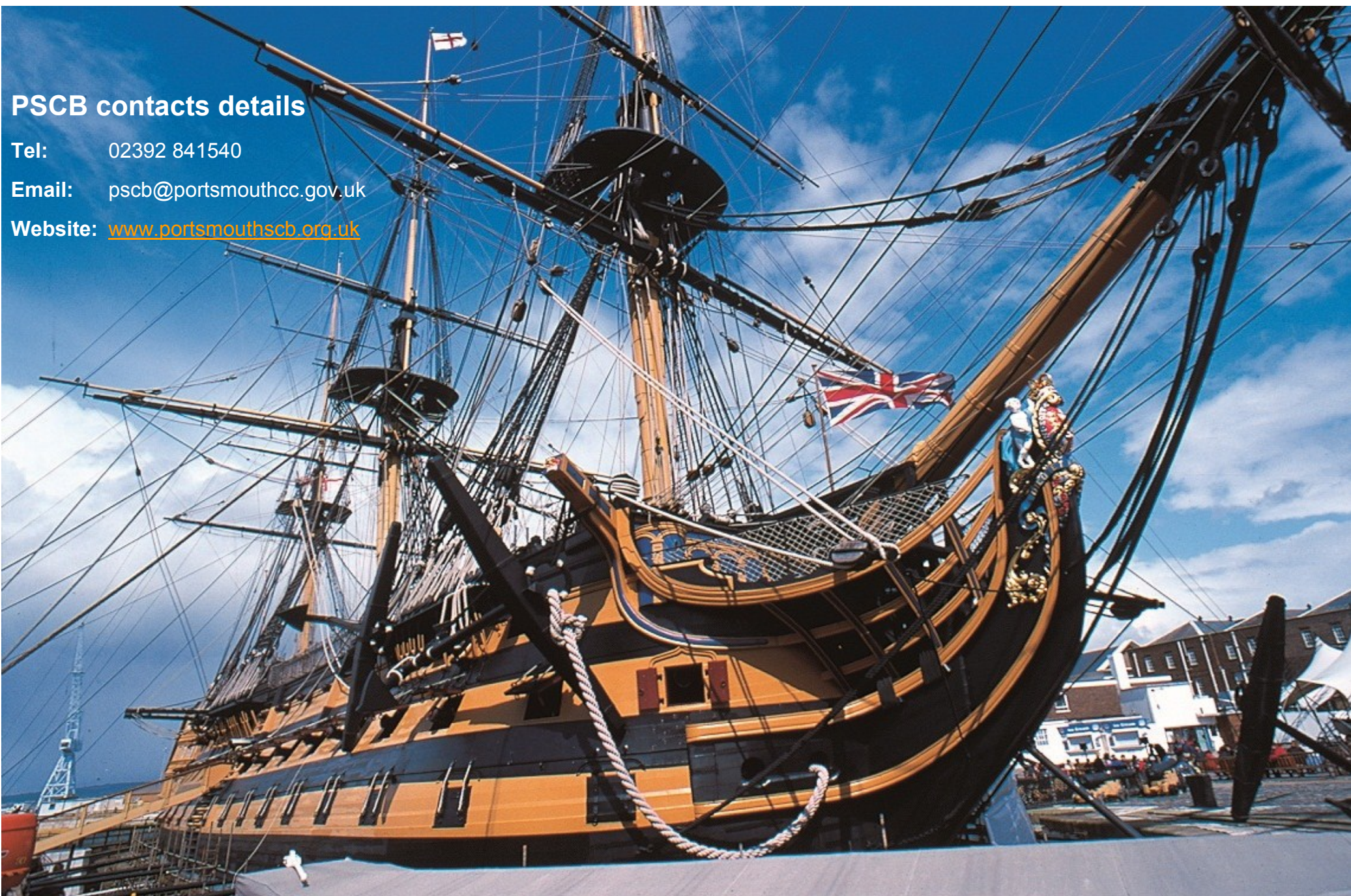
Messages for the Children's Workforce

Keep yourself up to date with national and local processes, practices and issues around Early Help and Safeguarding.

If you are concerned about the professional decision making around a child, challenge it, and escalate if it hasn't been resolved.

Membership of the PSCB as at date of publication

Board Members	Title	Agency
Reg Hooke	PSCB Chair	PSCB
Louise Boyle	Vice Chair	Portsmouth Voluntary Sector
Noah Carter, Lorna Stringer, Jenni Wessels	PSCB Lay members	
Julian Wooster	Director of Children's & Adults' Services	Portsmouth City Council
Jason Hogg	DS Public Protection Department	Hampshire Constabulary
Sarah Beattie	Director of Offender Management	Probation
Barbara Sawyer	Operational Director, Hampshire & IOW CRC	Probation
Ellen McNicholas	Deputy Director Nursing & Allied Professionals	Solent NHS Trust
Nicola Lucey	Acting Director of Nursing (shared membership)	P/mouth Hospital NHS Trust
Pam Aspinall	Named Nurse Safeguarding Children (shared membership)	P/mouth Hospital NHS Trust
Dapo Alalade	Clinical Executive	Portsmouth Clinical Commissioning Group
Lorraine Smith	Consultant Designated Nurse	Portsmouth Designated Nurse
Nicola Priest	Assistant Director of Nursing (Patient Experience)	NHS England
Grant Williams	Service Manager	CAFCASS
Clr Neill Young	Cabinet Member for Children and Education	Lead Member for Children's Services
Stephen Kitchman	Head of Children's Social Care & Safeguarding, Children's' Social Care	Children's Social Care-Portsmouth City Council
Robert Watt	Head of Adult Social Care, Adult Social Care	Adult Social Care -Portsmouth City Council
Barry Dickinson	Commissioning Manager, Substance Misuse	Substance Misuse Services Portsmouth City Council
Bruce Marr	Service Manager, Hidden Violence & Young People	Domestic Abuse Services-Portsmouth City Council
Elaine Bastable	Options Manager, Housing	Housing -Portsmouth City Council
Hayden Ginns	Commissioning & Partnerships Manager	Children's Trust Board
Sandra Gibb	St Georges Beneficial C of E Primary School, Portsmouth	Portsmouth Primary Schools
Sara Spivey	Headteacher, Springfield Secondary School, Portsmouth	Portsmouth Secondary Schools
Helen Brennan	Head of Student Support Services, Highbury College, Portsmouth	Portsmouth Colleges
Carla Johnson	South Central Immigration, Compliance & Enforcement Team	UK Border Agency
Clare Ansell	Director of Operations, Motiv8	Portsmouth Voluntary Sector
Ian Berry	Diocesan Safeguarding Advisor, Anglican Diocese	Diocese
Tim Churchill	Designated Lead Professional for Safeguarding	South Central Ambulance Service
Sheila Owens-Cairns	Area Officer	Naval Personnel & Family Service, Eastern & O/seas



PSCB contacts details

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Email: pscb@portsmouthcc.gov.uk

Website: www.portsmouthscb.org.uk

Portsmouth Safeguarding Children's Board Business Plan 2014-2017

Welcome to the PSCB Business plan for 2014-17.

The PSCB is responsible for:

- co-ordinating 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 of the authority by which it is established;
- ensuring the effectiveness of what is done by each such person or body for that purpose.
- promoting greater understanding of the need to safeguard children and promote their welfare.

This Business plan is being produced in consultation with all PSCB partners and describes our priorities as a Board over the next three years. It will be renewed on an annual basis to ensure the priorities remain relevant.

PSCB Business Plan 2014-17 Draft Priorities

Priority Area 1: Improve the effectiveness of agencies and the community in addressing Neglect

Priority Area 2: Communication - Improve the awareness of Safeguarding, including the work of the Board, amongst practitioners and the community, with a particular focus on at risk communities

Priority Area 3: Ensuring that the voice of children influences Learning and Best Practice

Priority Area 4: Governance - Increasing the effectiveness of the PSCB with clear evidence of improved outcomes for Children

We have placed a particular focus on further embedding our approach to learning and improvement, including developing our understanding of where we are making a difference to children and families in Portsmouth.

PRIORITY AREA 1: IMPROVE THE EFFECTIVENESS OF AGENCIES AND THE COMMUNITY IN ADDRESSING NEGLECT

What do we want to have achieved by 2017 or earlier?	Action Plan and Milestones [How will we get to where we want to be?]	Outcome Indicators [How will we know when we've arrived & will we assure ourselves?]	Lead	RAG
<ul style="list-style-type: none"> All agencies, including adult mental health services; drug and alcohol services; police and social work services working with families where there is domestic abuse; and services for adults with learning difficulties, work effectively together to assess and agree plans for children who experience neglect Every agency has in place robust management oversight of neglect cases, so that drift and delay are identified and there is intervention to improve the outcomes for children where the risk of harm or actual harm, remains or intensifies. Interventions are effective in improving outcomes for children from neglect. 	<p><i>Serious Case Review Committee</i></p> <ul style="list-style-type: none"> Thematically review the embedding of lessons from local Serious Case Reviews in respect of neglect concerns. <p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> Review the assurance information data set to ensure the Board is able to effectively monitor the quality of practice in relation to neglect across early help, child in need and child protection interventions <p><i>Professional Practice Committee</i></p> <ul style="list-style-type: none"> Identify key learning from contemporary research and best practice in working with neglect to inform the workforce and the work of the Training committee Review that all staff are aware of their duty to escalate concerns when they consider that a child is not appropriately protected and/or is suffering from neglect. <p><i>Training Committee</i></p> <ul style="list-style-type: none"> Prioritise the training and development of front-line practitioners, focusing on the skills needed to <ul style="list-style-type: none"> engage in direct work with families develop good assessments that 	<ul style="list-style-type: none"> Step-up/down & early help plans concerning neglect cases evidence timely, assured and measurable interventions to safeguard children's welfare (<i>PSCB response to Annual report from CSC</i>) Plans to support and protect children suffering or at risk from neglect, set out clearly, with timescales, what needs to change and the consequences of no or limited change; plans are subject to routine management oversight given the demands on practitioners of work with families where there is a risk of child neglect. (<i>PSCB response to Annual report from CSC</i>) Evidence from evaluation programmes that practice across all agencies is being positively influenced by a Multi-agency Learning & Development Programme. (<i>Training impact assessment</i>) Annual programme of inter-agency audits in place to monitor the effectiveness of practice to address 	Professional practice Ctte	

	<p>describe what life at home is like for children</p> <ul style="list-style-type: none"> ○ develop outcome focused plans that support sustainable change <ul style="list-style-type: none"> ● Ensure that practitioners and their managers have access to high-quality training on <ul style="list-style-type: none"> ○ the recognition and management of neglect, parental non-compliance and disguised compliance ○ providing quality supervision effective in addressing drift or delay in the delivery of support <p><i>Executive Committee</i></p> <ul style="list-style-type: none"> ● Communication Strategy focussing on 'neglect'. <p><i>PSCB Board Members</i></p> <ul style="list-style-type: none"> ● Review and challenge local bodies to ensure neglect is prioritised in commissioning decisions 	<p>neglect concerns. (<i>Monitoring, Evaluation & Scrutiny Ctte Deep dive</i>)</p> <ul style="list-style-type: none"> ● Evidence of community awareness via audit and agency referral data 		
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PRIORITY AREA 2: IMPROVING COMMUNICATION

What do we want to have achieved by 2017 or earlier?	Action Plan and Milestones [How will we get to where we want to be?]	Outcome Indicators [How will we know when we've arrived & will we assure ourselves?]	Lead	RAG
<p>Parents, carers, practitioners, children understand what keeps children safe and well, in-line with learning from messages identified through the work of the PSCB</p>	<p><i>Training Committee</i></p> <ul style="list-style-type: none"> • Deliver the PSCB safeguarding week delivering a range of activities aimed at promoting safeguarding among professionals and the public <p><i>Executive Committee</i></p> <ul style="list-style-type: none"> • Develop PSCB website to improve communication with professionals and the public and increase the public profile of the PSCB. <p><i>CSE Committee</i></p> <ul style="list-style-type: none"> • Identify priority groups for training and deliver targeted campaigns to improve awareness of CSE to enable people to recognise the signs and know what to do as a result across a range of sectors • Develop and implement a strategy for communicating with children and their parents through a variety of mediums to support them in recognising and avoiding sexual exploitation <p><i>All sub-committees & PSCB Board Members</i></p> <ul style="list-style-type: none"> • Implement Communications strategy and Learning Improvement Framework to ensure the identification of learning from PSCB work streams, and plans for 	<ul style="list-style-type: none"> • PSCB has an increased public profile and a programme of activities to promote safeguarding, accessible to staff and professionals as appropriate • Children's feedback shows improved understanding of key PSCB messages • PSCB member agencies are aware of the key PSCB messages and their role in communicating them to different sections of the public 	<p>Business Unit & Lay Members</p>	

	communicating the learning to professionals and public			
Practitioners in all agencies are able to use messages on how to keep children safe and well in everyday practice, including in their responses to those from vulnerable groups	<p><i>Professional practice Committee</i></p> <ul style="list-style-type: none"> Establish a PSCB multi-agency staff Champions forum. To provide feedback from staff, and increase the profile of the PSCB and implementation of learning across teams <p><i>Training Committee</i></p> <ul style="list-style-type: none"> Establish a Training sub-committee to take strategic responsibility for the PSCB training programme and scrutiny of single agency training, and the implementation of the PSCB training strategy. (June 2014) 	<ul style="list-style-type: none"> Frontline staff feedback shows evidence of awareness of the role of the PSCB Deep-dives, audits, case-reviews and feedback evidence improved practice in identified areas Learning from case reviews informs the strategic direction of single and multi-agency training programmes and scrutiny plans 	Business Unit	
The PSCB is able to communicate effectively to all sections of the community, and has improved communication with faith groups to support best safeguarding practice	<p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> Develop a Portsmouth profile showing general child population in Portsmouth and children with social care involvement by key groupings e.g. ethnicity, religion, SEN (Sept 2014) <p><i>Business Unit & Chair</i></p> <ul style="list-style-type: none"> Build relationships with community, cultural and faith groups to support improved communication with a diverse range of groups and the dissemination of cultural specific messages 	<ul style="list-style-type: none"> The PSCB has a shared understanding of the Portsmouth community profile and levels of need across the city to support the targeting of key messages The PSCB has working links with representatives from all main faith groups in Portsmouth to support the dissemination of key messages Feedback from faith groups shows the PSCB is communicating priority safeguarding messages effectively 	Business Unit & Lay members	

PRIORITY AREA 3: THE VIEWS OF CHILDREN ARE CONTRIBUTING TO LEARNING AND BEST PRACTICE

What do we want to have achieved by 2017 or earlier?	Action Plan and Milestones [How will we get to where we want to be?]	Outcome Indicators [How will we know when we've arrived & will we assure ourselves?]	Lead	RAG
<p>The views of children are informing PSCB decision making</p>	<p><i>Business Unit & Chair / Sarah Read</i></p> <ul style="list-style-type: none"> Working links established with the Children in Care Council and the Portsmouth Youth Parliament Consultation process established with a diverse range of children through existing forums <p><i>All PSCB members</i></p> <ul style="list-style-type: none"> Constitution updated to include consultation with children as a role expectation of Board members <p><i>E-safety Committee</i></p> <ul style="list-style-type: none"> Identification and development of child and young person appropriate information about the PSCB, safeguarding and key themes (such as FGM and CSE) to be added to the PSCB website Development of e-mechanisms for children to feedback regarding safeguarding <p><i>Business Unit & Chair / Sarah Read</i> Recruitment of a young apprentice to aid e-communication with children</p>	<ul style="list-style-type: none"> There is a direct line of feedback between the PSCB board and a range of groups of children, and evidence that the PSCB is actively encouraging the children to feedback on their decisions PSCB members participate in a consultation activity with children who use their service at least once a year to support their scrutiny of the effectiveness of safeguarding within their service There is easily accessible child and young person appropriate e-information covering safeguarding and the work of the PSCB. Children are able to e-communicate with the PSCB 	<p>Business Unit & lay members</p>	

	<p><i>PSCB and all sub-committees</i></p> <ul style="list-style-type: none"> • Process for providing feedback from children to all committees for inclusion in discussions and decision-making 	<ul style="list-style-type: none"> • Scrutiny of minutes of the PSCB and sub-committees evidence that the views of children are included when making decisions 		
<p>The views of children on Child in Need, Child Protection plans and CAFs are consistently contributing to and influencing their individual plans</p>	<p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Development of an Annual Children's Involvement report to the Board to allow scrutiny of the involvement of children in the development of their individual plans <p><i>Monitoring, Evaluation & Scrutiny Committee & PSCB members</i></p> <ul style="list-style-type: none"> • Review of single agency audits to scrutinise individual services' practice in including children's voices in planning <p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Review the Children's Trust plans for quality assurance of early help assessments to ensure they provide adequate scrutiny of the involvement of children's voices 	<ul style="list-style-type: none"> • Annual Children's Involvement report included in the PSCB scrutiny programme and informing the development of the PSCB Business Plan • Evidence from individual member agency audits and the Children's Trust strategic plans show that the voices of children are increasingly contributing to and influencing their individual plans and that steps are being taken to further increase their involvement 	<p>Monitoring, scrutiny & evaluation ctte</p>	
<p>Effective mechanism to gather the views of children to inform and influence service delivery and organisational decision making</p>	<p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Annual Children's Involvement report to the Board, includes evidence of children informing and influencing service delivery and organisational decision-making 	<ul style="list-style-type: none"> • Annual Children's Involvement report included in the PSCB scrutiny programme and informing the development of the PSCB Business Plan 	<p>Monitoring, scrutiny & evaluation ctte</p>	

PRIORITY AREA 4: GOVERNANCE: The PSCB is a truly effective agent for change that has real impact for Children

What do we want to have achieved by 2017 or earlier?	Action Plan and Milestones [How will we get to where we want to be?]	Outcome Indicators [How will we know when we've arrived & will we assure ourselves?]	Lead	RAG
<p>The PSCB has a comprehensive system of assessment and scrutiny that is highly effective and consistent in identifying and reducing issues of risk to children and that high risk areas are prioritised (e.g. LAC and FGM)</p>	<p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Further develop the multi-agency dataset • Integrate quarterly quantitative and qualitative data analysis to identify risk areas for Executive Committee attention <p><i>PSCB Business Manager</i></p> <ul style="list-style-type: none"> • Rigorous management of PSCB reporting & decision making <p>Professional Practice Committee & Business Unit</p> <ul style="list-style-type: none"> • Ensure front line staff and children's views are integrated to analysis process (Linked to Priority3) 	<ul style="list-style-type: none"> • Inspections • Independent audit • Peer review of the PSCB • Feedback from PSCB members 	PSCB Chair	
<p>The PSCB and constituent agencies lead a learning culture where transparency, a culture of shared responsibility, accountability and supportive challenge are the norm.</p>	<p><i>PSCB Board Members</i></p> <ul style="list-style-type: none"> • Embedding of the PSCB learning culture framework across agencies • Senior managers routinely promote best practice examples in multi-agency problem solving identified by Professional Practice Ctte (Professional Practice Ctte to monitor) 	<ul style="list-style-type: none"> • PSCB and sub-committee attendance and member fulfilment of their role in learning, support and challenge • Senior management participation in multi-agency training • Timeliness and response to SCRs and 	PSCB Chair	

	<p><i>Training Committee</i></p> <ul style="list-style-type: none"> • Review of current multi-agency senior management training <p><i>Serious Case Review Committee</i></p> <ul style="list-style-type: none"> • SCRs and serious cases are evaluated for their effectiveness in supporting learning. 	<p>other critical incidents</p> <ul style="list-style-type: none"> • Progress of Priorities 2 and 3 		
<p>Engagement with other statutory bodies (Childrens Trust, H&WB, ASB, Safer Communities, Cabinet) including scrutiny and challenge, ensuring that child safeguarding is properly resourced and that managers and workers with children see safeguarding as everyone's responsibility</p>	<p><i>PSCB Chair</i></p> <ul style="list-style-type: none"> • Introduction of strategic agency protocol on engagement, report sharing and scrutiny with H&WB, ASB and CT and partnership boards accountability arrangements <p><i>Executive Committee</i></p> <ul style="list-style-type: none"> • PSCB scrutiny and challenge of partner Boards annual reports (as per Board Planner) • PSCB review and documented challenge of the effectiveness of other partnership Boards <p><i>Monitoring, Evaluation & Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Sec 11 Audit evaluation • Conduct front line audits (linked to P3 and P2) 	<ul style="list-style-type: none"> • Formal response to strategic reports • Qualitative and quantitative data audits of front line staff. 	<p>PSCB Chair</p>	