



Annual Report 2018 – 2019



Barnet
Safeguarding
Children Partnership



1 Introduction - Independent Chair

Welcome to Barnet Safeguarding Children Partnership's annual report.

I was appointed as Independent Chair in January 2019 to help in the delivery of the improvement work and support partners respond to the opportunities introduced by the Children and Social Work Act 2017 to reconfigure the way in which agencies might work together to ensure safeguarding activity and arrangements are coordinated in a way that improved outcomes for children and families in Barnet.

I am grateful for the work already undertaken by BSCP's previous Chair, Andrew Fraser and the Safeguarding Partnership Team.

They worked extremely hard to deliver consistently high standards within the quality assurance work of the Partnership, whilst also leading on new initiatives, such as the Harmful

Practices Strategy and re-established vital links with the Community, Voluntary and Faith Sectors and bringing professionals and young people together for a programme of workshops so that the voice of the child can truly shape the work of the partnership and operational practice.

You will read within this report how partner agencies work within their own organisations and collectively to identify areas for improvement and to evaluate what we do well. The nature of this report means that the focus will be on the exceptional; we do not necessarily report on activities carried out as part of our usual business.

For example, as Chair I have attended many forums to raise the profile of safeguarding. The BSCP is recognised as a useful body to consult where partners are proposing changes in policy, practice or service delivery that might impact of safeguarding responsibilities.

I also want to take this opportunity to comment on the contribution made by many people to the work of the sub groups, their commitment enables the BSCP to carry out many of its functions. These functions focus on the need to offer constructive challenge about how local services, (be that statutory, voluntary community groups) work to provide safe, effective care to children and families at risk of abuse or neglect.

Equally the quality assurance functions of case review, multi-agency auditing and measuring policy implementation allows the Partnership to better understand if partners are responding in line with child and adult protection obligations and truly 'thinking family' when approaching their respective responsibilities. I would encourage anyone who is interested in this work to get in touch with the safeguarding board team as we would welcome involvement, particularly from community groups.

Whilst my time as BSCP's Independent Chair was always intended to be short, until the new arrangements were introduced in September 2019, I have been impressed with the desire of both frontline staff and strategy leaders that the new arrangements must have at its heart a commitment to ensuring the workplan is shape by the 'voice of the child' and delivering improvements throughout our wider community with a promise 'generous leadership'.

This report details many positive improvements, but there is never room for complacency.

It is crucial for staff from across the statutory and community sectors to continue to work together to embed a shared understanding of the profile of risk in Barnet and to find new ways to coordinate responses to tackle all forms of abuse, including exploitation. Safe, effective recording and well-informed multi-agency discussion leads to more informed, better decision making both at an operational and strategy level.

Finally, I would like to extend my gratitude to members of the public, frontline staff and volunteers whom have attended training sessions or taken time privately to develop a better understanding of their role safeguarding children and families.

It is so important that Professionals working within partner agencies understand the risks and respond effectively when a child is facing abuse or neglect, but we must also work Partnership with the public. I would like to therefore take this opportunity to recognise the positive impact countless volunteers and carers without whom many more children would experience abuse or neglect.

I also want to express heartfelt thanks those who responded to the appeal that "Safeguarding is everyone's responsibility" by liaising a concern about a child or adult at risk. Without such vigilance and courage to report, many cases would not have come to light and, I have no doubt many more people would have experienced abuse and neglect.

Fiona Bateman
Acting Chair



2 About us

Barnet Safeguarding Children Partnership Board [BSCP] was established in accordance with Section 13 of the Children Act (2004), the Working Together to Safeguard Children (2015) and the Local Safeguarding Children Boards Regulation 2006.

Working Together to Safeguard Children 2018 removed the duty to have a Local Children’s Safeguarding Board. Barnet’s safeguarding partners have been working through the year to agree what partnership arrangements would best deliver improved outcomes for children and families in the borough.

This annual report outlines what the BSCP and partners have done during 2018-19 to deliver the partnerships business plan and priorities. The BSCP continues to be committed to improving the effectiveness of the help being provided to children and their families. We have consolidated our quality assurance approach to challenge, monitor and review the safeguarding arrangements for children across the borough.

The 2018-19 business plan reflects the work progressed in 2017-18 to meet the recommendations for improvement outlined in the July 2017 Ofsted report, and is aligned to the priorities of the improvement plan.

Membership:

- London Borough of Barnet Children and Family Services
- The Chief Officer of Police
- Barnet Clinical Commissioning Group
- The National Probation Service
- The Youth Offending Team
- Royal Free London NHS
- Foundation Trust
- Central London Community Health
- Barnet Enfield and Haringey Mental Health Trust
- Cafcass
- Education
- schools’ representatives.

AT THE HEART OF OUR VISION FOR THE BARNET SAFEGUARDING CHILDREN PARTNERSHIP 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.

THE BSCP IS RESPONSIBLE FOR COORDINATING AND ENSURING THE EFFECTIVENESS OF WHAT IS DONE BY EACH AGENCY FOR SAFEGUARDING AND PROMOTING THE WELFARE OF CHILDREN AND YOUNG PEOPLE IN BARNET.



3 Strategic Priorities:

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We have been driving sustainable improvement at pace through strong leadership and trusted partnerships from strategic to front line practice.

Right Interventions at the Right Time

Family Services have launched a 0-19 Hub and developed the early intervention and prevention opportunities in working with children and young people.

Enhancing Practice Leadership for Children

Strong quality assurance and performance has enabled senior leaders to monitor and challenge the effectiveness of front line practice.

Strengthening the assessment and planning for children

We have been working to support the improvement of assessment and planning for children, and ensure that the right intervention is delivered at the right time. We monitor the feedback from children and young who have experience of services, and the effectiveness and timeliness of statutory assessments. We have improved how we share lessons learned from child deaths and serious case reviews.

Engaging and Listening to children and young people

United Nation Convention on the Rights of the Child (UNCRC): ‘Article 12 (Respect for the views of the child): When adults are making decisions that affect children, children have the right to say what they think should happen and have their opinions considered’.

Highlights of Children in Care Annual Survey 2018

Young people were feeling better informed about their future options, being supported after leaving school, college or university, and having the tools and resources to do the job.

Next steps for the BSCP:

We will work with children and young people in Barnet through schools, voluntary community and faith forums, and our Professional and Young Peoples Forum to increase school-based training and resources on safeguarding.

Overall, young people felt that they had had the opportunity to understand and explore their identity and family culture. Life story work needs to continue so all children and young people have had this opportunity.

Next steps for the BSCP:

to work with the Voice of the Child Team to increase opportunities and understanding around being LGBTQ and more opportunities linked to religion or country specific culture.

We will also work with schools to support young people to become champions and co-produce resources and information to raise awareness of harmful practices.

Emotional health continues to be a high priority and concern for young people in care, and leaving care. The experiences of this group of young people continue to put them at higher risk of poor mental health outcomes.

Next Steps for the BSCP:

we will continue to raise awareness of mental health issues through our Professional and Young People’s Forum. We will also commission training for professionals and carers on mental health and how to access services and support.

Some respondents felt overwhelmingly positive about feeling safe in their community, however feedback from service user groups, young people more widely and #BOP – showed more concern about knife crime, gang activity and drug taking.

Next steps for the BSCP:

Through the Professional and Young People’s Forum the partnership will bring together young people and representatives from services across Barnet to better understand what violence young people in Barnet experience, and feel is relevant to their communities. We will work with partners to reflect on the outcomes and how we can support young people to be and feel safe. There are signs that the quality of individual work with young people has improved with 70% seeing their Social Worker often enough, and a high rate of children and young people saying that they have at least some involvement in decision about them lives.

Next steps for the BSCP:

Service user feedback will be monitored through the Performance and Quality Assurance Meeting.

4 Royal Free NHS Trust

The Royal Free London NHS Foundation Trust provides services to children, young people and their families across Barnet hospital, Chase Farm hospital, the Royal Free hospital and Edgware community hospital.

The Trust is committed to ensuring that it delivers services that are well led and that meet the requirement to keep children and young people, including the unborn safe from harm. Over the last year the trust has continued to roll out a case loading model for maternity care. This means that those women who are vulnerable will now receive continuity of midwife from a specialist team throughout their pregnancy, including labour and after the baby is born.

The feedback from the woman and from a recent Care Quality Commission (CQC) review of safeguarding services has been very positive and recognises the significant gains from having continuity of carer. There is now a dedicated perinatal mental health service at all hospital sites where woman can access antenatal and postnatal support.

Safeguarding activity including attendance at child protection case conference, training compliance, audit activity and numbers of staff accessing supervision are monitored by the Integrated safeguarding committee, chaired by the Group Chief nurse and shared with the Clinical commissioning groups.

The main staff group invited to case conferences are midwives and attendance for all staff at child protection case conferences is very high. We continue to deliver a full programme of in house safeguarding training which is led by our safeguarding training and development lead.

1. We will continue to monitor and improve consistency in our core social work practice, with a focus on planning and management oversight using our divisional plans, utilising our performance and QA framework and priorities identified in our Self Evaluation.
2. We will work towards ensuring we have the workforce we need to achieve our aspirations for children through a comprehensive training and development offer as part of our 'grow your own' approach, as well as developing our existing successful ASYE programme.
3. We will build on our innovative projects such as REACH and Trusted Relationships to ensure we are using new learning and ideas to grow our offer to young people and their families.

The Trust has contributed to the development of the multi-agency unborn protocol.

The Child Protection Information Sharing process which identifies all children subject to a child protection plan or who is a looked after child is now well embedded in all unscheduled care settings and there are plans to develop it into the unscheduled care settings where pregnant women attend.

The safeguarding children team have been responding to recommendations from recent Serious Case Reviews and the CQC visit and have developed screening tools and risk assessments to help staff identify children and young people at risk of harm.

The safeguarding team are working with Barnet CCG to deliver the relevant recommendations. Following a recent serious case review there has been an increased focus on young people where there are concerns about drug and alcohol misuse. A member from the commissioned young people drug and alcohol service now attends the weekly multi-disciplinary meeting in the emergency department where cases are discussed.

All new starters complete level 1 safeguarding children training and clinical staff complete Level 2 as part of their corporate induction on their first day at the trust. Level 3 training is mandatory for clinical staff in the emergency department, maternity and paediatrics which is approximately 1200 staff.

All new starters attend a full Level 3 training day followed by annual updates or access training provided by the partnership or other external training. Internal Level 3 dates are delivered in the form of seminars addressing specific aspects of safeguarding children in greater detail, usually with experts from local services contributing to the seminars. The CQC recent review noted that 'Staff spoke highly of the Level 3 training and subject specific sessions'.

Between April 2017 and March 2018, a total of 29 Safeguarding Children Level 3 updates were delivered at the trust covering the following topics:

- deliberate self-harm (with the Barnet and Enfield Mental Health Trust and CAMHS) (3)
- fabricated and induced illness (with the Designated Doctor and Nurse in Barnet) (1) safeguarding
- children living with alcohol/ substance misuse (with WDP and FWD) (4)
- female genital mutilation (with the Designated Doctor for Camden) (1)
- trafficking children / modern slavery including county lines (with the Metropolitan police and the NSPCC's Child Trafficking Advice Centre) (11)
- risk of harm online (2)
- domestic violence (with the Independent Domestic and Sexual Violence Advisors) (5)
- neglect (1)
- child sexual exploitation (1)

This year we reviewed our three-year strategy and associated work plan which was approved by the integrated safeguarding committee



5 Central London Community Healthcare NHS Trust

Central London Community Healthcare NHS Trust (CLCH) provides services across eleven London Boroughs and the county of Hertfordshire.

In Barnet, CLCH provides children's community services which includes: health visiting, school nursing, looked after children and children's complex care services.

CLCH is committed to partnership working in Barnet. The CLCH Safeguarding Declaration sets out how CLCH fulfils its duty to safeguard and promote the welfare of children, young people and families in Barnet.

The CLCH Chief Nurse is the Executive Lead for Safeguarding and is supported by his deputies and the Associate Director of Safeguarding to assure the trusts meet their statutory duty under the Children Act 2004. CLCH have engaged with the Barnet

Safeguarding Children Partnership [BSCP] to support the development of the Board's work and priorities to safeguard children.

How we monitor that our safeguarding arrangements are effective.

Evidence and assurance has been provided to the Barnet Clinical Commissioning Group Designated Nurse in the form of audits such as:

- Safeguarding Supervision Audit
- Female Genital Mutilation Audit
- Fathers' audit
- antenatal pathway audit
- voice of the child audit.

CLCH participated in multi-agency audits and themed workshops to address key concerns such as: neglect or self-harm and suicide and implement good practice to make a difference to children.

Findings from our audits include the need for staff to be professionally curious and explore and document information about fathers. We also audited documentation of fathers' details when working with families. The named nurse developed a presentation to highlight need for linking father's details on the child's record.

Staff Training

CLCH staff must undertake mandatory safeguarding children training to ensure confidence and competence in identifying and acting on concerns. Our training compliance is in line with the contractual requirement of 90% staff having completed training at the requisite level. This includes WRAP training which at 31st March 2019 was 94%.

CLCH Barnet school nursing service undertook Mental Health First Aid Tool Kit training to up-skill them in supporting young people who disclose low mood or presenting with deliberate self-harm. We plan to further evaluate the impact of this training in 2019/20.

The CLCH Barnet named nurse delivers Graded Care Profile multi-agency training to support the multi-agency response to addressing the impact of chronic neglect of children. Safeguarding supervision is well embedded within the CLCH Children's community services and the CLCH Safeguarding Supervision audit identified CLCH staff value this reflective resource. In Quarter 4 100% of 0-19 teams eligible for safeguarding supervision completed safeguarding supervision with a member of the CLCH safeguarding team.

Routine enquiry training has also been delivered to Barnet staff to support them in asking about and responding to domestic violence.

The CLCH Safeguarding Conference in October 2018 was very well received by the 240 attendees. The conference takes a 'think family' approach by covering topics such as self-harm in schools, the Mental Capacity Act 2005, Prevent, and Hoarding and Self neglect, Homelessness, Modern Slavery, a legal update on record keeping and the CLCH Safeguarding Champions programme.

Voice of the child

CLCH has actively tried to engage with young people to understand their wishes and feelings and to ensure services are codesigned to meet their needs. A recent audit of 0-19 records identified the voice of the child was documented in circa 80% records. Work is underway to feedback to the frontline practitioners re: always documenting what a child or young person says. Work continues with the CLCH Patient Engagement team to ensure children and young people influence service design and provision.

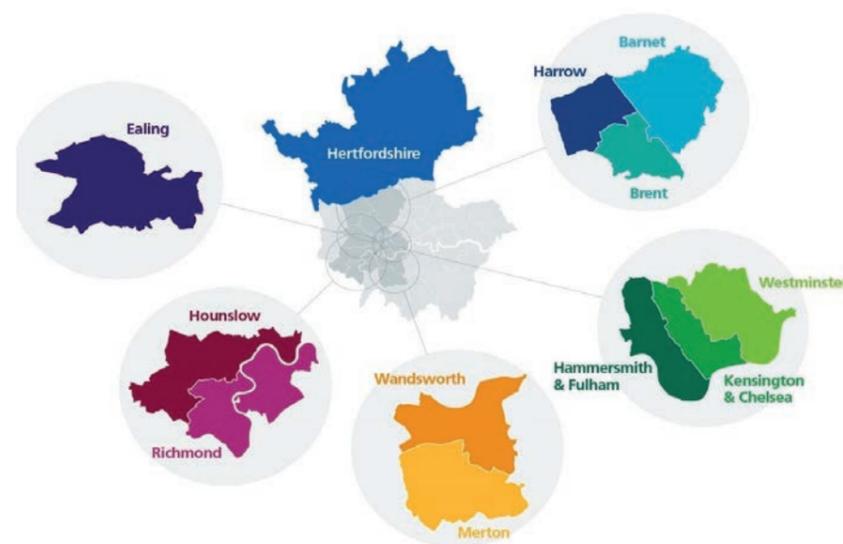
Key strengths

- Strong CLCH safeguarding team; its cohesiveness, accessibility and professionalism
- Safeguarding work plan and work streams support the delivery of assurance work within CLCH: policy writing, improvement to service and development of expertise
- Our commitment to partnership working
- 0-19 service commissioned to deliver full Every child matters.

Our priorities

- We will continue to grow and build our skills, strengths and influence as a team
- We will keep children, young people, their families and adults at risk at the heart of what we do to ensure their voice and engagement drives decisions that safeguard and protect their well-being

- We will align our work to the trust's vision, mission, values and the CLCH Quality Strategy
- We will engage and contribute to the work of the safeguarding boards and partnerships to deliver the strategic priorities and assurance to safeguard children and adults
- We will add value to the delivery of quality care across CLCH by supporting staff with training
- safeguarding supervision and timely advice.



6 Barnet Enfield and Haringey Mental Health Trust

Barnet, Enfield and Haringey Mental Health NHS Trust [BEH] remains committed to safeguarding all our service users, their families and carers.

Our updated Safeguarding Strategy and associated three-year work plan (2019 – 2021) reflects our commitment and drive to ensure effective safeguarding is a shared responsibility both at a local level and with partner agencies.

We strive to continually improve systems and processes; and to develop a clear strategic approach to safeguarding across all our services. Our commitment to safeguarding is reflected at Executive Board Level and the Executive Director of Nursing, Quality and Governance is Chair of our Integrated Safeguarding Committee. 2018-2019 has seen a continuation of

the strengthening and improvement of the arrangements in place within the Trust to safeguard children and young people; and to continue to develop and embed a culture that puts safeguarding at the centre of care delivery and planning.

How we ensure that our safeguarding arrangements are effective.

BEH Mental health trust has an audit strategy in place that looks to assess the effectiveness of safeguarding children across the entire trust.

There audits are reported to the Integrated Safeguarding Committee on a quarterly basis and the exceptions and associated actions are scrutinised by the committee on a quarterly basis. A section 11 audit is completed on a yearly basis and is shared with all partner agencies.

The trust safeguarding lead has produced a section 11 action plan to align to the weak areas identified in the Section 11 audit. This then is integrated into the trusts safeguarding strategy and associated work plan.

Training

Our level 1,2 and 3 training compliance is consistently above 80%. These figures are scrutinised by the Clinical Commissioning Group on a quarterly basis, as well as being reported into the Independent Scrutiny Committee on a quarterly basis.

Key strengths

- Progress is being made to co-locate a mental Health Independent Domestic Violence Advocate with our community mental health team
- We have developed a safeguarding children handbook which is circulated to all staff
- We have improved our response to invitations to attend Child Protection Case Conferences and can demonstrate a 50% improvement compared to last year

- We have strengthened the role of safeguarding champions ensuring that safeguarding really is everyone's business and we have held a successful Safeguarding Champions away day
- We have improved and updated our safeguarding intranet site making it easier for staff to find safeguarding information
- We have achieved our aims and objectives aligned to our safeguarding strategy over the last three years
- We continue to have improved oversight and understanding of our safeguarding activity
- We have improved and refined our safeguarding audit strategy to ensure audits are relevant and meaningful
- We have introduced level 3 safeguarding adult training ensuring staff have a greater understanding of their roles and responsibilities
- The safeguarding children lead for the trust is the chair of the Barnet Harmful practices working group

- We continue to work proactively and collaboratively with partner agencies and we ensure regular attendance at the partnership meetings
- We have developed new polices such as Female Genital Mutilation and Think Family
- The Trust supports the on-going service delivery of the Specialist Perinatal mental health Service. Safeguarding supervision to the specialist service is provided by the Safeguarding Children Lead
- Safeguarding Children Supervision – high risk areas such as Tier 4 inpatient unit (Beacon Centre)
- We have ensured our level 3 safeguarding children training reflects findings and recommendations from Serious Case reviews
- We continue to raise the profile of safeguarding and Think Family across the organisation.

Our Priorities

- Continue to strengthen Champions Network
- Update and streamline data collection and analysis to enable more robust assurance to the board and partner agencies
- Continue to raise the profile of 'Think Family' across the trust
- Work toward achieving our aims and objectives set out in our safeguarding strategy and workplan.



7 Metropolitan Police Service

The Metropolitan Police Service is key member of the partnership, working in collaboration towards a shared vision and joint objectives, improving outcomes for vulnerable members of our community.

In November 2018, the police areas of Barnet, Brent and Harrow merged to form the North West Basic Command Unit (NW BCU) operating a single command structure across the three boroughs. There are 12 BCU's across London, bringing together other boroughs to improve service delivery and reduce inefficiencies.

Within the BCU command structure, there are five portfolios – Emergency response, Neighbourhoods, Safeguarding, Local Investigations and Head Quarters.

In February 2019, the NW BCU Safeguarding model launched, embedding former Child Protection (CAIT) and serious sexual offence (Sapphire) teams firmly within NW Safeguarding operating model.

The key principle behind this change is, bringing together, complex investigations with volume crime to improve outcomes and the victim experience. Frequently, domestic abuse investigations involving children, or sexual offences, were investigated by two, sometimes three different investigators. This was inefficient and demoralising for both the victim and investigators.

Co-locating investigation teams means, one investigating officer will lead the investigation throughout its life cycle, without diminishing the availability of skilled staff to support other crimes and investigation, improving outcomes and satisfaction for vulnerable victims.

The NW Safeguarding portfolio has thematic areas, with a Lead Responsible Officer for each area. This ensures there is a subject matter expert for each theme, responsible for training and staff development, supporting partner meetings, quality assurance and audit for the NW BCU. Child abuse referral teams are co-located within the Multi-Agency Safeguarding Hub (MASH), at three local authority sites, to ensure there is one front door for partner agency referrals, improving information sharing, case analysis and attendance at strategy meetings and child protection conferences.

In respect of adult safeguarding, the MPS was a key partner in setting up the Barnet Adult MASH service that compliments the children's service and continues to go from strength-to-strength, creating better outcomes for vulnerable people in our communities.

During the BCU transition, three boroughs based Missing Persons Units (MPU) were consolidated into a single larger unit, bringing together a range of expertise, located at Colindale Police Station, to ensure they are close at hand to offer support and advice to control room staff and initial response officers. Since go-live in February the overall outstanding cases halved due to the new workflow processes and highly skilled officers working closely together.

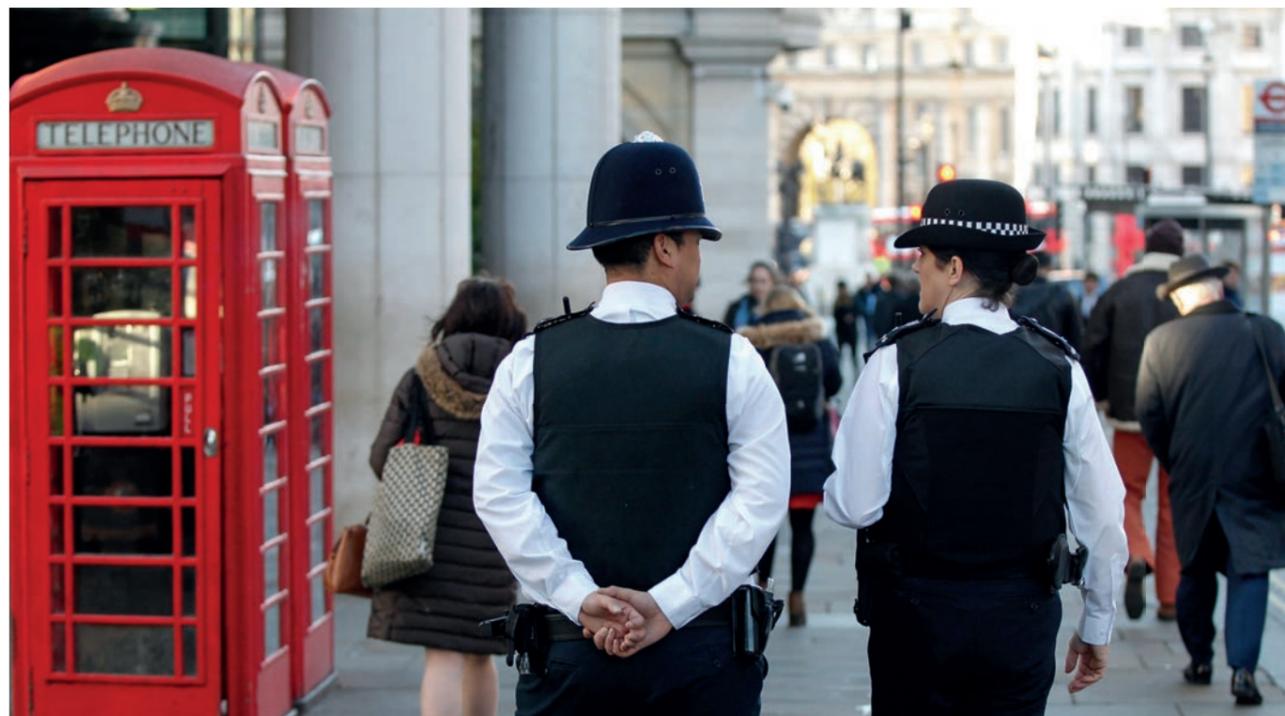
The MPS will continue to train all front-line and custody staff to recognise people who are ill, vulnerable or in crisis; signposting them to help through the Adult Coming to Notice (ACN) referral process, or MERLIN for cases of missing, exploitation, vulnerability or involved in crime.

Regular engagement with awareness campaigns and partner training helps to equip police officers and staff with the right skills to recognise illness and vulnerability, such as; dementia, modern slavery, criminal exploitation and mental illness.

The Metropolitan Police will work alongside partners to take advantage of the new safeguarding partnership arrangements in response to the Children & Social Work Act 2017 and Working Together to Safeguard

Children (2018). Introducing long-term plans with the Local Authority and Clinical Commissioning Group, to reduce the prevalence and impact of adverse childhood experiences that can culminate or result in contact with policing.

Police officers and staff have a distinct position in the community, in particular through their role as first responders at high harm incidents. This understanding will improve the multi-agency response to children and vulnerable people.



8 Cambridge Education

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Barnet education services are delivered in partnership with Cambridge Education, working with and providing positive challenge to schools to enable them to fulfil their safeguarding duties.

A key activity is to ensure that all schools and educational settings understand and follow guidance and legislation including the requirements of Ofsted to judge that our schools are “Effective” for safeguarding when they are inspected. Information sharing is culturally embedded within systems of communication and formal information sharing meetings between Cambridge Education and Family Services. A continued close liaison with the Local Authority Designated Officer and other officers in Family Services has facilitated the School Improvement Team being able to give our schools the best support and challenge to ensure that there is the highest quality safeguarding provision in schools.

The School Exclusion and Safeguarding Lead works closely with all schools (Local authority maintained, academies, free schools, independent schools and Early Years Settings) to offer advice and support. An Education and Skills Safeguarding Action Plan is regularly updated to incorporate current safeguarding themes and to reflect on and relay progress to Senior Leaders. Schools value the Safeguarding Audit tool which is updated annually to reflect Local Authority learning and Department of Education guidance. It has proved to be a valuable tool ensuring schools have the necessary policies, processes

and systems to keep their children safe. A Buildings Audit tool has been developed in response to experience of recent school Ofsted Inspections.

The Home Office has extended the award of additional funding to Barnet to maintain the position of the Prevent Education Officer until 2020. The Prevent Education Officer, who took up post in September 2017, is employed by Community Safety but sits in the School Improvement Team. He has become established as an Officer that can offer advice on a range of issues. Working in partnership with the Community Safety Team, he has also secured extra government funding for projects to support supplementary schools and interactive learning packages for children and young people.

The Prevent Education Officer liaises closely with the Prevent Co-coordinator on referrals. He is line managed by the Schools Exclusions and Safeguarding Lead working in the School Improvement Team.

Key strengths and achievements

- Strong representation on committees and sub committees of the BSCP
- Presentations and Breakfast Briefings to schools on the use of the Escalation and Resolution processes and the Continuum of Help and Support, accessing the 0-19 Early help Hubs, Child Exploitation, a deep dive into methods of radicalising young people, effective working with the Local Authority Designated Officer [LADO] and presentations to the voluntary sector and faith organisations
- Observed practice and engagement with the MASH and 0-19 Early Help Hubs

- Education and Skills staff commitment to supporting the 0-19 Early Help Hubs and MASH
- Greater depth of understanding between Family Services and schools of processes and expectations of MASH referrals
- Forums for school office staff and Learning Mentors have been established to
- facilitate support networks and good practice which incorporates the sharing of good safeguarding practice
- Resilience in Schools program – increase from 11, 2017/18, to 16 schools engaging in the programme. 2019/20 will see the offer increased to between 30-50 schools in the borough. The Assistant Director (Head of School Improvement) supports Public Health in driving this programme
- All Headteacher Network meetings, Forums and Governor Briefings have safeguarding on the agenda
- Third wave, this year, of child protection and safeguarding training for Education & Skills staff rolled out this year. There are two levels of training; one for office based staff and the other, which is at a higher level, to front line staff who work directly with schools or children
- Regular team meetings and 1:1s for staff ensuring relevant information from Senior Management meetings are disseminated and acted upon
- An Education and Skills Circular is produced on a regular basis (at least termly) giving key information to staff
- Safeguarding Newsletter for Designated Safeguarding Leads sent out termly by the Schools Exclusions and Safeguarding Lead

- Safeguarding information included regularly in the Schools' Circular that is emailed to all schools weekly
- Close liaison with the Police Safer Schools Team regarding incidents in or around schools. The 'Schoolsafe' system (school reporting of incidents) is embedded within school safeguarding systems
- For the fourth consecutive year every Barnet maintained school inspected by Ofsted has had safeguarding judged as “Effective”
- 78% of schools completed the Safeguarding Audit Tool and received feedback from the School Exclusions and Safeguarding Lead
- Strong working arrangements with Ofsted and the LADO enable any complaints against schools to be dealt with swiftly. Any learning outcomes are identified in the Safeguarding Audit Tool and where necessary targeted support is offered to schools
- Working closely with Special Educational Needs Transport offer to ensure all pupils being transported to school are safe
- Bi-annual dip sampling of 'off roll' data ensuring reason for taking pupils off school rolls are legal. Identification of Yr 7 pupils who have not successfully transferred into secondary provision. These families are supported to access secondary school and cases are not closed until pupil is confirmed on the roll of a school
- The Schools Exclusions and Safeguarding Lead has been trained to deliver Mental Health First Aid Training to staff working with young people. Working alongside 3 other trainers from Health and Family Services, a program of training has been offered to key school staff.

Our aims:

- Targeting schools where an audit has not been submitted
- All maintained schools to have at least one Mental Health First Aider.
- To enable access to the Resilient Schools Program to all schools that request to join

- Continue to raise awareness of Private Fostering
- Continue to monitor (dip sample) reasons for pupils being taken 'off roll' from school and to challenge if an incident of illegal 'off rolling' occurs.



9 Community Rehabilitation Company

London Community Rehabilitation Company (LCRC) is one of 21 Community Rehabilitation Companies established across England and Wales as part of the 2014 Transforming Rehabilitation agenda.

In 2015, MTCNovo was successful in winning the management bid for the LCRC and currently manage approximately 30,000 low to medium risk Service Users across the 32 London boroughs.

In the 2017/18-year LCRC has sought to strengthen the new geographically based operating model which was implemented in the early stages of 2017. The focus of this model is to both increase management oversight of staff and Service Users whilst strengthening our partnership presence across the various boroughs.

The model itself sees geographically based teams managing Service Users within their borough whilst supported through a senior management team. A designated Area Manager then has operational oversight to a collective of boroughs and is supported in this through further strategic and operational managerial roles.

To deliver a quality service responsible officers should complete an assessment, in collaboration with the service user, to identify the risks and needs of the individual. This assessment should then inform the sentence plan to ensure it is responsive

to the individual's needs, willingness and capacity to change.

The sentence plan should include the use of appropriate interventions and meaningful interactions to support the day to day objectives of the London CRC to:

- reduce the risk of reoffending
- minimise the risk of harm
- manage the sentence of the Court

Evidence indicates that the most effective strategy to achieve this is to ensure our work is firmly rooted in risk, need and responsibility principles driving delivery at the appropriate intensity to support desistance. Therefore, as part of our strategy to get the right people, spending the right amount of time, doing the right things, with the right people THE GRID has been designed based on these principles, to support evidence-based professional judgement around the minimum offer of supervision and interventions.

This will allow officers to balance the demands of their work load with the risks and needs of the service users you manage. Any decisions regarding interventions, RAR delivery, partnership referrals and reporting frequency should be based on the service users' location on the grid. Therefore, those who present a low risk of reoffending and harm should to be seen less frequently than those assessed as a medium risk of harm with high needs and additional complexities, evidenced through the risk registrations.

Our focus in 2018/19 in relation to safeguarding has been twofold: first to strengthen our visibility across the partnership and secondly to ensure staff are skilled in the recognition of and responsiveness to, any

safeguarding concerns.

LCRC have a centralised Public Protection Board established. The Boards' remit is to monitor quality and performance within our operational team and to have oversight to our wider safeguarding action plans which incorporate learning from Serious Case Reviews and Joint Targeted Area Inspections. These boards support us to focus and therefore develop our core expertise on risk management and desistance. Ensuring that all delivery including interventions, programmes and one to one work places emphasis on reducing reoffending and public protection. This also supports our commitment to working in partnership to enable excellent communication and information sharing.

In respect to strengthening our visibility and partnership working, five Contracts and Partnerships Managers have been deployed across the specific LCRC areas with this as their strategic focus. They are tasked with attendance at Safeguarding Children's Boards, engagement with Serious Case Reviews and Joint Targeted Area Inspections, along with building relationships with our key stakeholder.

The Contracts and Partnerships Managers also have various portfolio leads including Serious Group Offending, Domestic Violence, Extremism/Prevent, Young Adults, Women, Integrated Offender Management and Stalking/Harassment. LCRC have also developed a new case recording and assessment tool, REACTA, that specifically focuses on risks posed by the Service User to any identified children or vulnerable adults.

London wide training has been delivered to our operational staff in the use of REACTA to increase our organisational responsiveness to the needs of children through thorough assessment, timely actions and managerial oversight.

What was the impact?

Our new operating model has allowed greater oversight to our Service User population and greater engagement with our local partners. The recent HMIP inspection published on 8 March 2018 shows a considerable uplift in our management of Service Users which signifies a greater containment of risk and reduction in reoffending.

It is our intention that with the imposition of a new case recording and assessment approach, REACTA, all our Offender Managers will be able to provide a thorough and thoughtful analysis of the risks presented to any children in contact with Service Users and for robust actions to be implemented to safeguard identified children. With this, the envisaged impact will be a reduction in unnecessary checks causing local authorities undue strain as well as an uplift in quality referrals and multi-agency working. The effectiveness of this approach will be measured over the next 12 months.

Whilst the imposition of REACTA is still in its infancy the impact of the tool has not yet been able to be measured. Our intention is for all Offender Managers to provide a thorough and thoughtful analysis of the risks presented to any children in contact with the Service User and for robust actions to be implemented to safeguard identified children.

With this, the envisaged impact will be a reduction in unnecessary checks causing local authorities undue strain as well as an uplift in quality referrals and multi-agency working.

What we plan to do next?

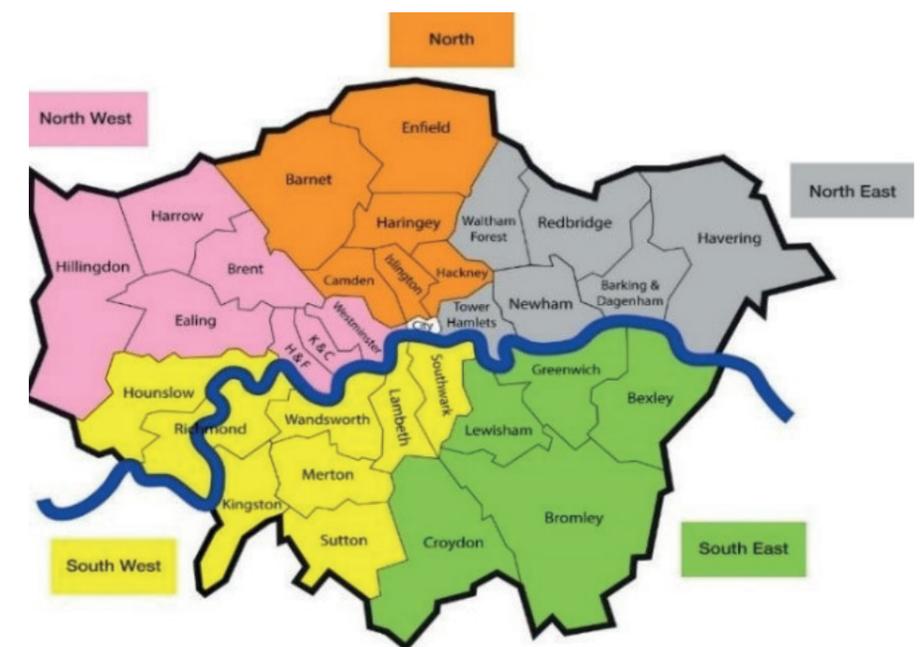
LCRC will continue to strengthen our management of Service Users in the community through increased managerial support, increased partnership working and the development of evidence based interventions reflective of our Service Users needs. This ambition is present across our organisation and will continued to be the focus of our work in the future.

We have a colleague Amanda Lunness who has been seconded from the London CRC into Barnet Troubled Families team.

She is working closely with the operational Senior Probation Officers in CRC and NPS to ensure that these families are receiving support if they fit the Troubled Families criteria. She also is undertaking a piece of work to work with the Integrated Offender Manger Team to work with those prolific offenders.

To develop this further Amanda is in liaison with the Child Safeguarding Leads in Barnet to arrange briefings for the CRC staff around Early Help, Troubled Families and raising awareness of expectation of CRC staff at Child Protection Conferences. We would also like to suggest setting up surgeries delivered by Children Services (e.g. Early Help or Troubled Families) in the local CRC office. This would significantly develop and increase multi-agency working.

Our commitment to safeguarding children remains paramount and will continue to be so.



10 Family Services

10

Our commitment to Barnet's vulnerable children is to deliver services that give children and young people the platform to succeed and thrive.

We will work closely together with focus and drive to deliver timely and effective services, achieving good outcomes for children and young people in Barnet. We have three core strategic objectives that cut across our plans for children, young people and families and underpin the systemic and cultural change needed to drive improvement within the borough.

- Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
- Ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
- Providing effective practice leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, curious and child focused

Children's Services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) of these services in April and May 2017. The council fully accepted the findings of the report and has worked collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly. Under the Inspection

of Local Authority Children's Services (ILACS) Framework, local authorities judged as inadequate are subject to ongoing monitoring activity from Ofsted; in Barnet, this has included an action planning visit, quarterly monitoring visits and a full ILACS inspection after February 2019 due to satisfactory progress noted during monitoring visits. Since November 2017, Ofsted have conducted six monitoring visits of Barnet Children's Services, focusing on 'front door' services, Duty and Assessment, Intervention and Planning, Children in Care, work with vulnerable adolescents and Care Leaver services. During this period, Ofsted have found there to be a steady and strong focus on improving services and the quality of social work practice in Barnet, and the pace of change has established improved social work practice supported across the partnership since the 2017 inspection: "Senior leaders have developed mature relationships with partner agencies, supported by robust oversight by the Barnet Safeguarding Children Board and its sub groups".

A wide range of partners, including the police and the Children and Family Court Advisory and Support Service (Cafcass), all commented positively to inspectors on the level of progress made to further safeguard children." The full Ofsted ILACS inspection took place between 7 and 24 May 2019, and inspectors awarded a 'good' rating across all services; the impact of leaders on social work practice with children and families, the experiences and progress of children in care and care leavers. The overall grading of 'good' reflects the progress across Family Services in the last 2 years during our improvement journey.

We developed our Improvement Action Plan in response to the recommendations and areas for improvement as outlined in the Ofsted

'Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board' which took place in Barnet between 24 April 2017 and 18 May 2017. A revised plan was developed for 2018-19 building on the achievements across the previous year, and was informed by evidence collected against actions in the 2017-18 Improvement Plan, the 4 Ofsted monitoring visits throughout the year and feedback from the Department for Education. This single plan sets out the improvement journey and gave us the focus we needed to transform our services, especially social care, for our most vulnerable children, young people. Prior to the May 2019 Ofsted ILACS inspection, The Children's Services Improvement Board was ultimately be responsible for the delivery of the Improvement Plan through effective scrutiny, challenge and measuring its impact.

In their findings from the May 2019 full inspection, Ofsted inspectors noted that: "Leaders and managers have made significant progress in improving the quality of children's services since the previous inspection in 2017. Their determination to strive constantly for improvement and their openness to learning have driven change at pace. This has been supported by the positive input of the improvement board. Strong and effective leadership at a political level and throughout the council has prioritised support and care for children and young people."

Following the successful Ofsted inspection in May 2019, a new framework is being developed to replace the governance and accountability arrangements required while we were subject to both the ministerial direction and regular Ofsted monitoring visits. This will include the implementation of divisional plans, redesigned Quality

Assurance activity, and the improved integration of quantitative and qualitative performance reporting. This framework will form the Family Services reporting into the delivery of the Barnet Children and Young People's Plan.

We have maintained a focus on practice during the improvement journey. Practice Development Workers are embedded across the service supporting individual, team and organisational learning. The integration of quality assurance and practice development is assured by linking each social work team with a Practice Development Worker, a Quality Assurance Officer, an Independent Reviewing Officer and a Child Protection Chair.

This enables our appreciative enquiry audit approach, building on self-identified strengths and strengthening capacity to reflect, share best practice, innovation and to build the future around what works for children and their families. Inspectors found that: "There is a clear and established system of audits underpinning the quality assurance process. Audit findings are collated into quality assurance reports that highlight strengths and areas for development and next steps". We have successfully cultivated a child centred culture with the voice of the child clear in planning and improved direct work.

'All About Me' is our strategy aimed at keeping the child at the centre of what we do. Practice Development workers continue to provide training and support for practitioners in direct work with children, and the Voice of the Child team have run 3 multi agency 'voice of the child' workshops during 2018, attended by over 30 practitioners. Ofsted were clear in their feedback from the ILACS inspection in May 2019 that our staff know their young people well and care about them: "Social workers know their children well and

genuinely care about them. Children are seen regularly, routinely alone and the direct work undertaken with them is clearly considered in plans."

Thresholds are consistently applied at the front door meaning that children and their families receive appropriate and proportionate interventions. The MASH systems of assessing need and risk and managing referrals is well established and effective.

This contributes to an improved management of risk including good multi agency participation in child protection enquiries as well as information sharing both in the MASH and at strategic and operational panels. Strong partnership work is evident across the Early Help, and Children and families benefit from a well coordinated and increasingly comprehensive early help offer: "The 'front door' and the MASH provide a timely and effective response to contacts by professionals and members of the public. Contacts in the MASH are responded to quickly, according to the level of need and risk in the presenting information." "Early help services are integrated into the multi-agency safeguarding hub (MASH), resulting in timely decisions to identify the most appropriate help to meet children's needs.

Partnership working across the early help hubs is strong, with a clear focus on considering the needs of children and their families." Barnet appointed a Strategic Lead for Vulnerable Adolescents at Risk in May 2017 who has undertaken extensive work with the children's workforce, key partners and schools to strengthen agency collaboration, awareness raising and the implementation of effective risk assessment and management processes. All Social Care teams receive regular 'missing' reports and briefings are held frequently for staff and new starters to ensure learning

and awareness is maintained across the landscape of a dynamic workforce. Internal and external partners are provided with regular updates about gang profiles in Barnet along with bi-quarterly intelligence and thematic reporting from strategic MACE, themes from SEAM strategy meetings and police operations. Ofsted found: "Staff take effective action to reduce risks to children who are considered to be highly vulnerable and at risk of exploitation, including children missing from home, school or care. Workers are tenacious in trying to engage young people who have been missing, making good use of return home interviews. Social workers understand the complexity of risks to children and this is given good consideration in multi-agency meetings and risk assessments." We have improved outcomes for care leavers by creating a diverse offer of support at Woodhouse Road stretching across mental health, money management, education, employment and benefits.

Partnerships with other services have led to council tax exemptions for care leavers, an effective 16/17-year-old homeless protocol with Barnet Homes and the launch of Live Unlimited, our care leavers charity. Our looked after children perform 25th best in the country on progress 8 scores and 13th best education attendance. Ofsted inspectors found that: "Social workers and managers are aspirational for the children in their care and demonstrate a determination to improve children's experiences and outcomes." "Senior managers have been proactive in developing opportunities for care leavers through the creation of a number of apprenticeships. Personal advisers are proactive and genuinely interested in the young people, who value the support that they receive."

11 Children and Family Court Advisory and Support Service (CAFCASS)

CAFCASS represents children in family court cases in England. We put children’s needs, wishes and feelings first, making sure that children’s voices are heard at the heart of the family court setting, and that decisions are made in their best interests.

Operating within the law set by Parliament (Criminal Justice and Court Services Act 2000) and under the rules and directions of the family courts, we are independent of the courts, social services, education and health authorities and all similar agencies.

Our duty is to safeguard and promote the welfare of children going through the family justice system. Our experienced Family Court Advisers may be asked by the court to work with families and then advise the court on what we consider to be the best interests of the children involved in three main areas:

- divorce and separation, sometimes called ‘private law’, where parents or carers can’t agree on arrangements for their children

- care proceedings, sometimes called ‘public law’, where social services have serious concerns about the safety or welfare of a child
- adoption, which can be either public or private law.

Overall responsibility for safeguarding children in family proceedings (established as a statutory function of CAFCASS in the Criminal Justice and Court Services Act, 2000) is held by the Corporate Management Team, which meets weekly and is chaired by the Chief Executive, Anthony Douglas. The safeguarding of children within CAFCASS services is led by the Operational Management Team, chaired by the National Service Director, Christine Banim. The Operational Management (OMT) Team meets monthly, receiving performance reports, audit findings, summaries of learning from serious incidents; and ensures that expectations and information are cascaded through operational teams.

It is attended by all the Assistant Directors and Heads of Practice for CAFCASS service areas across England, together with support staff from, for example, Human Resources and Analytics. The lead Assistant Director at OMT meetings for safeguarding is Sandie Hayes.

Each Assistant Director is responsible for the quality of practice within their service areas and has one or more national lead roles within their portfolio, such as customer services, child protection policy, area quality reviews or support to the Family Justice Young People’s Board (FJYPB). These roles are supported by central CAFCASS functions.

At a practice level, expectations around direct engagement with children who are subject to court proceedings, and ascertaining their best interests are set out within the CAFCASS Operating Framework and quality assured by management (as in 1.3). All reports to court set out the views of children involved in proceedings where ascertainable. Tools for effective engagement with children are available on the CAFCASS intranet for all members of staff. Completed tools relating to children’s wishes and feelings are stored in our Electronic Case Management System and attached to court reports where appropriate. We have now established an extensive range of assessment tools and expect staff to make use of these to strengthen their assessments and advice to the court. Building upon the success of apps, Backdrop and This Much!, CAFCASS is developing a new app called Voice of the Child to enhance our suite of tools for direct work with children.

These apps are designed for use with children in a wide range of circumstances to help them express their wishes and feelings, and may be particularly useful where there are challenges around communicating with the child.

Training on direct work with children is available to practice staff, and is part of the mandatory core (induction) training for all new staff. CAFCASS has continued to support the FJYPB, which is made up of 50 children and young people, aged from 7-25 years old from diverse backgrounds across England and Wales. Many of the young people on the board have had experience of the family court.

The FJYPB is an advisory sub group to the Family Justice Board. At a strategic level CAFCASS provides administrative, developmental and financial support to the FJYPB, which helps CAFCASS and other agencies in the wider judicial system to shape and design policies and initiatives and make sure they remain focused on children and young people.

Recently, the FJYPB has worked with CAFCASS on a range of different projects, including:

- participating in service development days

- contributing to CAFCASS Area Quality Reviews
- working with CAFCASS’ major stakeholders, including ongoing liaison with the Ministry of Justice (MoJ), contributing to their policy development

The FJYPB is currently working with Women’s Aid to develop a strategy for children and young people who have experienced domestic abuse or where the young person is in an abusive relationship.

Thematic national audits which are commissioned in response to management data or current issues in family justice. In 2017/18 CAFCASS conducted thematic audits into:

- child exploitation (encompassing radicalisation, trafficking and child sexual exploitation)
- the impact on children of our services, using a framework and report template being piloted in three service areas
- addendum S7 reports.

A National Benchmarking Audit testing consistency of thresholds within the Quality Assurance and Impact framework was undertaken in July/August 2017 as a measure of ensuring the validity of audit data.

The audits have identified the organisation’s resilience in maintaining practice quality in the context of increased demand. We will continue to undertake commissioned thematic audits throughout 2018/19.

The CAFCASS Diversity and Inclusion Strategy 2017-20 is centred on our commitment to providing the best service possible for each child referred to us. The main strategy document is based around three key pillars:

1. Child impact: Through our practice we will evidence our continuous learning about the diversity and inclusion and build on the journey of each child, considering their individual differences and diverse needs
2. Inclusive employer: Support a workforce and an employment relationship characterised by mutual dignity and respect, creating an inclusive working environment where individual employees can flourish and maximise their potential, regardless of their differences and diverse needs
3. Staff diversity: Continue to recognise and harness the value of a diverse workforce and celebrate the differences that exists amongst our people, maximising the potential of those differences to improve practice.



12 NHS Clinical Commissioning Group (CCG)

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(CCGs) are statutory NHS bodies with a range of duties, including safeguarding adults and children.

They are membership organisations that bring together general practices to commission services for their registered populations and for unregistered patients who live in their area. CCGs are responsible for commissioning most hospital and community healthcare services. CCGs, as commissioners of local health services, need to assure themselves that the organisations from which they commission have effective safeguarding arrangements in place. There is now a Sustainability and Transformation Partnership (STP) within North Central London, and some safeguarding functions may take place at North Central London level. The CCG are one of the three statutory partners (in conjunction with the Local Authority and Police) in the new arrangements, to ensure that children are protected and safeguarded from harm.

Governance processes are in place to ensure that Barnet CCG Governing Body have knowledge and understanding of the risks and challenges within the system.

Quarterly routine safeguarding reports are provided for Barnet CCG's Quality and Performance committees in addition to any ad hoc documents requiring approval outside of routine reporting timetables.

In the past year Barnet CCG Safeguarding team have continued to build on their work with partner agencies to ensure that commissioned health provision for children and young people in Barnet is safe and well led. Barnet CCG Safeguarding team, in conjunction with their Public Health Partners, co-ordinated and supported a Care Quality Commission (CQC) review of Barnet health providers in February 2018. The review highlighted both current good practice and made recommendations for further improvements across Barnet Providers; these have all now been addressed. The review led to the development of a multi-agency "Bruising in non-mobile children" guidance document and the implementation of risk assessment tools to enhance assessment of children who may be at risk of sexual exploitation. The review also highlighted the need for the engagement of health services commissioned within the Public Health arena to be supported within the total health economy.

Barnet CCG safeguarding team have encouraged these services, for example sexual health services and the Westminster Drugs Project, to attend the Bimonthly safeguarding forum, which provides support and oversight to health services. Barnet CCG have invested additional resources into the 'Looked after Children's Health Team to ensure that clinical staff are enabled to fulfil the full breadth of their role to ensure these very vulnerable children are protected from harm.

Barnet CCG also invested additional funding into the work of the Barnet Children's Safeguarding budget. Barnet CCG's safeguarding team have also worked closely with local General Practitioners (GPs), the Multi Agency Safeguarding Hub (MASH) to ensure that communication, critical to assessing risk in children and young people, is expedited, and timescales for intervention achieved.

Barnet CCG Annual General Meeting (2018) had presentations on key issues that had been a focus of the Children's Safeguarding Board including; a presentation by the Children's Safeguarding Board Chair and the Designated Doctor for Children's safeguarding, which highlighted from case reviews and the Board safeguarding priorities; and a presentation by Abianda, a group who work with young people who are gang affiliated and have been exploited. Safeguarding training for trainee GPs, Borough wide GPs and safeguarding leads within Barnet General Practice is also carried out throughout the calendar year. Multi agency specialist speakers such as the National Society for the Prevention of Cruelty to Children (NSPCC) have provided input to the training. Lessons from serious case reviews, and other reviews that provide opportunities for learning, are also used as scenarios in training packages. Barnet Local Authority Multi agency Safeguarding Hub (MASH) Managers consistently attend the training to offer General Practitioners the opportunity to discuss areas for improved engagement. This has been a positive step in improving information sharing and understanding of roles and responsibilities.

Barnet CCG leadership, (Chief Operating Officer and Director of Quality and Clinical Services) have worked closely with their strategic partners in the London Borough of Barnet and Barnet Police to implement the Ofsted Improvement Plan.

This work has also involved input towards the agreement of new partnership arrangements, as legislated by the Children and Social Care Act 2017.

- Quarterly safeguarding meetings for commissioned providers are attended by Designated professionals, and information disseminated to the Governing Body through CCG Contract and Quality meetings
- Following the CQC review, Barnet CCG brought the role of the Designated Nurse Looked after Children in-house, to enable independent scrutiny of the provision of health care to Looked after Children
- Serious Case review action plans are discussed and updated at Barnet CCG's Safeguarding Forum and training opportunities developed

- Feedback from Safeguarding training to General Practice is discussed by the Safeguarding team and recommendations and requests for future training considered.
- Barnet CCG Safeguarding team are a key component of the escalation process and seek to resolve issues at an early stage that may occur between agency partners
- Changes to Deprivation of Liberty safeguards will require Barnet CCG to make arrangements for a method of assessing and arranging liberty protection safeguards for young people aged 16 to 17 years in receipt of continuing health care
- Barnet CCG Safeguarding team will continue to work with commissioners and multi-agency partners to ensure that children and young people requiring emotional well-being support receive the right care at the right time.

13 Serious Case Reviews- Child E

Child E was the eldest child of a Lithuanian family.

Due to concerns regarding domestic abuse, alcohol use (by his parents and Child E) and the impact that this had on his emotional wellbeing, social workers acted swiftly to protect the children; all Children became subject of child protection plans in 2012. When concerns escalated, the children were taken into police protection and accommodated by the local authority, first under interim care orders and subsequently full care orders. The case review highlighted the necessity for well-resourced health teams for looked after children with clear roles, responsibilities and capacity to improve the health of looked after children, and provide challenge and oversight in complex cases. In the case of Child E there were additional challenges of managing behaviours that caused frequent disruption to his placements.

All LAC and NEET young people have PEPs which are reviewed termly and quality assured by the Senior leadership of the Virtual School.

Fortnightly meetings between the Virtual School and Barnet Council's SEND team ensure planning for assessments and provision are robust. Procedure are now in place to report any illegal work undertaken by pupils to the Child Licensing Officer and, in line with the Vulnerable Adolescents Strategy, SEAM strategy meetings take place when a child is missing.

The NEET project monitor outcomes for each child in this category, data demonstrates a decline in numbers of children not in appropriate employment, education or training. The Executive Head of the Virtual School provides an Annual report to the BSCP and reports as part of the Corporate Parenting Annual Report.

Care planning for children in care should include appropriate use of disruption/strategy meetings before and at the point of placement breakdown so as to consider all available options including any legal advice to secure protective care arrangements where a child presents as a risk to themselves or others. All LAC nursing staff have received training on working with children who abuse substances and all health provider organisations have been asked to review their policies, training and supervision to staff on this. There is now a direct referral route to Westminster Drug Project when drug use is a concern.

Cultural awareness training has been included within the 2019-20 BSCP programme for all relevant partners, including those from voluntary, faith and community sector organisations. The impact of this and of practice improvements will be monitored through audits and reported in line with the VCFS and Vulnerable Adolescents strategies.

14 Thematic Reviews: Harmful Practices

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In 2018 the Barnet Children Safeguarding Partnership recognised that there was a need to better understand the prevalence of harmful practices in Barnet

Following on from work undertaken in 2015 to improve pathways for referral, the partnership commissioned a multi-agency 'deep dive' to consider three principle questions:

- What is the prevalence of harmful practices in Barnet, in Female Genital Mutilation [FGM]?
- How effective are services and agencies who have contact with women and girls in safeguarding those at risk, and supporting those who have been subject to harmful practices?
- What can the partnership do to support the protection of girls and women at risk of harmful practices?

Subsequently, a multi-agency working group was formed in order to develop a strategy in partnership with the Adults safeguarding Board and the VAWG team, which sought to:

- provide agencies working with people at risk of harmful practices across Barnet with information and guidance. This includes front line professionals, managers and others in the voluntary, community and faith sectors who may have contact with people at risk of, or having experienced a harmful practice
- identify what the partnership can do to support and protect those at risk through a strong prevention agenda. The partnership has a ZERO TOLERANCE approach to harmful practices with a strategic aim to reduce the incidence of harmful practices in Barnet
- support and work with local communities and faith groups in developing a zero-tolerance message, encouraging those at risk or who have experienced harmful practices to seek support, and communities to reject practices that are illegal in the United Kingdom through raising aware and educational activities.

Since the development of the strategy we have engaged in a number of activities to fulfil these objectives. We have:

- coordinated online and in person public consultations to incorporate the voice of the affected communities directly
- worked with VOTC to incorporate the voice of the child, which has resulted in the creation of an ambassador programme which will be delivered through young people across schools
- delivered targeted training on FGM and other harmful practices in partnership with the National FGM centre to social workers, senior management and front-line practitioners
- incorporated FGM training into the multi-agency training offer for the upcoming financial year adjusted reporting forms to consider a wider range of harmful practices so that future collection of data is more comprehensive and effective
- collated current available data to ascertain the current impact of responses to harmful practices throughout the borough. Delivery of the strategy is set to begin in September 2019.