

# **Barnet Multi-Agency Safeguarding Arrangements**

## **1. FOREWORD FROM THE STATUTORY PARTNERS**

In this document we have set out how the three statutory safeguarding partners, the London Borough of Barnet, the Barnet Clinical Commissioning Group and the Chief Officer of the Metropolitan Police, and other organisations, including schools, will work together as a Barnet Safeguarding Children Partnership to safeguard children and young people in the London Borough of Barnet. These new arrangements are in response to the Children and Social Work Act 2017 and Working Together 2018 which replace Local Safeguarding Children Boards (LSCB) with new local multi-agency safeguarding partnership arrangements.

When families, local communities and local services work together we can provide our children with the support and opportunities they require at all stages of their life. Strong partnerships and communities are essential to making sure that Barnet's children and their families receive the best possible start in life and the best possible care and help when they need it. Our ambition is to drive forward a strong partnership that enables children and families to thrive and achieve and this document outlines the arrangements to achieve this.

The partnership will be known as the 'Barnet Safeguarding Children Partnership' (BSCP), and will be coterminous with the Barnet local authority area.

## **2. BACKGROUND**

Working Together 2018 set out the following requirements for the Multi Agency Safeguarding Arrangements.

They must include:

- *Arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area*
- *Arrangements for commissioning and publishing local child safeguarding practice reviews*
- *Arrangements for independent scrutiny of the effectiveness of the arrangements*

They should also include:

- *Who the three local safeguarding partners are*
- *geographical boundaries (especially if the arrangements operate across more than one local authority area)*
- *The relevant agencies the safeguarding partners will work with; why these organisations and agencies have been chosen; and how they will collaborate and work together to improve outcomes for children and families*
- *How all early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements*
- *How any youth custody and residential homes for children will be included in the safeguarding arrangements*
- *How the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help*
- *How inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits*

- *How the arrangements will be funded*
- *The process for undertaking local child safeguarding practice reviews, setting out the arrangements for embedding learning across organisations and agencies*
- *How the arrangements will include the voice of children and families*
- *How the threshold document setting out the local criteria for action aligns with the arrangements*

These arrangements and all the information relating to them will be published on the Barnet Safeguarding Children’s Partnership website.

These arrangements will be subject to review and will be updated at least annually.

### 3. VISION AND PURPOSE OF THE SAFEGUARDING ARRANGEMENTS

#### Vision

At the heart of our vision for children and young people in Barnet is the concept of Resilient Families and Resilient Children. Our ambition is to drive forward a strong partnership that enables children and families to thrive and achieve.

There is a significant body of evidence that resilience is pivotal to delivering the best outcomes for children and young people. Some of this research can be accessed here:

<https://employeeportal.lbbarnet.local/home/departments-and-services/external-service-delivery/family-services/Resilience-Hub/Resilience-Framework/Useful-Publications/FS-resilience-approach-research.html>

Resilience is defined as “the ability to bounce back from stress and adversity and take on new challenges, leading to better outcomes” (Pearson & Hall 2006, adapted). Resilience is defined as follows:

Resilience means having the 3 Cs:

- **Control** - belief in ability to influence situations
- **Challenge** - seeing mistakes as an opportunity for growth
- **Commitment** - an active engagement in activities that give meaning to life (Maddi & Kobasa)

Resilience makes a big difference in young lives. Evidence shows that children and families who respond to hardships with resilience are:

- healthier and live longer
- happier in their relationships
- more successful in school and work
- less likely to get depressed

Many of the things that support healthy development in young children also help build their resilience. These can include:

- a secure bond with a caring adult
- relationships with positive role models
- opportunities to learn skills

- opportunities to participate in meaningful activities

The role the safeguarding partners in Barnet play in the life of children and their families provides a unique opportunity to promote and embed resilience. Resilience based practice sits at the heart of improving outcomes for children and young people; an approach that is based on looking for strengths and opportunities to build on, rather than for issues or problems to treat.

### **Purpose**

The purpose of the BSCP arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

### **4. GEOGRAPHICAL AREA**

It is agreed by partners that the geographical footprint for the multi-agency safeguarding arrangements is the boundaries of the London Borough of Barnet.

### **5. STATUTORY SAFEGUARDING PARTNERS**

A safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as:

- (a) the local authority
- (b) a clinical commissioning group for an area any part of which falls within the local authority area
- (c) the chief officer of police for an area any part of which falls within the local authority area

For Barnet this is:

- London Borough of Barnet
- Barnet Clinical Commissioning Group (NCL STP)
- The Chief Officer of the Metropolitan Police

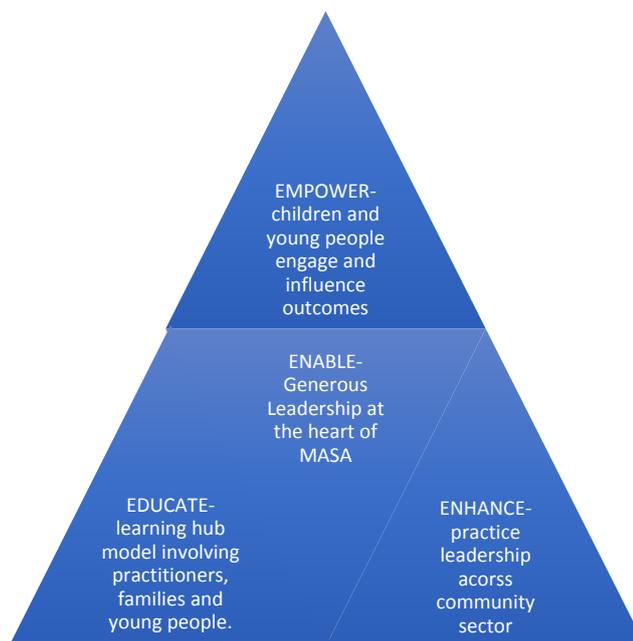
### **6. THE MODEL OF PARTNERSHIP WORKING**

Involvement within the BSCP will be tiered so that any safeguarding issue can be actioned through a 4-pronged approach. The three statutory partners would be responsible for ENABLING- taking strategic decisions collectively through the 'leadership forum' on who and how to lead on safeguarding issues across the partnership.

Wider community engagement could be ENHANCED by providing less frequent but more meaningful opportunities for senior safeguarding leads and, either separately or together, practitioners from across statutory and the VCFS to undertake work and EDUCATE through a learning hub model which equally engages practitioner networks as well as wider community engagement activities in practice improvement work. Both would follow a 'generous leadership' model, building in opportunities for peer support/ mentoring across all relevant agencies and sharing resources, data etc so that activity is evidence based according to needs in Barnet.

All safeguarding activity under the BSCP would be informed by input from families and children so that practitioners are EMPOWERED to respond to safeguarding matters in a way that is relevant to our children and families within Barnet.

The Learning Hub is the BSCP website onto which all learning tools, policies, procedures, training opportunities will be uploaded.



## 7. GOVERNANCE

The Barnet Safeguarding Children Partnership will be overseen by a small Leadership Forum. This will have the following membership from the three statutory partners:

- London Borough of Barnet – Chief Executive (Rotating Chair and accountable lead)
- London Borough of Barnet- Executive Director, Children and Young People (Director of Children’s Services)
- Barnet Clinical Commissioning Group- Director of Quality and Clinical Services
- Barnet Clinical Commissioning Group- Chief Operating Officer (Rotating Chair and accountable lead)
- Metropolitan Police- Detective Superintendent- Head of Safeguarding (Rotating Chair and accountable lead)

Other attendees will be invited to specific meetings. This will include:

- Independent Scrutineer
- BSCP Business Manager

- Chairs of the sub-groups

The Chair will be rotated between the three statutory partners, as set out above.

The Leadership Forum will meet bi-monthly.

The Leadership Forum will have two sub-groups that will report into it: A Learning and Review Group and a Quality Assurance and Performance Group. The chairing arrangements for each of these groups will be determined annually by the Leadership Forum.

The Leadership Forum and subgroups will also use a 'task and finish' group model to take forward Multi-Agency priorities, taking into account the work already undertaken by strategic and operational multi-agency groups already in existence.

The chairing arrangements for task and finish groups as well as for deep dives, will be specific to the topic or theme that is being addressed and could be drawn from across the partnership. The Leadership Forum will agree chairing arrangements for each group that is set up.

Relevant agencies as set out in Appendix 1 will be members of sub-groups and invited to the task and finish groups.

#### Learning and Review Group

- Independently chaired and meet quarterly, unless further exceptional meetings are required
- Deciding whether or not to commission a review
- The group will oversee a shared action plan with details of each action relevant agencies have already agreed to take forward in response to the recommendations arising from SCR, SAR and DHR's.
- The arrangements for the Child Death Overview Panel (CDOP) are set out below. CDOP will report into the Learning and Review Group.

#### Quality Assurance and Performance Group

To include:

- Multi-Agency Audit Programme
- S11 audits
- Deep Dives
- Data and Intelligence
- Training Programme

#### **Annual Report**

The BSCP will publish an annual report. The report will set out the work that partners have done as a result of the arrangements and how effective the arrangements have been in practice. It will also include actions relating to local child safeguarding practice reviews and what the safeguarding partners have done as a result.

In addition, the report will also include:

- evidence of the impact of the work of the safeguarding partners and relevant agencies on outcomes for children and families
- a record of actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any reviews

- ways in which the partners have sought and utilised feedback from children, young people and families to inform their work and influence service provision

The Independent Scrutineer will also provide scrutiny of the annual report and whether the BSCP has met its statutory objectives and workplan.

### **Other strategic boards**

The BSCP is committed to multi-disciplinary partnership working in order to overcome 'silo' working and to deliver effective outcomes and a positive impact on the lives of children and young people. The BSCP will liaise with other strategic partnership boards, such as the Health and Wellbeing Board, Adult Safeguarding Board and Community Safety Partnership to further streamline services, identify and address gaps reduce duplication and ensure that the needs of children and young people are considered at these Boards.

## **8. POLICIES AND PROCEDURES**

The London Safeguarding Board publishes a set of core procedures on their website. The list of each of these is set out below and the link to each document. The procedures set out the definitions of key terms as well as the responsibilities of each agency in relation to the procedure. Barnet has agreed to adopt all of the core procedures of the London Safeguarding Board.

- Responding to concerns about abuse and neglect  
[http://www.londoncp.co.uk/chapters/responding\\_concerns.html](http://www.londoncp.co.uk/chapters/responding_concerns.html)
- Referral and Assessment  
[http://www.londoncp.co.uk/chapters/referral\\_assess.html](http://www.londoncp.co.uk/chapters/referral_assess.html)
- Child Protection S47 Enquiries  
[http://www.londoncp.co.uk/chapters/chi\\_prot\\_enq.html](http://www.londoncp.co.uk/chapters/chi_prot_enq.html)
- Child Protection Conferences  
[http://www.londoncp.co.uk/chapters/chi\\_prot\\_conf.html](http://www.londoncp.co.uk/chapters/chi_prot_conf.html)
- Implementation of Child Protection Plans  
[http://www.londoncp.co.uk/chapters/imp\\_chi\\_prot.html](http://www.londoncp.co.uk/chapters/imp_chi_prot.html)
- Children and Families moving across local authority boundaries  
[http://www.londoncp.co.uk/chapters/chi\\_fam\\_bound.html](http://www.londoncp.co.uk/chapters/chi_fam_bound.html)
- Allegations against staff or volunteers who work with children  
[http://www.londoncp.co.uk/chapters/alleg\\_staff.html](http://www.londoncp.co.uk/chapters/alleg_staff.html)
- Organised and complex abuse  
[http://www.londoncp.co.uk/chapters/organised\\_complex.html](http://www.londoncp.co.uk/chapters/organised_complex.html)
- Unexpected death of a child  
[http://www.londoncp.co.uk/chapters/unexpected\\_death.html](http://www.londoncp.co.uk/chapters/unexpected_death.html)

### **MULTI-AGENCY SAFEGUARDING HUB (MASH)**

The Barnet MASH acts a single 'front door' for children in need of additional support and/or protection. The MASH is led and managed by Barnet Council Family Services and is supported by a partnership of co-located agencies including the police, health, education, children's social care, children's early help, substance misuse, housing, probation, domestic violence, YOT, voluntary sector, drug and alcohol, education welfare services. The professionals work together to share and analyse information held on multiple client data systems to build a picture of the child's history, current circumstances, support systems, needs and risks, so that proportionate and timely decisions can be made about the type and level of services children need to safeguard their welfare, meet their needs and improve their outcomes, ensuring that children receive the right help first time.

Barnet MASH aims to ensure that:

- All safeguarding referrals are dealt with in a timely and effective manner to ensure the immediate protection of children
- Decisions are timely, sound and based on high quality multi-agency information sharing arrangements
- All agencies have the confidence to share information safely and securely
- Risk is identified through robust analysis of a wide range of historical and current information and concerns
- Children, young people and their families are referred to the right services first time and as early in the life of the problem as possible
- Professional agencies working with children and their families have access to information that is proportionate and relevant to their involvement in a child's life
- Allocation of resources for children and families is timely, coherent and transparent
- Professionals / Practitioners have rapid access to qualified and experienced social work professionals for safeguarding advice, information and guidance on access to local resources
- The service is well understood and accessible to those that need it
- Our partnership arrangements are continually reviewed and built upon to improve access and promote seamless delivery throughout the borough

#### MASH STEERING GROUP

The MASH Steering Group provides a forum for operational and strategic oversight of the MASH to ensure the partnership arrangements are effective, well understood and accessible across the Borough

The remit of the Steering Group is:

- To analyse MASH data to monitor and improve performance and track referral trends and risk across the borough
- Drive operational responses to identified gaps and recognised risks across the borough
- Be accountable for the monitoring, reviewing and continual improvement of the effectiveness of the service in achieving timely and proportionate decision making for children in need of help and protection
- Identify and resolve obstacles to the improvement and development of MASH services
- Ensure compliance with legislation, policy and guidance relative to safeguarding children and information sharing
- Produce reports detailing the effectiveness of the service
- Agree communication strategies and service level interface across the wider partnership
- Escalate risk and issues, as appropriate, to the Safeguarding Children Board

#### LADO

The LADO deals with allegations against staff within the children's workforce in Barnet.

Where one of the following allegations have been made, these must be reported to the LADO within one working day:

- behaved in a way that has harmed or may have harmed a child
- possibly committed a criminal offence against or related to a child
- behaved towards a child/ren in a way that indicates he/she would pose a risk of harm if they work with children regularly or closely.

The LADO can also be contacted for advice regarding concerns or suspicions about behaviour towards children by staff within Barnet's children's workforce. This includes volunteers as well as paid staff and those in a position of trust for example faith leaders.

Barnet's LADO should be contacted via the Multi Agency Safeguarding Hub (MASH) Team.

## LOCAL PROCEDURES

The following procedures have been agreed locally and are published on the BSCP website:

- Barnet Continuum of Help and Support (Threshold document)

The Continuum of Help and Support is founded on the principle of building resilience to enable sustainable change and improvements in outcomes. This document supports professionals working with children, young people and their families to consider their needs and any risks to their welfare in the context of the range of support that is available to help, support and protect them so that our responses are both timely and proportionate.

[https://thebarnetscp.org.uk/assets/1/barnet\\_continuum\\_of\\_support\\_jan\\_18\\_use.pdf](https://thebarnetscp.org.uk/assets/1/barnet_continuum_of_support_jan_18_use.pdf)

- Barnet Local Assessment Protocol

This document is for professionals who come into contact with children and families living in Barnet and have a concern about their welfare. The document sets out how services are organised around children's differing needs for support, help and protection and provides a framework for agencies to work together to achieve best outcomes for children and young people. In Barnet, assessment activity is underpinned by a resilience perspective which recognises that whilst people may face adversities they also find ways to thrive. Our practitioners will always seek to identify and build upon family resilience as part of the assessment process and any resulting plan for intervention.

<https://www.barnet.gov.uk/dam/jcr:67a44f8c-668c-4109-8bd5-31a5e77f2e0b/Barnet%20Local%20Assessment%20Protocol%20February%202017.pdf>

- Resolution Policy

Effective working together depends on an open approach and honest relationships between agencies. Problem resolution is an integral part of professional co-operation and joint working to safeguard children. Problem resolution is across all partner agencies.

Occasionally situations arise when workers within one agency feel that the actions, inaction or decisions of another agency do not adequately safeguard a child. This inter-agency policy defines the process for resolving such professional difference and should be read alongside the London Child Protection Procedures and relevant internal policies on escalating matters of concern.

<https://thebarnetscp.org.uk/bscp/professionals/barnet-safeguarding-partnership-resolution-policy-1>

- Unborn protocol  
Sets out guidance and locally agreed procedures to practitioners working with pregnant women in early help, health agencies and Children's Social Care settings with the purpose of ensuring every unborn baby in need of support and protection is safeguarded through multi-agency assessment, planning and decision making as early in the pregnancy as possible.  
<https://thebarnetscp.org.uk/bscp/professionals/unborn-protocol>
- Barnet's MASH protocol  
The Barnet MASH acts a single 'front door' for children in need of additional support and/or protection. Co-located within the MASH is a partnership of professionals from a range of agencies including the police, health, education, children's social care, children's early help, substance misuse, housing, probation and domestic violence services. The professionals work together to share and analyse information held on multiple client data systems to build a picture of the child's history, current circumstances, support systems, needs and risks, so that proportionate and timely decisions can be made about the type and level of services children need to safeguard their welfare, meet their needs and improve their outcomes, ensuring that children receive the right help first time.

The MASH protocol has been produced by the MASH Steering Group to outline the purpose and remit of the Barnet Multi-Agency Safeguarding Hub (MASH). This operational protocol sits beneath the Barnet Safeguarding Children Partnership Information Sharing Agreement (ISA) which defines the purposes for which signatory agencies have agreed to share information and the legal basis under which sharing takes place.

[https://thebarnetscp.org.uk/assets/1/barnet\\_mash\\_operational\\_protocol\\_updated\\_october\\_2018.pdf](https://thebarnetscp.org.uk/assets/1/barnet_mash_operational_protocol_updated_october_2018.pdf)

## IMPROVEMENT BOARD

At the time of writing these arrangements there is a multi-agency Improvement Board established to oversee an Improvement Plan because Children's Services were judged by Ofsted to be inadequate in April 2017. If in the future there is no longer a need to have an Improvement Board then the responsibilities for multi-agency improvement of services to children that currently sit with the Improvement Board will transfer to the Leadership Forum of the BSCP.

## ARRANGEMENTS FOR HEALTH

- Within Barnet, the CCG employs an Associate Director Safeguarding (with Designated Nurse responsibilities) and has a service level agreement in place with RFLFT to fulfil the role of Designated Doctor Safeguarding Children. Each Designated professional has a safeguarding role across the Barnet health economy, to include non-CCG commissioned health providers. The Designated role provides leadership, scrutiny and support to health providers across Barnet.
- The CCG also has a Named General Practitioner Safeguarding Children who has a key role in conjunction with the Designated Nurse and Doctor in providing support, training and guidance to General Practitioners across the borough.
- In addition, a Designated Nurse Looked after Children sits within the CCG Safeguarding team.

- Each of these roles sit within the portfolio of the Associate Director of Quality and Safety.
- Provider organisations are required to have in place a Named Nurse and Doctor for Safeguarding Children. Each Barnet health provider has safeguarding teams in place who provide support and assurance to their Trust Boards and to the CCG or Public Health Commissioners.
- Safeguarding is firmly embedded within the wider duties of all organisations across the health system but there is a distinction between providers' responsibilities to the provision of safe and high-quality care and support, and commissioners' responsibilities to assure themselves of the safety and effectiveness of the services they have commissioned.
- Each health organisation is required to demonstrate clear lines of accountability, within the CCG leadership is delegated to the Chief Operating Officer and to the Director of Quality.
- Trust boards and Governing Body receive annual reports and quarterly updates are provided to both provider Safeguarding Committees (which are attended by CCG Designated Professionals) and to commissioners.
- Fundamentally, it remains the responsibility of every NHS funded organisation and each individual healthcare professional working in the NHS to ensure that the principles and duties of safeguarding adults and children are holistically, consistently and conscientiously applied, with the well-being of those adults and children at the heart of what we do.
- Health providers are required to demonstrate that they have safeguarding leadership, expertise and commitment at all levels of their organisation and that they are fully engaged and in support of local accountability and assurance structures, in particular via the quarterly Safeguarding Committees, LSCBs, and regular monitoring meetings with their commissioners.
- All NHS agencies and organisations that are asked to participate in a statutory review must do so. The input and involvement required will be discussed and agreed in the terms of reference for the review but broadly, this will involve meeting regularly with colleagues and attending panels or review group meetings throughout the investigative phase.
- The CCG provides a panel member (usually member of the safeguarding team), provides oversight of health involvement at panel meetings, ensures that recommendations and actions are achievable, and disseminate learning across the NHS locally. NHS England may support panel chairs where lessons learned have wider implications and need co-ordinated national action and/or where there are obstacles to full NHS participation, which require a range of relationship, contractual and professional influences.

#### ARRANGEMENTS FOR POLICE

Across London, the Metropolitan Police Service realigned areas of responsibility, moving away from traditional borough based boundaries, to Basic Command Units (BCU). Since November 2018, Barnet is part of the North West BCU.

A Chief Superintendent is responsible for all matters within their BCU area, divided into 5 component parts; Response, Partnership, HQ, Safeguarding and Investigations.

Safeguarding is everyone's responsibility. The Superintendent – Head of Safeguarding is responsible for all child related matters coming to police attention, including reactive investigation, child protection, or missing, with the exception of detainees in custody.

Within the Barnet, the Multi-Agency Safeguarding Hub (MASH) will be the 'front-door' for all partner agency referrals using recognised processes. Although Child Abuse Investigation Teams (CAIT) were disbanded after March 2019; the officers with specialist training became embedded into the wider safeguarding teams. CAIT Researcher officers were co-located within the Barnet MASH to

ensure policing remains a key partner for all child related matters, to facilitate information sharing, case analysis and attendance at strategy meetings and child protection conferences.

In order to manage the various components of safeguarding, there are 12 identified themes with a named local responsible officer for each to ensure there is a subject matter expert for each theme. They are responsible for training and staff development, supporting partner meetings, quality assurance and audit for the NW BCU. These themes are:

- Domestic abuse, Stalking & Harassment
- Rape, sexual offences & sex workers
- Abuse & Neglect of vulnerable adults
- Mental Health, Drug & Alcohol Dependency, Suicide prevention.
- Harmful practices (FGM, HBV, FM)
- Child Abuse
- Missing Persons
- Modern Slavery & criminal practice
- On-line CSE & abuse (OCSEA) Indecent images of children (IloC)
- Hate Crime
- Child Sexual Exploitation
- Child Criminal Exploitation

Across NW BCU Safeguarding has oversight of mental health through referrals into the MASH team, the Mental Health Liaison teams are managed under the Partnership portfolio. This is to ensure there is suitably trained police support for assessments and warrants across the borough.

Policing will participate in all statutory reviews when requested to do so. The input and involvement across other focus and review groups will be on a case-by-case basis, discussed through lead managers and terms of reference.

Police Force areas do not routinely produce annual reports, but will contribute to other agency reports when requested to do so. Policing regularly monitors performance and outcomes through a range of measures, this will continue across Barnet and the NW BCU and appropriate information shared with partners.

Her Majesty's Inspectorate of Constabulary and Fire Rescue Services (HMICFRS) complete annual Police Effectiveness, Efficiency & Legitimacy (PEEL) inspections. HMICFRS also complete regular thematic reviews focussing on risk to public safety and security, in addition to reducing demand and inefficiencies.

In addition to supporting partners with OFSTED and other statutory inspections, the Safeguarding portfolio is subject to bi-monthly thematic reviews undertaken by a central inspection team. The input and involvement of police in non-statutory focus and audit groups will be on a case-by-case basis, discussed through lead managers and terms of reference.

### **Safer School Partnerships (SSP)**

Education is a key preventative tool and therefore schools are essential partners. NW BCU will offer every educational establishment in London a named police officer, including Primary schools, Secondary schools, Pupil Referral Units (and other Alternative Provision), Special Educational Needs (SEN) schools, Colleges and Universities).

Safer Schools Officers will be the first point of contact for all schools in London and the gatekeepers to educational establishments for the rest of the MPS.

NW BCU will follow the MPS Safer Schools Crime Prevention Plan to deliver a sustained, familiar and visible deployment in and around schools to:

- Minimise the risk of Serious Youth Violence (SYV) and crime to young Londoners by delivering preventive education, intervening with those already involved in criminal activity, and reducing the availability of weapons within our communities.
- Ensure a targeted approach is taken against those who engage in criminal behaviour to reduce levels of knife crime, gang-related crime, sexual abuse and SYV.
- Significantly reduce the number of young victims of crime through preventative education on subjects like personal / property safety, etc.
- Increase actionable intelligence on weapon carriage and storage, gangs and crime.
- Increase positive engagement with C&YP, parents and teachers to increase confidence.
- Provide reassurance to young people, parents and the wider community through greater visibility and accessibility by developing partnership activities like safer routes to and from schools.

#### MPS Children and Young People Engagement Strategic Plan 2017-2021

NW BCU will focus on the areas of risk and harm that affect young people the most, including the following:

- Antisocial behaviour (ASB)
- Serious youth violence (SYV)
- Gang involvement
- Weapons and knife crime
- Drugs and alcohol
- Domestic and hate crime
- Personal and online safety
- Sexual offences & Child Sexual Exploitation (CSE)
- Stop and Search
- Extremism and radicalisation

The Police encourage the reporting of serious crime in schools and deal with those crimes as appropriate to the circumstances, in partnership with the school, to reach effective outcomes that are right for those involved.

They will achieve the aims of a SSP and set goals with Head Teachers and teaching staff to cultivate strong working relationships to address issues that affect the school community and reduce ASB and crime. They will focus on early intervention and develop problem-solving approaches that are intelligence-led with schools and partner agencies to increase crime prevention for victims/potential victims as well as offenders. Where problems are identified, they will make better use of diversion schemes to lead young people away from criminality and onto positive pathways before entry into the criminal justice system. They will also work closely with safeguarding leads in education to address safeguarding issues, share information and work in partnership to keep C&YP safe including children who fall outside of mainstream education through being home schooled or by attending unregistered or supplementary schools.

Safer Transport Teams (STT) will enhance safety around transport hubs when assistance is needed as part of community engagement and crime prevention, especially after school.

They will work with partners to highlight the risks to C&YP from extremism. Police and our partners will engage with and, where appropriate seek to provide multi-agency support to individuals who may be vulnerable to radicalization.

They will reduce demand on police call handling, custody and the Criminal Justice System (CJS) by increased partnership working with Youth Offending Services (YOS) & young people within the system further support at school to prevent recidivism. We will use diversion schemes more effectively to deal with those on the cusp of offending as well as persistent young offenders. Early identification of vulnerability and reducing exposure to harm will have a significant impact.

## **9. RELEVANT AGENCIES**

Working Together states:

*“Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children. Strong, effective multi-agency arrangements are ones that are responsive to local circumstances and engage the right people. For local arrangements to be effective, they should engage organisations and agencies that can work in a collaborative way to provide targeted support to children and families as appropriate.”*

Appendix 1 sets out the agencies that, as part of their role in providing health, social care, education or public protection functions are considered by the safeguarding partners to be involved in the safeguarding arrangements.

All of the listed agencies will be involved, where relevant, in sub-group meetings, task and finish groups, deep dives and local learning reviews.

There are also a range of existing groups on which relevant partners are involved. These include:

### **STATUTORY PARTNERSHIPS**

- Health and Wellbeing Board- Public Health, CCG, LBB
- Community Safety Partnership

### **STRATEGIC MULTI-AGENCY GROUPS**

- Children’s Partnership Board
- Strategic Partnership Board (Education)
- Strategic MASE

### **OPERATIONAL MULTI-AGENCY GROUPS**

- Channel
- MASH Steering group
- YOS Steering Group
- Vulnerable Adolescents at Risk Panel
- Multi-Agency Risk Assessment Conference (MARAC) steering group
- Violence Against Women and Girls (VAWG)

## **EARLY YEARS SETTINGS, SCHOOLS AND OTHER EDUCATIONAL ESTABLISHMENTS**

### **Role of Cambridge Education**

The Council commissions Cambridge Education to provide to schools in relation to safeguarding the following:

- Challenge to all schools, including Academies, in relation to safeguarding of children and young people and provision of advice and guidance to assist schools in carrying out their safeguarding responsibilities
- Challenge to all schools, including Academies, in relation to safeguarding of children and young people, by reminding them of their duties, encouraging them to carry out regular self-evaluation and asking questions about their policies and practice. Provision of advice and guidance to assist schools in carrying out their safeguarding responsibilities.

### **Role of School Safeguarding and Exclusions Lead**

- Working with the Assistant Director Head of School Improvement and the Assistant Director School Access and Corporate Services, to lead and collaborate with other agencies to lead on the strategic requirements of Safeguarding work with schools for the delivery unit, contributing to the full range of tasks that support schools and services within education to meet and continually improve their safeguarding arrangements.
- To line manage other staff within Education and Skills who support schools in meeting their safeguarding duties including the Prevent Education Officer.
- To seek external sources of funding in order to support safeguarding in schools.
- The post holder creates and maintains a Safeguarding Action Plan for Education and Skills, linking the plan with the Family Services Improvement Plan.
- The strategic lead officer responsible for advising Headteachers and staff in schools about their safeguarding responsibilities under Children, Education Acts and the Ofsted inspection framework.
- Monitor and audit compliance with legislation and statutory guidance with regard to the existence of and operation of Safeguarding policies and procedures, bringing any deficiencies to the attention of Headteachers, advising them concerning remedial action.
- Provide expert advice and support to head teachers and designated safeguarding leads, responding directly where necessary to complex safeguarding issues and escalating deficiencies in practice to the Assistant Director – Head of School Improvement when necessary.
- Answering and assisting Ofsted enquiries in relation to safeguarding and support the work of the Local Authority Designated Officer.
- The post holder will review and revise procedures and training in light of the findings of local learning reviews.
- Leads the development and delivery of Level One safeguarding training for school staff, Governors and LA staff in accordance with local and national guidance.
- The strategic lead representative for the delivery unit at a number of 'themed multi-agency meetings' such as the 'Gangs Group', MASH Steering group, Strategic MASE and Safeguarding Adolescents at Risk Group and support programs of continuous improvement throughout the LA such as the development of the 0-19 Hubs.
- Supports the work of the delivery unit representative in the MASH (Multi-Agency Safeguarding Hub).
- Offers training and consultancy support to schools through the Barnet Partnership for School Improvement.

### **School arrangements**

- Designated Safeguarding Lead (DSL) in each school

- Attendance by DSL at termly Safeguarding Breakfast Briefings organised by the School Safeguarding and Exclusions Lead
- Schools encouraged to complete Barnet Safeguarding Section 11 Audit annually

### **Boards and meetings involving schools where Safeguarding is addressed**

- Half termly Network meetings- safeguarding is a regular item on the agenda and regular presentations/attendance from School Safeguarding and Exclusions Lead and Prevent Education Officer in addition to advice from the Learning Network Inspectors. In addition, at every meeting headteachers who are on groups/committees are given the opportunity to feedback to colleagues.
- Half termly Secondary Headteacher Forum - safeguarding is also a regular item on the agenda and requests for presentations from School Safeguarding and Exclusions Lead and Prevent Education Officer
- Directors Meetings with Headteachers – termly meetings with a theme. One theme in 2017/18 was Safeguarding
- Directors Meetings with Chairs and Vice Chairs - safeguarding is a regular item on the agenda

### **Partnership meetings that education is involved in**

- MASH Steering Group
- 'Gangs Group',
- Strategic MACE
- Safeguarding Adolescents at Risk Group
- 0-19 Hubs Development Groups
- Thematic Review of Suicide and Self-Harm
- Prevent Delivery Group
- The Channel Panel
- Pupil Placement Panel
- Regular meetings with LADO
- Strategic Education Boards

### **Engaging and communicating with schools**

- Weekly Schools Circular- items regarding Safeguarding regularly included
- Schools supported in Termly Safeguarding Newsletter compiled by School Safeguarding and Exclusions Lead
- BSCP website
- BPSI website
- Safeguarding advice from Learning Network Inspector or School Safeguarding and Exclusions Lead
- School Safeguarding and Exclusions Lead contacts all Barnet state schools who receive the Ofsted call offering support. The majority take up this offer of support e.g. checking SCR, Safeguarding Policy, Recruitment procedures etc
- Safeguarding appears as a section on the annual Achievement Review Report completed by Learning Network Inspectors
- School Safeguarding and Exclusions Lead contacts all Barnet independent schools who have safeguarding issues identified by Ofsted

- School Safeguarding and Exclusions Lead and Assistant Director (Head of School Improvement) follow up any information about possible unregistered schools
- Supporting LADO communications and cases

## **EARLY YEARS**

The Early Years team undertake:

- Regular network meetings to update and cascade info from government policy and initiatives to providers
- Regular Ofsted updates at network meetings and during visits
- As part of visits to providers, safeguarding is always on the agenda
- Early Years Foundation Stage training explores safeguarding responsibilities for practitioners
- Management and Leadership/Ofsted training emphasises the managers' responsibilities
- Preparation for Ofsted overview reviews safeguarding arrangements
- Behaviour management training covers aspects of safeguarding
- Childminders receive termly newsletters with any updates

## **VOLUNTARY SECTOR**

Voluntary sector partners are members of the Voluntary, Community and Faith Sectors Group. This group will report in to the Quality Assurance and Performance sub-group. The group provides the opportunity for infrastructure organisations, organisations that represent large community groups or who convene existing forums, to work alongside core partner organisations to maximise the safeguarding arrangements for Barnet children and families. The group enables partners to gain a comprehensive understanding of safeguarding and the safeguarding priorities and provide dynamic and imaginative solutions to implementing safeguarding arrangements for children.

## **CHILDREN LIVING AWAY FROM HOME- YOUTH CUSTODY AND RESIDENTIAL HOMES**

The London Safeguarding Board procedures, to which Barnet are signed up, include the arrangements for the different groups of children living away from home. These can be found here:

[http://www.londoncp.co.uk/chapters/ch\\_living\\_away.html#intro](http://www.londoncp.co.uk/chapters/ch_living_away.html#intro)

### **RESIDENTIAL HOMES**

The London procedures include a section on residential homes:

[http://www.londoncp.co.uk/chapters/ch\\_living\\_away.html#resid\\_care](http://www.londoncp.co.uk/chapters/ch_living_away.html#resid_care)

This includes that:

All residential settings where children and young people are placed, including children's homes and residential schools, whether provided by a private, charitable or faith based organisation, or a Local Authority, must adhere to the Children's Homes Regulations 2001 (as amended by the Children's Homes (Amendment) Regulations 2015, associated guidance) and all other relevant Regulations and to the relevant Quality Standards.

Clear records must be kept and reviews and inspections must take place in accordance with Quality Standards and the Regulations.

Children in such settings are particularly vulnerable and must be listened to.

All such establishments must have in place complaints procedures for children and young people, visiting and contact arrangements with social workers and Independent Visitors (for Looked After children), as well as parents, and advocacy services.

Where there is reasonable cause to believe that a child in a residential setting has suffered or is likely to suffer Significant Harm, a referral must be made to Children's social care in accordance with the Referrals chapter. The concerns may be related to bullying, children who exhibit harmful behaviour against other children or allegations about the behaviour of practitioners or volunteers.

#### EXTERNAL RESIDENTIAL HOMES

Barnet Family Services Commissions Residential Children's Homes through three types of contracts: 1) West London Alliance (WLA) Dynamic Purchasing vehicle for Residential Children's Homes, 2) the London Care Placement Framework for Residential Children's Homes and 3) Spot purchase (direct award contracts) where a placement cannot be found via the WLA or LCP lists.

The minimum level of expected service delivery of all residential children's homes is set out in the Children's Homes (England) Regulations 2015

<http://www.legislation.gov.uk/uksi/2015/541/contents/made>. Relevant regulations include:

- Reg 34: The registered person must prepare and implement a policy which (a) is intended to safeguard children accommodated in the children's home from abuse or neglect; and (b) sets out the procedure to be followed in the event of an allegation of abuse or neglect.  
<http://www.legislation.gov.uk/uksi/2015/541/regulation/34/made>
- Reg 44 inspections: Homes must have an independent person visit and inspect the home at least once a month. The report produced by the visit will set out the independent person's opinion as to whether children are effectively safeguarded.

London Borough of Barnet contracts also include a number of specific requirements for providers in relation to safeguarding, including the requirement for all staff working in Children's homes to have enhanced DBS checks and that checks ensuring full compliance with the Safeguarding Vulnerable Groups Act (SVGA) 2006 and Protection of Freedoms Act 2012. Informing the Contracting Body's Authorised Officer, the Contracting Body's safeguarding team and OFSTED in the event of any member of staff or contractor who is found to be unsuitable on the grounds of such checks.

The West London Alliance (WLA) includes contract monitoring functions for Residential Children's Homes on the DPV. Performance indicators include safer recruitment, DBS, notifiable Safeguarding incidents and any providers not meeting key indicators receive a monitoring visit. The West London Contract and E-brokerage system has the facility to suspend providers on the grounds of safeguarding.

Barnet's Placement Team have a clear process for evaluating and monitoring residential placements. Prior to making a placement, checks include Ofsted status and a review of the homes safeguarding policies, obtaining 2 x references. Placements are visited to evaluate suitability. Once placements are made and agreements are in place, residential homes receive an annual monitoring check which includes safeguarding and monitoring also takes account of Regulation 44 (independent assessment) and Regulation 45 reports that require quality of care and take account of (independent report findings, journey of the child, incidents and procedures) as well as any changes in relation Ofsted, safeguarding alerts or investigations.

## LONDON BOROUGH OF BARNET CHILDREN'S HOMES

Barnet has two Local Authority run residential homes- New Park House and 68A Meadow Close. All the policies and procedures to which these homes operate are set out in the following link:

[https://www.proceduresonline.com/barnet/rh/p\\_ref\\_sg\\_concerns.html?zoom\\_highlight=safeguarding](https://www.proceduresonline.com/barnet/rh/p_ref_sg_concerns.html?zoom_highlight=safeguarding)

There is also a safeguarding policy document that sets out all the policies and procedures for the two Children's Homes. The safeguarding policy states how the management and staff of the Children's Home intend to fulfil its responsibilities towards young people who reside at the home in respect of Child Protection. The Homes are committed to the principle contained in the Children Act 1989 that the welfare of the child is paramount. In accordance with the framework outlined in 'Working Together 2015' and The Children Act 2004. The Children's Homes are also committed to working in partnership with all agencies involved in safeguarding young people. Any suspicion or allegation that a young person has been abused while in the care of the homes will be dealt with in accordance with these principles.

## PRIVATE FOSTERING

Barnet follows the London Safeguarding Board Procedures for private fostering.

A private fostering arrangement is essentially an arrangement between families / households, without the involvement of a local authority, for the care of a child under the age of 16 (under 18 if disabled) by someone other than a parent or close relative (close relatives are parents, step-parents, siblings, siblings of a parent and grandparents) for 28 days or more.

Privately fostered children are a diverse, and sometimes vulnerable, group. Groups of privately fostered children include:

- Children sent from abroad to stay with another family, usually to improve their educational opportunities;
- Asylum seeking and refugee children;
- Teenagers who, having broken ties with their parents, are staying in short term arrangements with friends or other non-relatives;
- Children who stay with another family whilst their parents are in hospital, prison or serving overseas in the armed forces;
- Language students living with host families;
- Trafficked children

Private foster carers and those with parental responsibility are required to notify LA children's social care of their intention to privately foster or to have a child privately fostered or where a child has been privately fostered in an emergency.

Teachers, health and other staff working with children should make a referral to LA children's social care and the police if:

- They become aware of a private fostering arrangement which is not likely to be notified to the local authority; or

- They have doubts about whether a child's carers are actually their parents, and there is any evidence to support these doubts (including concerns about the child/ren's welfare)

It is likely that LA children's social care will not have been notified of most private fostering arrangements

When LA children's social care become aware of a privately fostered child, they must assess the suitability of the arrangement. They must make regular visits to the child and the private foster carer.

LA children's social care should visit and see the child alone unless this is inappropriate; they must visit the parent of the child when reasonably requested to do so. The child should be given contact details of the social worker who will be visiting him/her while s/he is being privately fostered.

The Children (Private Arrangements for Fostering) Regulations 2005 and the amended s67 of the Children Act 1989 strengthens the duties upon local authorities in relation to private fostering by requiring them to:

- Satisfy themselves that the welfare of children who are privately fostered within their area is being satisfactorily safeguarded and promoted;
- Ensure that such advice as appears to be required is given to private foster carers;
- Visit privately fostered children at regular six weekly intervals in the first year and 12 weekly in subsequent years;
- Satisfy themselves as to the suitability of the private foster carer, and the private foster carer's household and accommodation. The local authority has the power to impose requirements on the foster carer or, if there are serious concerns about the arrangement, to prohibit it;
- Promote awareness in the local authority area of the requirement to notify, advertise services to private foster carers and ensure that relevant advice is given to privately fostered children and their carers;
- Monitor their own compliance with all the duties and functions in relation to private fostering, and to appoint an officer for this purpose

Private fostering can place a child in a vulnerable position because checks as to the safety of the placement will not have been carried out if the local authority is not advised in advance of a proposed placement. The carer may not provide the child with the protection that an ordinary parent might provide. In many cases, the child is also looked after away from a familiar environment in terms of region or country.

## YOUTH CUSTODY

The Local Authority has the same responsibilities towards children in custody as it does to other children in the Local Authority area. Under the Legal Aid, Sentencing & Punishment of Offenders Act 2012, children who are remanded to Youth Detention Accommodation are considered to be looked after by the Local Authority and are managed within the statutory LAC framework.

The London Safeguarding Children Board is drafting a London Protocol for the provision of local authority accommodation for children held in police custody to support the Home Office Concordat on Children in Custody. Barnet will adopt the London protocol once it is published.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/655222/Concordat\\_on\\_Children\\_in\\_Custody\\_ISBN\\_Accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/655222/Concordat_on_Children_in_Custody_ISBN_Accessible.pdf)

The London Protocol aims to facilitate an improvement in outcomes for children held in police custody – a group of children who often end up in custody because of their vulnerability and who, whilst in custody, will be at a point of crisis. It seeks to facilitate this by supporting professionals involved in the transfer of children in custody to local authority accommodation to understand both their own roles and responsibilities and those of their colleagues and thereby to facilitate joint working. It also sets out how local areas should monitor the implementation of the Protocol and ensure that feedback develops and enhances local practice.

The purpose of the protocol is to supplement the Home Office Concordat on Children in Custody. The Concordat forms the basis for this document and the London specific sections are highlighted. These sections cover the following:

- More detailed guidance in relation to specific post charge arrangements
- Contact details for children’s social care and police custody suites.
- Recommendation that local areas establish arrangements for the regular review of cases of children held in custody by senior leaders in the police and children’s social care.

#### PSYCHIATRIC CARE

The London Safeguarding Board procedures include a section on Psychiatric care for children:

[http://www.londoncp.co.uk/chapters/ch\\_living\\_away.html#psy\\_care\\_ch](http://www.londoncp.co.uk/chapters/ch_living_away.html#psy_care_ch)

In Barnet, there are two specialist in-patient provisions, the Beacon and Ellernmede. These are Tier 4 CAMHS and report to NHS England.

The Beacon is part of Barnet, Enfield, Haringey Mental Health NHS Trust and provide safeguarding quarterly reports to Barnet Clinical Commissioning Group, which include updates on things such as audit findings and numbers attending training.

Both organisations, the Barnet, Enfield, Haringey Mental Health Trust and Ellernmede are represented on the Barnet CCG safeguarding forum.

#### **10. COMMISSIONING AND PUBLISHING LOCAL CHILD SAFEGUARDING PRACTICE REVIEWS**

In Barnet there will be a Learning and Review Group, which will have an independent Chair. This group will be responsible for deciding whether or not to commission a review whether the criteria set out within the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 are met or not.

This group will have representation from the LA social care teams, community safety, police, health, public health and legal. These reps will be safeguarding leads for the relevant agency or those with senior managerial responsibility for safeguarding. Any representative or deputy must be able to:

- speak with authority for the safeguarding partner they represent
- take decisions on behalf of their organisation or agency and commit them on policy and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement learning

The group will meet monthly. The ToR allows for wider participation where there is a need for specific expertise from the systems perspective.

The group will oversee a shared action plan with details of each action relevant agencies have already agreed to take forward in response to the recommendations arising from SCR, SAR and DHR's. The Independent Chair will require each agency to report on the steps taken to implement learning and report on the impact this has had to improve safeguarding in Barnet. This will give a systems approach to improvement, an understanding of what each partner has done and the impact. It will also give the core statutory partners an opportunity to hold all partner agencies to account if improvements are not made and should also inform decisions regarding questions to pose within multi-agency audits or areas for deep dives.

#### National Safeguarding Practice Review Panel

The Child Safeguarding Practice Review Panel has a responsibility for how the system learns from serious child safeguarding incidents along with the MASA at the local level, so strong communication of decision making is anticipated between the two bodies. The national panel will have oversight of how effective local reviews are, and the decisions made by safeguarding partners.

However, with the change in focus on the purpose of reviews there are opportunities to consider a different approach to commissioning and publication, as long as statutory requirements are met.

Reviews should identify improvements to safeguard and promote the welfare of children, the wider importance for all practitioners should be considered. The guidance emphasizes system learning and the impact this should have on policy and practice, and aim to reduce the risk of similar incidents recurring.

#### **Criteria for local child safeguarding practice reviews**

##### **Criteria that MUST be considered in triggering a LCSP review:**

- highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified
- highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children
- highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children
- is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate

##### **And have regard to:**

- where the safeguarding partners have cause for concern about the actions of a single agency
- where there has been no agency involvement and this gives the safeguarding partners cause for concern
- where more than one local authority, police area or clinical commissioning group is involved, including in cases where families have moved around
- where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings

#### **Decision to initiate a local review**

- Is made by the safeguarding partners for a local authority area

Safeguarding partners must make arrangements to:

- identify serious child safeguarding cases which raise issues of importance in relation to the area and
- commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken

When the safeguarding partners become aware of a serious incident they **must consider** the case for local review under the above criteria.

**If a case meets the criteria it does not have to become a review**, it will be determined by whether the case meets the overall purpose to identify improvement in practice.

Decisions on whether to undertake reviews should be made transparently and the rationale communicated appropriately, including to families.

A review may also be undertaken where the criteria are not met where there are 'issues of importance' for the local area.

On receiving a notification, the partners should undertake a rapid review 'promptly'. The Rapid Review should consider:

- facts of the case
- immediate actions needed to ensure child safety
- share immediate learning
- consider the potential for identifying improvements to safeguard and promote the welfare of children
- decide what steps they should take next, including whether or not to undertake a child safeguarding practice review

#### **Notification of decision**

- The national panel should be sent a copy of the rapid review report as soon as complete and
- The decision as to whether a LCSP review is appropriate or whether there are complex or national issues which would warrant a national review
- The national panel, Ofsted and DFE should be informed once it has been agreed to undertake a local review and name the reviewer commissioned.

#### **Methodology**

- No prescribed methodology for local reviews
- Model should be agreed with reviewer
- Should take into account principles of the system methodology by Munro Review

As part of the duty to ensure that the review is of satisfactory quality, the safeguarding partners should seek to ensure that:

- practitioners are fully involved in reviews
- families, including surviving children, are invited to contribute to reviews.
- The child is at the centre of the process and should understand how they are going to be involved and their expectations should be managed appropriately and sensitively

The safeguarding partners must supervise the review to ensure that the reviewer is making satisfactory progress and that the review is of satisfactory quality. And may request information from the reviewer during the review to enable them to assess progress and quality; any such requests must be made in writing.

#### **Expectations for the final report**

- Should include a summary of any recommended improvements to be made by persons in the area to safeguard and promote the welfare of children
- an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report

#### **Safeguarding partners**

- publish the report, unless they consider it inappropriate to do so.
- Publish report on improvements to be made if full report not published
- Published reports or information must be publicly available for at least one year.
- consider the impact of the report on the child and family
- send reports to the Panel and to the Secretary of State no later than seven working days before the date of publication.
- provide the report, or information about improvements, to Ofsted within the same timescale.
- Complete and publish reports no later than six months from the date of the decision to initiate a review.
- inform the Panel and the Secretary of State of the reasons for the delay.
- should have regard to any comments that the Panel or the Secretary of State may make in respect of publication.
- should highlight findings from reviews with relevant parties locally and should regularly audit progress on the implementation of recommended improvements
- Improvement should be sustained through regular monitoring and follow up of actions so that the findings from these reviews make a real impact on improving outcomes for children.

### **11. CHILD DEATH OVERVIEW PANEL**

Through a comprehensive and multidisciplinary review of child deaths, the CDOP aims to improve the understanding of how and why children in the borough of Barnet die. Any patterns or trends identified would be used to prevent future child deaths and more generally to improve the health and safety of the children in the Borough.

In carrying out activities to pursue this purpose, the CDOP will meet the legislative functions, as set out in of Working Together to Safeguard Children (July 2018), in relation to the deaths of any children normally resident in the area:

(A) Collecting and analysing information about each death with a view to identifying –

- (i) any case giving rise to the need for a Serious Case Review
- (ii) any matters relating to the death, or deaths, that are relevant to the welfare of children in the area
- (iii) any wider public health or safety concerns arising from a particular death or from a pattern of deaths in the area and to consider whether action should be taken in relation to any matters identified

(B) Establishing procedures for ensuring a coordinated response to an unexpected child death.

In addition, child death review partners:

- must, at such times as they consider appropriate, prepare and publish reports on:

- what they have done as a result of the child death review arrangements in their area, and
- how effective the arrangements have been in practice;

## 12. INDEPENDENT SCRUTINY

BSCP's will commission an organisation that is able to provide multi-disciplinary scrutiny. The organisation will be identified via liaison with ADCS and regional/ national partners and will appoint one or more individuals with expertise from across health, policing and social care to carry out the independent scrutiny function. This will cover the role as set out in Working Together 2018, which is set out below.

Young people will also be involved in the scrutiny of the arrangements.

*"The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases. This independent scrutiny will be part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.*

*Whilst the decision on how best to implement a robust system of independent scrutiny is to be made locally, safeguarding partners should ensure that the scrutiny is **objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.***

*The independent scrutineer should consider how effectively the arrangements are working for children and families as well as for practitioners, and how well the safeguarding partners are providing strong leadership and agree with the safeguarding partners how this will be reported.*

## 13. DATA AND INTELLIGENCE

Working together requires that arrangements are published for: *how the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help*

### Data

The Quality Assurance and Performance Group will lead on securing both quantitative and qualitative data regarding specific safeguarding issues (using available data and shared internal resources, but also calling on support from the wider relevant partners when necessary) so that decisions about when and how to tackle emerging issues can be initiated with an evidence base that is Barnet focused.

This approach would assist the learning hub model as it will EDUCATE practitioner network meetings about the scale of any particular issue in Barnet, where hotspots of activity or trends may be emerging and therefore better inform responses.

A data dashboard will be produced at least quarterly which brings together the key data from the safeguarding partners, focusing on data relating to multi-agency arrangements. National statistical returns, public and national health data will also be used to support the BSCP's work to identify local issues, and any areas where the borough could improve services or reporting.

## **Deep Dives**

Deep dives will be overseen by the Quality Assurance and Performance sub-group.

There will be deep dives, which will be in-depth explorations of particular safeguarding issues, undertaken each year into thematic areas. The thematic areas will be identified through:

- Performance data reports
- Thematic audits
- National themes
- Areas highlighted through inspections
- Service user feedback
- Case reviews
- Partner priorities and concerns

Deep dives will be undertaken over a four month period, and will result in a report and an action plan for all agencies. The deep dive will include information from:

- Multiagency Quality audits- see section 13- the audits will identify good practice and areas for development for safeguarding in Barnet within the particular deep dive theme.
- Seminar with professionals to explore insights about the theme- invitees will be according to the theme.
- Performance reviews – sighting the partnership on key areas of success and challenge and exploring relevant data.
- Survey of professionals across the partnership – to get further insight.
- Multiagency training review
- Service user experience analysis and children and young people’s engagement in the topic area
- Findings from Section 11 audits about themes for improvements across the partners.

## **14. MULTI-AGENCY TRAINING AND LEARNING**

Key to the success of the BSCP will be how the system works to EDUCATE practitioners and the wider community to recognise, report and respond appropriately to safeguarding risks.

Professionals working with children and young people must undertake training in line with their organisations safeguarding training policy. An annual Section 11 (s11) audit for all partners captures whether each agency has training in place.

Multi-agency training will be the responsibility of the Quality Assurance and Performance sub-group, at which an annual multi-agency training offer will be agreed each year. Training input will be secured from across partners to take the lead on specific topics.

The BSCP will secure input from across partners to take the lead on specific topics. In addition, the training programme will be opened up to the wider community and professional networks, with an ask that those agencies make available facilities to enable courses to be run at times more convenient to their members (e.g. safer recruitment in the evenings to enable those running

voluntary groups who may have work commitments to attend). The BSCP should also work with practitioner and service user forums to secure a mechanism (possibly by use of appreciate enquiry) into the impact of training.

The BSCP training evaluation tool aims to support the quality improvement of training offered by the partnership. The BSCP will aim to undertake training needs analysis when developing its annual multi-agency training offer to ensure that training meets local need and is reflective of any learning from audits and reviews to support a process of continuous improvement in frontline practice.

Multi-agency training topics will be based on:

- Training needs analysis
- Local and National guidance
- Learning from case reviews
- Findings from monitoring and inspection reports
- Findings from audit - themes and findings
- Deep dives and thematic reviews
- Models of best practice

The training programme will be delivered through e-learning, presentations, workshops and conferences as appropriate to the level of training provided. The current programme covers:

- Getting to grips with coercive control
- Signs of Safety
- Multi-Agency Briefing workshops
- VAWG harmful behaviours conference- FGM/Honour Based Violence/Forced Marriage
- Domestic Abuse and Sexual Violence – Level 2
- Learning from Serious Case reviews
- Continuum of Need and Support
- Recognising and Preventing FGM
- Keeping them Safe: Protecting Children from Child Sexual Exploitation
- Thinkuknow Introduction Course- Child Sexual Exploitation Online Protection
- Third Sector training on threshold, safer recruitment and child safeguarding
- CSE/Missing Conference

### **Training to schools**

- Barnet Partnership for School Improvement (BPSI) runs a comprehensive programme of support to schools regarding safeguarding [http://cpd10g.schoolcircular.co.uk/pls/dad\\_cpd/gen\\_bystrand\\_fr\\_pub](http://cpd10g.schoolcircular.co.uk/pls/dad_cpd/gen_bystrand_fr_pub)
- BPSI offer consultancy support to schools on safeguarding <http://www.bpsi.org.uk/safeguarding>
- Training offered to governing bodies through the Barnet with CE Governor Services programme [http://cpd10g.schoolcircular.co.uk/pls/dad\\_cpd/gen\\_bystrand\\_fr\\_pub](http://cpd10g.schoolcircular.co.uk/pls/dad_cpd/gen_bystrand_fr_pub)
- Training offered to schools by BSCP <https://fstraining.barnet.gov.uk/cpd/portal.asp>

### **Training for Health Practitioners**

- All health organisations are required to ensure that the staff they employ are compliant with intercollegiate guidance regarding competencies.
- All health providers and CCG team deliver regular training to frontline practitioners. Staff not requiring face to face training have access to on line training at both level 1 and level
- Training offered to governing body CCG and General Practitioners at CCG Annual General Meeting.
- Staff receive safeguarding training relevant to their needs as demonstrated in the Roles and Competency Guidelines.
- Each organisation run regular safeguarding training sessions for their staff and training statistics are monitored on a quarterly basis.

### **Training for Police Officers**

- Safeguarding induction
- Community safety unit
- Specialist safeguarding
- Specialist witness interview
- Mental health awareness
- Sudden Unexplained Infant Death (SUDI)
- Sexual offence investigation techniques
- Missing persons
- Investigative interviewing
- Serious and complex interviewing
- Advanced interviewing
- Exhibits officer
- Family Liaison

## **15. MULTI-AGENCY AUDITS**

A programme of multi-agency audits will be overseen by the Quality Assurance and Performance Group.

Multi-agency audits are undertaken to build on our understanding of the strengths and challenges in local multi-agency safeguarding practice. They enable agencies and the safeguarding partnership to monitor the effectiveness of practice, identify areas of good practice, which can be shared and built upon, and areas of development for which there may be policy and training needs.

Barnet Family Services facilitate thematic multi-agency audit programme currently completed at quarterly case review days. The audit findings and learning are collated by the Quality Assurance Team and shared with the Barnet Children's Safeguarding Partnership. Multi-agency audits are usually undertaken on individual cases which are chosen from a number of sources including:

- Findings from serious case reviews
- Finding and recommendations from monitoring and inspection visits
- Key priorities for the safeguarding agencies
- Deep dives topics

Recommendations and findings from audits take the form of a joint action plan. Dedicated learning events and awareness raising are embedded into the audit cycle. Multi-agency audit reports can be found on the BSCP website.

## **16. SECTION 11 AUDITS**

This 'Section 11 Audit' is designed to allow the safeguarding partners to provide assurance that agencies placed under a duty to co-operate by this legislation (Children Act 2004), are fulfilling their responsibilities to safeguard children and promote their welfare.

The link to the S11 Audit tool can be found here:

[https://thebarnetscp.org.uk/assets/1/london\\_barnet\\_safeguarding\\_section\\_11\\_audit\\_tool.pdf](https://thebarnetscp.org.uk/assets/1/london_barnet_safeguarding_section_11_audit_tool.pdf)

The self -assessment will enable organisations to identify whether they have the necessary safeguarding arrangements in place. For schools, completing this self -assessment process (schools are subject to s.175 Education Act) will provide evidence of meeting other statutory guidance, such as Keeping Children Safe in Education.

Organisations are asked to provide a brief description of how they meet the criteria and to either attach or provide a link to evidence demonstrating they meet the criteria.

A panel with representation from the statutory partners review and evaluate the evidence presented against the criteria.

## **17. VOICE OF CHILDREN AND FAMILIES**

There are a range of existing participation forums across the partnership and the activity of the BSCP will engage with these existing participation forums to ensure the voice of children and families is heard within the work of the partnership. This engagement needs to be meaningful and actively demonstrate how this adheres to the vision of resilient children and families by enabling them to have control, provide challenge and show commitment.

The voice of the child will be central in the work that the BSCP does to identify and address specific issues. The professional and young people's network will feed into the task and finish group and into deep dives.

Some of the existing structures in place in order for children and young people to participate and for their voice to be heard in decision making are:

- Barnet Youth Forum
- Youth Assembly
- Child's Rights Forum
- UK Youth Parliament
- Children in Care Council
- Barnet UK Youth Parliament reps are members of the Children's Partnership Board
- Youth Survey
- Children in Care and care leavers survey

## 18. THRESHOLD DOCUMENT

Working Together states that the partnership must publish: *how the threshold document setting out the local criteria for action aligns with the arrangements*

Barnet's Continuum of Help and Support (Threshold Document) is founded on the principle of building resilience to enable sustainable change and improvements in outcomes. Children and young people with additional needs may benefit from access to early help services or targeted services, and for some children with more complex needs access to specialist help may be required and where a safeguarding risk is evident children will need to be referred to Children's Social Care to safeguard and promote their welfare. The document is intended to support professionals working with children, young people and their families to consider their needs and any risks to their welfare in the context of the range of support that is available to help, support and protect them so that our responses are both timely and proportionate.

This document includes arrangements in the following areas:

- Principles
- Confidentiality and consent
- Levels of need
- Referrals
- Multi-agency working- step up and step down

Children, young people and their parents/ carers can access Level 1 and most Level 2 help by referring directly to the services they want to access, consent must be obtained by professionals referring to services on behalf of children, young people or families. All other referrals should be referred into the Multi Agency Safeguarding Hub (MASH). The MASH partnership work collaboratively to understand the 'whole picture' by sharing information and assessing risk to ensure children and young people are connected to the right services to meet their needs first time.

[https://thebarnetscp.org.uk/assets/1/barnet\\_continuum\\_of\\_support\\_jan\\_18\\_use.pdf](https://thebarnetscp.org.uk/assets/1/barnet_continuum_of_support_jan_18_use.pdf)

## 19. HOW THE ARRANGEMENTS WILL BE RESOURCED

Once the safeguarding arrangements have been agreed by statutory partners, the funding will be agreed to align with the requirements of the new functions. In 18/19 there were the following contributions:

CONTRIBUTIONS	
London Borough of Barnet	195000
Barnet CCG	37500
CLCH	12500
BEHMHT	12500
Royal Free NHS FT	12500
Metropolitan Police (MOPAC)	5000
National Probation Service	1000
London Community Rehabilitation	1000
East London Foundation Trusts NHS	550
CafCASS	550
London Fire Brigade	500
<b>TOTAL</b>	<b>278600</b>

<b>BUDGETED EXPENDITURE</b>	
<b>Full Year staffing costs (including all oncosts)</b>	
Chair of the BSCB	52000
1FTE Business Manager	72000
1 fte Administrator	44000
0.75 fte Partnership Data and Quality Analyst	30000
Policy Officer	54000
<b>Non Pay</b>	
website	1000
Venue Hire	3000
Miscellaneous	4000
Legal costs	5000
<b>TOTAL</b>	<b>265000</b>

\*These agencies had contributed £12,500 in previous years but contributed £5,000 in 18/19

There is a 97k carry forward for the Barnet Safeguarding Children Partnership.

Appendix 1- List of all the relevant agencies in Barnet

<b>RELEVANT AGENCY/CIES IN BARNET</b>
<b>EDUCATION AND CHILDCARE</b>
All schools (including independent schools, academies and free schools), colleges and other educational providers, including special schools and alternative provision in the BSCP area <a href="https://www.barnet.gov.uk/directories/schools">https://www.barnet.gov.uk/directories/schools</a>
All Early Years providers providing early years services in the BSCP area.
<b>HEALTH AND SOCIAL CARE</b>
NHS England: Specialised commissioning ( includes Tier 4 CAMHS and Ellernmede in Barnet)
NHS Trusts: <ul style="list-style-type: none"> <li>• Barnet, Enfield, Haringey Mental Health NHS Trust</li> <li>• Central London Community Healthcare NHS Trust</li> </ul>
NHS Foundation Trust under section 30: <ul style="list-style-type: none"> <li>• Royal Free London NHS Foundation Trust</li> <li>• North East London NHS Foundation Trust</li> <li>• Tavistock and Portman NHS Foundation Trust</li> <li>• Central and North West London NHS Foundation Trust</li> <li>• South London and the Maudsley NHS Foundation Trust</li> </ul>
All voluntary adoption agencies operating within the BSCP area or providing services for children resident in the BSCP area or under the care of the London Borough of Barnet
All fostering agencies operating within the BSCP area or providing services for children under the care of the London Borough of Barnet
All children’s homes within the BSCP area or providing accommodation for children under the care of the London Borough of Barnet
Providers of residential holiday schemes for disabled children within the BSCP area
<b>EMERGENCY SERVICES</b>
<ul style="list-style-type: none"> <li>• London Fire Brigade</li> </ul>
<b>CRIMINAL JUSTICE</b>
Cafcass
Barnet Youth Offending Team
National Probation Service London - Barnet, Brent and Enfield Cluster
<b>POLICE AND IMMIGRATION</b>
British Transport Police
<b>VOLUNTARY, COMMUNITY AND FAITH SECTOR</b>
All voluntary, community and faith sector organisations providing services to children and young people within the BSCP area

