



Barnet Safeguarding Children Board

Business Plan

2014-2016



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Introduction

- 1.1 Barnet's Safeguarding Children's Board (BSCB) is a partnership of local organisations (both statutory and voluntary) whose work brings them into regular contact with children and young people. When those who work for these organisations deal with children and young people or their families what they do can have a significant impact on whether children and young people are kept safe and thrive.
- 1.2 The Business Plan sets out the BSCB's responsibilities on overseeing the local safeguarding arrangements in line with the Barnet CAF Threshold document, the BSCB Learning and Improvement Framework, the Children and Young People Plan and Health and Wellbeing Board agenda. The plan will be monitored by the BSCB Business Management Group which will ensure the plan remains current and relevant, delivering local and national priorities and responding to emerging local needs.

Vision, Mission & Ambition

2. **Our Vision** is to make Barnet a place where all children and young people thrive, receive protection and feel safe.
3. **Our Mission** is to:
 - Secure sustained improvement in multi-agency safeguarding performance and practice.
 - Improve the way that safeguarding partners share information, resources and expertise in our day to day business of safeguarding children and young people.
 - Be relentlessly self-critical in understanding from our data what works and what needs to change and improve.

4. **Our Ambition** is to ensure the Board is and continues to be:

- an inspirational, confident and influential partnership that delivers our vision and prioritises effectively;
- focused on children, young people and their families;
- informed by a coherent understanding of our local community and place, valuing diversity and emerging communities;
- sighted on our strategic, operational management and frontline delivery;
- a lead in promoting a learning culture that looks to the future;
- a partnership that improves the quality of life of children, ensures our children and young people have equal access to opportunities and empowers them by actively involving them in the decisions affecting their lives.

The Board will provide strong, forward thinking, outcome focused, visible leadership ensuring the effective implementation of the Business Plan to deliver continuous improvements in the care and protection of our children and young people.



Figure 1: Our vision for an Effective Board

Our Strategic Priorities

The Business Plan sets out 4 *new priorities* which the Board will focus on over the next two years. The Board will also continue to ensure *continuing priorities* identified as core business for the BSCB will continue to be delivered.

New Priorities:



For each of the 4 new priorities we have adopted a consistent strategic approach with regard to improvement in performance as follows:

- Prevent
- Identify
- Support
- Intervene
- Enforce (Disrupt and Prosecute)

With regard to these 4 criteria we have set out the:

- Objectives
- Underpinning Activities
- How we will evidence improvement in performance (relevant datasets), and
- Board leads

Core Business Priorities:

The Board's business as usual is set out in an action plan on pages 7-9.

The Board will:

- Ensure there is effective co-ordinated safeguarding practice and provision across the child's journey from universal services, early help and child protection to secure the best outcomes for children and families.
- Deliver and improve the quality assurance and challenge role of the BSCB through the Learning and Improvement Framework and Quality Assurance schedule including Section 11 audits¹, multi-agency audits and overseeing practice via the BSCB dataset analysed quarterly by the Performance and Quality Assurance sub-group.
- Improve how we capture the engagement of children and young people and frontline practitioners.
- Maintain an interagency focus on key vulnerable safeguarding risk groups including missing children (from care, home or education), private fostering and gangs.
- Continue to support and embed a multi-agency understanding of thresholds and support information sharing.

¹ Children Act 2004, Section 11 imposes a duty on specified agencies to make arrangements to ensure that their functions are discharged having regard to the need to safeguard and promote the welfare of children.

Core Business Action Plan

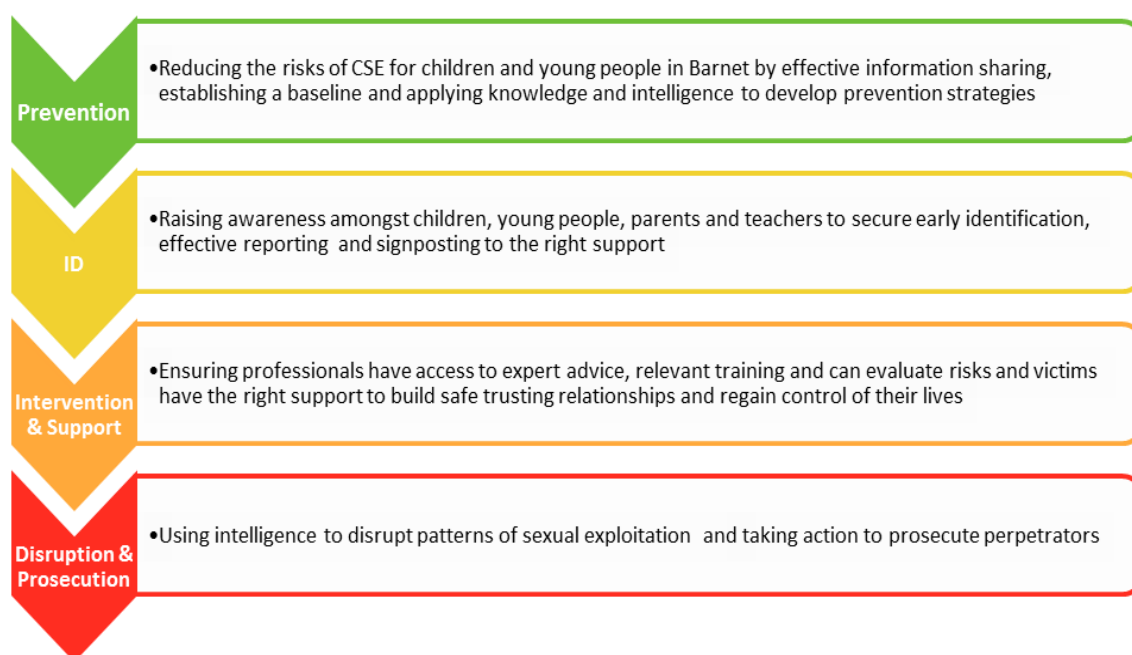
Priorities	Measures 2014/15	Outcomes particularly in relation to the impact anticipated on service effectiveness and outcomes for children and young people
<p>To ensure there is effective co-ordinated safeguarding practice, provision and outcomes across the child's journey from universal, through early help, child protection and children in care provision.</p> <p>To continue to support and embed a multi-agency understanding of thresholds and support information sharing.</p>	<p>Develop and embed multi-agency tools for recognising and recording need and managing risk e.g. use of the threshold, a neglect toolkit and the inter-agency risk assessment tool.</p> <p>Update and improve the thresholds procedure to make it accessible, portable and useful to all professionals working with children.</p> <p>BSCB training supports the implementation of toolkits and practitioners ability to manage risk at all levels of intervention. Promotion BSCB safeguarding training and learning events.</p> <p>Check the understanding of thresholds and use of multi-agency tools through single and multi- agency audits and the LSCB dataset.</p> <p>Scrutinise and check the development of the MASH. Annual report of the effectiveness of the MASH and understanding / application of thresholds at the front door.</p> <p>Oversight of the development of the Barnet Integrated children's pathway.</p> <p>Monitor the BSCB escalation and professional dispute process.</p>	<p><i>Appropriate referrals between agencies with the right level of detail using language that all colleagues understand.</i></p> <p><i>Need is effectively assessed, decisions are based on evidence, risk is considered and planned for.</i></p> <p><i>Robust interagency support when cases are more complex demonstrated through consistent engagement in panning and good co-ordination of care.</i></p>
<p>Deliver and improve the quality assurance and challenge role of the LSCB through the Learning and Improvement Framework and QA schedule.</p>	<p>BSCB QA framework to be driven and delivered by the BSCB QA Sub-group.</p> <p>A programme of 4 thematic multi-agency audits completed per annum. Audit methodology must promote learning and encompass the perspective of the child and family as well as the perspective of the practitioner.</p>	<p>Quality assure practice through four joint audits of case files of key areas of safeguarding concern to involve practitioners and identify lessons to be learned.</p>

	<p>An LSCB dataset with supports understanding of the child's journey, from early intervention to permanency. Particular focus to support an understanding of vulnerable risk groups.</p> <p>Dissemination of learning from audits and SCR's via a communication and training plan. Audits to measure the impact of learning.</p> <p>Ensure learning from BSCB is shared and inform the wider partnership work-streams and arrangements, i.e BSCB's relationship with Health and Well-Being Board the Community Safety Partnership and Safeguarding Adults Board).</p> <p>Develop and report on a log of evidence of BSCB challenge and its impact on service quality and safeguarding outcomes.</p> <p>Design and agree a new dataset of key safeguarding indicators to include the CYPB measures.</p> <p>Improve the reporting of single agency safeguarding audits from all agencies into the BSCB. Includes an audit map charting all audit activity in safeguarding within all single agencies.</p> <p>Include feedback from children and families where possible in audit work.</p> <p>Carry out section 11 audits within the key agencies and the voluntary and faith community. Introduce a S11 safeguarding questionnaire for practitioners. Develop the Board member agencies' section 11 peer review of safeguarding returns.</p>	<p><i>A clear threshold of criteria, an understanding of the referral mechanisms across all agencies, a clear threshold of criteria, an agreed range of potential reviews and methodologies.</i></p> <p><i>Clear relationships with other partnerships such as the Health and Well-Being Board, Community Safety Partnership and Safeguarding Adults Board and recognition of the BSCB scrutiny and challenge role.</i></p> <p><i>Good performance management of key safeguarding performance indicators.</i></p>
<p>To improve how we capture the engagement of children and young people and frontline practitioners.</p>	<p>Map current established consultation and engagement initiatives and groups in Barnet. BSCB to feed in and link with established groups to drive specific work, including CiC, Disabled Children, the E-Safety agenda and CSE.</p> <p>Develop BSCB Quality Assurance Framework to enable the views of children and young people and their families to be incorporated in to audit work and case review work.</p>	<p><i>Feedback from children, young people are carers is encouraged.</i></p> <p><i>Views are used to inform discussions and planning wherever possible.</i></p> <p><i>Children's experiences of the</i></p>

	<p>Involve young people in the BSCB website development.</p> <p>Quality Assurance Framework which ensures that practitioner's feedback is integral to the work of the Board and reflected in the actions that it takes.</p> <p>Good links with the Council transformation project and social care principle social worker.</p> <p>Communications strategy which includes 'at a glance' findings from quality assurance work, newsletters to all practitioners, e-bulletins to educational professionals.</p>	<p><i>safeguarding system are known and influence how we work together.</i></p> <p><i>Practitioners know about the BSCB, understand its remit and regularly hear key messages from quality assurance work (case review and audits).</i></p>
<p>Maintain an interagency focus on key vulnerable safeguarding risk groups including missing children (from care / home / education), private fostering, CiC and gangs etc.</p>	<p>Ensure that all strategic groups report to the BSCB and Board members are given the opportunity to challenge.</p> <ul style="list-style-type: none"> - MASE biannual report and update of the CSE Action Plan. - Annual report from Corporate Parenting Panel - Placement Strategy. - Education Strategy. - Biannual report from the private fostering service. - Biannual report from KIP / gangs. - Report missing (home / care / education) every 3 months. <p>Quality assurance work e.g. case file audits which review these areas of work, identify learning and feedback to practitioners.</p> <p>Quantitative data which reports on progress made – indicators on these risk groups will form part of the BSCB data set.</p> <p>Ensure that BSCB key safeguarding indicators pick up on these risk groups.</p>	<p><i>Strategic efforts co-ordinated to safeguard these groups e.g. at partnership level and inter-agency level.</i></p> <ul style="list-style-type: none"> - <i>Professionals with improved knowledge and shared strategies for working with these young people.</i> - <i>Young people feel that practitioners understand their needs, talk to one another, listen to them and act in their best interest.</i>

Child Sexual Exploitation (CSE)

The BSCB is committed to safeguarding and protecting children from sexual exploitation. A range of recent reports², wide national media coverage and recent convictions in Oxfordshire, Derby and Rochdale highlight that this form of child abuse is often hidden from sight and preys on the most vulnerable in our society. Children and young people exploited are subject to significant risks to their physical, emotional and psychological wellbeing. We seek to combat CSE by the strategic approach below:



Through our multi-agency partnership we will secure a better understanding of the prevalence of child sexual exploitation in Barnet, take a proactive, co-ordinated child-centred approach to identify and protect those at risk and secure better outcomes for children and families impacted by child sexual exploitation.

The Multi Agency Sexual Exploitation Panel will lead on delivering the strategy and will report to BSCB bi-annually on the prevalence of CSE in Barnet, trends or hot spots that have been identified, prevention strategies and impact and effectiveness of the same.

² <http://www.childrenscommissioner.gov.uk/info/csegg1> "If only someone had listened" Office of Children's Commissioner Inquiry into CSE in Gangs and Groups November 2013;

['How councils are raising awareness of child sexual exploitation' LGA 2013](#)
[Pan London CSE Operating Protocol 2014](#)

Child Sexual Exploitation Action Plan

Strategic Approach	What we will do	How we will do it	Responsible Leads (TFG Members)	Evidence of improvement in performance / Expected outcomes	Timescale	RAG
Prevent	Understand the nature and extent of the local issues in relation to children at risk of sexual exploitation. Includes a clear understanding of the relationship of CSE with other safeguarding risks i.e. child trafficking, missing from care, home and education and gangs.	Analyse M A S E intelligence to better understand the prevalence of CSE in Barnet, identify local hot spots, known perpetrators, gang associations etc.	Jo Moses & Kaye Wise	M A S E baseline and trajectory, improved understanding amongst Board partners	1 st report to BSCB Oct 2014; 2 nd report to BSCB Dec 2014	
	Reduce the risks of CSE for children and young people in Barnet	Develop inter and intra agency policies on processes which support effective identification, assessment and intervention for children at risk of CSE. Develop and oversee local prevention strategies aligned to local profile, Barnet's Early Intervention Strategy and Keeping Young People Safe Project (KYPS).	MASE : Hema Parmar Jo Moses	CSE Strategy published on website Prevention strategies will begin to take shape Jul-Dec 2014; Impact will be evident in 2015	July 2014 July-Dec 2014 Jan-Dec 2015	
		Listen to the voice of the victim to: (1)ensure plans are child centred and (2)inform prevention strategies	MASE: Jo Moses Zainab Bundu Mari Martin (YOS)	Victim focused plans and prevention strategies ; CSE Co-ordinator in post to lead on CSE strategy.	July to Dec 2014	
		Reduce episodes of children going missing	MASE and LA Social Care (Jo Moses & Carolyn Greenaway)	LA - Number of children missing from care for more than 48 hours at any point over the previous 12 months (rolling 12 months)	July 2014 to July 2015	
		Help children and young people to understand the dangers of exploitation, make safe choices, reduce association with risky peers / adults and known perpetrators. Align actions to Youth Board project reporting to Gangs Strategy Group in Nov 2014.	MASE, Zainab Bundu (Youth Board) & Youth Shield	Impact will be raised awareness amongst CYP	July 2014 to July 2015	
		Provide information to teachers, parents, community organisations, youth clubs etc to help them understand the risks, recognise the early warning signs that a child may be sexually exploited or at risk of sexual exploitation and report / escalate up.	MASE to co-ordinate with Youth Shield, BPSI, Vol Sec	Publication of information on BSCB Website, Information Cards in circulation, better awareness, increase in reporting.	July 2014 to July 2015	
		Define and promote "healthy relationships", what is acceptable / unacceptable and how to access support. Scope training requirements for partners.	MASE, CSE Co-ordinator and Youth Shield	Publication of information on BSCB Website, Information Resource in circulation	July 2014 to Dec 2014	
		Secondary schools to procure training on securing and giving consent.	MASE HT representative	All schools to have procured training for Years x to x	Sep 2014 to April 2015	

Child Sexual Exploitation Action Plan

Strategic Approach	What we will do	How we will do it	Responsible Leads (TFG Members)	Evidence of improvement in performance / Expected outcomes	Timescale	RAG
Identify	Assist children and young people to recognise abusive and or exploitative behaviour.	Ensure children and young people are aware of their rights and those of others via the preventative strategies above.	MASE, CSE Co-ordinator and Youth Shield	Publication of information on BSCB Website, Information Resource in circulation	July 2014 to July 2015	
		Raise awareness amongst children, young people, parents & teachers through school curriculum to help them identify signs of vulnerability, how to report it and how to get help.	MASE, CSE Co-ordinator, HT Representative on MASE	Publication of information on BSCB Website and School Circular; Raised awareness, increase in reporting CSE	Sep 2014 to April 2015	
Intervene & Support	Formulate a credible action plan for every CSE case identified that supports the victim	Audit of sample cases to identify where improvements can be made to front line practice & provision of support services to the victim;	Jo Moses and CSE Co-ordinator	Audit report to PQA	Sep to Dec 2014	
		Ensure professionals have access to expert advice, relevant training to understand and identify CSE, evaluate risks, and build resilience in the victim and help break the cycle.	Jo Moses and CSE Co-ordinator	Portfolio of spectrum of support services published on BSCB website to signpost professionals; increase in victims securing the right support	Sep to Dec 2014	
		Empower victims to build trusting safe relationships and regain control of their lives.	MASE & CSE Co-ordinator	Reduction in repeat referrals	Sep 2014 to April 2015	
		Secure a CSE Co-ordinator to lead on M A S E and provide therapeutic support to the victim.	Jo Moses and Hema Parmar	Finalise Options Paper Advertise and Recruit	Jul to Sep 2014	
Enforce: Disrupt and Prosecute	Increase the number of arrests, charges, convictions and orders secured pursuant to the Sexual Offences Act 2003 and the Anti-Social Behaviour, Crime and Policing Act 2014	Effective information sharing and ensuring that key professionals are aware of the range of criminal and civil sanctions available to disrupt and prosecute perpetrators; utilise specialist police resources to escalate up.	MASE : Kaye Wise	Schedule of sanctions shared with MASE, raised awareness, increase in arrests, charges and convictions.	July 2014 to July 2015	
		Ensure professionals involved are equipped with the right skills to gather intelligence and write accurate, evidence-based, balanced statements etc	MASE : Kaye Wise	Clearly articulated evidence based statements	July 2014 to July 2015	
		Ensure victims are supported through the Court process	MASE : Kaye Wise	Increase in convictions.	July 2014 to July 2015	

Neglect

According to the recent NFER publication³, neglect is the primary reason or contributory factor for child protection plans or registrations in over 50% of all cases nationally and the official figures are thought to underestimate the true scale of the problem. In Barnet, neglect is the most prevalent category for registrations since 2004 and at the time of writing this Business Plan, neglect remains the most prevalent category. Prior to this, emotional harm was the most prevalent category in Barnet.

In addition, the Ofsted thematic report published in March 2014⁴ found that one third of long term cases examined were characterised by drift and delay, resulting in failure to protect children from continued neglect and poor planning in respect of their needs and future care. The report also concluded that there was a significant variance in the quality of assessments, planning and management of risk for neglected children and that securing engagement from parents remains a real challenge for professionals. Clear strategies are required to tackle both non-compliance and disguised compliance.

The two publications by Ofsted and the NFER as well as Barnet Council's Early Intervention Strategy have informed this Business Plan for the next 2 years. It is well established that *earlier identification* of children suffering neglect and the offer of the right support upon identifying neglect, can prevent needs from escalating and can reduce longer term problems developing. This appears to be a common theme in research papers, data and recent Serious Case Reviews (SCRs). In the tragic Daniel Pelka and Hamza Khan SCRs⁵ dealing with the neglect early on when it was first suspected and an empowered professional network could perhaps have prevented, or at least identified, the physical abuse and other contributory factors that ultimately resulted in the deaths of those 2 little boys. The "wait and see" approach waiting for a 'trigger' incident was evident in both SCRs as well as a range of other multi-agency failures.

³ 'We should have been helped from day one': a unique perspective from children, families and practitioners, National Foundation for Educational Research 2014

⁴ In the child's time: professional responses to neglect, March 2014, Ofsted

⁵ Both published in 2013

The learning from Barnet's SCIE Reviews⁶ have informed the Action Plan and will seek to ensure that partners apply best practice and adopt an approach which is impact and outcome focused to secure better outcomes for children at risk, in need and on plans.

As a multi-agency partnership we will undertake a robust gap analysis by completing the range of actions on page 15 to properly understand the quality of assessments and interventions, impact and identify how we can continuously improve. We seek to ensure there is a good understanding of thresholds and that these are properly applied by all partners. Neglect has been referred to as a 'grey area' and we know that neglect is not an exact science, however, we will seek to ensure that neglect is clearly defined, partners share information and work together to identify neglect as early as possible and respond appropriately to needs and risks by exploring and promoting the right services to families and providing challenge and escalating up as appropriate to avoid drift and delay.

⁶ SCIE Review JC October 2013; SCIE Review Family G 2013
Barnet Safeguarding Children Board
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June 2014

Neglect Action Plan

Strategic Approach	What we will do	How we will do it	Responsible Leads (TFG Members)	Evidence of improvement in performance / Expected outcomes	Timescale	RAG
Prevent	(1) Ensure thresholds for intervention are properly understood and operate effectively and (2) areas for improvement are identified and actioned.	<ul style="list-style-type: none"> ▪ Monitor and evaluate the effectiveness of the Thresholds Policy and Procedure document by analysing MASH contacts and referrals, evaluating the impact of early help provision, ensure we have a common multi-agency approach across the partnership in line with the Early Intervention Strategy. ▪ Sample File audits to undertake qualitative analysis of thresholds. 	Task Group to be established	Qualitative analysis should evidence a consistent approach in understanding and application across partners; Outcome will be consistent strategic approach to prevention, identification and securing the right intervention at the right juncture.	Jul to Dec 2014	
Identify	Improve understanding of the prevalence of neglect, improve identification of and responses to neglect.	<ul style="list-style-type: none"> ▪ Mapping neglect by age, geography, deprivation, schools and children's centres ▪ Mapping contacts and referrals in MASH by agency (to understand which agencies are referring and which agencies are not) ▪ Ensure acknowledgements are sent to all referrers confirming the next step and enclosing the link to the escalation policy ▪ Multi-agency audit with a focus on cases where children are subject to repeat registrations (for neglect) and on long-term plans ▪ Ensure that practitioners and their managers have access to high-quality specialist training on the recognition and management of parental non-compliance and disguised compliance as well as any issues identified in the file audits. ▪ Ensure that the training provided for front-line practitioners and managers enables access to contemporary research and best practice in working with neglect ▪ Ensure that 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 ▪ Ensure 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, and that all agencies have appropriate escalation policies and procedures, including a procedure for challenging the decisions of children's social care services where cases are not accepted for assessment or child protection investigation. 	Task Group to be established	Early identification, increase in referrals for neglect, analysis of MASH evaluation report.	Jul to Dec 2014	

Neglect Action Plan contd

Strategic Approach	What we will do	How we will do it	Responsible Leads (TFG Members)	Evidence of improvement in performance / Expected outcomes	Timescale	RAG
Intervene & Support	Improve the quality of the child's journey, strive for consistent high quality assessments, smart objective setting, effective timescales and relentless follow up	<ul style="list-style-type: none"> Multi-agency audit of sample CIN (neglect) cases 	Jo Moses	Establish a baseline, identify areas for improvement, draft action plan and implement; expected outcome will be increased confidence in workforce in producing better quality assessments which focus on outcomes for children and secure their views and experiences, identify what parents need to change, how progress will be measured, and demonstrate a proper understanding and application of a range of innovative high quality interventions.	April to July 2014	
		<ul style="list-style-type: none"> Multi-agency audit of cases where children have been subject to multiple child protection plans 			July to Sep 2014	
		<ul style="list-style-type: none"> Sample Audit of IFF cases for cases stepped down 			July to Sep 2014	
		<ul style="list-style-type: none"> Review of 'Special' Child Protection Conference mechanism where the chair is expected to consider issues of drift & delay 			July to Sep 2014	
		<ul style="list-style-type: none"> Sample Audit of Child Protection Plans with a special focus on Child Protection Plans in excess of 18 months to seek evidence of application of approach to practice in relation to neglect. 				
		<ul style="list-style-type: none"> Evaluate tools that were reviewed and amended in response to the Family G SCIE Review Action Plan 2013 				
		Evaluate Graded Care Profiles or an equivalent tool and consider whether to recommend rolling it out across all multi-agency partners. This will provide multi-agency rigour and challenge to the rule of optimism.	Jo Moses	Assessment of progress is results driven, secures the views & experiences of CYP, measures success against outcomes for the child not parents' intentions, behaviours & actions	July to Sep 2014	
		Convening earlier Legal Planning Meetings to (1) evaluate change, (2) provide challenge and rigour where outcomes for children are not sufficiently improving against set timescales, (3) secure a robust and timely plan for neglect cases.	Jo Pymont (Carolyn Greenaway / Erica Ferrari)	Qualitative analysis will evidence improvement in the child's journey, smarter objectives and plans and effective follow up securing more timely outcomes for children.	Jul 2014 to July 2015	
Enforce (disrupt and prosecute)	Increase the number of arrests, charges and convictions for Neglect	Task and finish group to scope range of possibilities and develop operating processes.	Police : DI John Cannon	Establish a baseline, increase in arrests, increase in charges and convictions.	Jul 2014 to July 2015	

Domestic Abuse

We know that children exposed to violence will suffer a range of severe and lasting detrimental effects.

The new Home Office definition of domestic abuse and violence was implemented on 31 March 2013. The definition was extended to include 16 and 17 year olds to encourage them to come forward and seek the right help and support services:

"Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse: psychological, physical, sexual, financial and emotional.

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

*Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim."**

**This definition includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.*

By working closely with the Domestic Violence and Violence Against Women and Girls sub group (DV & VAWG) of the Community Safety Partnership Board we will strengthen the safeguarding link and ensure the Action Plan on page 17 is aligned to the Safety Communities Strategy. BSCB will focus on raising awareness to identify and recognise that domestic violence, intervene and secure the right help and support for victims and pursue the right enforcement paths. BSCB will hold partners to account on their effectiveness in ensuring that safeguarding and promoting the welfare of children is integral to their core business. A greater focus on DV will inextricably link to a greater focus on parental substance misuse and parental mental health.

Domestic Abuse Action Plan

Strategic Approach	What we will do	How we will do it	Responsible Leads (TFG Members)	Evidence of improvement in performance / Expected outcomes	Timescale	RAG
Prevent	Raise awareness of domestic abuse and the impact it has on children	Develop a youth created / designed resource help-card on domestic abuse, that has details of local services for both victims and perpetrators; Scope possibility of smart phone App for teenagers.	Bilal Khan, Youth Shield	Production of help card / information resource;	Oct 2014	
				Publication of information on BSCB website.	Oct 2014	
		Undertake analysis of MARAC cases, in particular at what stage safeguarding alerts were raised, if not why not, numbers of cases	DV & VAWG	Establish a baseline and trajectory to inform Community Safety Strategy	Oct 2014	
Identify	Increase the quality and quantity of referrals from GPs and other Health Providers	Targeted training and support programme for providers	DV & VAWG	Delivery of training & identified increase in quality and quantity of referrals	Dec 2014	
	Secure best practice in information sharing, e.g. MERLINS	Establish current use and circulation of MERLINS, extend as appropriate for example to health visitors and schools	MASH?	Establish a baseline to properly understand Partners' use of MERLINS, repeat referrals, action as appropriate	Sep 2014	
	Explore the proof of concept that domestic abusers (whose risk are unknown) will provide useful further information to help manage risk concerning children when invited to undertake a polygraph test.	Barnet Police working with the Forensic Psychiatry Department at Newcastle University (the government's academic advisors in polygraphing sexual offenders)	DV & VAWG Simon Corkhill	Increase in information provided by domestic abusers to facilitate better risk management	July 2014 to Dec 2014	
Intervene & Support	Increase the number of referrals to the domestic violence perpetrator programmes for men with dependent children (working with Probation and Children's Service)	Audit of CPP cases, mapping of police arrest information and breakdown of IDAP and DVIP attendance and outcomes	DV & VAWG	Increase in successful completion of courses for perpetrators with children.	Jul 2014 to Jul 2015	
	Develop proposal for identifying support for victims (13-18 year olds) via CAADA (Co-ordinated Action Against Domestic Abuse); Secure the right support for victims aged 13-18 years.	Undertake gap analysis of current provision, quality assure provision and develop services as appropriate for children.	DV & VAWG Bilal Khan	DV & VAWG to produce a set of recommendations to develop the right provision	Oct 2014	
Portfolio of support services published on BSCB website to signpost professionals.				Dec 2014		
Secure young person's advocate & secure views and experiences of CYP				Dec 2014		
Increase in victims securing the right support, evidence feedback from CYP.				Jul 14 to July 2015		
	Increase the number of referrals for 11-18 year olds to the YUVA (young person's perpetrator programmes) which will include child to parent violence and teenage domestic violence cases	Audit of CPP cases, mapping of police arrest information and breakdown of IDAP and DVIP attendance and outcomes? CHECK	DV & VAWG	Increase in successful completion of young person's perpetrator programmes	Jul 2014 to Jul 2015	
Enforce (disrupt & prosecute)	Increase the use of the full range of prosecution, detection, civil injunction and non-molestation orders in police cases that involve domestic abuse, where there are children in the family.	Task and finish group to scope range of possibilities and develop operating processes	DV & VAWG	Tracking of use of case disposal, measurement of repeat incidents and link between completion of course and desistance	Jul 2014 to Jul 2015	

E-Safety

The statutory duty to safeguard and promote the welfare of children extends to the digital online world. Children's access to technology has grown phenomenally and now permeates into every aspect of their lives from an increasingly young age at home, school and in the public domain (libraries, youth clubs etc). In addition, the range of online services is no longer restricted to accessing the internet from a fixed location, it extends to mobile phones, games consoles, and other devices readily accessible any time of day. The digital world offers vast opportunities to learn, create and communicate, however, it also comes with inherent risks which children, parents and carers do not yet fully understand or appreciate. It is critical, therefore, that E-Safety is on the radar of all Board partners and that actions are in train to mitigate the inherent risks children may be exposed to when online.

These risks include but are not limited to exposure to inappropriate *content* which may upset them, embarrass them, or which could lead to them being involved in a crime or anti-social behaviour, *contact* with perpetrators (individuals and organised gangs and groups) who use the internet, social media and mobile technology to identify and target victims from a range of backgrounds to groom children with the aim of sexually exploiting them, e-bullying, *access* to self-harm websites and self-publishing. There is a vast amount of accessible data which causes concern:

11% of 9-16 year olds have encountered sexual images on the internet in the past 12 months *and*

13% of UK 9-16 year olds say they have been bothered or upset by something online in the past year⁷

29% of UK children aged 9-16 years old said they had contact online with someone they have not met face to face *and*

4% of UK 9-16 year olds have gone to an offline meeting with someone they first met online.⁸

⁷ Collated from government reports and research : NSPCC : March 2014

⁸ Haddon, L; Livingstone, S; EU Kids Online Network (2012) EU Kids Online: national perspectives: London: The London School of Economics & Political Science; Figs taken from a pan-European 2010 survey of children aged 9-16, which included responses from 1,032 children in the UK
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28% of children aged 11-16 with a profile on a social networking site have experienced something upsetting on it in the last year and of the children and young people who were upset, 11% were dealing with upsetting experiences on a daily basis. The most reported issue experienced on social networking sites was trolling, experienced by 37% of children who had been upset. Trolling which includes cyber-bullying is another phenomenon that has swept across websites in recent years and involves online forums, Facebook pages, and newspaper comment columns bombarded with offensive messages, insults, provocations or threats. Victims of trolling have experienced severe ferocity and claim the personal nature of the abuse verges on hate speech. In its most severe form it is a criminal offence punishable by imprisonment.

Other issues experienced by children who had been upset included:

- pressure to look or act a certain way (14%),
- cyber stalking (12%),
- aggressive and violent language (18%),
- encouragement to hurt themselves (3%),
- receiving unwanted sexual messages (12%),
- requests to send or respond to a sexual message (8%)⁹.

BSCB tasked a sub-group on E-Safety in July 2013 to develop the first iteration of the E-Safety Action Plan which is the foundation for this updated revised plan on page 19 below. The sub-group identified a number of actions to strengthen support and guidance for all partners and build on good national online practice and internet services established by UK Safer Internet Centre, London Grid for Learning (LGfL), South West London Grid for Learning (SWGfL), Child Exploitation and Online Protection Centre (CEOP), as well as other agencies and collaborate as appropriate with other LSCBs. The key objectives are to raise awareness for staff, parents, carers, children and young people through appropriate communications, education, information and training and to provide advice and support via the BSCB website to all agencies in developing policy, procedures and practice that incorporate e-safeguarding.

⁹ Lilley, C.; Ball, R. and Vernon, H. (2014) The experiences of 11-16 year olds on social networking sites (PDF, 1.24MB). London: NSPCC.
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E-Safety Action Plan

Strategic Approach	What we will do	How we will do it	Responsible Lead (TFG Members)	Evidence of improvement in performance / Expected outcomes	Timescale	RAG
Prevent	Re-establish E-Safety group to lead on delivery of action plan, consider having a SPOC. Establish baseline of e-safety issues relating to CYP in Barnet to inform action plan	Use 360 degree safe LSCB review tool; Collate data from: <ul style="list-style-type: none"> Schools :policies, incidents by type & severity; Police :recorded incidents, whether internet played prominent part; Social Care: recorded cases where internet is of significant concern; Youth Shield: number of CYP reporting incidents 	Hema Parmar / BPSI	Annual review; E-Safety group first meeting by end July 2014; Extensive dataset to facilitate analysis by age group, prevalence of e-safety issues to inform action plan.	July to Aug2014	
	Ensure schools, agencies (inc vol groups) and carers (i.e. FCs) are aware of their e-safety requirements	Review e-safety template policies, draft and circulate checklist of e-safety actions, produce guidance for	Lead contact for each partner	All schools to have e-safety policies in place; checklists on BSCB website.	Sep to Dec 2014	
	Raise awareness and understanding of E-safety issues amongst parents, carers and staff across all partners.	Update HTs on new Ofsted requirements for e-safety, publicise CEOP training and school-based training	BPSI & BSCB Head Teacher (HTs) Reps	Increased number of school staff better informed on e-safety	Sep 2014	
	Raise awareness and understanding of E-safety issues amongst CYP.	Invite feedback from Youth Shield & Youth Board on ways to raise awareness & build resilience on personal safety for CYP; survey of school children(?)	Bilal Khan / Zainab Bundu	Better understanding of CYP issues in Barnet	July – Aug 2014	
	Ensure all schools are aware of e-safety policy resources	Signpost LGfL and SWGfL template policies on BSCB website.	HP / BPSI / HTs	All schools to have access to updated e-safety policy templates	Sep 2014	
	Develop coherent approach to e-safety policies & accreditation	Plan and deliver a BSCB multi-agency e-safeguarding conference in early 2015 (week of Safer Internet Day 2015); Design an E-safety training package for education workers	BPSI	Conference will flag latest e-safety issues across range of stakeholders	Feb 2015	
	Improve the safety of children's access to the internet	Signpost Safer Internet Centre on BSCB website, publish guidance, gather information on internet filtering (all partners to have filtering policies); publicise in Newsletter	HP	Greater awareness of web filtering, overview of partners' security arrangements, all schools to have filters in place.	Sep – Dec 2014	
	Raise profile of professional standards	Ensure all partners have signed Acceptable Use of Internet Agreements (AUAs) from staff	Lead contact for each partner	Confirmation from each agency that AUAs have been signed and recorded.	Sep 2014	
Identify	Ensure that expectations for recording & reporting e-safety incidents are clear	Develop simple multi-agency template for recording e-safety incidents; publish guidance on BSCB website.	All	Clear accessible guidance on recording and reporting e-safety incidents	Sep 2014	
Intervene & Support	E safety packs for children, parents and carers	Playground parent champions Teacher training	HT Reps	Parent Champions to have been secured; raised awareness amongst parents	Sep – Dec 2014	
	Provide peer support to victims	Establish a group of young e-safety ambassadors / cyber mentors (from secondary phase) to provide peer support for 11-18s and supportive training for primary pupils	HT reps / Youth Shield	Number of e-safety ambassadors in secondary schools, number of primary pupils receiving support from secondary ambassadors; CYP are better able to protect themselves via peer support	Oct 2014	
Enforce: (disrupt and prosecute)	Increase arrests, prosecutions and convictions for e safety related crime.	Task and finish group to scope range of possibilities and develop operating processes	Police rep and E-Safety sub-group	Proper understanding of range of offences, increase in arrests, prosecutions and convictions.	Jul 2014 to Jul 2105	

How we will evidence improvement in performance

9.1 The BSCB and the Performance and Quality Assurance sub-group to properly analyse and evaluate performance of each partner and provide challenge in order to help partners to:

- Measure the impact of BSCB's activity on outcomes for children,
- Undertake quantitative and qualitative evaluation of practice and interventions,
- Utilise and apply National research as a benchmark in order to drive improvements in performance,
- Identify areas for improvement going forward to secure better outcomes for children and families in Barnet.

This approach will enable BSCB to properly measure performance for each partner and drive forward improvement in performance.

9.2 Key to this will be working with Youth Shield to ensure we have a child-centred approach and good information sharing and exchange of relevant data between all partners as set out in the Terms of Reference.

9.3 In addition, BSCB will undertake and evaluate s11 audits and complete multi-agency themed audits to identify good practice, weaknesses, and areas for improvement to ensure the Board and sub-groups are making a difference and focusing the limited resource on what really matters. The Performance and Quality Assurance sub-group will commission 4 multi-agency themed audits for each 12 month period and will make recommendations as appropriate to the Business Management Group.

Budget, Risk Management and Responding to Change

10 Budget and Resources

The Budget Summary for 2013/14 is attached in Appendix 2. The summary sets out projected spend for the next financial year and partner contributions. Any projected overspends or underspends will be managed by the Business Management Group at its quarterly meetings.

11 How we will manage risk

BSCB will receive progress at each quarterly meeting on the Action Plans to identify and manage risks to delivery of its core business. Any identified issues that place core business delivery at risk will be escalated up to senior level by the relevant agency, organisation or service.

12 How we will respond to change

We are aware from our experience that new challenges can arise at any time with regard to safeguarding children. To enable us to adapt and respond appropriately to any pressing new challenges either locally or nationally as well as respond to changes in the performance of our partners' performances or their staff, the Business Management Group will keep the Business Plan under review at its quarterly meetings to ensure BSCB is properly allocating its energy and resource to what really matters in Barnet. The Business Management Group will seek to ensure that change and improvement are consistently and effectively implemented and reviewed for their impact. Ultimately, our collective goal is to ensure that such changes impact positively on the children, young people and families that we serve.

Appendix 1: How we identified our Priorities

6.1 We researched National and local issues and identified 6 areas where BSCB can secure improvement in multi-agency performance. We proposed a number of measurable objectives, the underpinning activity that would secure delivery against those objectives and the performance and quality framework that will drive and inform the same. The 6 areas we identified were :

- Missing children
- Child sexual exploitation
- Serious Youth Violence
- E-Safety
- Neglect
- Domestic Violence


6.2 We then consulted all key partner agencies in February 2014 on what the top 3 Priorities were for their organisation. We wanted to ensure that there were logical, evidence based reasons for selecting the Priorities that BSCB will focus on in the Business Plan for the next 2 years. We believe that children and families in Barnet have a right to expect that interventions and services that are provided within the “safeguarding” parameters are supported by evidence and that they do actually make a difference. Importantly, this will inform strategic planning, commissioning and development of safeguarding services and arrangements as well as the day to day practice of individual professionals.

6.3 23 of the 30 Members of BSCB consulted responded to the survey. Figure 2 below captures the results of the survey. The numbers are admittedly nominal, however in order of importance for respondents:

- **Child Sexual Exploitation** was in the Top 3 for 15 respondents;
- **Neglect** was in the Top 3 for 14 respondents;

- **Domestic Violence and Serious Youth Violence** was in the Top 3 for 12 respondents;
- **E-Safety** was in the Top 3 for 9 respondents;
- **Missing Children** was in the Top 3 for 7 respondents.

6.4 In addition, respondents provided excellent commentary and we have undertaken qualitative analysis of the same to ensure these are captured in this Business Plan going forward.

Barnet Children Safeguarding Board 2014-2016  **SurveyMonkey**
Priorities

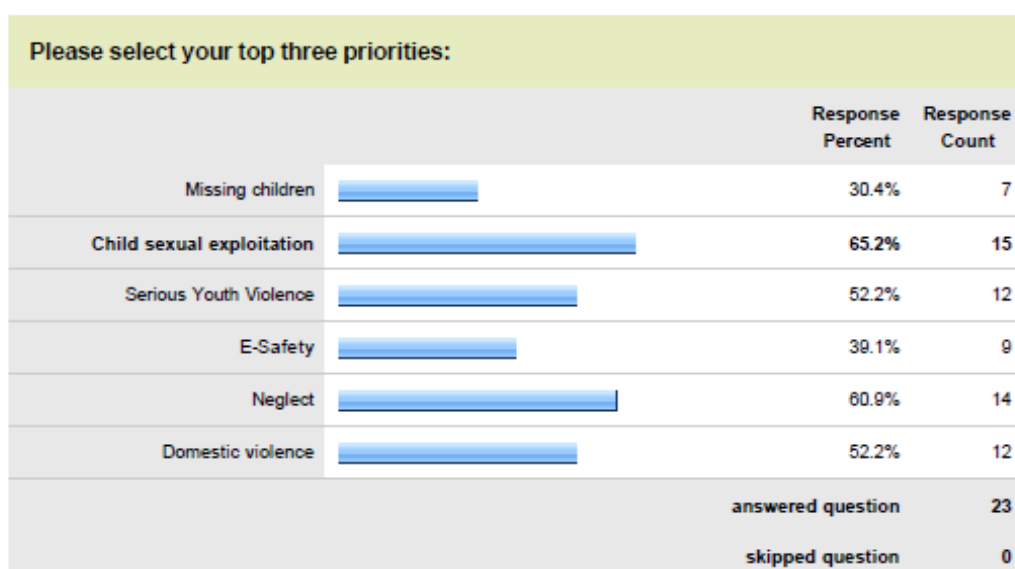


Figure 2 : Survey Monkey Results

Appendix 2: BSCB Budget 2014-2015

Barnet Children's Safeguarding Board Finance Report 2014-15				
	£	£	Variance	
Balance B/Fwd 2013/14	-59,170			
Income / Contributions				
London Borough of Barnet	-98,000			
Metropolitan Police (London SCB)	-5,000			
Probation	-2,000			
Barnet CCG	-12,500			
Central London Community Healthcare (CLCH)	-12,500			
Barnet Enfield Haringey Mental Health Trust	-12,500			
Royal Free Hospital Trust (inc Barnet & Chase Farm Hospital)	-25,000			
CAFCASS	-550			
	-227,220			
Commitments 2014/15				
Staffing Costs				
0.6 FTE Administrator		20,520		PW
Independent Chair		20,000		CM (60% BSCB share only)
Development Officer / Safeguarding Manager		96,600		Agency
CSE Co-ordinator (pilot)		30,000		£400/day, 3 days/week from Sep 14
		167,120		
Other Expenses				
Catering		1,000		
Miscellaneous (printing, travel, mobiles, etc)		3,000		
Recruitment/advertising expenses		2,000		
Youth Shield		10,000		To be agreed
Learning & Development Team (Barnet Children's Service)		32,000		Commissioned to co-ordinate M-U safeguarding training
SCIE/SC Reviews		10,000		
		58,000		
Totals	-227,220	225,120	-2,100	