

Independent Review of Barnet Safeguarding Children Partnership November 2021

Authors: Nicky Pace, Russell Wate, Jo Norman - RedQuadrant

Context

The Children and Social Work Act (2017) and Working Together (2018)¹ dissolved the requirement for Local Safeguarding Children's Boards (LSCB) and required the three key statutory partners - the Police, Health (CCG) and the Local Authority - to set up Multi-Agency Safeguarding Arrangements (MASAs) in their area.

The three statutory partners for Barnet comprise the London Borough of Barnet, the North Central London Clinical Commissioning Group, and the North-West Basic Command Unit of the Metropolitan Police. Together they form the Barnet Local Safeguarding Children Partnership (BSCP). The local Partnership came into effect in September 2019.

In order to provide independence and external oversight of the BSCP arrangements, the Partnership plan sets out the requirement to have an annual review undertaken by independent scrutineers. RedQuadrant was commissioned to provide this Annual review for three years from 2020.

Scope of the Review

The role of the independent scrutineers 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. The scrutiny must be objective, act as a constructive critical friend and promote reflection to drive continuous improvement.

The role of the independent scrutineers is to consider how effectively the arrangements are working for children and families, and practitioners and how well the safeguarding partners are providing strong leadership. It covers the extent to which the lead representative from each of the three safeguarding partners plays an active role and the extent to which all three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

The scrutineers are required to evaluate against the requirements for safeguarding arrangements set out in Working Together 2018 and associated guidance.

RedQuadrant provided three independent scrutineers with experience within children's services, Police and health, all of whom has specifically worked in multi-agency safeguarding partnership settings.

The first scrutiny visit in 2020 provided the scrutineers with the opportunity to evaluate the new arrangements, understand the demographics of the Borough, the strengths and

1

https://r.search.yahoo.com/_ylt=AwrlDvk1YcBh12wAbAAM34lQ;_ylu=Y29sbwNpcjIEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1640026549/RO=10/RU=https%3a%2f%2fwww.gov.uk%2fgovernment%2fpublications%2fworking-together-to-safeguard-children--2/RK=2/RS=vkr3k2SoxRpLntID2VrkfgMfXQ4-

challenges and meet with members of the Partnership. Therefore, it was agreed that the scope for the Annual review 2021 should cover:

- Key developments for the BSCP since the last review
- Progress on implementation of the recommendations in the previous scrutiny report
- Progress on implementation of the BSCP Business plan
- Progress and impact on outcomes and learning from completed LCSPRs.
- Updates on any new CSPRs and any areas of practice identified.
- Evaluate BSCP against findings from Alan Wood and associated reports from the National Panel
- Exploration of how Health, Police and the Local Authority disseminate, embed and evidence practice improvement and improved outcomes for children due to the work of the BSCP.

The above themes were to be evaluated through the lens of the BSCP Business Plan. Evidence was submitted to RedQuadrant scrutineers linked to the six priorities of the BSCP Business Plan, which are:

- Strengthening leadership and Partnership
- Tailoring our response to local specific issues
- Driving continuous improvement of safeguarding practice
- Responding to serious safeguarding cases effectively
- Creating a strong feedback loop with children, families and practitioners
- Measuring and evidencing the impact of our work.

Process/methodology of review

The review methodology was developed and undertaken as a tool for understanding strengths and areas for improvement in how the BSCP works together to safeguard and promote the welfare of children in their area. The team of independent scrutineers reviewed a comprehensive list of documents and policies from the Partnership and met with a range of partners and practitioners, individually and in focus groups, to ascertain views on the impact of the new Partnership arrangements (see appendix for details of documents and stakeholders from whom we gathered evidence).

The focus of the review was on six key areas², specifically considering whether:

- The three core partner leads are actively involved in strategic planning and implementation

² Taken from *Six Steps for Independent Scrutiny: Safeguarding children arrangements*. Institute of Applied Social Research, University of Bedfordshire, Pearce, J (2019)

- The wider safeguarding partners (including relevant agencies) are actively involved in safeguarding children
- Children, young people, and families are aware of and involved with plans for safeguarding children
- Appropriate quality assurance procedures are in place for data collection, audit and information sharing
- There is a process for identifying and investigating learning from local and national case reviews
- There is an active program of multi-agency safeguarding children training.

Our key findings from this process are summarised below. We would particularly like to thank the BSCP Business Unit for the organisation of the review, supplying the documents requested and setting up the meetings with key individuals. We would also like to thank all the staff who have taken part, for their thoughtful and frank evaluation of the current Partnership and how effectively agencies work together, ideas and suggestions for improvements.

Strengthening leadership and Partnership

The BSCP continues to evidence outstanding Partnership working with 'a culture of open and honest sharing at the heart of Barnet.' The Leadership Forum provides effective and robust leadership of the Partnership, with the chairing arrangements having moved to the Police lead for the last year. There is evidence that key partners have stepped up to their responsibilities in the Partnership, are involved and committed. This engagement and contribution should continue to be built upon. Unfortunately, the funding situation within the Police has not been resolved with a Pan London review commissioned by Sophie Linden, Deputy Major, into the role of Police in partnership arrangements, including MASH. Looking ahead to organisational transformation upon the safeguarding system, it will be crucial that the Partnership works together with Health colleagues to ensure that the move to Integrated Care Systems maintains safeguarding responsibilities towards all children, including the most vulnerable.

As a direct result of recommendations from the last review, it has been agreed that the current chair of the Leadership Forum will act as a single point of leadership when required. Also, following challenge from the last review, it has been agreed that arrangements for scrutiny are sufficient, with the new addition that the Lead Member for Children and Families now attends and contributes as part of the Leadership Forum. This is in addition to the inclusion of the independent chair for the Learning and Thematic Review Group (LTRG), who also attends the Leadership Forum. The MASA has been updated with a yearly review of the arrangements.

The independent scrutineers were specifically requested to consider recent national reports and guidance and whether the BSCP was compliant with these. The Alan Wood's³ report queries the seniority of partners in multi-agency safeguarding arrangements. In the BSCP Leadership forum, the LA is represented at the highest level by the CEO, which is a strength, but the Borough Commander for Police and Chief Operating Officer for the CCG do not attend. It is important that there are mechanisms to ensure that they are kept informed of and held to account for safeguarding children in Barnet through the Partnership arrangements.

Further external challenge was through Vicky Ford, the former Minister for Children and Families and the DfE. She wrote to all Partnerships in July 2021 requesting all safeguarding partners to review how they work with all their schools and colleges locally (including academies and independent schools). Barnet Education and Learning Service (BELS) chaired by the Council's DCS, have provided schools with excellent resources and guidance about Harmful Sexual Behaviour, including an audit tool. This response has also been presented and reviewed at a Performance and Quality Assurance meeting (PQA). During the pandemic, the Partnership ensured that weekly safeguarding advice was shared with schools, and breakfast briefings have seen a significant increase in attendance from schools' designated safeguarding leads (DSLs). Current arrangements work well, and schools appreciate the support offered and feel engaged. Therefore, though schools are not formally represented on the BSCP, there are clear mechanisms in place to ensure that their voice is heard.

There is a strong culture of respectful challenge evident between partners across the Partnership. An example of this is the support and challenge by the Partnership following the poor CQC outcome at the Beacon Centre, a Barnet based 6-bed specialist Tier 4 mental health facility that provides assessment and treatment services for young people. This challenge is also present in the PQA and LTRG. Many professionals involved in the review, who had experience working with other boroughs and partnerships, expressed the openness and absence of a defensive response within the BSCP and between agencies, with a real focus on improving outcomes for children. The multi-agency dataset has been developed further and provides an opportunity for deep dives into areas of concern (for example, work on the use of Police Powers of Protection). This could be further enhanced by the inclusion of diversity and ethnicity data to enhance the work on disproportionality currently being undertaken by YOS on youth crime and permanent exclusions.

The response to the pandemic has supported and enhanced partnership arrangements, including working with schools and has driven innovation. Many of these joint initiatives or ways of working will remain when things return to 'normal' because of the positive feedback from families or greater engagement, especially training and participation in subgroups.

3

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/526329/Alan_Wood_review.pdf

Since the last review, there have been some positive developments with other Barnet partnership boards, with work underway with the Barnet Adults Safeguarding Board looking at children transitioning to adulthood. There is probably greater scope for these arrangements to be more formalised and with other areas of join-up across these arrangements, including the Community Safety arrangements, the Local Family Justice Board and the Health and Wellbeing Board. It is noted that Violence Against Women and Girls (VAWG) now sits under the Director of Children's Social Care (Help & Protection), ensuring that domestic abuse and youth violence/gangs have proper safeguarding focus. A good example was given of how this incorporated transitional safeguarding, with targeted work around sexual harassment with Middlesex University following the Everyone's Invited initiative. In developing priorities for the BSCP next year, it might be helpful for there to be better read-across /synergy with the Children and Young People's Partnership Board priorities' safe and sound.'

Business unit - There has been a smooth transition to the new Business Manager, who brings a range of new skills and focus to the role. He has developed greater links with other Partnerships across London through the London Councils' group. There are real concerns about the sustainability of the business unit with its current budget. As highlighted last year, Barnet's budget for its partnership arrangements is low by London and comparator authority standards. There has been no uplift even to cover salary increases. It is of concern that the costs of LSCPRs are met from an underspend, but there needs to be a clear plan to address the shortfalls when this is spent; it should not fall back on the Local Authority to cover the cost. It is difficult to find in year money. Therefore, this needs to be addressed before this situation occurs (See recommendation about different models for undertaking Local Child Safeguarding Practice Reviews). There is also the issue of administration of the Child Death Panel (CDP) arrangements, which are currently undertaken by the Business unit. Following the Children and Social Work Act (2017) and Working Together (2018), the responsibility for this function does not sit with the Partnership but with LA (Public Health) and CCG. Even if this element were funded or removed, it would give the BSCP Business unit more administrative capacity.

Tailoring our response to local specific issues

The BSCP, principally through their PQA and LTRG sub-groups, are alert and able to respond to locally specific issues.

The most significant single issue, not just from the BSCP's perspective but for all safeguarding children's partnerships in the country, has been the Covid-19 pandemic. Throughout the last year, the Partnership has, to their credit, continued to progress and drive forward developments across all their priority areas. Examples of work focused on specific local issues include:

- Elective Home Education has been explored in the two LCSPRs that have been completed this year. A successful bid for government funding happened. The

developments from this project will benefit practitioners locally by raising awareness of Elective Home Education and strengthening safeguarding arrangements for children who are educated at home and how they can seek help if they need it. The learning will also be of great benefit to others nationally. The BSCP are also a key contributor to the national panels thematic on Elective Home Education.

- Various other actions related to local issues, such as circumcision practices, which had become an issue in 2020, have also been completed within the last 12 months.
- The BSCP has also sought assurances from The Beacon Centre, a local 16-bed specialist Tier 4 mental health facility that provides assessment and treatment services for young people. Safeguarding concerns were brought to the attention of BSCP following a CQC inspection, which found incidences of serious self-harm that had occurred in recent months by young people. The BSCP were consistent and persistent in their requests for assurance.
- Improvements have been made to the multi-agency data dashboard, and it is now easier to analyse, although there is some ongoing work to include relevant information from Health, Police and Education.
- An excellent example of positive action in dealing with local issues was demonstrated during the PQA meeting. This related to Police Powers of Protection and was seen as an issue, as in Barnet, Police Protection was 20% greater than surrounding Boroughs. The local issue was explored further, resulting in a leaflet and lunch and learn sessions being carried out. Similar action in relation to ABE interviews was highlighted locally, and following an audit, assurance regarding possible local issues was provided.
- There have recently been four adolescent deaths assumed to be suicides. These are in the process of being examined further, in particular, to prevent future deaths. The ICON programme and Safer Sleeping initiatives have been raised as issues and are hoped to progress positively in 2022.
- Transitional Safeguarding: This work emanated from a desire across both the Children's Partnership and Adults Safeguarding Board to take a closer look at how effectively vulnerable young people were transitioning across services. This was in light of growing national research and evidence, suggesting that outcomes were poorer due to ineffective support over crucial transitions. A multi-agency task and finish group across both adults and children's partnerships was established, driven by the PQA arm of BSCP. The Transitions work was launched at the Spring 2021 Children and Young People's Practitioner's Forum. The Forum was attended by over one hundred people, including young people. The Transitional Safeguarding report was approved in July 2021. Ongoing monitoring will take place through the Vulnerable Adolescent's Community Partnership group with regular feedback to the BSCP.
- A modern slavery deep dive had been planned for a while, in conjunction with Public Health, Vulnerable Adolescents' team and the Safeguarding Adults Board. It will look

at modern-day slavery, including child criminal and sexual exploitation, and draw on local data, lived experiences and work with voluntary sector partners.

Driving continuous improvement of safeguarding practice

NWL CCG covers five boroughs, and it was notable that health stakeholders reported that the Barnet safeguarding partnership was seen as an exemplar of safeguarding practice.

Partnerships need to place a lens of scrutiny upon the evidence and impact of learning and the assurances given to, and from the Partnership, that safeguarding arrangements are meeting the needs of children locally. The BSCP provides a strong multi-agency training offer. The provision of this training was responsive to the need and circumstances of the pandemic, with most training moving online. The training offer is flexible, varied, relevant (informed by feedback from LSCPRs, audit and PQA meetings), and inclusive with learning events and conferences. These include Professional and Young People Forums on particular themes and specialist topics. There has been greater participation, with 724 practitioners attending throughout April 2020 – March 2021, up from 509 the previous year, and more choice of courses. There is relevant content for health, and these have been enhanced with briefings, lunchtime, and twilight sessions.

A new training system has been implemented individuals are signed up to receive access to the training. This has caused initial 'teething' difficulties, but the opportunities this new system can offer are extensive, with a wide range of e-learning opportunities that will be open to all. The development of multi-agency safeguarding practice improvement has been embedded within the learning culture with the new learning management system, Learning Pool, allowing more comprehensive access to learning for all practitioners within the Partnership. Learning Pool also provides for personalised learning logs, which enables practitioners to take responsibility for their learning, thus fitting with professional registration requirements and promoting motivation for professional development. There will also be opportunities to run reports from this system, enabling better monitoring and collection of training data. The question of measuring the impact of training and how to demonstrate learning continues to be a challenge, with consideration being given to ways of getting feedback from a child to say that this has made a difference.

The Partnership is responsive to learning from reviews: the learning offer includes briefings for learning from LSCPRs and Rapid Reviews with five-minute briefings that get the learning to practitioners. A learning and Improvement Framework has been developed as a direct result of a recommendation from the last review. The Training programme is reviewed and discussed at PQA and is embedded within the WFD programme and new POD portal. Leads from all Partners role model good practice by attending briefings.

Further evidence was in the implementation of government guidance on Sexual violence and sexual harassment between children in schools and colleges with a shared response with Police and health. School nurses were identified as generally providing good support

for schools, but this was not consistent. Development of practice conversations training for schools was very well received.

Barnet has a large and growing diverse community; there is greater partner recognition of disproportionality through focussed work, which has raised further awareness of the issues and challenges of providing services which are responsive and sensitive to cultural differences.

Findings and learning from a SCR included the existence of cultures within cultures- highlighted by noticing, for example, groups within the same faith, may have different cultural practices. This reinforced the need to ensure learning allowed for a wide understanding of how individual families express their culture and a need for this to be explored in training.

Few faith groups are represented on the Voluntary, Community and Faith Sector (VCFS) sub-group. It would be helpful to link with the Barnet multi-faith forum to enhance this engagement. There are twenty-three supplementary schools currently, and safeguarding support is also provided to them through BELS. Commissioning of training will seek assurance from independent training providers that all the training will adhere to EDI principles. It would be assisted by training providers being fully informed of the specific issues relevant to Barnet, to ensure a standard for the content and provision of training by external trainers.

A Safeguarding Checklist has been distributed to the VCFS in June 2021. VCSF is more integrated into the Partnership and invited to and informs the training. During the pandemic, VCFS has been active in working directly with young people, and the join up is evident in practice.

Partners have reviewed the collection of data. The Health Review Group has been established to explore how to ensure the health data presented to PQA is valid, relevant and linked to the objectives of the business plan.

Partners share the responsibility of leading multi-agency audits. It continues to be a challenge how to analyse the information across the three partners for a single approach. It is noted that Section 11 audits are part of the auditing programme but considered more of a tick box with the development of relevant audit data requests providing a sense of purpose for collecting specific data.

The practice improvement includes the provision of an out of hours clinical specialist and support through BICS, for a mental health provision previously not available outside of inpatient or acute provision.

Practice improvement from LCSRPs is monitored through LTRG, which has established peer to peer challenge sessions. Practice challenges tend to be resolved informally within the good relationships of the Board members and leadership team.

MASH provision was seen as approachable to challenge and available to consult on cases. Partners knew the escalation and resolution processes, but from the feedback, it appears that the relationships between partners were such that most concerns are resolved informally. These challenges need to be recorded, and as informal, audits may not have that information.

Responding to serious safeguarding cases effectively

Working Together, 2018 states: "Locally, safeguarding partners must make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken."

To deal with the requirements of this section of Working Together 2018, and as part of their safeguarding arrangements, the Partnership has established a Learning and Thematic Review Group (LTRG). The response to serious child safeguarding cases is one of the Partnership's cross-cutting themes.

LTRG meets bi-monthly, and the membership, including the three statutory partners, is quite broad across the Partnership. The LTRG Group is chaired independently by Bridget Griffin, a hugely experienced multi-agency safeguarding professional. Meetings are well attended and always have the three statutory partners in attendance.

It undertakes Rapid Reviews, oversees local Child Safeguarding Practice Reviews and monitors the implementation of recommendations. It also reviews national Child Safeguarding Practice Reviews, and other relevant learning and good practice are brought for discussion.

The LTRG has reviewed its Rapid Review referral pathway and documents to align with the latest national guidance, advice from the national panel and any other good practice they can find. There have been three rapid reviews this year, and the last rapid review (November 2021) displayed good analysis, scrutiny, and challenge. This continued development within the rapid review process needs to continue into 2022.

Two LCSPRs have concluded this year, and the learning from these has been circulated via webinars. A learning report needs to be developed and placed on the BSCP website. A third LCSPR, Child L, is almost completed and will conclude early in 2022. The independent author of this report has provided feedback that BSCP has shown good leadership of the panel and process, including a well-attended practitioner workshop. There is extremely good administration. The panel meetings were well attended and displayed a team approach to the learning, with good debate and challenge and no defensiveness.

In relation to the webinars, the first three sessions were on thematic themes, including the shared learning from the LCSPRs and the learning from the Rapid Review for Child L. There have also been three webinars on the national panel reports. One hundred fifty participants

have attended so far, with one more twilight session planned. Feedback has been extremely positive.

A consolidated action plan for learning has been developed, which helps to evidence outcomes and impact and will be delivered in 2022.

Although these will be case led, consideration should be given to developing different models for proportionate, timely, and cost-effective Local Safeguarding Practice Reviews.

Creating a strong feedback loop with children, families and practitioners

The Partnership has proven itself as creative and flexible in hearing from families and children. Barnet has promoted a 'Family friendly Barnet' with a resilience-based approach. There is a solid and impressive culture of the importance of hearing the voice of the child. This is evidenced in 'All about me,' five-minute briefings reminding practitioners to put the child in the centre of their thinking and learning. If unable to attend, these sessions are recorded, and a printed poster is available with the key messages available online.

There is a newly launched Barnet's Child Participation and Family Involvement Strategy out for consultation - My Say Matters - giving children and young people a platform to share their views, wishes, and feelings. It uses the Lundy model of participation. This demonstrates the commitment by Barnet to ensure the Partnership is responsive to the service users wishes and feelings

Three new roles have been created to support consultation and engagement activity (a Service Development Officer and two Child Participation roles based in BICS and Onwards and Upwards) in Family Services. Police and Health partners provide input too.

Plans are in place to embed the involvement of service users by CSC within multi-agency audits. Practitioners have access online to BSCP Monthly newsletter for safeguarding and inclusive practice and activity updates. BSCP attended Young Barnet foundation – the role of designated lead in youth organisations

There are a wider range of inclusive opportunities for children and young people, which include Barnet Youth Assembly, Takeover Day, #BOP (Barnet on Point – Children in Care Council), Youth Parliament, Youth Ambassadors, Barnet Youth Board BING (Barnet Inclusive New Generation, Barnet's SEND youth voice forum) Youth Perception Survey, Barnet Young Commissioners, Barnet Parent/Carer Forum and Bright Spots survey with children in care and care experienced young people

BSCP will host at least two Professional and Young People Forums (PYPFs) per year to bring together multi-agency frontline practitioners and young people to discuss priority topics identified by the Partnership in discussion with the Forum

In Health, Frontline practitioners are informed through messages from two weekly meetings and a monthly meeting with the designated nurse, with the Director providing a drop-in service for consultations.

Other examples of innovative practice include a recent conference with practitioners and service users engaged with a drama group and a family who shared their experience with CCG, which was reported as very powerful in understanding a family's experience.

Supervision is considered essential and intrinsic to good practice in safeguarding. It allows for time for development, appraisal, challenge and mediation and management within the Partnership. Families and children benefit when practitioners receive good supervision. Staff in health are encouraged to seek external supervision; this should be alongside internal provision, as through internal supervision and the mediation process, the practitioner's experiences and challenges can be fed to the senior teams. This could be further strengthened by an audit of safeguarding supervision.

Measuring and evidencing the impact of our work

The challenge of measuring and evidencing the impact of the work of the Partnership has been raised in a report by the National panel on the quality of Annual reports of Partnerships, recognising that many provided a list of actions taken, rather than what difference has been made. The BSCP Annual report for 2020/21 focuses on impact and outcomes at its heart.

To support the voluntary sector organisations, of which there are over two hundred in Barnet, the BSCP has rolled out the VCFS safeguarding checklist, which was co-produced with the VCFS, designed for self-evaluation purposes. The BSCP partnership manager has provided further support through championing this work and providing challenge workshops.

Only two multi-agency audits have been undertaken in the last year, partly due to capacity constraints caused by the pandemic. However, plans are in place to reinvigorate the process by linking audit themes with new priorities identified by the BSCP. Single agency audits have been received and scrutinised by the PQA group.

There is evidence of the impact of training on practice, for example, the signs of safety training. Webinars held by the BSCP on learning from practice cases, both local and national, are being tracked over 6, 9, 12-month periods for evidence of practice change.

In discussions with frontline staff, partnership working was evident but not consistently to a good standard. There was still a feeling amongst Social Work staff that they were considered entirely responsible when they were involved in cases. For example, if a Social Worker did not attend a Child in Need meeting or core group, it would not go ahead as no other agencies would step up. This was also evident in chairing one of the BSCP subgroups when the regular chair could not attend, and it was expected that the council would provide

a deputy. Arrangements need to be made for deputies from another agency to be in place or a system of rotating chairs. There are excellent examples of working together at a strategic level; it also needs to be evidenced consistently at the practitioner level.

Following the OFSTED report into Everyone's Invited, there was an impressive response by BELS providing written guidance in newsletters, breakfast meetings and training for schools and colleges. Schools appreciated the guidance provided, including an audit tool that schools used to self-audit their arrangements to deal with sexually harmful behaviour. The Designated Safeguarding Leads (DSL) meetings are also open to independent schools and colleges.

Operation Encompass is a national initiative whereby Police swiftly inform school DSLs and their deputies of pupils present during a domestic incident. Locally, police officers within the Barnet, Brent, and Harrow Multi-Agency Safeguarding Hub (MASH) teams are responsible for making these disclosures to DSLs. Operation Encompass has been well received by schools and has made a difference in their support to children. Safer schools' officers, when attached to schools, were highly valued, but many schools reported the limited capacity of Police and no officer connected to their school.

There are still some challenges and practice topics for the BSCP to address as themes next year, such as neglect, suicide, domestic abuse, mental health, missing children, CSA and extra familiar harm. Concerns about Child Protection processes for children whose parents have diplomatic immunity were also raised as part of this review and Barnet are working with DfE to develop guidance in this area.

Conclusion

Our confident judgement is that the Multi-agency Safeguarding Arrangements for Barnet Safeguarding Children Partnership are compliant with Working Together, 2018. The arrangements ensure that children in Barnet are safeguarded, and their welfare promoted.

The last year has consolidated and strengthened the Partnership arrangements, with clear evidence that key partners have stepped up to their responsibilities in the Partnership and are involved and committed. There continues to be a culture of openness, respectful challenge, and a willingness to learn, which has positively impacted children and families in Barnet. Hearing and acting upon the voice of children and young people is a significant strength in Barnet, which will be further reinforced with the recent launch of a new participation strategy.

Suggestions for future improvements

Various improvements and recommendations are made in the body of this report. Our key suggestions for future improvements are:

1. Consider the sustainability of the BSCP budget, including contingency for LSCPRs.

2. Establish mechanisms through the Partnership arrangements, to ensure that the Borough Commander and Chief Operating Officer for the CCG are kept informed of and held to account for safeguarding children in Barnet,.
3. Although these will be case led, consideration should be given to establish an effective, proportionate Barnet model of Child Safeguarding Practice Reviews.
4. Deliver the consolidated action plan for learning, which has been developed to help to evidence outcomes and impact

Appendix

Documents reviewed

1. Governance and terms of reference

- Multi-agency safeguarding arrangements
- Leadership Forum terms of reference
- Performance and Quality Assurance Panel terms of reference
- Leadership Forum and Performance and Quality Assurance Panel Forward Plan (2020/21)
- Learning and Thematic Review Group terms of reference and referral pathway
- Voluntary, Community and Faith Sector terms of reference
- Voluntary, Community and Faith Sector strategy and action plan
- Information Sharing Agreement

2. Minutes of previous meetings (papers discussed can be provided on request)

- Leadership Forum 2020/21: December 2020, March 2021, June 2021, October 2021
- Performance and Quality Assurance Panel: October 2020, January 2021, April 2021, July 2021, November 2021
- Learning and Thematic Review Group: December 2020, February 2021, April 2021, June 2021, August 2021, October 2021
- Voluntary, Community and Faith Sector Group: January 2021, May 2021, September 2021

3. Annual reports and business plan

- Annual report 2019/20
- Draft annual report 2020/21
- Business plan

4. Case reviews and action plans (sent securely)

- CSPR Family H (published)
- CSPR Family J
- Rapid Review – Child L
- Rapid Review Child TA.

5. Multi-agency performance data

- Multi-agency data dashboard November 2021

6. Multi-agency audits

7. Section 175 audits

- Section 175 audit example
- VCFS Safeguarding Checklists

8. Thematic work

- Transitional Safeguarding

9. Multi-agency training programme

- Multi-agency training programme evaluation 2020/21
- Multi-agency training report (from PQA)
- BSCP learning webinars

Individuals involved with the review from Barnet

- Chief Executive Officer, London Borough of Barnet
- Director of Children's Service, LBB
- Lead Member, Children, Education and Safeguarding Committee
- Independent Chair, Learning and Thematic Review Group
- Associate Director Safeguarding and Designated Nurse, North Central London CCG
- Head of School Improvement, Barnet Education and Learning Service
- School Exclusions and Safeguarding Lead, Barnet Education and Learning Service
- BSCP Partnership Manager
- Head of Safeguarding, North West BCU
- Assistant Director – Education, Strategy & Partnerships, LBB
- Director of Quality and Safety, North Central London CCG
- Head of Safeguarding, Quality Assurance and Workforce Development – Children's Services, LBB
- Chair of VCSF subgroup/Voluntary sector representative
- Detective Superintendent – Head of Safeguarding, North West BCU
- Designated Doctor for Children's Safeguarding for the Borough of Barnet, Royal Free London NHS Foundation Trust
- Chair, Barnet Safeguarding Adults Board
- Business Manager, Barnet Safeguarding Adults Board
- Director of Children Social Care – Family Services, LBB
- Strategic Lead for Partnership Engagement & Vulnerable Adolescents at Risk, LBB
- Director of Children's Social Care – Early Help and Protection LBB

- Practice & Learning Manager, Workforce Development Team, LBB
- Learning and Development Officer, Children's Workforce Development Team

Focus groups

- Police focus group
- Health providers focus group
- VCFS Subgroup
- Frontline Social work practitioner focus group
- Schools focus group