

Enfield Safeguarding Children Board

# Annual Report 2012-2013







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# Foreword by Independent Chair of the ESCB

**2012/13 has been a very demanding and difficult time for all those agencies and individuals whose main focus is the protection and safety of children.**

Almost on a weekly basis there have been news headlines and stories about child abuse on a very worrying scale, with several high profile names of current and former celebrities potentially being involved. Many of these cases go back over the last 40 years and it is almost as though the Jimmy Saville scandal brought with it some 'permission' for older cases to get the attention they should have received before.

Additionally we have also heard of some truly shocking current examples of child sexual exploitation, organised, extensive, and again on a scale unknown before. The Children's Commissioners Office continues its exploration into this worrying behaviour and is due to report in the Autumn 2013.

How then does the Enfield Safeguarding Children Board (ESCB) respond to these national examples when it does appear that the existing systems of safeguarding have failed to protect children. How do we keep delivering a balanced, disciplined yet focused multi-agency approach locally without slipping into any false complacency?

This interim Annual Report highlights what has been looked at during this year, what has worked well and what our focus needs to be in the year ahead. As the Chair it is important for me to understand as much as possible about what practice looks like at the frontline and where the stretch is likely to be most felt and importantly what are the barriers that can get in the way of truly effective partnership work. So far I have made 18 visits across a broad range of the partnerships around the table and have several more still to complete. My visits ranged from spending a day with a paramedic, to bring involved in a year 6 school assembly, sitting in on a 'strategy meeting' of a 12 year old boy, attending A&E, as well as sitting in at the multi-disciplinary meetings on domestic violence incidents and public protection cases at Edmonton Police Station.

All the agencies and individual workers ( health, social care, education, police, probation, voluntary sector and others) I have seen and spent time with are dedicated, focused, active, and committed to the safeguarding of children. Yet we all know that we do need to 'continuously improve' and learn from each other to reduce harm and protect children.

As I write this introduction this Annual Report needs to be seen very much as 'work in progress', there are always new developments both nationally (e.g. new Working Together document March 2013) and locally (e.g. integrating local public health into the safeguarding boards formal structures) which will influence what we do and how. We need to be alert at all times to learn from local individual case examples and those already mentioned nationally to improve what we do and how we can get better.

I thank all the partnership agencies around the table, I warmly welcome the involvement of our two 'lay members' from the Enfield Community, and I look forward to developing many more real conversations with the young people of Enfield on whose behalf the Board needs to keep 'working together'.

**Geraldine Gavin**  
Independent Chair of the ESCB  
June 2013

## Comments by the Author

**I came into post in August 2012 as the new Business Manager and this represented an opportunity to review processes and the work of the Board with 'fresh eyes'.**

This was and remains particularly important in view of the ongoing pressures to be more efficient and effective. Since coming into post, business and administrative processes have been streamlined to ensure that the sub groups of the Board and their chairs received effective support. We have also introduced new ways of training such as lite bites – shorter more focussed training sessions which have ensured that more staff are receiving the training and support they need while keeping time away from their 'day job' to a minimum. This work to deliver 'more for less' and make best use of contributions from partner agencies continues.

My work focuses on supporting the Board and the Chair and our partner agencies and ensuring that the work of the ESCB is promoted as much as possible including to the communities we serve. I help the Board to continually review how we work and what we could do better, learning lessons from other Boards and also of course taking action to ensure that any lessons to be learned from serious cases are implemented through our partner agencies.

I remain passionate about the wide range of work the Board carries out with its partner agencies to protect and safeguard our children and young people. I am also committed to supporting the Board engage more effectively with the community it serves and hearing the voice of our young people in our planning. Since coming into post, I have been impressed at the commitment of all Board partner agencies to do the best they can to protect our children and young people.

I write this report as a reflection of the progress made not only from my point of view but also taking into consideration the views of others. The report includes some personal reflections and comments from some of those involved in this work including our lay members who provide a 'community voice' on the Board. It is also based on evidence and examples reviewed for the 2012-13 Business Plan and the ongoing progress the Board is making to transform the way it works to meet future challenges in safeguarding our children and young people.

**Alison Cutler**  
Business Manager ESCB

# Executive Summary

**This report represents an update on the work of the Enfield Safeguarding Children Board for 2012-13 as required under the terms of Working Together to Safeguard Children. A guide to inter-agency working to safeguard and promote the welfare of children. (HM Government 2013). The report aims to provide a summary of Board activities and its effectiveness in assessing and challenging safeguarding practice across partner agencies.**

The Board has a number of sub groups all of which are well supported by partner agencies and all of which have shown considerable progress against objectives set as part of the two year Business Plan. They are all functioning well and their work areas and terms of reference continue to be reviewed to ensure they remain fit for purpose. These sub groups are the key mechanism in the Board for challenging practice and any gaps or weaknesses in service provision. The review of the Business plan and the activities of the sub groups shows overall that the Board is continuing to make a difference to safeguarding practice across the Borough.

## Key highlights 2012-13:

- Recruitment of 2 Lay Members
- Recruitment of Business Manager and Information Officer following a period of interim arrangements
- Delivery of high profile and successful events in collaboration with other Boroughs and adult services.
- Delivery of a responsive and reflective learning and development programme that is cost effective and also meets the needs of practitioners and agencies
- Children's conference and development of processes to better involve children and young people
- Business plan on target and flexible to reflect emerging issues
- Ongoing support from agencies – with overall good commitment to attending meetings and supporting the work of the Board. This enables discussions and challenges to any concerns to be addressed.
- Continued focus on improvement and challenge by looking at business processes in the Board and challenging agencies and practice where needed
- Development of a website to promote the work of the Board, ensure information about safeguarding and support is available to the community and share best practice amongst practitioners

- Continued links and sharing practice with other Boards, with ESCB representatives attending London Board groups and thus contributing to pan London safeguarding practice.

## Areas for development in 2013-14 – what we could do better:

- Involvement of children and young people in the work of the Board and development of a Shadow Board
- Planned review of the new Working Together 2013 and the potential impact of this on the role of the Board
- Inspection frameworks and findings – there is a need to ensure that these form also part of the improvement plans and actions in the Board
- Restructure across a number of agencies e.g. probation, police, health and education with academies and free schools and any potential impact on safeguarding practice
- Focus on sexual exploitation following the children's commissioners' report and the joint Enfield/Barnet Sexual Exploitation conference
- Need for smarter working and better use of resources
- Consideration of more cross borough working and sharing of practice in some key areas e.g. training, audits, joint initiatives
- Making best use of actions plans, data and case examples to continue to robustly challenge areas of concern

This report shows that overall the Board is carrying out its statutory duties effectively. However there are areas for development as cited above and this will form the basis of ongoing work in 2013-14.

# Introduction

## Scope of this report

The Local Safeguarding Children Board (LSCB) is required under the terms of Working Together 2013 to produce an annual report.

In Enfield, the Enfield Safeguarding Children Board (ESCB) has a two year business plan in place running from 2012-2014. This is scrutinised annually in order to ensure progress against targets and also that any changes required are incorporated into the plan.

In consequence, the Annual Report presented here is an interim report which considers the following:

- The role of the Board
- Key activities and achievements
- Key challenges
- Next steps for 2013-14
- Conclusions about the effectiveness of the Board

This interim report represents 'work in progress' for the Board in ensuring that it functions effectively in carrying out its statutory duties, is responsive to the changing environment and also that it ensures that all partner agencies are working to keep children and young people safe from harm.





## Role of the Board – what do we do?

**The Board exists as a statutory body and has a range of roles including developing policies and procedures and scrutinising and challenging local safeguarding practice.**

Section 14 of the Children Act 2004 sets out the Objectives for the LSCB as:

- To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area and;
- To ensure the effectiveness of what is done by each such person or body for these purposes.

While the LSCB do not have the power to direct partner agencies, they have a role in making clear where improvement is needed. Each Board partner retains their own existing line of accountability for safeguarding. (Working Together to Safeguard Children, 2013)

The role therefore of the Board is thus to have an independent co-ordinating and challenge role around safeguarding practice across its partner agencies. Within Enfield this is carried out via each of the sub groups, details of which are outlined later in this report.

For 2012-13, membership of the Board and representation from all agencies on each of the sub committees was good ( see Appendices 1 and 2 agency statistics and membership), however, it is recognised that improvements can be made in the way the Board functions to ensure that it better discharges its statutory functions.

The Board is thus considering the way meetings are run, how information is shared and presented and how it can more effectively challenge practice. Work has begun on this already and will be moved forward further in 2013-14.





## Key activities of the Board in 2012-13

### Business plan on target

A review of the Business plan in March 2013 showed that in most key areas progress was being made against the actions (see Appendix 3) and where any were delayed or showing as 'red' work has been undertaken to rectify these. It was felt also that new and emerging themes needed to be incorporated into the plan moving forward to reflect the priorities in the Borough as well as nationally from arising from Serious Case Reviews and Independent Management Reviews. These will form the basis of individual work plans for each of the sub groups in 2013-2014.

These themes include:

- Domestic Violence
- Sexual Exploitation and trafficking
- Missing children
- Private fostering
- Promoting the work of the Board
- More cross borough work

Sexual abuse also remains high on the agenda and work will continue in this area in 2013/14 through monitoring practice, disseminating learning from for example the Saville report and running awareness campaigns and training.

Briefings on lessons from Serious Case Reviews were carried out in 2012/13 and further events are planned for 2013 including a conference covering these key themes.

Following the success of the children's conference in October 2012, engagement with young people and involvement in the Board is an area for further development in 2013. Working with the participation sub group of the Children's Trust and its partners, the Board will have a mechanism in place to support a shadow board and involve young people in shaping the future work of the Board. The Board recognises that work to involve young people is not as advanced as it could be and thus actions are being progressed to rectify this. Such actions include having a consultation mechanism in place, repeating a children's conference in 2013 and inviting young people to a development day with the Board to ensure their views are taken into consideration when setting the business plan.



### LSCB Business Unit

The Business Unit of the Board is taking on increasing responsibilities following the publication of Working Together 2013 and is thus currently under review. The appointment of a full time Business Manager with a team of administrative co-ordinators (2 full time equivalents) to oversee the work of the Board has helped to streamline processes and look at new ways of working. The appointment of an Information Officer in 2013 has been crucial in further developing the Board's communication and profile with the third sector, the local community and young people in particular. The further development of the website as well as the community handbook are two areas of work currently being progressed.

Karen Duncan, the Information officer for the ESCB comments as follows on her work:

“ My role is to promote ESCB on a multi agency basis within partner agencies and the wider community and to ensure that the board reflects their needs. An example of joint agency working is the production of the Community Handbook and redesign of the ESCB website to raise awareness and promote the welfare of children. The Community Handbook also offers ideas and helpful tips from professionals and what to look out for.

Third sector engagement is an important element in shaping policy and developing stronger communities. I've worked with Enfield Children and Young People Service, Enfield Voluntary Action, other community groups and services to ensure that Enfield communities receive the information they need about safeguarding services available to them. Those who work in these organisations are dedicated and work tirelessly in the work that they do. I am also working with Enfield 'SPOE' to increase involvement with the Third Sector. We must ensure however that we also reach out with otherwise disengaged and hard to reach groups within our community.

One of my highlights was 'Keep Safe Week' where ESCB, Enfield Safeguarding Adult Board, our partners and the Third Sector came together to deliver a programme of events held across the borough to support our diverse communities and raise awareness of safeguarding children and young people. During 'Keep Safe Week,' whilst I was manning a stall in Enfield Town, a vulnerable adult approached and said that he had walked all across the Enfield Town to find the stall. It was a freezing cold day and he smiled widely when I provided the information he required and shuffled off with the leaflets stuffed into a ruffled plastic bag. 'This is what it is all about' I thought. The Diversity day event was well received and attended by our Mayor Kate Anolue.

I am inspired by the young people at 'KRATOS' (Children in Care Council) their commitment and enthusiasm to provide a platform to ensure that voices of young people are heard. I am engaging with them on ideas for the ESCB website and Community Handbook and I look forward to continue working with young people involved in the participation agenda.

My role as Information Officer also extends to policy development and training and development. I am working with colleagues and stakeholders in shaping local protocols and guidance arising from the 'sexual exploitation' agenda and working alongside colleagues to roll out the ESCB training programme.

I am fortunate to be in a position to assist with shaping the future together with our partners, because 'Safeguarding is everybody's business'."

## Lay members

The Board now has two volunteer lay members whose role has been essential in offering the 'community voice' to the Board and challenging what the Board does. They provide the link between the strategic work of the Board with the local community and have proved invaluable in assisting with audits, recruitment and community awareness-raising events such as Safeguarding Week.

One of our lay members has this to say about her work:

“ Children's safeguarding is a subject that is close to my heart and it was for this reason that I decided to become a lay member on the ESCB, to learn more about the work of the board and to be able to give a voice for the 'ordinary' person on the street.

I have been genuinely impressed by the scope of the ESCB's role in bringing together all the agencies involved in children's safeguarding as one, more powerful force for change. The wealth of services available to vulnerable families and children to safeguard, educate, empower and enhance their lives has been an education to me. It's been heartwarming to witness the commitment of all the agencies involved and to know there are people who care so passionately about the welfare of our children.

And it is this message, I would like to see conveyed more effectively to the general public. In doing so, to lessen the stigma of asking for help and the 'fear' of being 'involved' with social services, so the frightened child will feel more able to seek help. Through greater public awareness I feel the services available to help vulnerable families and children will, therefore, be made more accessible and uptake levels improved.

I plan to support the board and contribute by taking advantage of the training courses available to enhance my knowledge and understanding of child protection issues and the legal framework.

To engage in the exchange of ideas and information at meetings and keep abreast of the latest child protection issues. To question if I don't understand or agree with any points of discussion and offer an independent viewpoint. To draw on personal experience to convey the concerns and expectations of the general public and highlight any issues and problems the board may not be aware of.”



Our other lay member also comments:

“ This is the second Annual Report that I have written for and the last year has been really interesting. I have been joined by another lay member and together we will hope to represent the community on the board as best we can.

I have taken the opportunity to take part in many training sessions and events that have been available to me and find that my knowledge on the many issues that affect the safety of the children and young people in our community is increasing all the time.

There have been several high profile cases in the press recently involving young people within our borough, some them through gang activity and others for other serious offences, but an area that is of increasing concern for all of us in the trafficking and exploitation of young people. The ESCB is working hard with its partners on dealing with this problem and we, as lay members hope to be involved in some of the initiatives around this.

I have been fortunate enough to have attended talks from CEOP (Child Exploitation and Online Protection Centre) and an organisation called AFRUCA (Africans Unite Against Child Abuse) which highlighted many issues including the practise of Witchcraft and female genital mutilation, this was a very enlightening and really brings home the task of making lives better for young people and children in our communities.

Again I would like to thank the team for making us feel involved and offering us the help and guidance we need in order to represent the community at board level.”

### Collaboration and multi-agency working – events

2012-13 saw a number of successful awareness raising events being carried out by the Board. The aim of each of these was to promote safeguarding to the community and young people and these were carried out in collaboration with partner agencies including the voluntary sector, police, adult and children’s services and health.

A successful area of collaboration included Keep Safe Week – a joint initiative between the ESCB and the Enfield Adult Safeguarding Board. This was an important event to raise safeguarding awareness amongst the community as well as professionals. Part of this week also included a children’s conference which enabled young people to engage with the safeguarding agenda and presented an opportunity for the Board to take their views into consideration. This event was run in October 2012 and again in March 2013.

In March 2013, a Diversity Day also formed part of Safeguarding week – this was run in conjunction again with partner agencies and was run across the Borough to promote the breadth of services available to support children, young people and their families. In this way, the ESCB was helping local organisations as well as partner agencies to directly deal with the communities they serve to raise awareness around safeguarding issues.

All of these activities are crucial in supporting joint working by bringing together services who work with adults and children to better support families, but also to raise safeguarding awareness to the wider community.



### Additional areas of work

The Board also monitors other areas of work. This includes monitoring of cases to the LADO (Local Authority Designated Officer), Licensing and Private Fostering.

### Report from the Local Authority Designated Officer (LADO) 2012-13

The role of the LADO is set out in the Working Together to Safeguard Children (2013).

The LADO should be alerted to all cases in which it is alleged that a person who works with children has:

- behaved in a way that has harmed, or may have harmed, a child
- possibly committed a criminal offence against children, or related to a child
- behaved towards a child or children in a way that indicates s/he is unsuitable to work with children

The LADO role applies to paid, unpaid, volunteer, casual, agency and self-employed workers. They capture concerns, allegations or offences emanating from outside of work. The LADO is involved from the initial phase of the allegation through to the conclusion of the case.

In Enfield, the role of the LADO is undertaken by the Deputy Head of Safeguarding, who has overall responsibility for overseeing investigations, alerting senior council officers to allegations of a serious nature, and making referrals to the Disclosure and Barring Service (formerly ISA).

In addition, advice is offered to agencies when it is not clear whether a referral to the LADO is necessary. Schools, in particular, have fed back, that this has been very helpful. Very effective working relationships with Human resources and more specifically Schools Personnel have been developed.

Training has been provided over the years around managing allegations, both via the LSCB and single agency.

The LADO will be delivering training to Enfield foster carers on 1st July. A similar session will be delivered to Heads and Governors on 2nd July.

In 2012-13 the LADO dealt with 56 allegations. This ranged from very low allegations when a strategy meeting was not necessary, to serious allegations of sexual assault of children, leading to a member of staff being charged with sexual assault.

#### **Maria Anastasi**

Deputy Head of Service and LADO  
Safeguarding Children and Quality Assurance Service



### Licensing

Licensing figures for 2012-13 are as follows:

In the period 01 April 2012 to 31 March 2013 the Enfield Safeguarding Board received notice of 80 licence applications which is 12 less than last year.

The premises included:

- 15 Restaurants
- 11 Supermarkets
- 6 Public Houses
- 4 Petrol Stations
- 3 Off Licences
- 3 Banqueting venues

The rest were various venues such as a Wine Bar, cafes, mini-markets and takeaways.

There were 2 applications where children under 18 were not admitted therefore no conditions necessary.

Not all applications included the sale of alcohol but related to the public showing of films /videos which are restricted to the recommendations of the British Board of Film Classification. Some of the applications were with regard to changes in opening hours. There were 3 applications for Gambling Licences.

### Private Fostering

In terms of Private Fostering, activity of the Board continues to raise awareness of this in the community via leaflets and roadshows, as well as training for statutory and voluntary sector organisations.

As at March 2013, the number of children in private fostering arrangements was 7.





## Budget

In these times of greater demands on budgets, the Board is focussed on doing more with less. The need to make best use of the resources and contributions from partners is paramount, while also recognising the need to maintain or increase contributions as the demands on the work of the LSCB increase.

The LSCB budget is managed with continual tight control, with an emphasis on value for money and transparency. Contributions are made from all areas as below:

<b>Income 2012-2013:</b>	
<b>Agency Contribution</b>	<b>Amount</b>
Metropolitan Police	£5,000
NHS Enfield	£5,000
North Middlesex Hospital	£3,000
Chase Farm Hospital	£3,000
London Probation Service	£5,000
CAFCASS	£550
BEH Mental Health Trust	£3,000
Enfield Children's Services	£23,400
<b>Total</b>	<b>£47,950</b>

## **Other income:**

	<b>Amount</b>
Munro monies	£12,586
Income from training charges	£1,250
Carried forward from 2011-12	£54,000
<b>Total Income for 2012-2013</b>	<b>£115,786</b>

## **Expenditure:**

	<b>Amount</b>
Training	£13,612.78
Catering/room hire	£2,006.70
Chair	£26,979.68
Conferences/events	£859.50
IMR	£8,021.16
Promotional items	£2,424.71
Misc	£97.81
Written off	£5,000.00
<b>Total</b>	<b>£59,002.34</b>

Please note this income and expenditure does not include the additional contributions from LBE for staffing of the Business Unit.



### Budget for 2013-14

The projected spend for 2013-14 will be broadly similar with a £40k carry over from 2012-13 ring-fenced for any Serious Case reviews. Other areas of spend will include the children's conference, additional promotional work and initiatives such as e learning.

The Executive agreed that budget contributions for 2013-14 should remain as 2012- 2013 in view of the carry over of £40k for 2013-14.

However, this budget should also be considered in view of the increased demands on the Board and reinforcement of its role in Working Together 2013. This has required additional hours being worked by the Chair and other members of the ESCB Business unit to fulfil these increased demands, as well as an ongoing streamlining of processes. The budget will thus be reviewed again in September 2013 to assess spend against income and consider further the resource requirements of the ESCB Business Unit in supporting the work of the Board.

### Learning from practice

Audits and their findings remain an important influence on the work of the Board as they provide evidence of any areas of improvement needed.

The Board carried out a Section 11 Audit in 2011. This audit is designed to allow agencies to consider their working practices against Section 11 of the Children Act 2004 i.e. to ensure that their functions have regard to safeguarding and promoting the welfare of children.

While the outcome of this audit was that overall no concerns were apparent, a further Section 11 is being undertaken in 2013 with an emphasis this time on making the audit more practice related and practice based – this will ensure that examples can be given of where practice is working and where it is not. To this end, a joint event with Barnet was held in December 2012 to determine how both Boards could streamline the process and make it more 'real' – recommendations included using examples, sharing information across boroughs and reviewing the structure of the Board. These are all being implemented in 2013 and the findings of the Audit will be subject to further challenge and scrutiny – each agency being asked to present findings to a panel made up of the Board Chair, Head of Safeguarding and Quality Assurance and a Lay Member.

Other initiatives that are being actively implemented to improve auditing of practice include the robust monitoring of action plans from recent Independent Management reviews and ensuring that all learning and action has been taken. An example of this has been improving the communication flow between the Coroner and the LSCB to ensure all relevant information is made available at inquest – the Chair, Business Manager and Head of Safeguarding met with the Coroner to look at ways of achieving this in the future.

The Independent Chair of the ESCB is also visiting all agencies and observing front line practice to ensure that the Board is able to see 'behind' the audit information and view what is occurring 'on the frontline'. The aim of this being to ensure greater connection between the Board and front line practice – thereby highlighting areas of excellent practice as well as any gaps that need to be addressed. Her findings will again form part of the work of the Board in 2013-14.

The Board is also supporting particular initiatives to improve front line practice – for example supporting training of GP's and encouraging their participation in Child Protection conferences. Such initiatives help support and improve the quality of safeguarding practice for our children and young people.

## Key achievements and activities from the sub groups 2012-13

All sub groups of the Board are supported by the different agencies, with each having multi agency membership and attendance (see Appendices 1 and 2). Each have reviewed their progress against the Business plan, as well as their terms of reference. This has ensured that they are on track to achieve their objectives and where any gaps have been identified, that actions are in place to correct these.

### Child Death Overview Panel

The Child Death Overview Panel (CDOP) has met regularly to review the deaths of Enfield infants and children. Cases were reviewed and assessed as to whether there were any modifiable factors i.e. could anything have been done or be done in the future to prevent such deaths. As a result of this, annual professional update sessions are held jointly with Haringey CDOP at North Middlesex hospital to remind practitioners of for example the evidence around sudden unexplained deaths in infancy (SUDI) and safer sleeping. Such cases will continue to be monitored and any arising themes will form the basis of future awareness raising sessions. Learning is also co-ordinated with information from other CDOP's nationally so that any lessons can be identified and included in training programmes and the work of the Board.

### Child Sexual Exploitation and Trafficking Group (CSET)

2012-13 showed an even greater focus on child sexual exploitation which included a joint conference with Barnet – this joint venture increased awareness across the boroughs of sexual exploitation and trafficking amongst professionals from different agencies. This conference was extremely successful and the outcomes and feedback from this has led to further training being implemented such as a lite bite training session about online sexual exploitation. It also forms part of the basis of the work of the Board and this sub group in this area on 2013-14.

Some of the comments received about the event from delegates included;

‘Best event I have attended in 30 years’, ‘Fantastic event’, ‘Fascinating and useful information’ ‘ More of these events please’

The CSET group is completing a self-assessment of the current position within the two boroughs and will shortly be issuing a set of draft protocols for missing children and updating agencies’ understanding of the key issues regarding CSET across agencies. More joint events are planned, as well as specific areas of training as identified and requested by delegates to support them in their work. Further progress includes the establishment of CSET as a full sub committee of the Board, focussing on the area of child sexual exploitation and trafficking. This group will also consider the issue of missing children and this has been built into its work programme for 2013-14. A further area of work for this group has been the completion of a risk assessment form to enable better co-ordination across the different agencies when dealing with missing children and young people so that improved support can be put in place. Key to the success of this has been a close partnership with St Christopher’s Fellowship and multi agency Single Point of Entry Service within the Council which deals with initial safeguarding concerns before cases are referred to the appropriate agencies for action.

### Training and Development

The group produced an annual training plan with attendance from agencies as below and continues to review areas where there may be gaps in training and development so that these can be addressed. It should be noted that while Police have not to date attended training, they attend conferences – this is very much in line with other boroughs. This is a gap however that will be addressed in 2013 by further discussion and agreement with the police as to how to best engage officers in multi agency training in future including linking with any training leads in the police service.

The development of 2 hour ‘lite bite’ sessions on a variety of themes based primarily on lessons from Serious Case Reviews and Independent Management Reviews has proved popular and this will continue to be developed in 2013-14. Such areas include: online sexual exploitation, domestic violence and drug and alcohol abuse. Other methods of training such as e-learning and learning fora are also being considered.



## Attendance on core multi agency training programmes 2012-2013

Agency	Number
Local Authority	124
Education	152
Police	0
Health	64
Mental Health	29
Independent/Voluntary	102
Out of Borough	0
Probation	0
<b>Total</b>	<b>471</b>

Schools continue to receive training for all their designated persons directly to ensure that their practice is up to date.

Work is also currently being undertaken to ensure that all agencies have access to safeguarding training – this applies especially to agencies where safeguarding is not their only focus, such as housing services. An analysis of possible gaps in training provision and actions for addressing this via for example e-learning is being considered.

A train the trainer programme was implemented to ensure that all of our internal trainers are supported in good practice training methods and this will be further developed in 2013-14 by the development of a trainer forum where best practice can be shared. The use of a primarily internal training resource ensures that the training provided is effective, based in local issues and is cost effective.

The training sub group also ensures that any new messages for learning arising from serious cases, independent management reviews and audits is embedded in local agency training programmes – examples of this include Private Fostering, new processes such as the Single Point of Entry and sexual exploitation and trafficking. This ensures that all staff have access to the latest information and can thus keep their practice up to date. This work will continue in 2013-14.

### Quality Assurance

The Quality Assurance sub-group of the Board refreshed its terms of reference in February 2012. Since that time, the group has successfully produced a comprehensive data base of child centred organisations activity and key performance data within Enfield. The sub group analyses the data and provides quality assurance and challenge to agencies. At the present time the information is largely quantitative and the groups aim is to condense this information into a qualitative briefing that can be presented to the Board and their members.

### Prevention

The group continues to focus on awareness raising about safeguarding in the community and the participation of children and young people. A successful children’s conference was run in 2012 and this is planned again for 2013, working closely with the Participation group of the Children’s Trust and the youth service. This conference was planned by young people and presented by them in 2012 and will follow a similar format in 2013. The prevention group will also work with the Children’s Trust to facilitate the development of a young persons shadow Board in 2013 to ensure that young people play an active role in developing the work plans of the main Board.

A key difference made as a result of the conference was a survey of young people; over 20% thought it was acceptable to carry a knife. This shocking statistic was raised at the main Board by our lay member who was present at the conference. This issue has been addressed via in-school training and the support of the voluntary sector and other youth fora in awareness raising about knife crime. In this way, the Board and its partners has played an important role in trying to reduce knife crime in the Borough.





The Community Handbook is also a key piece of work to be completed in 2013 which will also be featured on the safeguarding Board website. Ongoing engagement with the community and the voluntary sector remains a key focus and events such as the Diversity Day and Safeguarding Week have played an important role in disseminating safeguarding information to the community.

### Serious Case Review Panel

This group continues to review any cases and address and follow through actions from previous Serious Case and Independent Management Reviews. This ensures that any lessons learned are implemented. Learning events are also being planned and have been delivered around lessons arising from Serious Case Reviews (SCRs) and Independent Management Reviews. These include Domestic Violence, Sexual Abuse and Safer Sleeping. Lessons from national cases are also included in training across all agencies and this is implemented via the work of the training sub group. Examples of work arising from actions plans include: a review of communication and information sharing between and within agencies especially around parents with

additional needs, improved advocacy for children who have difficulties with communication, and a review of processes such as transferring cases across teams. All of these improvements have been implemented as a direct result of lessons arising from such cases.

Enfield has been involved in SCRs with Brent and Haringey and contributes to Domestic Homicide Reviews in Hertfordshire and Hackney. Any learning or action plans arising from these will be implemented once complete.

A programme of peer reviews is already in place to consider lessons from practice. Panel members are also attending training on systems models from SCIE (Social Care Institute of Excellence) in June 2013 to consider how to implement more effective ways of learning lessons from cases in the future.



## Summary of successes 2012-13

The Board can show some key successes in the year 2012-13:

- Recruitment of 2 lay members adding the voice of the community to the Board
- Recruitment of Business Manager and Information Officer following a period of interim arrangements – this has led to the introduction of more streamlined and effective processes and increased profile raising of the work of the Board within the Community
- Delivery of high profile and successful events in collaboration with other Boroughs and Adult services
- Delivery of a responsive and reflective learning and development programme that is cost effective and also meets the needs of practitioners and agencies
- Children's conference and development of processes to better involve children and young people
- Business plan on target and flexible to reflect emerging issues with examples of where practice has been improved
- Ongoing support from agencies – with overall good commitment to attending meetings and supporting the work of the Board. This enables challenges to any concerns to be addressed and actions to be agreed and implemented
- Examples from all sub groups of actions that are making a difference to safeguarding practice in Enfield
- Continued focus on improvement and challenge by looking at business processes in the Board and challenging agencies and practice where needed
- Development of a website to promote the work of the Board, share good practice with professionals and ensure information on safeguarding and support is available to the community
- Continued links and sharing practice with other Boards, with representatives from the ESCB also sitting on the London Board groups and thus contributing to pan-London safeguarding practice.

## Challenges and next steps

The Board also recognises that in a changing environment it needs to adapt to the many challenges ahead and that improvements can be made. Work is thus already being undertaken to address the following:

- Involvement of children and young people in the work of the Board – taking into consideration their views, including those who are under child protection. A number of initiatives including consultation, a shadow board and surveys such as Viewpoint enabling children and young people to express their views are being worked on and developed for completion in 2013-14.
- Planned review of the new Working Together 2013 and the potential impact of this on the role of the Board.
- Inspection frameworks and findings – there is a need to ensure that the work of the Board incorporates any findings in its own work plan and addresses these accordingly.
- Restructure across a number of agencies e.g. probation, police, health and education with academies and free schools – consideration to be given on the impact of this on safeguarding practice especially also in light of tightening budgets. One challenge remains that attendance at ESCB sub group meetings is sometimes sporadic due to increased work pressures on attendees especially where restructures are in progress.
- Focus on sexual exploitation following the children's commissioners' report and the joint Enfield /Barnet Sexual Exploitation conference.
- Awareness and measurement of the impact of welfare reforms on safeguarding – including demand for housing and more school places with the potential migration of more families into the Borough.
- Need for smarter working and better use of resources – doing more with less.
- Consideration of more cross borough working and sharing of practice in some key areas e.g. training, audits, joint initiatives – this is not only cost effective, but is a way of increasing sharing of ideas and best practice.
- Consideration of how the work of the Board links to other Boards such as Adult Safeguarding Board, the Health and Well-Being Board and how and where joint working can become more effective.
- Ongoing awareness raising amongst the community including a re- design of the ESCB website to make it more user friendly and informative.

## Conclusions

In summary, it can be said that there has been real progress made to continue to improve safeguarding practice across the Borough primarily via the work of the Board sub groups in 2012 -13 – with many examples of where the Board and its partner agencies has made a difference in safeguarding practice. There are also however some gaps and areas of improvement that have been identified which are currently being addressed and will continue to be worked on in 2013 -14.

The Board continues to develop an ethos of ongoing challenge and improvement not only of its partner agencies but also of itself. With this in mind, the ESCB looks to challenge the way we do business – complacency in this important area of work of safeguarding children and young people is clearly not an option. We will continue to seek out what we can do better to support the community we serve and ensure that the message that ‘safeguarding is everyone’s business’ continues to be promoted.





## Appendix 1

# Enfield Safeguarding Children Board Partner Agencies



TOTAL POLICING



Barnet, Enfield and Haringey   
Mental Health NHS Trust

  
Enfield  
Clinical Commissioning Group

Barnet and Chase Farm Hospitals   
NHS Trust

North Middlesex University Hospital   
NHS Trust



LONDON FIRE BRIGADE



2 Lay members

## Appendix 2

# Attendance by Agency at Board and Sub-Group Meetings 2012-13

<b>Enfield Safeguarding Children Board Meetings</b>					
Agency	Date of meeting				
	22/05/12	02/10/12	30/11/12	29/01/13	26/03/13
Community Health	5	2	2	3	6
Barnet & Chase Farm Hospitals	1	1		1	1
North Middlesex University Hospital	2	1	1	1	1
Public Health		1		1	
Children & Adolescents Mental Health Service					
Mental Health	1	1	1	1	1
Police – Child Abuse Investigation Team	1	1	2	1	2
Police – other	2	2	1	1	
Youth Offending Service	1	1		1	
Community Safety Unit	2	2	2	1	1
Probation	1	1	1		
Education	2	1	1	3	1
Further Education	1		1	1	1
Children & Family Court Advisory and Support Service	1		1		
London Fire Service	1		1	1	1
London Ambulance Service					
Social Care	2	2	1	2	1
Safeguarding Children & Quality Assurance Service	2	2	2	1	2
Third Sector	1	1	1	1	1
Other London Borough of Enfield	1	5	7	5	5
Enfield Safeguarding Children Board	2	3	1	3	2
Other	1	1	1	1	1
<b>Total no. attendees</b>	<b>30</b>	<b>28</b>	<b>27</b>	<b>29</b>	<b>27</b>

<b>Enfield Safeguarding Children Board Executive Group</b>						
Agency	Date of meeting					
	01/05/12	06/07/12	14/09/12	06/11/12	07/01/13	05/03/13
Community Health	1	1	1	3	1	1
North Middlesex University Hospital		1				
Public Health				1		
Police – Child Abuse Investigation Team		1	1	2	1	1
Police – other	1	2	1	1	1	
Community Safety Unit				1	1	1
Social Care		1	1	1	1	1
Safeguarding Children & Quality Assurance Service	1	1	1	1	1	1
Third Sector	1		1			
Other London Borough of Enfield	1			1		
Enfield Safeguarding Children Board	2	1	1	1	2	2
<b>Total no. attendees</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>12</b>	<b>8</b>	<b>7</b>

**Serious Case Review Panel**

Agency	Date of meeting					
	02/04/12	02/05/12	11/06/12	17/09/12	06/11/12	21/01/13
Community Health	2	2	2	1	3	3
Barnet & Chase Farm Hospitals	2		2	1	2	1
North Middlesex University Hospital	1	2	1	1	1	1
Public Health					1	
Children & Adolescents Mental Health Service	1		1		1	
Mental Health	1	1	1	2		2
Police – Child Abuse Investigation Team	1	1			1	
Police – other	2	1	1			
Community Safety Unit				1		1
Probation						
Education				1	1	
London Ambulance Service		2	1			
Social Care	2	1	3	2	2	1
Safeguarding Children & Quality Assurance Service	1	2	2	2	2	2
Other London Borough of Enfield				1	1	3
Enfield Safeguarding Children Board	1	2	1	2	1	2
<b>Total no. attendees</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>14</b>	<b>16</b>	<b>16</b>

**Quality Assurance Sub-Group**

Agency	Date of meeting				
	23/04/12	15/06/12	24/09/12	27/11/12	12/02/13
Community Health	3	2	1		
Barnet & Chase Farm Hospitals	1	1			1
North Middlesex University Hospital		1		1	1
Children & Adolescents Mental Health Service	1	1	1	1	
Mental Health			1	1	
Police – Child Abuse Investigation Team	1	1	1	1	1
Youth Offending Service					2
Probation			1		
Education					1
Social Care		2	1	1	2
Safeguarding Children & Quality Assurance Service	1	1	1	1	1
Other London Borough of Enfield	1	1	1	2	2
Enfield Safeguarding Children Board	2	1	1	1	1
<b>Total no. attendees</b>	<b>10</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>12</b>



**Child Death Overview Panel**

Agency	Date of meeting			
	26/06/12	25/09/12	04/12/12	12/03/13
Community Health	1	1	2	2
Barnet & Chase Farm Hospitals	1	2	2	2
North Middlesex University Hospital	2	2	1	2
Public Health		1	1	1
Police – Child Abuse Investigation Team	1	2		1
Police – other	1	1	1	
London Ambulance Service		1	1	1
Social Care	1	1		
Safeguarding Children & Quality Assurance Service	2	1	1	2
Enfield Safeguarding Children Board			1	1
<b>Total no. attendees</b>	<b>9</b>	<b>12</b>	<b>10</b>	<b>12</b>

**Prevention Sub-Group**

Agency	Date of meeting			
	17/05/12	19/07/12	05/11/12	05/02/13
Community Health	1	1		
Community Safety Unit	1			1
Education				
Safeguarding Children & Quality Assurance Service			1	
Third Sector	1	1	1	2
Other London Borough of Enfield	4	5	4	3
Enfield Safeguarding Children Board	1	1		2
Other		1		
<b>Total no. attendees</b>	<b>8</b>	<b>9</b>	<b>6</b>	<b>8</b>

**Training & Workforce Development Sub-Group**

Agency	Date of meeting				
	17/04/12	10/09/12	23/10/12	13/12/12	13/02/13
Community Health	2	1	1	2	
Barnet & Chase Farm Hospitals			1		1
North Middlesex University Hospital	2	1	1		1
Community Safety Unit			1		1
Education		1	1	1	
Social Care	1		1	3	3
Safeguarding Children & Quality Assurance Service	2	2	1		1
Third Sector	1	1			1
Enfield Safeguarding Children Board			1	1	1
<b>Total no. attendees</b>	<b>8</b>	<b>6</b>	<b>8</b>	<b>7</b>	<b>9</b>

<b>Child Sexual Exploitation &amp; Trafficking Group</b>						
<b>Agency</b>	<b>Date of meeting</b>					
	<b>18/04/12</b>	<b>30/05/12</b>	<b>11/07/12</b>	<b>21/11/12</b>	<b>24/01/13</b>	<b>27/03/13</b>
Community Health	2	1			1	1
Barnet & Chase Farm Hospitals		1	1		2	1
North Middlesex University Hospital	1					
Police – Child Abuse Investigation Team	2	1	1	1		1
Police – other	1	1			2	
Youth Offending Service	1	1		1	2	
Community Safety Unit			1	1	1	
Probation			1			
Education	1	1			1	1
Social Care				1	2	2
Safeguarding Children & Quality Assurance Service	1	1	1	2	1	2
Third Sector	1	1		1	1	1
Other London Borough of Enfield	1	1	2	2	1	3
Enfield Safeguarding Children Board						1
Other		1		1		1
<b>Total no. attendees</b>	<b>11</b>	<b>10</b>	<b>7</b>	<b>10</b>	<b>14</b>	<b>14</b>

## Appendix 3

# ESCB Business Plan 2012-2014

Objectives	Actions	Timescale	Lead Agency / Group	Outcomes	RAG Status	Update January 2013
<b>Core Business Child Protection</b>						
<b>Co-ordinate local work</b>	Develop and publicise annual multi agency training plan	March 2013	Training Sub-group	Availability of a skilled workforce	Green	In place
	Disseminate learning from CDOP and SCRs via briefings and workshops	Six monthly	Training Sub-group	All partner agencies are aware of lessons learnt and implications for evidence based practice	Green	In place
	Continue implementation of Pan London Strategy for Faith and Minority Ethnic Groups	Ongoing	Training Sub-group	Children of whatever faith, ethnicity or culture are safeguarded and their welfare promoted.	Green	Part of training plan
	Continue to promote the Private Fostering strategy	Ongoing	Prevention sub-group	Children away from their parents care are properly safeguarded	Amber	Plan in place
<b>Develop Policy and procedures</b>	Develop and implement a consultation/participation strategy for Children and Young People and monitor the strategy	September 2012	Prevention sub-group/ QA Subgroup	Participation levels routinely recorded in individual agency systems Children/young people actively involved in planning services and their own care.	Amber	In progress via Children's Trust and will be further considered at Board in March.
	Revise local procedures in line with new Working Together	January 2013	Prevention sub-group	All agencies can demonstrate compliance with statutory requirements re: availability and access to up to date procedures.	Green	In place via ECYPS
<b>Raise Awareness</b>	Organise an annual half-day workshop to raise awareness of safeguarding protocols and training	November 2012/2013	Training Sub- group	Satisfy ESCB that safeguarding issues are being appropriately communicated to the community and partner agencies.	Amber	To clarify what is required and plan in accordingly.
	Organise awareness raising sessions for professionals, faith, community leaders and parents with focus on FGM, Forced Marriage, Spirit possession and Honour violence.	Six monthly	Prevention sub-group & Training Sub-group	Communities have increased awareness of safeguarding	Green	In place. Further work/events planned.
	Finalise and implement Communication Strategy	June 2012	Prevention Sub-group	Satisfy ESCB that safeguarding issues are being appropriately communicated to the community and partner agencies.	Green	Completed
	Establish and update ESCB Website to provide information for professionals, children and young people and the wider community.	November 2012	Prevention Sub-group	Informed professionals and young people	Amber	In progress – website updated
<b>Monitor and evaluate</b>	Assure the quality of frontline practice and agency working	Quarterly	QA Sub-group	Children are safer at home, at school and in the community.	Green	
	Review numbers of agencies and schools undertaking safer recruitment training	Annually	QA Sub-group	Safer recruitment practice fully embedded across all agencies.	Amber	To agree if this should sit with Training group
	Audit of agencies training for employees	Annually	QA Sub-group	Agencies compliant with training requirements and regular reports to ESCB	Amber	To agree if this should sit with Training group



Objectives	Actions	Timescale	Lead Agency / Group	Outcomes	RAG Status	Update January 2013
<b>Monitor and evaluate cont'd</b>	Staff survey re: effectiveness of training	Bimonthly	QA Sub-group	Staff feel confident and equipped at appropriate skill level for their role. Children and families are engaged in individual and strategic planning.	Amber	To agree if this should sit with Training group
	Collation of audit findings re: consultation and participation of children, young people and parents with reports to ESCB on outcomes.	April 2013	QA Sub-group	Children/ young people actively involved in planning services and their own care.	Amber	Work in progress
	To implement a local model of Performance Management and Quality Assurance based on good practice Guidance, Improving Local Safeguarding Outcomes' LGG and London SCB.	April 2012 + ongoing	QA Sub-group	Peer review process within and across agencies in place	Green	In place
	Review/agree accessible dataset and gather/ collate all relevant ESCB partner information appertaining to Safeguarding Children within the Borough	September 2012 + quarterly	QA Sub-group	Viable and Embedded QA framework which has been agreed by all partners and enables clear quantitative and qualitative outcome measures	Green	In place
	Interrogation of key performance data to identify areas for improvement.	Ongoing, bi-annual report	QA Sub-group	Children at risk are being properly safeguarded with effective and timely interventions.	Green	
	Monitor quality of CP Plans	September 2012	QA Sub-group	CP plans demonstrate clear focus on outcomes for children and young people	Green	
	Review and implement methodology for audit of partner agencies compliance under section 11 of the Children Act 2004	January 2013	QA Sub-group	ESCB can evidence compliance with Working Together s3.7 – 3.10 and effective challenge to drive improvements.	Amber	To complete June 2013
	To link with work of London SCB in refining shared data sets to enable informed benchmarking across London boroughs	October 2012	QA Sub-group	Agreed dataset which is monitored by London and individual Boards	Green	
	To conduct a Risk Assessment and create a Risk Register for ESCB for regular review by the Board	November 2012 / Biannual	QA Sub-group	ESCB is aware of key areas of risk and takes appropriate action to address these creating a robustly managed LSC Board.	Amber	To consider if this should be role of Executive
<b>Early help and Safeguarding</b>						
<b>Co-ordinate local action</b>	Promoting a model of early help for children and families which reduces demand and cost (Munro review)	June 2012	Prevention Sub-group	Reducing numbers of children at higher tiers of intervention , including children in care and subject to CP	Green	Supporting SPOE
	Co-ordination of response to Children and Young People's fear of gangs and knife crime.	October 2012	Prevention Sub group	Children and young people feel safe in their neighbourhoods.	Green	Activities in place – working with schools and Police
	To support implementation of Multi Agency triage service in response to referrals ( MASH) and Single Point of Entry( SPOE) and ensure the co-ordination and communication re: local services	June 2012	Prevention Sub group	Clearer, streamlined access to safeguarding services and better identification and targeting of interventions to those most in need at an early stage.	Green	SPOE in place and supported

Objectives	Actions	Timescale	Lead Agency / Group	Outcomes	RAG Status	Update January 2013
<b>Develop policies and procedures</b>	Review of social care thresholds document and embedding of CAF as multi agency referral form across all agencies	June 2013	Quality Assurance-sub group	Thresholds are understood, embedded and effective at reducing numbers of inappropriate and repeat referrals.	Green	In place. Review in June 2013.
	Review tools/protocols to promote improved information sharing, risk assessment and partnership working	August 2012	Board Chair	Improved identification of risk to children and young people and timely response Increased flow of information across services etc	Amber	Work to continue via Building Resilience Programme
<b>Raise awareness</b>	Threshold document to be publicised to all agencies through launch and supported by relevant documentation.	September 2012	Prevention subgroup	Thresholds are understood, embedded and effective reducing numbers of inappropriate and repeat referrals.	Green	In place via ECYPS
	Ensure that communities are aware of locally available services	May 2012	Prevention Sub-group	Local services respond to identified need and are well used.	Green	Regular forums and events run by ECYPS.
<b>Monitor and evaluate</b>	ESCB to receive reports on quality of child protection and early help practice from multi agency case file audits	From June 2013	QA Sub-group	Multi agency audit framework embedded and operational.	Amber	Process in place. Review from June 2013.
<b>Sexual Exploitation and Trafficking</b>						
<b>Co-ordinate local action</b>	Embed local protocol for Sexual Exploitation and build capacity of multi-agency staff to engage in prevention work	September 2012	CSE & T working party	Improved identification of sexual exploitation and delivery of support to young people at risk	Green	
	To establish links with local, national and international services and agencies to facilitate the protection of children who may be at risk from trafficking and exploitation	November 2012 and throughout the Olympic/ Para-Olympic period	CSE & T working party	Improved identification of sexual exploitation and positive delivery of support to young people at risk	Green	To continue to develop
	To support young people in identifying trafficked children and in identifying themselves as trafficked children	November 2012	CSE & T working party and Prevent sub-group	As above.	Amber	
	To participate in and support safeguarding issues in respect of the Olympics.	September 2012	CSE & T working group	Minimise harm to Children at risk due to associated issues	Green	Completed
	To combine expertise to act as a point of authority and reference in matters associated with child trafficking and exploitation	Ongoing from August 2012	CSE & T working group	An effect local set of Policies and procedures to assist practitioners in identifying and making provision for Children who may have been Sexually Exploited or trafficked	Green	Work to develop and continue
	<b>Develop policies and procedures</b>	Review e-safety strategy and work carried out in schools including awareness-raising sessions for parents	January 2013	CSE & T working group	Children and Young People feel safer and have access to advice and information and are aware of how to stay safe online.	Green
To develop mechanisms to collate intelligence by the Children and Young People's Services and the Police		October 2013	CSE & T working group	Improved identification of children and young people at risk,	Green	Work on this via the SPOE
To raise awareness and encourage the reporting of concerns about trafficked children and perpetrators of this crime.		April 2013	CSE & T working group and Prevention Sub-group	Increased awareness of how to respond to a concern	Green	ECYPS training/ ESCB training – further work needed. Conference was a success.

Objectives	Actions	Timescale	Lead Agency / Group	Outcomes	RAG Status	Update January 2013
	To support / provide training to professionals, families and community groups to understand the profile of trafficked children and their needs.	April 2013	CSE & T working group, Training sub-group, Prevention Sub-group	Increased awareness of how to respond to a concern	Amber	Training in place. Further work in community.
	To promote interagency and community participation in tackling child trafficking	Ongoing	CSE & T working group	Increased awareness of how to respond to a concern	Amber	Review outcomes of conference. Look at cross-borough working.
<b>Monitor and evaluate</b>	Collate and monitor data on all children missing from education, care and home with regularly reports to ESCB.	March 2013	QA Sub-group	Missing Children local protocols and procedures in place. 'Safe and well' interviews for children missing from care	Amber	Work continuing
<b>Domestic Violence</b>						
<b>Co-ordinate local action</b>	Ensure inclusion of impact of DV on children in training programme.	March 2013	Training Sub-group	Children and young people are protected from the effects of DV.	Green	In place.
	Ensure DV is accorded a high profile in cross agency working	Ongoing	QA Sub-group	Reduction in numbers of CP plans where DV is an issue	Amber	Sit with Prevention group / monitor via QA
	Ensure DV is highlighted in information sharing protocols	September 2012	Board Chair	Availability of high quality risk assessment tools to support front line practice.	Green	In place
<b>Develop policies and procedures</b>	Review use of DV risk assessment matrices and standardise practice.	October 2012	Prevention Sub-group/ QA Sub-group	Availability of high quality risk assessment tools to support front line practice.	Amber	DV protocol being updated
	Review requirements re DV Homicide Review and ensure appropriate procedures are in place	September 2012	Prevention Sub-group/ SCR Sub-group	Availability of high quality risk assessment tools to support front line practice.	Amber	Under review
<b>Raise awareness</b>	Ensure that local agencies and community are aware of DV strategy and locally available resources	May 2012	Prevention Sub-group	Communication strategy to include variety of mechanisms both public and confidential for access to information re DV resources.	Green	ECYPS & ESCB training supports this
<b>Monitor and evaluate</b>	ESCB to receive regular reports re: incidence and level of DV in families where there are children within the authority	November 2012	QA Sub-group	Children and young people are protected from the effects of DV	Amber	To commence Nov 2013
	Monitor compliance with DV policy and procedure.	April 2013	QA Sub-group	ESCB satisfied with multi agency compliance	Green	
	Centralisation of cross agency data at DV Strategic Group to be reported in summary to ESCB.	April 2013	QA Sub-group	ESCB fully informed re level and extent of DV impact	Green	
<b>Co-ordination with Adults services</b>						
<b>Co-ordinate local action</b>	To ensure that the ESCB is properly connected with wider initiatives including Safe and Stronger communities, Health and Well Living Boards, Sports services including the Olympics.	Ongoing	Board Chair	Adults services recognise and respond to safeguarding needs of children and young people	Green	Links in place
	Co-ordinate and agree relationship and accountability between the ESCB and the emerging Clinical Commissioning Groups (CCGs)	December 2012	Board Chair	Safeguarding issues are understood and addressed within the new health commissioning arrangements.	Amber	Meetings in place to discuss



Objectives	Actions	Timescale	Lead Agency / Group	Outcomes	RAG Status	Update January 2013
<b>Co-ordinate local action cont'd</b>	To ensure that CCGs are meeting responsibilities for Safeguarding across the Health economy.	April 2013	Board Chair	Safeguarding issues are understood and addressed within the new health commissioning arrangements.	Amber	Meetings in place to discuss
	To continue to promote effective and strong relationships with the Adults Safeguarding Board	Ongoing	Board Chair	Joint safeguarding events and protocols are in place	Green	Work continuing. Planned meeting with Adults Board. Safeguarding Week was successful.
	To ensure that local Housing strategies include focus on safeguarding.	July 2012	Board Chair	Arrangements for fast track and support for vulnerable children (particularly homeless and in temporary accommodation) are in place and working effectively.	Amber	Under review
	To consider the needs of new and emerging communities particularly those in temporary accommodation in all strategic documents.	September 2012	Prevention Sub-group	Children and young people from all backgrounds are kept safe within the community.	Green	Outreach programmes in place
	To strengthen joint working with Adult Services and the Young Carers protocol with particular emphasis on mental health.	Ongoing	Prevention Sub-group	Children of parents with mental health problems are safeguarded	Amber	To be looked at in view of SPOE
<b>Review of Child Deaths</b>						
<b>Review of Child Deaths</b>	Review information to determine whether child deaths are preventable	September 2012, and at each CDOP thereafter	CDOP		Green	
	Collation and dissemination of data	March 2013 and six-monthly	CDOP	Six-monthly reports to be shared with Board	Amber	Now being progressed with new chair
	Annual returns to the Department for Education	April 2013	CDOP	Compliance with statutory responsibility	Green	
<b>Ensure effective partnership</b>	Review action Plan and Terms of Reference	March 2013	CDOP	Ensure all agencies clear about roles and responsibilities in respect to CDOP	Amber	Development Day planned
	Representation at Pan London meetings – Chairs; SPOC/Co-ordinators	September 2012 and ongoing	CDOP	Formulate good partnership working across London, and sharing of good practices.	Amber	CDOP co-ordinator attending

**Key:**

- Red** Not achievable or no satisfactory update
- Amber** Monitor closely/behind schedule
- Green** Achieved/on track

**Glossary**

- CCG** Clinical Commissioning Group
- CDOP** Child Death Overview Panel
- CSET** Child Sexual Exploitation and Trafficking
- CT** Children Trust
- ESCB** Enfield Safeguarding Children Board
- LSCB** Local Safeguarding Children Board
- QA** Quality Assurance
- SCR** Serious case review
- SIT** Safeguarding Investigation Team
- WT** Working Together

The board will continue its involvement in the wider safeguarding agenda and will monitor through six monthly and annual reports the following areas, responding with targeted activity when necessary:

<b>Title</b>	<b>Lead Agency</b>
Safer recruitment	Local Authority Designated Officer
Elective Home Education	Admissions service
Allegations Management	Local Authority Designated Officer
Anti Bullying	Anti bullying forum
Child Protection conferences	Safeguarding Children & Quality Assurance Service
Domestic violence – MARAC	Domestic Violence co-ordinator
MAPPA	Probation Services
Private fostering	Children Services
Road Safety	Road Safety Unit
Children missing from care and home	Young runaways service
Licensing and gambling	Education lead for safeguarding
Homeless young people	Parenting Support Service

## Enfield Safeguarding Children Board Away Day - 17th July 2012

### Priorities

What must we achieve to safeguard children and young people and why?	What would get in the way and how to overcome this	What would it look like?	ESCB Outcome
<p><b>Every front line worker in each agency and voluntary sector can identify vulnerable children and young people and know what to do and is competent to do it.</b></p> <p>(Top priority – 23 green stickers)</p>	<ul style="list-style-type: none"> <li>• Lack of resources – think joined up – integration</li> <li>• Communication – use branding, regular communications, newsletters.</li> <li>• Diversity of organisations – more multi agency training.</li> <li>• Lack of understanding – thorough training needs assessment and use of language which practitioner can understand – e.g. Voluntary sector so that they appreciate importance of safeguarding.</li> </ul>	<p><b>Politicians and Leaders</b></p> <ul style="list-style-type: none"> <li>• Robust QA multi agency system which stands up to scrutiny.</li> <li>• Public perception/confidence in services.</li> </ul> <p><b>Practitioners and Managers</b></p> <ul style="list-style-type: none"> <li>• Clear directions and shared purpose.</li> <li>• Confidence – feeling supported and enabled.</li> </ul> <p><b>Children, Families, Community</b></p> <ul style="list-style-type: none"> <li>• Children feel safe, heard and well supported.</li> <li>• Children, parents and families feel that they matter.</li> </ul>	<p>All agencies in Enfield LSCB have a well trained and confident safeguarding workforce.</p> <p><b>Measurements</b></p> <ul style="list-style-type: none"> <li>• Numbers trained</li> <li>• Training availability</li> <li>• Competency assessments</li> <li>• Feedback from Children and Young People</li> <li>• Feedback from families</li> <li>• Feedback /evaluation from staff</li> </ul>
<p><b>Quality assurance and two way feedback.</b></p> <p>(14 green stickers)</p>	<ul style="list-style-type: none"> <li>• Critical comments</li> <li>• Working in silos</li> <li>• Inability to respond</li> <li>• Limited resources/pressures</li> <li>• Inconsistent thresholds</li> <li>• Use common language</li> <li>• Knowing when and how to share</li> <li>• Creation of a safe environment/ permission</li> </ul>		<p>Identifying, sharing and responding to emerging themes.</p>
<p><b>Informed and educated front line practitioners who know what to do and how to do it.</b></p> <p>(13 green stickers)</p>	<ul style="list-style-type: none"> <li>• Lack of clarity re: thresholds – thresholds document, common language, SPOE.</li> </ul>	<p><b>Politicians and Leaders</b></p> <ul style="list-style-type: none"> <li>• Leading from the front</li> <li>• Being actively involved</li> <li>• Clear positive message</li> <li>• Prioritisation for funding</li> </ul> <p><b>Practitioners and Managers</b></p> <ul style="list-style-type: none"> <li>• Steer and support</li> <li>• Confidence in practice</li> <li>• Blame free consultation</li> <li>• Less criticism, more learning</li> </ul> <p><b>Children, Families, Community</b></p> <ul style="list-style-type: none"> <li>• To be clear that their concerns will be acted upon</li> <li>• Outcomes improve and they feel safer</li> </ul>	<p>Provision of appropriate and timely intervention and referral.</p>
<p><b>Reduce harm to children impacted upon by domestic violence.</b></p> <p>(8 greens)</p>	<ul style="list-style-type: none"> <li>• Too low status in current agenda</li> <li>• Arrangements reactive – short term fix.</li> <li>• Police and others not co-ordinated.</li> </ul>	<p><b>Politicians and Leadership</b></p> <ul style="list-style-type: none"> <li>• Place the issue much higher on the agenda</li> <li>• Less denial – own the problem as real</li> </ul> <p><b>Practitioners and Managers</b></p> <ul style="list-style-type: none"> <li>• Activity/Ownership</li> <li>• Embedded in practice</li> <li>• Greater awareness</li> <li>• Proactive</li> <li>• Battle harder – active research of case by evaluation and review</li> </ul> <p><b>Children, families and the community</b></p> <ul style="list-style-type: none"> <li>• Somewhere safe to go to and be listened to.</li> </ul>	<p>Prioritise early action with an appropriate early response. “The right response at the right time”</p> <p><b>Measurements</b></p> <ul style="list-style-type: none"> <li>• Themed audits</li> <li>• Preventable deaths of children</li> <li>• Reduction in significant harm physical/mental</li> <li>• Reduction of repeat victimisations (e.g. with IDVA involvement repeat victimisation stops in 70% of cases.</li> <li>• Prevention of domestic homicides</li> </ul>







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**Enfield Safeguarding Adults Board  
Schools and Children's Services**

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