



Meeting	Barnet Children's Partnership Board
Date of meeting	8 th February 2022
Report title	Draft 2022/23 BSCP Business Plan
Report author	Tony Lewis, BSCP Partnership Manager
Executive summary	This report provides for discussion a draft of the BSCP Business Plan for 2022/23 commencing April.
Recommendation	For discussion and feedback
Risk assessment	N/A
Audit trail	N/A
Legal implication	None
Financial implication	None

1. Introduction:

1.1. Barnet Safeguarding Children Partnership was established in response to the Children and Social Work Act 2017 and Working Together 2018 which replaced Local Safeguarding Children Boards (LSCB) with new local multi-agency safeguarding partnership arrangements.

1.2. The Children Act 2004, as amended by the Children and Social Work Act 2017, strengthens important relationships by placing duties on key agencies in a local area. Specifically, the police, clinical commissioning groups and the local authority are under a duty to make arrangements to work together, and with other partners locally, such as education and the VCFS, to safeguard and promote the welfare of all children in their area.

1.3. Everyone who comes into contact with children and young people has a role to play in keeping them safe from harm. Local multi-agency safeguarding arrangements must outline:

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

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



- 1.5. This paper presents to the Barnet Childrens Partnership Board the draft of the new BSCP Business Plan covering the period April 2022 – March 2023. The BSCP Business Plan seeks to achieve all that is laid out within *Working Together 2018* and the legislation as detailed in paragraph 1.2.
- 1.6. An independent scrutiny visit of BSCP took place week beginning 22nd November 2021 by a team of three independent scrutineers with extensive professional backgrounds in children’s services, police and health. They reviewed the progress and implementation of the current and soon to conclude 2021/22 Business Plan.
- 1.7. A range of documents were provided and they interviewed more than 40 representatives from the BSCP. The interviews were undertaken with a cross section of staff including frontline practitioners, health, police, education and VCFS colleagues alongside senior officials and Elected Members.
- 1.8. The scrutineers concluded that *“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.”*
- 1.9. The scrutineers found that across the Partnership, *“there continues to be a culture of openness, respectful challenge, and a willingness to learn, which has positively impacted children and families in Barnet.”*
- 1.10. The scrutineers made recommendations upon how next year’s Business Plan could be further strengthened. One of these recommendations and observations included that, *“there are still some challenges and practice topics for the BSCP to address as [possible] themes next year, such as neglect, suicide, domestic abuse, mental health, missing children, CSA and extra familiar harm”*
- 1.11. These recommendations are be included in the draft 2022/23 BSCP Business Plan, outlined below, for further consideration of the Barnet Childrens Partnership Board.

Barnet Safeguarding Children Partnership Business Plan 2022/23

1. Aim & Vision

At Barnet Safeguarding Children Partnership (BSCP), our aim is to safeguard and promote the welfare of children and young people in our borough. To achieve this, we work collectively and collaboratively with safeguarding partners in order to improve practice and respond to local issues. Our vision is to enable children, young people, and families to thrive and achieve, and a core part of our approach is to foster resilience. We wish to create a Family Friendly Borough, a place where children and young people excel and enjoy living.

In respect of local safeguarding childrens partnerships (LSCPs), a safeguarding partner is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as: (a) the local authority (b) a clinical commissioning group for an area any part of which falls within the local authority area (c) the chief officer of police for an area any part of which falls within the local authority area. For Barnet this is:

- London Borough of Barnet
- North Central London Clinical Commissioning Group (NCL CCG)
- The Borough Commander of the North West Basic Command Unit (NW BCU)

Last year saw the successful implementation of the BSCP Business Plan which sought to be clear upon 6 priorities; all of which sought to ensure good safeguarding outcomes for children. They were:

- Strengthening leadership & partnership
- Tailoring our response to specific local issues
- Driving continuous improvement to 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.

Our annual independent scrutiny visit in November 2021 outlined that we had made good progress upon the ambitions of last year's Business Plan, with clear evidence of impact and outcomes for young people and that we were compliant with the intended outcomes of *Working Together 2018*. In addition, clear evidence was presented that we had responded effectively to the ongoing challenges of the Covid19 pandemic.

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Independent Scrutineers highlighted that *“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.”* The scrutineers found that across the Partnership, *“there continues to be a culture of openness, respectful challenge, and a willingness to learn, which has positively impacted children and families in Barnet.”*

For 2022/23 we wish to continue developing the 6 core priorities outlined above. In addition, at the heart of the Business Plan, we wish to be clear upon our shared safeguarding themes that we see within the system which present as areas of current concern and stubborn challenge. This is so that together as a Partnership we provide a robust response which is focussed upon delivering enhanced outcomes and impact for children, whilst at the same time ensuring we continue to focus on our core business and responding to serious safeguarding cases effectively. **As a result, this year we wish to adopt the themes of:**

- **neglect,**
- **domestic abuse,**
- **self-harm and suicide, and**
- **learning from incidents of serious youth violence.**

We have adopted these themes as areas of scrutiny, following clear evidence within case reviews both locally and nationally, that these are stubborn practice and learning themes within the safeguarding system. Our statutory partners and services working in the community including educational partners, reflect back to the Partnership that they are pertinent and often salient factors affecting the lives of children and families who continue to need help and support to achieve better outcomes when affected by them. Through our links to the national Child Safeguarding Practice Review Panel (the Panel) we know that our proposed shared themes are safeguarding matters which the Panel wish to provide a further lens of scrutiny upon and will ask local safeguarding children partnerships to provide local insights upon – in particular domestic abuse and neglect.

Furthermore we will hold in mind the ambitions laid down within the Children and Young People’s Plan 2019 - 23 in particular the objective of ‘*Safe and Secure*’ ensuring that the most vulnerable children are protected from harm.

2. Purpose

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

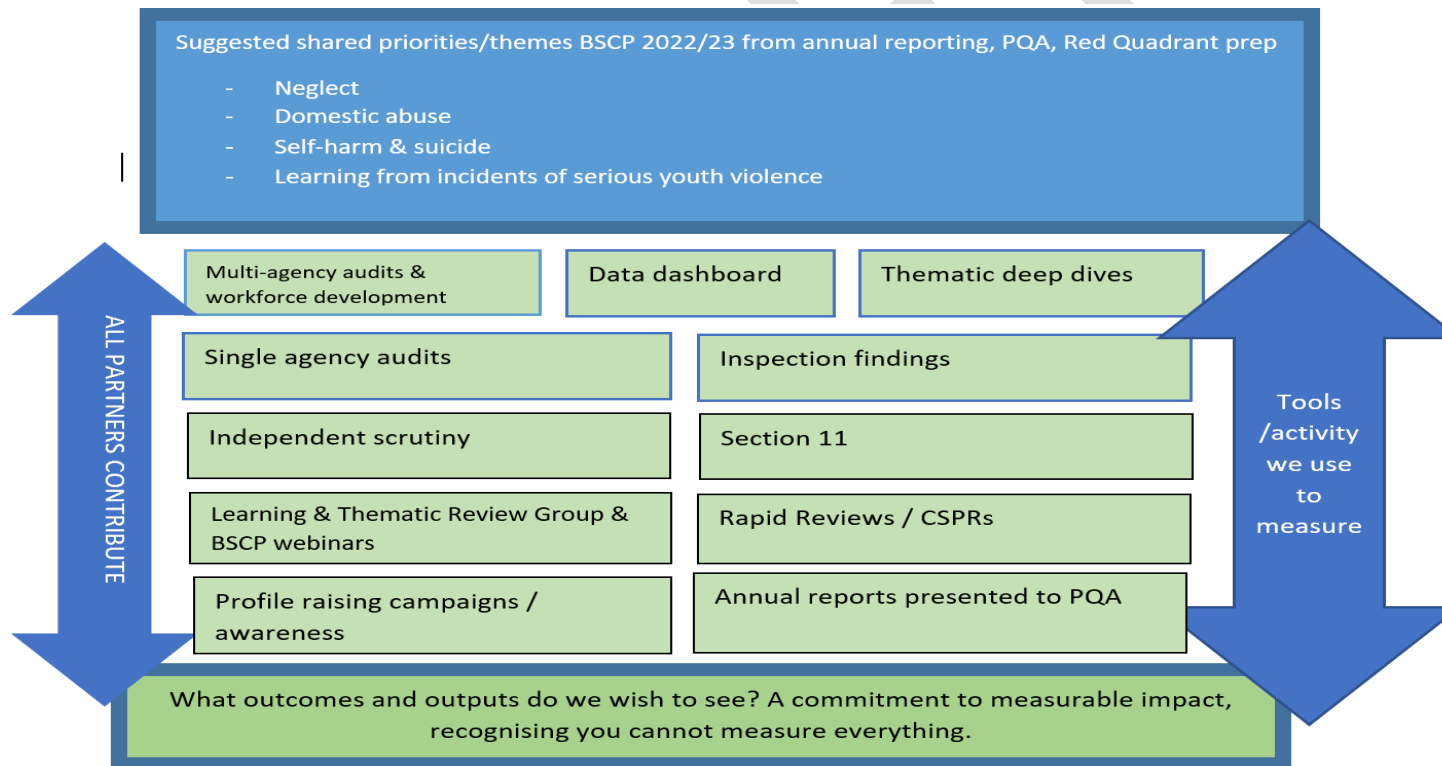
- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively

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- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

3. Measuring impact

BSCP's Learning & Improvement model provides a framework for capturing evidence of improved outcomes for children and young people. A range of tools and activities are available to support this, recognising that measuring outcomes for LSCPs remains a key area of development nationally. Our Annual Report seeks to be the landing zone for the reporting of outcomes, impact, assurance and learning from the local system. The graphic below outlines the tools at the disposal of the whole Partnership to achieve this:



4. Staffing:

The BSCP Business Team comprises of the Partnership Manager and the Executive Support Officer. The independent Chair of the Learning & Thematic Review Group is supported by the BSCP Business team to undertake her roles and responsibilities as laid out within the Multi-Agency Safeguarding Arrangements for the BSCP.

Staffing developments for the forthcoming year focus upon developing a new model to produce Child Safeguarding Practice Reviews (CSPRs), rapid reviews and wider thematic learning reviews. The postholder and the BSCP Partnership Manager will work closely to review, critically analyse and identify key learning themes as a result of serious safeguarding incidents. Working with key Partnership stakeholders across Police, Health and the Local Authority, the review team will involve a broad cross section of front-line safeguarding professionals, senior officials and children and families affected by these incidents in order to shape key recommendations. BSCP's Independent Chair of the Learning & Thematic Review Group will provide further support through a 'long arm' management approach by way of clarifying processes, procedure and legislation underpinning safeguarding incidents.

The need to develop this model is driven by uncertainty towards the sustainability of the revenue budget and impact upon reserves were the Partnership be required to commission several CSPRs over the course of a year. Each CSPR costs more than £14,000 - £16,000.

To achieve this, it is proposed that a new post of Safeguarding Practice Review Officer is created. This would allow for a swifter production of safeguarding reviews, ensure that recommendations are robust and achievable, and that learning is disseminated right through the Partnership across statutory partners education and the VCFS. It is proposed that salary costs for this role are met through carry forward Reserves. The post would initially be a 1-year fixed term/secondment opportunity. The associated BSCP budget is detailed within Appendix 1.

Appendix 1 - BSCP Business Plan 2022/23: n.b. entries in red are recommendations from the 2021 independent scrutiny visit.

Priority area	Objectives	Actions	Lead
Strengthening leadership and partnership	To provide scrutiny, challenge and strategic direction to key areas of safeguarding practice	<p>Leadership Forum to continually consider arrangements for leadership of the overall Partnership and review the arrangements for scrutiny/challenge and whether these are sufficient.</p> <p>Continue to raise across the necessary pan-London and national channels the inequitable funding arrangements of the partnership and the risk of this to its long-term sustainability.</p>	Leadership Forum
	<p>Establish mechanisms through the Partnership arrangements, to ensure that the Borough Commander and Chief Accountable Officer for the CCG are kept informed of and held to account for safeguarding children in Barnet.</p>	<p>Continue to strengthen governance arrangements internally and with other partnership groups and strengthen joint and cross-borough working on shared priorities. In particular, develop alignments with the Children’s Partnership Board and the priority ‘<i>Safe & Secure</i>’.</p> <p>Set a schedule of reports from key multi-agency service areas (as set out in the Forward Plan) to go to the Leadership Forum and Performance and Quality Assurance Group for discussion and feedback.</p>	
Tailoring our response to specific local issues	Continue to respond effectively to safeguarding challenges posed by Covid-19	Monitor the Covid-19 situation and consider its long-term impacts, using this to inform our training offer, audits, level of provision and other activities as required.	LTRG / PQA / BELS / The BSCP / BSCP Team

	To further improve our support for home educated children and young people	Raise awareness of EHE and how to safeguard children appropriately. Provide tools, resources and information for the EHE community, practitioners and children.	
	Place a rigorous focus upon 4 shared safeguarding themes, linked to stubborn challenges within the local system: <ul style="list-style-type: none"> - Neglect - Domestic Abuse - Self-harm and suicide - Learning from incidents of serious youth violence 	Using our Learning & Improvement model use a multitude of tools and resources to monitor and track desired improved outcomes for children experiencing the identified shared safeguarding themes. Track, review and monitor through LTRG and PQA as required	
	To undertake deep dives into specific safeguarding issues	To commit to undertaking deep dive thematic reviews as and when is required by the Partnership, including supporting wider Partnership activity upon a deep dive review upon modern slavery in collaboration with public health.	
	To bring young people and practitioners together to discuss key local safeguarding challenges	Deliver two Professional and Young People Forums (PYPFs) on themes arising from the Partnership's work.	
	To use data and intelligence to assess the effectiveness of the support being provided to children	Partners to scrutinise the multi-agency dashboard quarterly, bringing narrative about their data and offering challenge.	

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	and families and spot emerging safeguarding concerns		
Driving continuous improvement of safeguarding practice	To use multi-agency audit to evaluate practice and identify improvements	Produce at least two multi-agency audits to be undertaken in the year, on themes arising from the Partnership's work.	LTRG / BSCP team / VCFS subgroup / The BSCP / Workforce Development Team
	To support organisations to evaluate their safeguarding practice and make improvements	All statutory partners to complete a Section 11 audit by November 2022	
	To improve practitioners' knowledge about and ability to respond effectively to safeguarding concerns	<p>Invite Voluntary, Community and Faith Sector organisations to complete the Safeguarding Checklist.</p> <p>Deliver a multi-agency safeguarding practitioners programme which includes introductory/advanced safeguarding training and specialist topics.</p> <p>Develop the training programme in response to feedback and learning from national and local reviews ensuring that Partners co-deliver/open out training in the form of a range of BSCP webinars.</p>	
	To engage the Voluntary, Community and Faith Sector in improving safeguarding practice	<p>Provide feedback to all partners on their Section 11/Safeguarding Checklist submissions</p> <p>Deliver the Voluntary, Community and Faith Sector strategy with a view to sharing best practice and improving faith sector representation.</p>	

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<p>Responding to serious safeguarding cases effectively</p>	<p>To identify serious child safeguarding cases which raise issues of importance in Barnet.</p> <p>To disseminate and embed learning from serious child safeguarding cases</p> <p>To learn from national child safeguarding practice reviews (CSPRs) and local CSPRS reviews and disseminate learning as appropriate</p> <p>Consider the sustainability of the BSCP budget, including contingency for LSCPRs.</p>	<p>Regular Learning and Thematic Review Group meetings to discuss serious safeguarding cases and child deaths and any opportunities for local learning.</p> <p>Conduct Rapid Reviews for cases which meet the criteria, with partners challenging each other effectively to identify learning and next steps.</p> <p>Undertake local Child Safeguarding Practice Reviews, single-agency reviews and other bespoke learning activities as required to explore cases in more detail and identify improvements. These should be carried out in line with national guidance and good practice standards.</p> <p>Agree SMART recommendations and action plans from serious child safeguarding cases and ensure that learning is embedded from previous reviews</p> <p>Support partners to implement and embed learning, monitoring progress until the action plan is closed.</p> <p>To identify, discuss and learn from national reviews, relevant local Child Safeguarding Practice Reviews and research, considering any improvements to be made in Barnet.</p> <p>Develop an innovative model of CSPR production that allows for a case led approach within the capturing of learning from safeguarding incidents in a swifter manner, yet still retains independency for robust challenge across the Partnership.</p>	<p>LTRG / BSCP Team / The BSCP</p>
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<p>Creating a strong feedback loop with practitioners, children and families</p>	<p>To engage frontline practitioners in the work of the Partnership</p>	<p>Develop two-way communication with practitioners to hear their feedback and engage them in the work of the Partnership. Seek to engage practitioners within rapid reviews and wider CSRs.</p>	<p>The BSCP Team / The BSCP</p>
	<p>To embed listening to the voice of the child throughout the Partnership's activities</p>	<p>Involve children and young people in our multi-agency audits, Professional and Young People Forums, Section 11 audits and other relevant activities.</p> <p>Ensure read across to the children and young people's My Say Matters participation strategy</p> <p>Develop our approach to multi-agency service user experience, and feedback to children and young people about how we have acted on their views.</p> <p>Children and young people's views to be discussed at relevant Board's and forums across the Partnership and used to drive priorities, including through the youth perception survey, children in care survey and care leavers survey.</p>	
	<p>To raise awareness about safeguarding in the community</p>	<p>Continue to update and improve the website and share resources and updates with partners.</p> <p>Share information about key safeguarding issues and support services available with wider communities in Barnet through continued use of BSCP newsletter</p>	
<p>Measuring and evidencing the impact of our work</p>	<p>Continue to improve the way we capture the impact of our work</p>	<p>Review and improve mechanisms for measuring our impact on frontline practice and outcomes for children</p>	<p>The BSCP Team / The BSCP</p>

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		and young people. This includes the impact of learning from case reviews, multi-agency audits and training.	
	To reflect what we have achieved as a Partnership and how we can continue to develop	Share our reflections with the independent scrutineers and act on their recommendations. All partners to contribute to the annual report.	

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Appendix 2: BSCP 2022/23 associated budget:

Revenue expenditure – 2022/23	BUDGET
Staff pay and on-costs:	162,743
Chair – independent learning and thematic review group	14,000
Training programme	20,000
Website, annual report design and communication/publicity	1500
Catering of events/meetings and speaker costs	250
IT and staff expenses/travel	2000
TOTAL	200,493
Draw down from Reserves	(34,943)

PARTNER CONTRIBUTIONS 19/20 & 20/21	
London Borough of Barnet	93,000
Barnet NCL-CCG	50,000
CLCH	5,000
BEHMHT	5,000
Royal Free NHS FT	5,000
Metropolitan Police (MOPAC)	5,000
National Probation Service	1,000
London Community Rehabilitation	1,000
East London Foundation Trusts NHS	550
TOTAL	165,550