



Title: THE NEW HARINGEY SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENT

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1. Introduction

1.1 The purpose of this document is to outline the way in which Haringey Council, Haringey Clinical Commissioning Group (CCG) and the Metropolitan Police ('the safeguarding partners') will work together with other partners to deliver the new multi-agency safeguarding arrangements in order to safeguard and promote the welfare of children and young people in Haringey. This is to be referred to as 'Haringey Safeguarding Children's Partnership' in accordance with the Working Together to Safeguard Children Guidance July 2018 (WT 2018). Although there are clear expectations in WT 2018 about what must be included in the new arrangement, the safeguarding partners recognise that 2019 will be a year of transition, involving a programme of work to bring in new arrangements in a planned and managed way, designed to achieve maximum impact. There is likely to be considerable local and national learning and further development into 2020 and beyond as new arrangements prove their effectiveness. The partners strongly support continuing improvement of its multi-agency safeguarding arrangements (MASA).

1.2 As required by the WT 2018, the new arrangement includes the following:

- a) How the safeguarding partners will work together to identify and respond to the needs of children in the area;
- b) How the arrangements will include the voice of children and families;
- c) Arrangements for commissioning and publishing local child safeguarding practice reviews;
- d) How effectiveness of the arrangements will be scrutinised including how the arrangements will be reviewed and how any recommendations will be taken forward.
- e) Who the three local safeguarding partners are;
- f) The geographical boundaries and which relevant agencies safeguarding partners will work with, why they have been chosen and how they will work together;
- g) How the arrangements will be funded;
- h) How early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements;
- i) How any youth custody and residential homes will be included in the safeguarding arrangements;
- j) How safeguarding partners will use data and intelligence to assess the effectiveness of the help (including early help) being provided to children and families;

- k) How inter-agency training will be commissioned, delivered and monitored for impact, and how multi-agency audits will be undertaken;
- l) How the learning from child safeguarding practice reviews will be embedded across local organisations and agencies;
- m) How the threshold document setting out local criteria for action aligns with the arrangements; and
- n) How the partnership will be led and supported to deliver the new MASA arrangements.

1.3 The safeguarding partners (through their lead representatives i.e. Director of Children's Services, Borough Commander and the CCG Chief Operating Officer) met regularly between October 2018 and April 2019 as a new Executive Group, to drive partnership improvement and to shape the new arrangements. They decided to:

- a) use the new arrangements as an opportunity to improve the partnership focus on safeguarding priorities and the effectiveness of multi-agency working;
- b) identify opportunities to strengthen the governance arrangements and improve effectiveness through joint working with other partnerships e.g. Safeguarding Adults Board and Community Safety Partnership;
- c) reduce unnecessary bureaucracy and simplify the structure, and
- d) develop a new, sustainable model which focuses on improved relationship-based practice

1.4 The new arrangements have given the partners the opportunity for a 'cultural shift' review to change some of our ways of working, focusing on how they can make a real difference to multi-agency frontline practice to improve outcomes for children, young people and their families in Haringey.

2. Legislative context

2.1 In response to several disappointing outcomes of Local Safeguarding Children Board (LSCB) Inspections, the Government commissioned Alan Wood in December 2015 to undertake a review of the role and functions of LSCBs. The review concluded that LSCBs were not sufficiently effective, confidence in LSCBs was not strong and the effectiveness was dependent on the ability of the Independent Chair. Many LSCBs were identified as lacking the willingness and ability to hold partners to account when there were shortfalls and failures in services to children.

2.2 Alan Wood recommended the abolition of LSCBs and their replacement by a stronger partnership consisting of key statutory agencies (Police, Clinical Commissioning Groups and Local Authorities) who would, in turn, determine local safeguarding arrangements.

2.3 In its May 2016 response, the Government said that it agreed with Alan Wood's analysis and proposed a stronger, but more flexible, statutory framework to support local partners to work together more effectively to protect and safeguard children and young people, embedding improved multi-agency behaviours and practices. In April 2017, the Children and Social Work Act 2017 (The Act) was enacted. The Act abolished the LSCBs. In its place, the Act requires the local authority, Clinical Commissioning Groups and police (referred to as the "safeguarding partners") to make local arrangements for safeguarding and promoting the welfare of children in their area. There will be greater flexibility and autonomy for the safeguarding partners to determine the local approach to safeguarding children.

2.4 The WT 2018 guidance sets out the changes needed to support the new system of multi-agency safeguarding arrangements established by the Act. The safeguarding partners have

equal and joint responsibility for the local safeguarding arrangements. They must co-ordinate their safeguarding services, act as a strategic leadership and implement local and national learning including from serious child safeguarding incidents. The lead representatives for the safeguarding partners are the local authority chief executive, the CCG accountable officer and the police chief officer. The lead representatives, or those they delegate authority to, should be able to:

- a) Speak with authority for the safeguarding partner they represent;
- b) Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters;
- c) Hold their own organisation or agency and any services they commission to account on how effectively they participate and implement the local arrangements.

2.5 In Haringey, the safeguarding statutory partners are the following senior officers:

Statutory responsibility	Delegated responsibility
Zina Etheridge (CEO for Haringey Council)	Ann Graham (Director of Children Services)
Helen Pettersen (Accountable Officer for Haringey Clinical Commissioning Group)	Tony Hoolaghan, (Chief Operating Officer for Haringey Clinical Commissioning Group)
Treena Fleming (Chief Superintendent Enfield & Haringey)	Treena Fleming (Chief Superintendent Enfield & Haringey)

2.6 The new safeguarding arrangements must be agreed by the safeguarding partners, published by June 2019, and implemented by September 2019. The published arrangement must include provision for scrutiny by an independent person of the effectiveness of the arrangements.

2.7 The Act includes provision for child death reviews for the local area. The local authority and CCG are the statutory partners responsible for child death reviews. They must make arrangements for the review of each death of a child normally resident in their area and, if they consider it appropriate, for any non-resident child who has died in their area. They must also make arrangements for the analysis of information about deaths reviewed. The purpose of the review or analysis is: a) to identify any matters relating to the death or deaths generally, that are relevant to the welfare of children in the area or to public health and safety; and b) to consider whether it would be appropriate for anyone to take action in relation to any matters identified. Where it would be appropriate for a person to take action, they must inform that person. The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements began on 29th June 2018 and must be completed by 29th September 2019. The current CDOP will continue until the child death review partner arrangements is in place. The Haringey Public Health Team is setting out the direction of travel for the new child death review arrangement and how this may be operationalised across North Central London.

2.8 The key differences between the LSCB and new arrangements are set out in the table below:

Local Safeguarding Children’s Board	Haringey Safeguarding Children’s Partnership
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Accountability - LSCB Independent Chair to the Local Authority	Three Equal Partners – Local Authority, CCG, and Police
LSCB Independent Chair role	Independent Person and Scrutineer
Serious Case reviews	Two-tier National and Local Child Safeguarding Practice Review
Standardised process – WT (2015) national and regional	“Innovation” – Working Together to Safeguard Children (2018)
Local Child Death Reviews	Sub regional Child Death Reviews
Large scale partnership	Desire to move to a more agile structure

3. The current LSCB arrangements

3.1 Under the current legislation, regulations and statutory guidance, the LSCB is required to co-ordinate work to safeguard and promote the welfare of children and to ensure that it is effective.

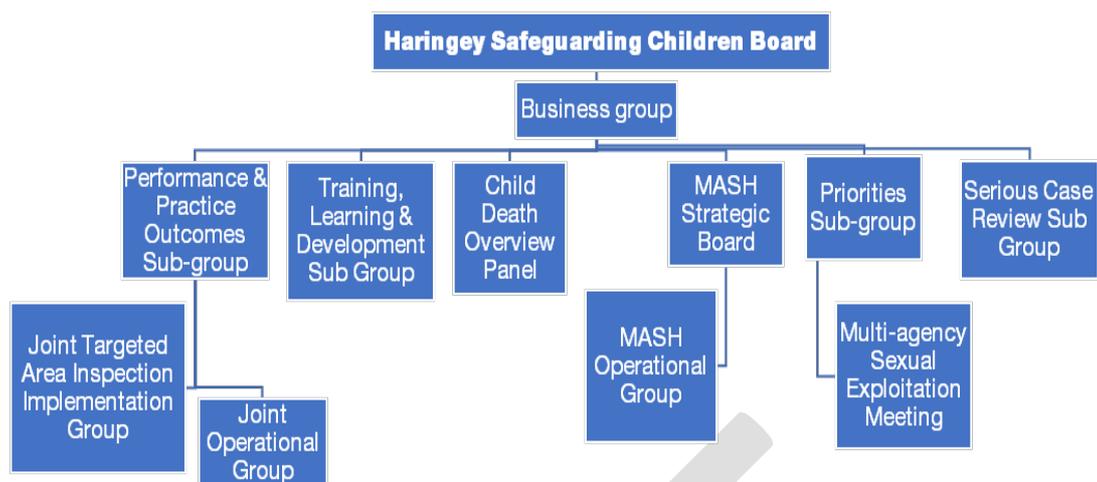
3.2 The LSCB carries out the following functions:

- a) the provision of policies and procedures covering a range of issues and approval of the Thresholds Guidance (Pathway to Provision);
- b) communicating with persons and bodies in the area about the need to safeguard children and raise awareness;
- c) monitoring and evaluating the effectiveness of safeguarding work by partner agencies and advising on ways to improve;
- d) participating in the planning of services for children;
- e) undertaking serious case reviews.

3.3 The LSCB structure has an Independent Chair and a number of subgroups chaired by a senior member from across the partner agencies. The Independent Chair is accountable to the Chief Executive of the Local Authority for chairing the LSCB and overseeing its work programme. The role of the Vice-Chair is undertaken by the Director of Children’s Services. Although there are some existing and successful Haringey arrangements relating to children’s safeguarding, it is recognised that a small number of partners attend multiple subgroups leading to a sense of inefficiency and duplication. The revised arrangements provide a significant opportunity to impact effectiveness in the current ways of working, when a small number of people are drawn upon to work on the children’s safeguarding agenda.

3.4 The partner agencies represented on the LSCB are drawn from a range of statutory and non-statutory organisations. They include Haringey Council representatives from relevant departments, Police, Clinical Commissioning Group (NHS), Health Providers, National Probation Service, Community Rehabilitation Company, CAF/CASS, Homes for Haringey, Haringey Legal Services, London Ambulance Service, the voluntary sector (Bridge Renewal Trust) primary and secondary school head representatives and the Cabinet Member for Children’s Services.

3.5 The chart below describes the current structure of the LSCB:



4. The proposed changes - Haringey Safeguarding Children Partnership (HSCP)

4.1 The new arrangements have been presented in draft on three occasions to the three statutory partners for comments and feedback. Helen Millichap (former Chief Superintendent for Enfield & Haringey) represented the Police in those statutory partners consultations meetings. In addition to regular meetings, and as part of preparing and consulting stakeholders for the new arrangements, the three statutory partners held an Away Day in January 2019 and two task and finish groups meetings in February 2019 with other senior leaders across the partnership. As a result of this consultation process, it was agreed that the proposed safeguarding arrangements should only cover Haringey and that there should not be a proposed merger with another LSCB. Opportunities for the new MASA to align itself more with the Safeguarding Adults Board (SAB) and Community Safety Partnership (CSP) were also examined. However, the three statutory partners agreed to keep the new arrangement separate to other Boards, while seeking opportunities to work more closely together on shared areas of interest.

4.2 The three statutory partners considered a number of options and agreed that the partnership should be called: "Haringey Safeguarding Children's Partnership" (HSCP). The proposed functions of the HSCP are to:

- a) Co-ordinate work undertaken by partners to safeguard and promote the welfare of children and young people;
- b) Monitor, evaluate and challenge – listen to children and young people's feedback;
- c) Have a dedicated focus on quality assurance as we recognise that good and effective services require robust quality assurance work to ensure children are safeguarded as well as they can be;
- d) Develop relationships where creativity, challenge and innovation can flourish;
- e) Develop our workforce through a vibrant Learning and Improvement framework;
- f) Ensure a greater focus on practice and service user experience;
- g) Ensure effective policy and procedures including thresholds, training, recruitment, supervision, allegations;
- h) Communicate and promote safeguarding to raise awareness;
- i) Use performance data, qualitative information and local strategic needs analysis to identify partnership priorities.

4.3 WT 2018 guidance states that, to achieve the best possible outcomes, children and families need to receive targeted services to meet their needs in a co-ordinated way and that there should be shared responsibility and effective joint planning between agencies to safeguard and promote the welfare of all children in a local area. Safeguarding children draws upon a wide range of expertise across the Borough and although the three statutory partners are tasked to take the lead and share responsibility for safeguarding arrangements, it is only with collaboration from education, youth services, health providers, the voluntary sector and hearing the voices of children and their families can progress be made.

5. The Vision

5.1 The partnership will provide the strategic leadership, vision and influence which ensures:

- a) that at every opportunity the lived experience of children and young people (CYP) is integral to how we safeguard and protect;
- b) there are improved outcomes through strengthening partnership workforce and community resilience; and
- c) our relationship-based practice is strengthened, demonstrating continuous improvement

5.2 The partnership will support the vision by:

- a) Using digital technology and building workforce development;
- b) Working to a Standard Operating Procedure (SOP) that makes us operate as three organisations in one partnership;
- c) Reducing bureaucracy and doing what is best for children; and
- d) Proactively and continually assessing the needs for safeguarding services in Haringey and ensuring that these needs are met within the resources we have available.

6. The Values

6.1 The safeguarding partners are committed to delivering their vision according to a set of agreed values and principles and these govern the work of the whole Partnership:

- a) Listening to the voice of the child is paramount
- b) We will put the best interest of children at the centre of what we do;
- c) We will always strive to continually improve professional practice in the safeguarding and protection of children;
- d) We commit to using evidence and best practice in our approach to safeguarding local children;
- e) We commit to providing strong, visible leadership from our partnership to ensure the new children's safeguarding arrangements work optimally; and
- f) We will do everything within our means to intervene early and keep children safe and away from harm.

7. The Focus

7.1 Partners agreed to focus on 4 key elements as we introduce the new arrangements;

1. Measuring impact linked to practice;
2. A strong evidence base
3. Workforce development;
4. Sustainability.

8. Other Key Changes

8.1 The safeguarding partners have agreed there is a need to strengthen the multi-agency response to safeguarding children. This covers all safeguarding aspects, including the frontline practitioner (who identifies an 'at risk' child) making a referral to the LA and leaders who determine local strategic and operational responses to safeguarding issues. There is a commitment by the HSCP to ensure this is right for any child who experiences abuse or neglect in Haringey.

8.2 Addressing contextual safeguarding, such as extra-familial threats, is a key objective across the partnership. Examples include exploitation by criminal gangs and organised crime, such as county lines; trafficking and modern slavery; online abuse; sexual exploitation; and the influences of extremism leading to radicalisation.

8.3 The partnership recognises that a more fluid and 'transitional safeguarding' approach is needed for young people entering adulthood. Haringey has made efforts to improve the response to young people at risk of exploitation at the point of transition. However, we wish to create greater alignment between children's and adults' safeguarding, particularly in recognition of the contextual harm young people and young adults can face.

8.4 The safeguarding partners have agreed the following changes for the new arrangements:

- a) To maintain the role of the independent chair for chairing and providing leadership and challenge.
- b) The partnership will use a combination of various mechanisms of independent scrutiny to give different perspectives: existing scrutiny arrangements with elected local authority members; conducting annual S11 audits; Children and Young People's Scrutiny panel; commissioning a scrutineer who will audit. The contributions of all scrutiny processes will contribute to the annual report.
- c) Streamlining current LSCB subgroups (Performance Practice and Outcomes, Serious Case Review, Priorities and Training, Learning and Development) to two subgroups (Quality, Performance & Outcomes and Practice, Learning & Workforce development)
- d) The Business unit supports the work of the HCPC. The statutory partners have agreed that the current Independent Chair direct and prioritises the Business Unit's work.
- e) The (SSPM), will facilitate a monthly partnership meeting between the Detective Chief Inspector, the CCG designated professionals and a social care lead. This will ensure that children and young people are central to partnership strategic thinking, decision making and operational practice.
- f) LSCB HSCP has stronger links to practice, through multi-agency practice week, audits, and training and development events
- g) The partnership has greater emphasis on JTAI themes and contributes to all other Ofsted inspections including Care Quality Inspections and Youth Offending Inspections where the partnership responsibility is scrutinised. The partnership will continue to focus on practice in preparation for Ofsted led Joint Targeted Area Inspections (JTAI) and as appropriate support all agencies in their inspections.

9. Our drivers for the new partnership include:

- Maintaining a local Haringey focus, and strengthening the scrutiny and performance across the partnership leading to practice improvement;
- Increasing partnership ownership of resources and delivery within Haringey;

- Having the most appropriate level of leadership at meetings to make decisions;
- Establishing fair and transparent funding arrangements;
- Being responsive to the outcomes of previous or future inspections related to safeguarding;
- Using data to generate a more intelligence-led approach to identify needs, trends and issues.

9.1 Our delivery plan for the new arrangements will also reflect Haringey's ambition to provide early help under the borough plan to enable children and families to have positive outcomes and reach their full potential independent from additional services. The new partnership, along with the strong political support it receives, will be a driving force in developing and maintaining safeguarding partnerships, challenging the safeguarding system and ensuring that the safety and welfare of Haringey children remains a priority. We require:

- a) A cultural shift towards a more integrated system, and understanding roles, responsibilities, collaboration, participation and representation;
- b) To further develop multi- agency '*custom and practice*';
- c) To ensure a transparent approach to the sharing of risks to operational multi-agency safeguarding practice;
- d) Increasing clarity of what each agency can offer to families;
- e) Clear, defined pathways of intervention to enable the embedding of a shared understanding of thresholds and risk.

10.Priorities for 2019-2021

10.1 The safeguarding partners have agreed that the next three years partnership priorities will be the following 3 Ofsted JTAI future themes:

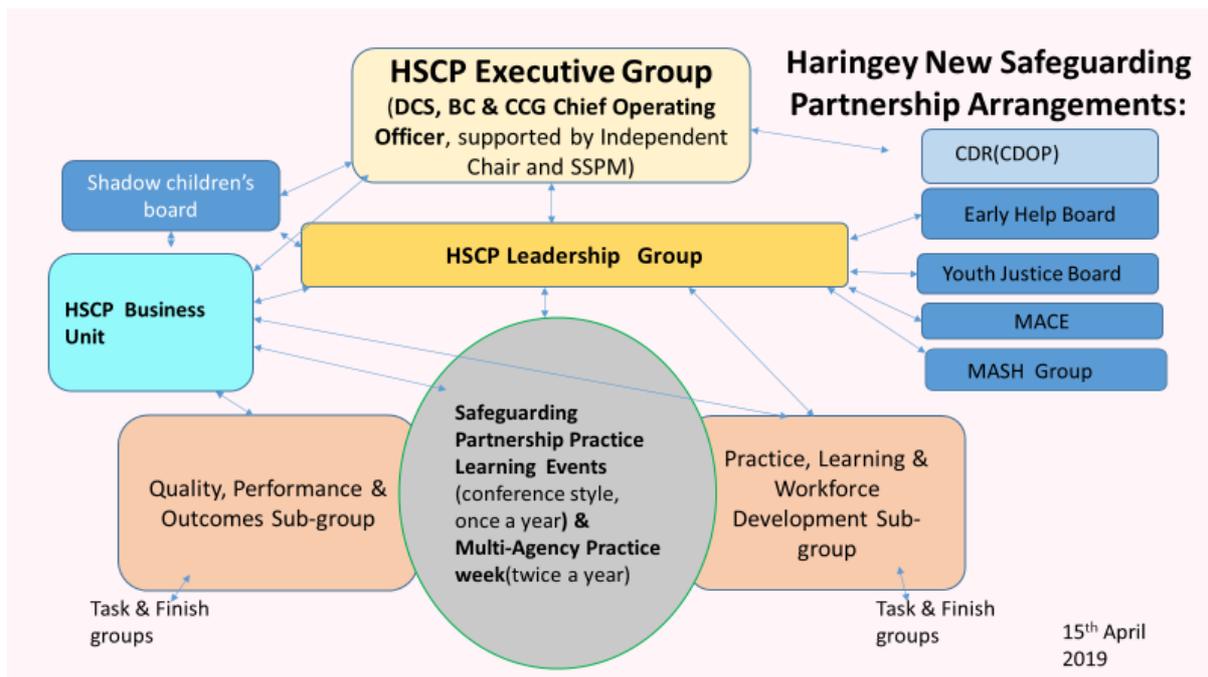
- a) children living with mental health issues;
- b) prevention and early intervention;
- c) older children in need of help and protection, and contextual safeguarding, including exploitation.

10.2 The partnership will also revisit, on a six-monthly basis, the JTAI (2017) combined action plan to see how practice has moved forward since the closure of the JTAI implementation group and ensure that progress has been sustained. However, the partnership will be visiting multi-agency actions from all safeguarding inspections across the partnership to ensure effective implementation and improved outcomes for children and their families.

11. Leadership and Governance

The Structure

11.1 The diagram below describes the new Haringey Safeguarding Children's Partnership structure.



11.2 The three statutory partners have delegated the chairing responsibility, for the first year, to the Independent Chair with a review by September 2020. The Independent Chair is accountable to the Haringey Council Chief Executive for maintaining effective relationships with the Local Authority, Clinical Commissioning Groups, Police and other relevant safeguarding partners. It is the responsibility of the Chief Executive of Haringey to appoint the Independent Chair with the agreement of a panel including the statutory safeguarding partners. The Chief Executive, drawing on other Haringey statutory partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of HSCP. In order to ensure coordination with other partnership arrangements in Haringey, there will be at least an annual meeting between the Independent Chair and all other Haringey Boards with a safeguarding remit for vulnerable children and adults that operate across the council. The Independent Chair will also develop and embed new multi-agency safeguarding arrangements that meet the requirements set out in WT 2018.

11.3 In an unlikely event where there is a performance or other issues with the Independent Chair, the Haringey council Chief Executive will hold him/her to account and address the matter.

11.4 The three statutory partners will have equal and joint responsibility for safeguarding arrangements. They will also have responsibility to make safeguarding arrangements which allow all schools (including multi Academy Trusts), colleges and other educational providers in the local area to be fully engaged. Haringey council also assumes responsibility for ensuring that Youth Offending Services and registered providers of residential provision for Looked After Children and Care Leavers are fully engaged in safeguarding. The CCG will have responsibility for overseeing the effectiveness of safeguarding arrangements across primary care, acute, mental health and community health services and health partners, secondary and NHS service providers.

11.5 The three statutory partners will report to their own internal management, quality and assurance processes to satisfy themselves of their own safeguarding responsibilities, evidence of which will be shared with the HSCP Executive group.

11.6 In supporting its working principles, Public Health exists as both a function to assist the Haringey Safeguarding Children's Partnership and as a commissioning partner with relevant agencies to improve health and wellbeing outcomes for children. A public health approach will promote and encourage the partnership and its relevant agencies to maintain those working principles by remaining outcome focused, maximising prevention, promoting greater integration of services and utilising epidemiological and other forms of intelligence, research or evidence to support planning and decision-making.

12. Children and young people's voice and family/community involvement

12.1 HSCP is committed to engaging with children, young people and their families at an individual, service and strategic level. Our new approach will work with young people, developing into a more enduring model that focuses on understanding strengths and assets, as well as contextual safeguarding issues. The partnership's ambition is to engage with all children and young people who experience services, particularly those harder to engage.

12.2 Agencies and organisations will make sure that the information, help, protection and services are available at the right time and the right place leading to better outcomes where children and young people are resilient and safe. There will be a strengthened partnership approach to understanding the views and experiences of children, young people and families, particularly the most vulnerable. There will also be opportunities to further develop new and innovative ways of working collaboratively leading to co-production that builds on individuals' strengths and assets.

12.3 We will make use of the various systems, processes, groups and forums in place to gather the views of children, young people and families, either directly through services via independent voice representatives or via established groups and networks. There are forums where children and young people have their say, share their views and experiences, challenge and support local decision-makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. These include:

- Youth council
- Aspire group (LAC)

12.4 Through our MASA implementation we will further develop our engagement mechanisms with children and young people through the establishment of a Shadow Children's Board by September 2020. Children and young people will be consulted on the establishment of this Board to ensure that they are the driving force in this process.

12.5 Two lay members will be appointed as members of the HSCP Leadership Group to inform the work of the Partnership. They will support stronger public engagement in local child safety issues and contribute to an improved understanding of the partnership's Early Help and child protection work in the wider community and provide independent challenge to organisations on the effectiveness of their services in relation to safeguarding.

13.HSCP - Functional responsibilities

The Executive group

13.1 **Role:** The HSCP Executive group is the high level, overarching local governance for the partnership that will primarily focus on safeguarding systems, performance and resourcing.

This Group will have the statutory accountability for children's safeguarding arrangements in Haringey. It will:

- a) Have strategic ownership of the safeguarding arrangements in Haringey, with stronger joint responsibility for the whole system;
- b) Be responsible for financial, strategic and reputational risk;
- c) Be responsible for ensuring cross-partnership collaboration and agency participation, convening and supporting participation in the HSCP Leadership group
- d) Have responsibility for ensuring that independent scrutiny of the partnership's effectiveness is regular and has impact; and
- e) Review progress of priorities work.

13.2 Part of this group's agenda will include assurance and challenge sessions where senior officers from partner agencies are invited to provide evidence regarding the effectiveness of their safeguarding arrangements for children and young people within their agency.

13.3 **Membership:** The membership of this group will be the strategic leads: DCS; Borough Commander, and Chief Operating Officer of the CCG. The group will be chaired by the Independent Chair and supported by the SSPM. In an event where a statutory partner lacks specific expertise in child protection, arrangements for accessing this (for example through designated professionals) could be required via pre-meetings. However, where necessary, CCG designated professionals, Detective Super Intendent and the Assistant Director of Social Care will be invited to attend this group, as and when required, for specific agenda items.

13.4 **Chair:** To be chaired by the Independent Chair for the first year with a review in September 2020.

13.5 **Frequency of meetings:** Quarterly with additional meetings to be convened if required.

13.6 The Leadership group

13.7 **Role:** This group will act as the 'engine room' of the partnership where senior officers from the statutory partners and the relevant agencies, including lay members, authorise the policy, process, strategy and guidance required to support partnership priorities and effective safeguarding. Meetings will be themed around agreed local and national safeguarding priorities, and areas identified through data and performance, focusing on outcomes. The group will be accountable to the HSCP Executive group and responsible for the progress of the two subgroups. The main focus for the HSCP Leadership group will be the management of risk to operational safeguarding and to the delivery of the work of the subgroups via a risk log. The HSCP Leadership group will:

- a) Drive the work of the partnership, delivering on priorities and ensuring learning from practice and development opportunities have an impact;
- b) Challenge evidence of impact against priorities plans from all agency contributions as defined in the plans;
- c) Be driven by the management and mitigation of safeguarding risks in the community and understand the risks to operational delivery;
- d) Direct audit activity;
- e) Arrange Safeguarding Practice Learning events to learn lessons and develop increasingly effective frontline practice;
- f) Analyse relevant performance data to draw out themes and hold partners to account;
- g) Analyse relevant partner annual reports to measure the outcomes for children against set objectives;
- h) Analyse inspection reports to learn lessons, agree and monitor multiagency actions;

- i) Analyse audit information to learn lessons, agree and monitor actions; and
- j) Analyse MASH performance and interagency collaboration at the front door, including the effectiveness of Strategy Meetings, Child Protection Investigations, Child Protection Conferences and, most importantly, the voice of the child.

13.8 Membership: This Group will have a wide strategic membership of stakeholders and 'relevant agencies': LA Assistant Directors (Social Care, Early Help, Community Safety); CCG designated leads (doctor, nurse); AD Public Health; Assistant Chief Officer (Probation); Detective Superintendent; Primary school Head rep; Secondary school Head rep; and Directors of health providers. Amongst this group will be the Cabinet Member for Children's services and two lay members.

13.9 Chair: To be Co-chaired by the Independent Chair and DCS for the first year with a review in September 2020.

13.10 Frequency of Meeting: quarterly

13.11 The Delivery Subgroups

13.12 The new arrangements are designed to reduce duplication and improve integration with other local partnerships. The number of subgroups forming the Partnership is significantly reduced and the new subgroups will focus strongly on improving practice and ensuring an emphasis on learning, enabling a feedback loop across partner agencies and the front line.

13.13 It has been decided that the HSCP will have two Delivery subgroups: Quality, Performance and Outcomes Subgroup; Practice, Learning and Workforce Development subgroup. The previous subgroups, chaired by statutory leaders, were often cancelled (due to the burden of day jobs), seen as too time consuming and perceived as dominated by social care. In order to remain independent, both subgroups will be Chaired by the SSPM with representation from a wider group of agencies including the private, voluntary and independent sectors. The HSCP Business Unit will support and co-ordinate the work of the subgroups, providing a mechanism for the members to meet regularly outside of normal scheduled meetings, undertake analysis, monitor plans and approve work completed by their task and finish groups. This will ensure that there is co-ordination and information-sharing between subgroups. Both subgroups will report to the HSCP Leadership group. These delivery subgroups will be assisted by smaller task and finish groups to develop and deliver specific outcomes. It is anticipated that the new subgroups will operate from 29th June 2019.

13.14 Quality, Performance & Outcomes Subgroup

13.15 Role: This Delivery Subgroup is central to changing and improving quality and effectiveness of multi-agency frontline practice. It will define operational impact of priorities work and new risks as well as identify the key areas of learning for dissemination. There is a need to ask key questions around how we know we are making a difference and to challenge agencies to gather feedback and evidence.

13.16 The subgroup will produce an annual work plan outlining the multi-agency audit and review activities scheduled for the next 12 months. This group will:

- a) Include analysis of early help data as well as data from safeguarding and specialist services;
- b) Conduct a series of multi-agency audits per year, informed by data intelligence, partnership priorities and findings from case reviews. It is expected that at least four

major 'deep dive' audits will be conducted per year, in addition to smaller 'deep dive' audits which may be multi- or single-agency, depending on the identified need;

- c) Develop and monitor action plans, resulting from multi-agency audits or identified performance risks, and ensure that actions are completed in a timely manner (within six months);
- d) Identify whether practice has changed as a result of completed audits and action plans, through performance data review and re-auditing where necessary;
- e) Ensure that all relevant safeguarding partners are included in multi-agency performance data analysis and audits, including schools;
- f) Receive, analyse and challenge relevant single agency audit reports and performance reviews, and identify any significant issues that need to be monitored and/or raised to the partnership;
- g) Ensure clarity, high quality and consistency in practice in carrying out case reviews and ensure that the partnership learn lessons that can improve the response to children and families;
- h) Report findings and recommendations from audit and performance reviews to the HSCP Leadership group on a quarterly basis;
- i) Identify and analyse relevant trends and risk to performance.

13.17 This subgroup is also responsible for maintaining an up-to-date threshold document. A new Threshold Document has been produced and published on our LSCB website which aligns with the requirements of WT (2018) and is used in multi-agency training.

13.18 **Membership:** Membership of the group will include representatives from the safeguarding partners and relevant agencies that have responsibility for safeguarding performance and quality assurance within their organisation (Head of Services; Service managers; named leads; specialist Service managers from the LA; Health, NHS reps, Police). The LA Assistant Director with portfolio for Children's Social Care and, the Detective Superintendent and the CCG designated professionals will be invited to participate when relevant.

13.19 **Frequency of Meeting:** quarterly

13.20 Practice, Learning & Workforce Development Subgroup

13.21 This subgroup will produce an annual work plan, outlining practice, learning and workforce activities scheduled for the next 12 months.

13.22 It will focus on developing a safeguarding development framework around effective working together, dissemination of learning from practice and innovative opportunities including practice learning events. Evaluation of the training delivered will test out how the early help and statutory systems are responding to needs across the continuum and the impact on lives of children and young people in Haringey. The subgroup will:

- a) Be responsible for planning and organising appropriate multi-agency safeguarding learning and development activities, as well as challenging or influencing the activities delivered by individual agencies;
- b) Ensure identified multi-agency safeguarding learning needs are addressed for the children's workforces;
- c) Deliver consistently high-quality multi-agency safeguarding learning and development activities that incorporate relevant research, national good practice and learning from case reviews and safeguarding adult reviews;
- d) Take ownership for maintaining and further developing the partnership training pool;

- e) Evaluate multi-agency learning and development activities to seek assurance that delivery is of high quality and has met requirements and to inform future planning;
- f) Report annually to the HSCP Leadership group on multi-agency training delivered through the training pool and monitored for impact, including how learning will be embedded across different agencies;
- g) Review learning and development for individuals, teams and organisations involved in safeguarding;
- h) Respond to specific training needs around the partnership priorities, identification of training needs across the partnership, ensuring the best practice standards, professional curiosity and creativity;
- i) Manage partnership communications and the website.

13.23 Membership: Membership of this Subgroup will include representatives from the safeguarding partners and relevant agencies with responsibility for workforce development, learning and practice improvement (Head of Services; Service managers; NHS reps, CCG named leads; specialist practitioners from the Local Authority; Health; Police).

13.24 Frequency of Meeting: quarterly

13.25 Quorum for the Executive Group, Leadership group and subgroups:

13.26 The quorum for any multi-agency meeting is 100% attendance of three safeguarding partner at the time of the meeting. Relevant agencies must send representation and non-attendees (without valid reason) will be reported to their agency's line manager.

13.27 Safeguarding Partnership Practice Learning Events & Multi-Agency Practice Week

13.28 The aim of the Safeguarding Practice learning events will be to analyse lessons from practice locally and nationally, to improve practice and to achieve ambitious outcomes for all children. The events will develop and mature collaborative and authentic partnership relationships and find creative and innovative solutions to achieving better outcomes for children. Practitioners will take part in a series of talks and workshops aimed at improving the outcomes for children and their families. The workshops will be led by a mixture of local experts, leading academics and national policy leads giving practitioners the chance to reflect on current thinking and practice to support their knowledge and skills.

13.29 The events will use service-user feedback, practice week feedback and the voice of the child in practice, to challenge and promote practice growth and continuous development. The HSCP Business Unit will gather information from a variety of sources and present this to the HSCP Leadership group in order to inform the first set of discussions about the practice issues/themes being considered. This will include analysis of current data and performance, evidence from self-assessments, multi-agency audits and peer challenge, S11 findings, success and impact measures and relevant statutory and other guidance. The HSCP Executive group will make the final decision on themes.

13.30 Findings from the local reviews undertaken in Haringey will be shared with relevant parties locally through large Partnership Practice Learning Events and there will be regular auditing to ascertain progress on the implementation of recommended improvements. The sustainability of these improvements will be monitored regularly and followed-up by the HSCP Business Unit to ensure that there is a real impact on improving outcomes for children. The events are aimed at providing interactive learning opportunities, building relationships and problem-solving.

13.31 Partners have agreed to use learning from the recent JTAI as the first theme and have tasked the current Independent Chair and the SSPM to lead this event. The Safeguarding Partnership Practice Learning events and the Multi-Agency Practice week will:

- a) Brief frontline staff across the partnership on emerging themes affecting our children and develop practitioner led interventions to reduce the impact;
- b) Consult on, and contribute to, changes to policy and procedure;
- c) Brief frontline practitioners on national policy, procedure and legal changes and develop local strategies to incorporate changes to practice;
- d) Analyse collaborative working through multi-agency audit and service-user feedback, learn lessons, increase interagency review and assessment and agree creative and innovative ways of working to reduce the number of touch points for families;
- e) Identify and celebrate good practice;
- f) Identify barriers to good practice and develop innovative and creative solutions to break barriers down;
- g) Learn from children, young people and their families to strengthen practice;
- h) Own the learning of Child Safeguarding Practice Reviews and Domestic Homicide Reviews to change and strengthen authentic partnerships and further improve practice.
- i) Evaluate the multi-agency 'front door' for child protection, when children at risk of harm first become known to local services
- j) Conduct 'deep dive' investigations in order to provide an opportunity to explore joint responses to children and young people.
- k) Evaluate multi-agency arrangements for the response to all forms of child abuse, neglect and exploitation at the point of identification
- l) Evaluate multi-agency arrangements for the quality and impact of assessment, planning and decision-making in response to notifications and referrals.

13.32 Terms of reference for the Multi-Agency practice week will be developed by the current JTAI implementation group led by the DCS and the Independent Chair, supported by the SSPM.

13.33 Accountability and Reporting Arrangements

13.34 The Safeguarding Partnership Practice Learning event & the Multi-Agency Practice week are accountable to the HSCP Leadership group. The HSCP, alongside the Quality, Performance and Outcomes subgroup, will complete a child and family impact analysis following each learning event/practice week outlining key learning and actions to strengthen authentic safeguarding practices to address priorities and need. The Safeguarding Partnership Practice Learning Events will be led by the Independent Chair supported by the HSCP Business Unit. The multi-agency practice week will be led by the three statutory partners taking turns jointly with the Independent Chair. The next multi-agency practice week theme (Neglect, September 19) will be led by Haringey DCS.

13.35 Frequency:

13.36 One Safeguarding Partnership Practice Learning event and two Multi-Agency Practice week will take place every year.

14. The HSCP Business unit

14.1 The Business Unit's primary focus will be to support the operation and ongoing development of the statutory, multi-agency safeguarding arrangements.

14.2 In consultation with the HSCP Leadership group and its subgroups, the Business Unit will produce an annual Business Plan in April of each year. This document will clearly set out the priorities for the HSCP on an annual basis, plan for multi-agency audit, scrutiny and workforce development, and specific actions to deliver on the priorities. Progress against delivery will be reviewed on a quarterly basis.

14.3 In addition, the HSCP Business Unit will produce an Annual Report in June/July of each year to be published on the HSCP website. This will clearly set out evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers. It will confirm delivery against agreed actions, findings from audits, scrutiny activity, child safety practice reviews and learning from local case reviews and engagement events. The annual report will also include an analysis of any areas where there has been little or no evidence of progress on agreed priorities. Based on local and national evidence it will also highlight the priorities which should feed into the next annual Business Plan.

14.4 The staff of the Business Unit will continue to be 'hosted' within an agency with regards to employment, leave, pension and so forth. For continuity and simplicity, it remains appropriate for that to be Haringey Council. It is important that the HSCP Business Unit serves the 3 Statutory Partners equally and is seen to be independent. This will be facilitated by retaining the Independent Chair, who will direct its work on behalf of the three statutory partners. However, in an unlikely event where there are staffing issues, Haringey council will address the matter according to their internal procedures.

14.5 There may be a need for a review of the staffing structure when the new partnership arrangements are in place and have bedded in. Consideration will be given to opportunities for key officers in other agencies to be co-located in the HSCP Business Unit as an in-kind contribution resource.

15. Responding to Serious Incidents of child health/serious harm

15.1 There is to be a two-tier system - local and national - for safeguarding practice review (SPR) (currently known as serious case reviews (SCR)). The responsibility for how the system learns lessons from SPR at a national level lies with the Child Safeguarding Practice Review Panel (the Panel) and at a local level with the safeguarding partners.

15.2 The safeguarding partners are required to 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.

15.3 Where a case meets the criteria for a SPR - where, (a) the child dies or is seriously harmed in the local authority's area, or (b) while normally resident in the LA's area, the child dies or is seriously harmed outside England and the LA knows or suspects that the child has been abused or neglected) - the local authority must notify the Panel within 5 working days of becoming aware of the incident. The authority should also notify its safeguarding partners.

15.4 The safeguarding partners are required to undertake a rapid review of serious safeguarding cases. The aim is to: a) gather the facts about the case; b) determine whether there is any immediate action needed to ensure children's safety and share any learning; c) consider the improvements to safeguard and promote the welfare of children; and d) decide the steps that should be taken next, including whether or not to undertake a child safeguarding practice review. The report on the rapid review should be shared with the national Panel including the decision on whether a local or national SPR is appropriate.

15.5 The responsibility for considering cases for SPR and for informing the national Panel lies with the Assistant Director of Social Care in consultation with the DCS. Decision-making will be scrutinised by the three statutory partners.

15.6 Safeguarding Practice Reviews will be commissioned by the HSCP Business Unit with the support of the Independent Chair using regional and national information on known reviewers and their expertise. These reviewers will be assessed and selected by representatives of HSCP including the DCS based on previous work and experience, recommendations and via personal interview. Reviews will be published as outlined in Chapter 4 of WT (2018) on the HSCP website.

16. Relevant agencies

16.1 According to WT 2018, relevant agencies are those organisations and agencies whose involvement is considered by the safeguarding partners as a requirement to safeguard and promote the welfare of children with regard to local need. The list of relevant agencies is set out in the Child Safeguarding Practice Review and Relevant Agency (England) Regulations (2018). The safeguarding partners have agreed which relevant agencies can bring the targeted help and support that children and families need in Haringey (Appendix 1). However, it should be noted that the safeguarding partners may include any local or national organisation or agency in their arrangements, regardless of whether they are named within the regulations. Those organisations that are listed in the regulations have a statutory duty to act in accordance with the arrangements.

16.2 Acting in accordance with the safeguarding arrangements requires safeguarding partners and relevant agencies to work together and:

- a) Fully engage with the Haringey Safeguarding Children Partnership functions as set out within this document;
- b) Provide information which enables and assists the safeguarding partners to perform their functions to safeguard and promote the welfare of children in their area, including as related to local and national child safeguarding practice reviews;
- c) Ensure that their organisation works in accordance with the inter-agency safeguarding procedures approved by the partnership;
- d) Have appropriate robust safeguarding policies and procedures in place specifically relevant to their organisation;
- e) Provide evidence of the above to the Safeguarding Partnership Leadership Group.

16.3 All organisations that were previously members of the Haringey LSCB at the point of the new safeguarding arrangements being implemented have been named as relevant agencies.

16.4 However, membership of the HSCP leadership group and its subgroups will be reviewed. This ensures that the valuable contribution of those organisations to safeguarding work will continue to be taken forward collaboratively. In addition to the three main statutory safeguarding partners, various other relevant agencies will work as part of the Partnership. These agencies will be members of the Partnership Leadership Group and participate in the Partnership Learning events and some will also be members of subgroups who have the decision-making authority for the safeguarding partner they represent. Anyone entrusted with attending in their place will need to have similar delegated authority.

16.5 As recommended by WT (2018), all schools (including independent schools, academies and free schools), colleges, early years and other educational providers in Haringey are designated as relevant agencies. The list of relevant agencies will be reviewed by the safeguarding partners at least annually. The intention will be to use the opportunity of

introducing new arrangements to broaden the reach of the safeguarding arrangements and, in time, consider how sports clubs, religious institutions, armed forces, the voluntary sector, private providers of health services and children's homes, for example, can be further engaged.

16.6 Whilst the legislation and statutory guidance draws a distinction between safeguarding partners and relevant agencies to ensure clarity around accountability, it is clear that all members of the Haringey Safeguarding Children Partnership have a shared responsibility to work collaboratively to provide targeted support to children and families. Schools will be engaged as part of the partnership Leadership group and subgroups to ensure joint working to safeguard children within a multi-agency shared approach. The Partnership will aim to build on established relationships with schools and education providers to ensure they remain a key partner agency when the landscape of school organisation is changing. There will also be a focus on exploring how schools can contribute to ensuring the voices of children and young people contribute to safeguarding developments and priorities. The termly Designated Safeguarding Leads forum led by Haringey Education Partnership will act as a mechanism for schools to learn and promote our safeguarding arrangements. The SSPM delivers regular presentations to this forum with safeguarding local and national updates and this will continue.

17. The role of Youth Offending and custody services, Children living away from home and children gone missing from home or education

17.1 The Youth Offending and custody services arrangements are well established, maintained and used effectively across the HSCP. Our new safeguarding arrangements will continue to actively support effective delivery of their services through the HSCP Leadership group and its subgroups. The Youth Offending service will continue to submit annual overview reports to the HSCP for scrutiny and promotion of their offer across the partnership.

17.2 The HSCP will also ensure that those responsible for looking after children in settings away from home, including residential homes for children, foster carers and youth custody settings, are engaged with the safeguarding arrangements through the partner responsible for commissioning those services or by direct contact with those organisations via the HSCP Business Unit.

17.3 The Multi Agency Criminal Exploitation group (MACE) identifies the Child Sexual Exploitation profile of Haringey and oversees the Haringey CSE Strategy and Action Plan. It aims to reduce incidents of sexual exploitation through the delivery of an integrated strategy, sharing information and intelligence and producing data on current trends and threats. The MACE group will continue to produce an annual report to the HSCP for overview and scrutiny.

18. Use of data and intelligence

18.1 We will develop a new Performance Management Framework for the partnership setting out the way performance information is provided to the Leadership Group to inform its assessment of the effectiveness of the help being provided to children and families (including early help). Data relating to key safeguarding processes and particularly vulnerable groups of children will be provided each quarter with an analysis that provides an explanation of any trends and issues for attention of the group. This will be supplemented by specific reports on topics that have been identified by the Executive Group as requiring assurance monitoring.

18.2 The framework will be subject to regular review by the Leadership Group and therefore the issues covered may vary according to the needs of children in Haringey and risks identified.

19. Partnership Integration

19.1 The Independent Chair will take a strategic lead in developing partnership working with the three statutory partners, wider partners and stakeholders including across the voluntary and community sector to improve outcomes for children and young people in Haringey. The SSPM will work closely with the designated health leads, directors of providers, social care leads and the DCI/Detective Superintendent to address barriers, problem solve and escalate as required to ensure that risks are managed and mitigated to remain on track. Their monthly meetings will support the development of key strategic relationships between the three organisations and wider senior partners in relation to the delivery MASA arrangement and partnership priorities.

20. Independent Scrutiny

20.1 WT 2018 states that the new arrangements should include scrutiny of its effectiveness to safeguard and promote the welfare of children by an independent person. The scrutiny is intended to provide the necessary assurance in judging how effective the multi-agency arrangement is to safeguard children including arrangements to identify and review serious child safeguarding cases. The independent person will be objective, act as a constructive critical friend and promote reflection to drive continuous improvement.

20.2 Part of the role of the independent chair is to provide challenge and a level of scrutiny. In addition, the partnership will commission a scrutineer to provide independent evaluation of the effectiveness of local multi-agency arrangements to safeguard and promote the welfare of all children. The scrutineer will provide an assessment of the safeguarding partners' leadership of the arrangements for inclusion in the partnership's yearly report. He/she will focus on the impact of the partnership arrangements and working rather than processes. In effect, his/her role would be to find evidence that the partnership is making a positive difference to children and young people. The Scrutineer will be independent from the statutory partners and will have expertise in child safeguarding, an understanding of local need and effective partnerships.

20.3 Haringey's independent scrutiny arrangements will also include a wider system of scrutiny; peer review, the CYPS overview scrutiny panel, LA Departmental Management Team, independent inspectorates' single assessment of the individual safeguarding partners (for example, Ofsted, HM Inspectorate of Constabulary, Care Quality Commission inspection reports) and Joint Targeted Area Inspections.

21. Dispute Resolution

21.1 Haringey safeguarding partners and relevant agencies will proactively work together to resolve any disputes locally. In the event that dispute arises all staff, from partners and relevant agencies, will proactively work together to resolve any disputes locally through timely dialogue, discussion and where necessary escalation (see HSCP/LSCB escalation policy on the LSCB website). Any public bodies failing to comply with their obligations under law will be held to account through a variety of regulatory and inspection activity.

22. Geographical area

22.1 It is acknowledged that two statutory partners (Police and CCG) to these arrangements have responsibility for services outside Haringey due to their organisational boundaries overlapping other local authority areas. The new HSCP/ LSCB Escalation policy makes a reference to cross-borough boundaries, interagency safeguarding children procedures and includes operational guidance for circumstances where a child and or their family is living in another area or moving between areas. It may also be necessary for some partners to these

arrangements to work with another area's arrangements, for example during a child safeguarding practice review commissioned by another area, and the HSCP Business Unit will help facilitate communication with other areas and engagement by partners.

23. Financial Consideration

23.1 The WT 2018 guidance makes it clear that safeguarding partners should agree the level of funding secured from each partner and relevant agency to support the new safeguarding arrangements. Decisions on funding are for local determination but contributions should be equitable and proportionate to meet local needs. In the absence of a nationally prescribed funding formula, local negotiations will need to reach agreement as to what is proportionate and equitable.

23.2 There is a concern about the cost of paying for independent authors and the inconsistent quality of the reports. There is also some concern about the restrictions regarding the methodology that can be used to carry out the reviews – the methodological approach is overseen nationally. Going forward, in the event of a child safeguarding practice review, funding will be met by the three safeguarding partners and, where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the full costs of any child safeguarding practice review arrangements.

23.3 The new safeguarding arrangements will commence with the continuation of the current levels of funding. Currently there is a total of £30,102 partnership contribution and £165,000 Haringey Council contribution. Clearly the Council make the largest contribution to these arrangements, followed by health services, with the police/MOPAC making a small contribution. Currently, the Council is the de-facto lead for these partnerships, and this is reflected in Council's commitment to the management and resourcing of this partnership. The Independent Chair will support the SSPM to manage the pooled budget for the HSCP ensuring its most effective deployment, adhere to Best Value principles, control cost and enhance value, within the context of the council's budget monitoring process and financial controls. The Independent Chair will also ensure that partner agencies contribute towards the running costs of the HSCP. The safeguarding partners have agreed that the current arrangement for funding will be kept under review.

24. Risk Assessment

24.1 There is a risk that the quality of scrutiny and quality assurance could be compromised if arrangements are changed in light of the Act. However, all partners have agreed that clear principles must be adhered to when considering any future changes. Any changes need to enhance and further strengthen partnership working and safeguarding practice and the priority will be on safety and protection at all times.

24.2 A second risk is the financial implication of setting up and operating a new model which is key to the effectiveness of the new arrangements. This will be mitigated by the three statutory partners addressing all financial matters so it is clear what the expectations would be on all partners who have safeguarding responsibility

25. Implications for the Haringey council's priorities

25.1 Ensuring that children and young people are safe from harm is a core statutory duty for the Council. It is essential that that elected members are informed and able to be assured of how effectively this duty is discharged via a robust performance and quality assurance framework.

26. Equality Impact Assessment

26.1 The HSCP new arrangements will be assessed using the Haringey Council's Equality Impact Assessment Screening Tool. It is anticipated that the new arrangements will have no adverse impact on any of the Haringey diverse groups. These include the strands of disability, ethnicity, gender, gender identity, age, sexual orientation, religion/belief, social inclusion and community cohesion. However, by their nature, the new arrangements create a positive impact on all the above strands as they seek to actively promote inclusive and anti-discriminatory practices.

27. Looking beyond Wood review and next Steps

27.1 The arrangements will enhance the scrutiny and monitoring role of the partnership and further enforce effective joint working arrangements within a context of trust and commitment to safeguarding. The overall effectiveness of the new arrangements will be reviewed in the summer 2020. Following this review, partners will agree the frequency, however, the intention is to review the governance arrangements at least every two years.

Appendix 1

List of Relevant agencies

AGENCY
CAFCASS
HARINGEY COUNCIL (CYPS)
Haringey Education Partnership
<u>Health Services:</u>
Clinical Commissioning Group
North Middlesex University Hospital
Whittington Health
Barnet, Enfield & Haringey Mental Health Service
LA Housing Department
Public Health
LBH Legal Services
Police
National Probation Service (NPS)
London Community Rehabilitation Company (London CRC)
Lead Member CYPS
Primary School Head rep
Secondary School Head rep
London Ambulance Service (LAS)
Adult Social Services
General Practitioners
Haringey Association of Voluntary and Community Organisations (HAVCO) (Vol Sector)
The Bridge Renewal Trust (Vol Sector)

Appendix 2

GLOSSARY

AD – Assistant Director

BC – Borough Commander

CAFCASS – The Children and Family Court Advisory and Support Service

CCG – Clinical Commissioning Group

CCO - CCG Chief Operating Officer

CDOP – Child Death Overview Panel

CDR – Child Death Review arrangements

CRC – Community Rehabilitation Company

CSC – Children’s Social Care

CSP – Community Safety Partnership

CYP – Children and Young People

DCI – Detective Chief Inspector

DCS – Director of Children’s Services

HoS – Head of Service

HSCP – Haringey Safeguarding Children Partnership

ILAC – Inspecting Local Authority Children's Services

JTAI – Joint Targeted Area Inspection

LA – Local Authority

LAC - Looked After Children

LBH - London Borough of Haringey

LSCB – Local Safeguarding Children’s Board

HSCP – Haringey Safeguarding Children’s Partnership

MACE – Multi Agency (meeting for) Criminal Exploitation

MASA – Multi Agency Safeguarding Arrangements

MASH – Multi Agency Safeguarding Hub

MOPAC – Mayor’s Office for Policing and Community

MPS – Metropolitan Police Service

NCL – North Central London (Haringey/Enfield/Barnet/Camden/Islington)

NHS – National Health Service

Ofsted – Office for Standards in Education, Children's Services and Skills

SAB – Safeguarding Adults Board

SCR – Serious Case Review

SEND – Special Educational Needs and Disability

SOP – Standard Operating Procedure

SPR – Serious Practice Review

SSPM – Strategic Safeguarding Partnership Manager

WT 2015 – Working Together To Safeguard Children 2015

WT 2018 – Working Together To Safeguard Children 2018

YJB – Youth Justice Board

YOT – Youth Offending Team

DRAFT