

Enfield Safeguarding Children Board

Annual report

April 2014 - March 2015

Enfield
Safeguarding
Children Board
...because safeguarding children
is everybody's business

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Introduction from the Chair

2014-2015 has undoubtedly been a successful year for the work of the Enfield Safeguarding Children's Board. Ofsted as the national regulators after an intense and very thorough inspection period and review (January 21st - February 11th) deemed the work of the Board as Good and the overall judgement of Enfield Local Authority also Good. Whilst there are still plenty of areas that we need to improve on, the Ofsted judgement does illustrate that the partnership is a strong one, colleagues across the many disciplines are striving to do well and keep children safe and importantly it also suggests that communications across the Local Authority, Local Politicians, Members, Metropolitan Police, Health Partnerships and other related groups including Probation, Education, and the thriving local Voluntary Sector are active, ongoing and relevant.

A major breakthrough for the ESCB this year has been the dialogue and authentic contact between the Board and various young people in the Borough. The ESCB now has a fantastic network of young people's Safeguarding Champions who have produced a film as well as other activities. We continue to have two excellent lay members who attend the ESCB regularly, they are both active and make valuable contributions which the Board takes seriously. The Board now benefits from having closer relationships with local Headteachers, this area has gone from strength to strength during 2014-15 and consequently the partnership is stronger around the table.

We are all too aware of the very serious issues around information exchange and sometimes the lack of it when cases hit the national headlines. All agencies in Enfield are aware of the need to keep improving this critical aspect of protecting children.

A major responsibility of the ESCB is to assess the effectiveness of safeguarding policies and procedures across the myriad of agencies represented around the table. This is taken seriously and face to face meetings are a regular ongoing activity as well as paper analysis. This method was endorsed during the Inspection.

The Board has followed through on the Business Plan 2014-2016 which still has another year to run. Whilst we continue to work to the agreed plan we also need to be reasonably agile and flexible as often there are often national developments which need to be incorporated into the local plan. During 2014-15 this has included the very specific focus on Child Sexual Exploitation, the related areas of Children Missing from school, home and or education, as well as a local campaign to eradicate and prevent future harm by Female Genital Mutilation.

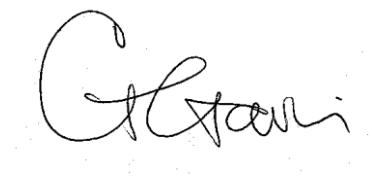
It is essential that the ESCB creates a learning environment and reflects on practice, policies, effective communication, and is constantly striving to improve. This is a taxing and demanding agenda for all the agencies around the table, especially when virtually all organisations are having to manage often increased expectations whilst the overall budgets are reducing.

The Board has continued to work with neighbouring Boards in particular, Haringey, Barnet and Waltham Forest, young people move across Borough boundaries with ease and we need to make sure we can all learn together and have frank and open discussions when arrangements need to improve. This important work will continue into 2015-16 as there are Serious Case Reviews to be published which have all been completed with liaison and contact with our neighbours.

Last year's Annual Report highlighted various headlines regarding historical sexual abuse that dominated the news and whilst this has continued to some extent, the National Enquiry now led by Judge Lowell Goddard has begun its work and this will continue over the next few years. We need to acknowledge that this may have far reaching conclusions for all agencies and we will be cooperating in whatever way is required.

Finally I do want to say a big Thank You to the many staff across the agencies who are energetically working hard to prevent harm to the children and young people of Enfield. My role of Chair is made easier by going out on regular visits and talking to staff about their work and trying to unblock issues that the ESCB needs to be aware of. Protecting children is so very important and yet we all know that there are still too many times when agencies together are sometimes still too slow to respond or indeed act. The ESCB must continue to focus on improvements with the clear aim of reducing harm.

During 2014-15 Ofsted published 43 Inspection Reports and whilst the ESCB is pleased to receive a positive endorsement of its effectiveness, there are clearly no grounds for complacency. What is strikingly noticeable is the total absence of any Board or Local Authority being assessed as 'outstanding'. Nationally the state of the Child Protection Landscape as described by Ofsted has created national attention and we need to be alert to this during 2015-16.

A handwritten signature in black ink, appearing to read 'G. Gavin', with a large, stylized initial 'G'.

Geraldine Gavin

Independent ESCB Chair

Executive summary

This Executive Summary summarises each section of the Enfield Safeguarding Children Board Annual Report covering 1 April 2014 to 31 March 2015. It describes the Board's structure, activity and progress during 2014/15, with a focus on the priority areas as outlined in the Enfield SCB Business Plan 2014 – 16

There are approximately **84,200 children** (aged under 18) living in Enfield, making up **26% of the borough's population** (Source GLA estimate). Due to the often duplicitous and secretive nature of abuse and neglect, it is not possible to know every child at risk in Enfield, but keeping children safe will always be our number one priority.

We are committed to strengthening safeguarding and child protection and to promoting early intervention and prevention to bring about better outcomes for the children living in the borough.

ESCB Business Plan 2014 – 2016: Summary of achievements (page 10)

Our current Business Plan was developed at the end of 2013/14. This section looks at the strong progress we have made in 2013/14 against that plan.

Role of the Board (page 12)

This section outlines the role and purpose of the ESCB, describing how it is made up of statutory and voluntary partners, these include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (CAFCASS), Youth Offending, the Community & Voluntary Sector as well as Lay Members.

Our purpose is to make sure that all children and young people in Enfield are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow procedures and guidance based on best practice and are well informed and trained.

Governance and Accountability (page 13)



The Children Act 2004 places a duty on every Local Authority to establish a Local Safeguarding Children Board (LSCB). The Government's Statutory Guidance, Working Together to Safeguard Children (2015) defines safeguarding and promoting the welfare of children as: Protecting children from maltreatment; preventing impairment of children's health or development; Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; Taking action to enable all children to have the best life chances. This is to enable children to have optimum life chances and enter adulthood successfully. The annual report provides an analysis of the effectiveness of the ESCB in reflecting on the best approaches to ensure constant improvement. This section of the report describes positive advances in the role of the ESCB in challenging partners and in the ongoing development of links across key strategic partnerships.

Monitoring & Evaluation (page 15)

This section provides some analysis of the work that has taken place in terms of developing a robust approach to performance monitoring. There are summaries of some of the key learning arising from multi-agency themed audits and detailed information on the ESCB's effectiveness in monitoring the safeguarding system, including **Section 11 Audits, Private Fostering and Management of Allegations of Adults working with Children**

Performance management has been a key priority for 2014/15. The full Board and the Quality Assurance Sub Committee have throughout the year reviewed child protection activity and performance data. The ESCB has established a more robust multi agency dataset to give the Board a complete and assured picture of how our work is making a difference to children and to adequately alert the Board of any risks in the system. Whilst progress has been made, this remains an area of improvement for the ESCB. This section provides a general analysis of current data around safeguarding children

Private Fostering (page 17)

We take our responsibilities with regard to private fostering very seriously. Whilst numbers of known arrangements in Enfield remain relatively low they are good compared to other London authorities. Assessments are carried out on all notifications received and initial visits have been carried out in 100% of cases.



Child Sexual Exploitation and Missing Children (page 19)

This year has seen a sharp focus on the issue of Child Sexual Exploitation across the United Kingdom which has been reflected in Enfield. We have been proactive in meeting the challenge locally and a wide range of activities have been undertaken. These include:

- Agreement to set up an elected members **CSE Task Force**
- Development of a dedicated multi-agency **CSE Team**
- Development of **CSE Strategy** and **Action Plan** and a multi-agency **CSE operation protocol**
- A local even to mark **National CSE Awareness Day** and the launch of the **Met Police CSE Procedures**.



Female Genital Mutilation (FGM) (page 23)

Enfield has a very diverse community with populations from all over the world and almost 10% of the population of the borough identifies themselves as Black African and the countries that many of the members of these communities hail from are those with some of the highest prevalence of FGM. There are an **estimated 2823 girls and young women at risk of FGM in Enfield**. Many of these may have already become victims of this abuse.

This year the LSCB's **FGM Task and Finish Group** has overseen:

- The development of the **FGM Health Needs Assessment and Strategy**
- Organised, with partners, a very successful borough-wide **Standing up to FGM conference** which took place in March 2015 which attracted politicians and prominent speakers
- Supported the establishment of an **FGM clinic and North Middlesex Hospitals and Barnet General Hospital**
- Supported and overseen an extensive **FGM training programme** on behalf of the ESCB

- Ensured the FGM is a feature of other training programmes including those delivered in schools.
- Made links with the Home Office and Department of Health teams working to end FGM
- Taken part **in community events**, including one with the Somali community, to ensure that the issue of FGM is debated in communities affected

Ofsted (page 25)

Ofsted conducted an inspection of services for children in need of help and protection; children looked after and care leavers and a Review of the effectiveness of the Local Safeguarding Children Board in January and February 2015. The overall judgement for both Children's services and the ESCB was **GOOD**. A number of areas for improvement were identified and these have been brought together in a Post Ofsted Improvement Plan. This section details the report with a specific focus on identified for improvement.

Serious Case Reviews (SCRs) (page 27)

In 2014/15 one new Serious Case Review was initiated in Enfield. The review has been conducted using a systems approach and there has been close collaboration with neighbouring London Borough of Barnet. Publication is planned for summer 2015. A number of learning points have been identified during the process of the review and an action plan is already being implemented and monitored through the subcommittee.

An SCR, which was undertaken jointly with neighbouring London Borough of Haringey which commenced in 2013, was published just after the end of the year in May 2015. It is appropriate and helpful to make reference to that SCR in this year's report as much of the work was undertaken during 2014/15.

Enfield Young Safeguarding Champions (page 28)

Our young safeguarding champions have had a very active year. Key achievements have been the production of a powerful video highlighting the risks and dangers of becoming involved in buying and selling drugs and the development and publication of an awareness raising leaflet for young people about Child Sexual Exploitation.

Learning & Development (page 30)

ESCB has a responsibility to develop policies and procedures in relation to: "... training of persons who work with children or in services affecting the safety and welfare of children ... to monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the

welfare of children”. (Working Together, 2015). This section looks at the work of the ESCB’s Learning & Development Sub Committee and the wide range of learning events that have been delivered thus year.

ESCB Member agencies Safeguarding Reports (page 33)

The ESCB is very much a partner organisation. Whilst the bulk of this report focuses on what has been undertaken at a partnership level it is important too to ensure that each member agency is undertaking effective safeguarding work individually. This section focuses on what each partner had achieved in 2014/15 and what impact it has had on the lives of children and young people

ESCB Finances & Resources (page 50)

All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be well organised and effective. In principle, members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on one or more partner agencies. Locally, Enfield Council has contributed around 70% of funding.

Conclusion and Challenges for 2015/16 (page 54)

This section discusses the positive progress we have made in 2014/15 and outlines a number of key challenges which will inform our revised Business Plan.

ESCB Business Plan 2015 - 16 (page 57)

Our revised priorities and Business Plan for 2015/16



ESCB Business Plan 2014 – 2016: A summary of achievements

Our 2014/16 Business Plan was developed at the end of the year 2013/14. We have used it to inform all of our activities and we routinely measure our progress against it.

- The work of the Board is informed by clear agreed **priorities** underpinned by an up to date and well-structured Business Plan
- We have improved our **Monitoring & Evaluation** function with a varied multi-agency audit programme which analyses and uses findings to drive improvement
- We have enhanced and extended our Section 11 programme which includes a programme of challenge interviews and clear action plans.
- We have improved and refined the multi-agency **data set** which is used to routinely scrutinise partners performance, and challenge and audit where necessary (ongoing improvement of the process)
- We have raised the **profile** of ESCB by developing and maintaining the ESCB website, getting articles into the local press, publishing messages from the board, establishing a presence on Facebook and Twitter and developing links and building relationships with existing parents & carers groups & forums
- We have increased the influence of the Board by strengthening **relationships** with other **key strategic** groups, e.g. the Health & Wellbeing Board and the Adult Safeguarding Board
- We have demonstrated our commitment to ensuring Board partner agencies are capturing the experiences of children, young people and families to inform service improvement through the development and support of the **Enfield Young safeguarding Champions Group**.
- We have progressed work in supporting the identification, assessment and safeguarding intervention of children at risk of **sexual exploitation** through the development of a CSE Action plan and operating protocol.
- We have progressed work in supporting the identification, assessment and safeguarding of children and risk of **Female Genital Mutilation** through the completion of a Health Needs Assessment and FGM Strategy.
- We have routinely reviewed the work of all LSCB Subcommittees to ensure this is being effectively undertaken and where applicable **influencing practice**
- We have delivered a comprehensive programme of Safeguarding **training** across the partnership, ensuring that all staff have access to good quality training, which helps support sustained improvements across all safeguarding services

Messages for Readers

Board Members

Identify and act on child protection concerns

Work effectively to share information appropriately

Collectively make decisions about how best to intervene in children's lives where their welfare is being compromised, and collectively monitor the effectiveness of those arrangements.

Staff working in Board partner agencies

Book onto ESCB Multi agency training and learning events pertinent to your role

Be familiar with the Pan London Safeguarding Procedures

Be familiar with the Threshold document to ensure an appropriate response to children and families

Find out who your agency representative is to make sure the voices of the workforce, children and young people are heard

Chief Executives & Directors

Show ESCB that your agency is committed to a culture of safeguarding

Ensure your workforce contributes to the provision of ESCB multi agency safeguarding training

Have an open dialogue about any barriers that may impact on your organisations ability to safeguard children and young people

The Community

You are in the best place to look out for children and young people and to report any of your concerns

Safeguarding children and keeping them free from harm is everyone's responsibility, if you are worried about a child or young person please follow the steps on the Enfield LSCB website:

www.enfieldlscb.org

Local Politicians

2014/15 Councillor Ayfer Orhan was lead member for children and families, making sure their voices are heard by the LSCB. She continues to fulfil this role in 2015- 2016, widely promoting the work of the Board to members communicating the core priorities and key safeguarding messages that everyone needs to be aware of.

All politicians should keep the protection of children and young people at the forefront of thinking when scrutinising and challenging any plans for Enfield.

Commissioners

Scrutinise and challenge governance and planning arrangements by your providers for children, young people and their families in Enfield

Discharge safeguarding responsibilities fully to ensure services are commissioned for the most vulnerable children

Monitor how information is shared across and between your providers

Children and Young People

You are at the heart of the child protection system.

We want to make sure that your voices are heard and that we know how you are experiencing the services in our Board partner agencies. If you would like to know more about how you can influence the work of ESCB please contact us at www.enfieldlscb.org.uk/contact

Role of the Board

Enfield Safeguarding Children Board is made up of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (Cafcass), Youth Offending, the Community & Voluntary Sector as well as Lay Members.

Our main role is to coordinate what is done locally to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The effectiveness of ESCB relies upon its ability to champion the safeguarding agenda through exercising an independent voice.

Safeguarding children is everybody's responsibility. Our purpose is to make sure that all children and young people in the borough are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow procedures and guidance based on best practice and are well informed and trained.

A **key element of the ESCB's** work is the provision of information to and from the public, potential and actual service users, staff working in partner agencies and others interested in children's welfare. We work hard to ensure our website www.enfieldscb.org is as helpful and up to date as possible.



Governance and Accountability

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- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care
- taking action to enable all children to have the best life chances.

This is to enable those children to have optimum life chances and enter adulthood successfully.

LSCBs do not commission or deliver direct frontline services although they may provide training. Whilst LSCBs do not have the power to direct other organisations they do have a role in making clear where improvement is needed. Each Board partner retains their own existing line of accountability for safeguarding

The Board met 8 times during 2014/15 and was attended by senior managers from statutory and voluntary organisations, and by Lay Members. Enfield's Lead Member for Children Services, Cllr Ayfer Orhan attends each board meeting and continues to challenge the work of the ESCB through discussion, asking questions and seeking clarity. This provides an important scrutiny and challenge function to the Board and further ensures the Board is supported by the Council.

Where there has been insufficient attendance or engagement at the Board, this has been appropriately challenged by the Independent Chair.

There are currently five Subcommittees operating within ESCB, in which a significant amount of the board's work is progressed. As with the full Board, membership is multi-agency. All Terms of Reference have been updated within the last year and there is recognition by all Chairs that the effectiveness and thoroughness of the Board requires that the work of each Subcommittee interacts with that of the others.

Key Relationships

Health and Wellbeing Board (HWB)

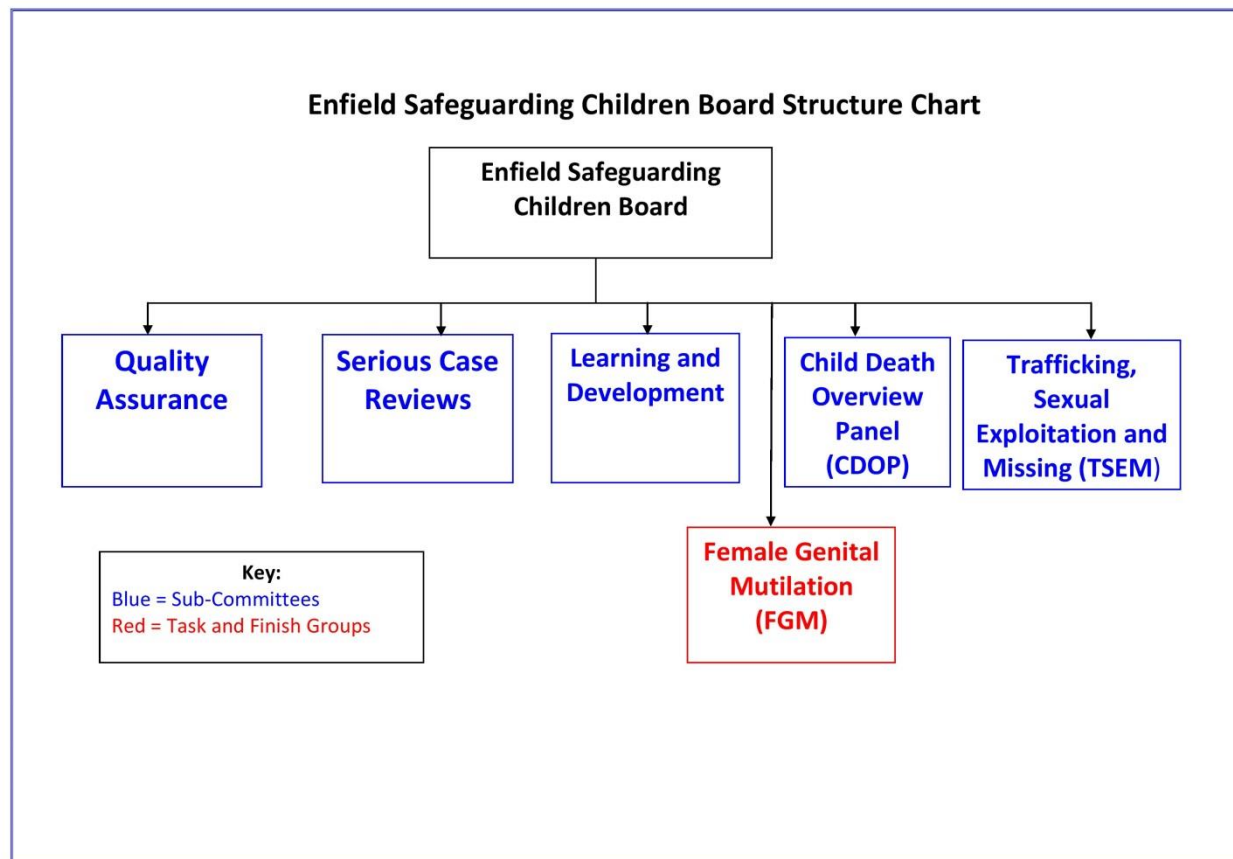
The HWB assumed its full statutory powers in April 2013 and the ESCB Chair is now a participant observer, increasing the influence of the Board by strengthening the relationship with this key strategic group. Clearer lines of accountability have been developed over the year and ESCB report regularly to the HWB and continue to make sure key safeguarding issues are addressed.

Safeguarding Adults Board

The ESCB Chair is a participant observer on the Adult Safeguarding Board and the Chair of the Adult Safeguarding Board has been a participant observer at the ESCCB

Member Agencies Executive Management Boards

Board members are senior officers within their own agencies; this provides a direct link between ESCB and the various agencies' Boards.



Monitoring & Evaluation

What did we do? How well did we do it? What difference did we make?

There is a well-established culture of accountability and challenge across the ESCB and the **Quality Assurance Sub Committee** has worked hard to improve the quality of service improvement and delivery of outcomes consistently across the partnership. The majority of monitoring and evaluation of multi-agency practice is monitored through the subcommittee which meets on a six-weekly basis. The group's key areas of focus are;

- To monitor and ensure compliance with the ESCB Performance Dataset and to report key findings and areas of concern to the board.
- To ensure partner agencies' compliance with Section 11 Audit Tool;
- To commission and oversee focused audits regarding performance and compliance with procedures and policies as necessary;
- To closely monitor compliance with performance around the child protection processes, such as agency attendance at conference and core groups, numbers of children subject to CP Plans;
- To oversee the development and review of multi-agency policies and protocols and sign them off when completed
- To oversee Peer audits carried out on individual cases to identify learning points and areas for improvement.

Peer Reviews

A number of multiagency **Peer Reviews** have been undertaken during the course of the year on individual cases where there was cross agency involvement and concerns about elements of practice were identified. For each peer review undertaken an Action Plan is put in place which is then monitored through the Quality Assurance Sub-Committee. Actions / Outcomes from these Peer Reviews include;

- Daily presence of health visitors at the SPOE and weekly presence of Probation workers supporting information sharing and triage at point of entry and the full flow of information between Children's Services and Police decision makers and the Probation Service.

Section 11 Audit

ESCB conducts annual Safeguarding audits under **Section 11 of the children Act (2004)** which deals with the duty to make arrangements to safeguard and promote the welfare of children in the local area by seeking assurance that agencies have effective and robust arrangements in place.

This year, for the first time, return of the completed Section 11 templates was followed by a panel Section 11 challenge interview. The panel was chaired by the ESCB independent chair who was joined by LSCB members including the Designated Nurse for Safeguarding from the CCG, the Head of Safeguarding from the local authority and the lay member. The panel invited a senior agency representative to discuss the Section 11 return and discussed with them areas of strength and weakness. At the conclusion of the meeting a short summary of the discussion was drawn up along with an action plan for the agency identifying where improvement and/or clarification was required.

The process was very effective and well received by partners. Some key actions are listed here;

- The Priory Private Hospital undertook a full review of its Safeguarding processes and has held regular progress meetings with the Designated Nurse and Head of Safeguarding.
- Youth and Family Services now have permanent representation in the Single Point of Entry (SPOE) service and act as lead professional on a large number of cases. This ensures a quicker, focused response.
- An Information sharing agreement between BEH-MH Trust and the SPOE was developed and implemented to ensure timely flow of information relating to vulnerable children/young people and their families.
- All actions will be reviewed as part of this year's Section 11 audit process which is underway.

Themed Audits

A range of themed case file audits have been undertaken over the year focusing on key areas of safeguarding activity. Audits this year include;

- understanding the views of children and young people and ensuring they are able to influence plans
- monitoring the quality and effectiveness of Child Protection Plans and minutes from conferences
- an analysis of contacts to the Single Point of Entry (SPOE) to monitor how quickly and effectively they are progressed
- an analysis of the timeliness and effectiveness of Statutory visits to Looked After Children and children subject to a Child Protection Plan
- a review of Child Sexual Exploitation (CSE) cases to ensure processes are adhered to and CSE concerns are identified and acted on.

A number of actions have been implemented as a consequence of these audits. These include;

- improvements to the way children and young people participate in CP conferences and LAC reviews
- amendments to action plans from Child Protection Conferences to ensure they are SMART
- procurement of a new IT system to process and monitor contacts to SPOE

Private Fostering

A private fostering arrangement is one that is made privately (without the involvement of a local authority) for the care of a child under the age of 16 years (under 18, if disabled) by someone other than a parent or close relative, in their own home, with the intention that it should last for 28 days or more. Current arrangements for the regulation of private fostering originate from concern following the death of Victoria Climbié in 2000. Victoria

was privately fostered by her great aunt. Given concerns about the level of 'hidden' private fostering, local authorities are required to raise public awareness of the requirement to notify the local authority of private fostering arrangements and therefore to reduce the number of 'unknown' private fostering arrangements.

A range of initiatives have been undertaken in Enfield to highlight the notification arrangements to existing and potential private foster carers, voluntary and statutory agencies.

Enfield continues to ensure that detailed and thorough information about Private Fostering available via the ESCB website with dedicated web pages of information and links to other sites

Whilst numbers of known Private Fostering arrangements remain relatively low they are good compared to other London authorities. Assessments have been carried out on all notifications received and initial visits have been carried out in 100% of cases.



LA	Under 18 pop figure	Notifications received	Private Fostering Assessment carried out	New Arrangements in 2014	Continuing PFA	Ended in 2014	Number of PFA in place at 31/03/14	Rate per 10,000 pop
Enfield	81,400	25	25	20	10	15	15	1
Outer London ave	67,000	15	14	14	11	13	12	1

We recognise that further work to do to ensure that private fostering arrangements are being brought to the attention of the local authority. An action plan has been developed for 2015/16.

	Action	Timescale
1.	Develop and distribute two new leaflets/ Flyers aimed at members of the public and professionals describing Private Fostering and providing details of responsibilities and referral routes	October 2015
2.	Commission a series (up to 5) of bite-size sessions on private fostering targeting professionals most likely to encounter PF arrangements (schools, early years and health settings)	June 2015
3.	Develop Private Fostering communication strategy to include Press Release(s), detailed information on the ESCB website, links to other websites and communicated via social media	June 2015

Child Sexual Exploitation and Missing Children

This year has seen a sharp focus on the issue of Child Sexual Exploitation across the United Kingdom. A number of national and regional reports and studies were published identifying both the scale of the problem and potential strategies for tackling it. Enfield Safeguarding Children Board (ESCB) has been proactive in meeting the challenge locally and a wide range of activities have been undertaken. Recommendations from national and local reports have been collated and used to steer our activity and to directly inform our **CSE Strategy and Business plan**.

Enfield's **Multi-agency Sexual Exploitation (MASE)** meetings have been in operation since 2013. The meetings are police lead and convened on a monthly basis. They are attended by the strategic CSE lead for each agency. The meetings are designed to provide a forum in which to;

- Share information and intelligence to help develop an understanding of individual cases where CSE has been identified and to identify trends, perpetrators, hotspots etc.
- Provide a strategic approach to confronting CSE in premises or businesses, utilising preventative action (media, youth services) and enforcement (Police, Licensing etc.) where appropriate.

The meetings provide an opportunity for each of the leads to review progress of each case where children are identified as being at risk of sexual exploitation and ensure actions are being taken by all agencies. MASE meetings are underpinned by the [The London Child Sexual Exploitation Operating Protocol \(2015\)](#) developed by the Metropolitan Police Service and used across London.

The **Trafficking, Sexual Exploitation and Missing (TSEM)** subgroup of the LSCB has existed since early 2012. It is a multi-agency group which coordinates and oversees our operational and strategic response to CSE including the implementation of the CSE strategy and action plan. Meetings provide a forum for agencies to share operational issues with each other and also to provide transparent information on issues within their own agencies and to develop a strategy and protocols where required to deal more effectively with the issues and highlight any specific areas of risk. It has representation from all agencies working with children and young people in Enfield.

Developing our understanding of the local picture

There has been a lot of work to help us increase our understanding of the local problem in order to help us address it effectively. A **CSE ‘Problem Profile’** which has provided us with greater knowledge about prevalence of CSE and the vulnerabilities and risk factors for young people was completed to complement the work that is already being done through TSEM the MASE.



In September 2014, a **survey was commissioned by the ESCB** to ascertain the level of awareness of CSE amongst professionals who work in child-related roles both within the Council, in external agencies and in voluntary organisations. Over 100 responses were received, offering an insight into professionals' understanding of the issues, of the levels of training undertaken, and suggestions on how Enfield could improve its response to tackling CSE in the borough. These findings were presented to the Board in November 2014 and have informed the CSE Strategy and Action Plan, as well as discussions at the Training and Workforce sub-group.

Enfield is part of a North London cluster of Local Safeguarding Boards which successfully bid for a **programme of support on tackling CSE from [MsUnderstood](#)** a third sector organisation which aims to improve local and national responses to young people's experiences of gender inequality. The programme will help us improve our strategic response to CSE and specifically ensure we have robust and effective links with key related initiatives such as the work being undertaken to tackle gang related activity.

We are already working with the Gangs Partnership Group to build our understanding of CSE in relation to associated issues. Together we have **mapped the locations of looked after children's placements** in Enfield and overlaid them with serious youth violence hotspots and gang territories, indicating where looked after children are at greater risk of CSE. We have done the same mapping exercise with children's homes and providers of semi-independent living accommodation.

The information from the mapping exercise is being used by the Access to Resources Team (ART) to inform decisions on where to place children in care in Enfield. ART is currently piloting a new initiative from the Department for Education for boroughs to **share information when placing children across borough borders**. This means that not only are placements for Enfield children placed out of borough being assessed on the basis of CSE-related risk, but also that other boroughs wishing to place children in Enfield are being made aware of relevant issues, such as gang activity, in the areas they are considering for a placement.

Where children's homes and semi-independent providers come to our attention, either as new establishments or due to particular safeguarding concerns, the Head of Safeguarding and a

The Future – CSE Team

Opportunities for developing a multi-agency **CSE Team** were well underway by the conclusion of the year. The team will act as the central point of contact for CSE and will lead on all CSE related child protection investigations, provide advice, direct support, coordination and signposting. The team will be operational in summer 2015.

representative of the Borough Fugitive Unit have undertaken **visits to these providers** to build relationships with the staff and help them to understand their safeguarding responsibilities. As a result, particular providers who previously caused concern are now sharing information with Children's Social Care that assists us in tackling CSE risk to children placed by those providers.

CSE Members Task Group

In February 2015 Enfield council demonstrated its clear commitment to tackling CSE by agreeing to establish a specialist dedicated members Task Group with a strong focus on Child Sexual Exploitation and associated risks for children and young people. The task group will meet 4 times a year I comprise 6 Members split politically 4:2 in terms of membership in accordance with proportionality requirements. The key areas of focus for the Task Group will be:

- To review and scrutinise all matters relating to Child Sexual Exploitation (CSE) and Associated Risks for Children and Young People. This to include:
 - Monitoring and evaluating the performance of relevant services and functions in relation to both the prevention of and interventions to address CSE and associated risks for children and young people.
 - Reviewing the efficiency of services, functions and outcomes relating to CSE and associated risks for children and young people
 - Considering relevant legislation in regard to CSE and the associated risks to young people.
 - Making recommendations and reporting directly to full Council and Cabinet, taking an independent leadership role in Enfield Council's aim of continuous improvement in the performance of its tasks, functions, policies and resources as they relate to CSE and associated risks to children and young people.
 - Publishing an annual report of its work for Council
 - Receiving regular updates from appropriate officers and specialists in relation to the associated work of the Children's Safeguarding Board, Multi-Agency Sexual Exploitation Group (MASE), Young Runaways and Children Missing from Care, Home and Education.

Training and Awareness Raising

Safer London Foundation have been commissioned by ESCB to deliver two levels of multi-agency training for professionals working with young people at risk of CSE. There is a half day [‘Introduction Session’](#) and a more advanced two-day [‘Tools for Practitioners working with child sexual exploitation’](#) workshop. Both sessions have been well attended and both will be commissioned again for the coming year. The ESCB has also purchased an online [Child Sexual Exploitation training package](#) which is available at no cost to **all** Enfield staff.

In January 2015 Safer London Foundation provided a specialist two-day training to a group of 20 check the number I thought we had over 30? **CSE Champions**. The Champions are all front line practitioners from a wide range of agencies who work directly with young people.

There is a comprehensive **Schools Safeguarding Programme** including ‘whole school’ sessions and tailored sessions for Designated CP Leads which include up to date information on CSE and referral routes in Enfield.

The Board is working with the **Young People’s Safeguarding Champions Group** to look at ways of increasing understanding of CSE amongst children and young people in Enfield. Currently the group is involved in the design of a CSE leaflet aimed at young people and we will continue to work with them to develop innovative ways of raising awareness.

We are keen to continue to work with members and professionals in Enfield to ensure there are robust channels of communication and high levels of understanding of the issue and our strategies to deal with it.

Female Genital Mutilation (FGM)

Female Genital Mutilation (FGM) is a form of child abuse and violence against women and girls. It is illegal in the UK. The 1993 UN Declaration on the Elimination of Violence against Women defines FGM as a form of violence against women.

FGM involves procedures that include the partial or total removal of the external female genital organs for non-medical purposes. It is a practice that is medically unnecessary, painful and often results in serious physical and mental health consequences.

It is believed that FGM is carried out on British girls both in the UK and overseas, often in the family's country of origin. As a result girls are at particular risk during school holidays, especially the long summer holiday, when they can be taken overseas and have a significant period of time to recover before returning to school.

Enfield has a very diverse community with populations from all over the world and almost 10% of the population of the borough identifies themselves as Black African and the countries that many of the members of these communities hail from are those with some of the highest prevalence of FGM. There are an **estimated 2823 girls and young women at risk of FGM in Enfield**. Many of these may have already become victims of this abuse.



In January 2014 and **FGM Task and Finish Group** was established by the ESCB in response to an increasing understanding of the issue of FGM and the need for a borough wide, coordinated approach to a) identifying the scale of the problem and b) putting in place measures to tackle it and to provide support to survivors.

The group has multi-agency representation which includes professionals from adults and children's services and from our voluntary and community-based organisations, such as Project ACEi, Solace Women's Aid, and Samafal who provide advice and support to FGM victims and those at risk.

In the 18 months of its existence the group has met on a bi-monthly basis; it has overseen:

- The development of the **FGM Health Needs Assessment and Strategy**
- Organised, with partners, a very successful borough-wide ***Standing up to FGM conference*** which took place in March 2015 which attracted politicians and prominent speakers
- Supported the establishment of an **FGM clinic and North Middlesex Hospitals and Barnet General Hospital**
- Supported and overseen an extensive **FGM training programme** on behalf of the ESCB

- Ensured the FGM is a feature of other training programmes including those delivered in schools.
- Made links with the Home Office and Department of Health teams working to end FGM
- Taken part **in community events**, including one with the Somali community, to ensure that the issue of FGM is debated in communities affected

FGM will remain a key priority for the ESCB in 2015/16. The Task and Finish group will become an established subcommittee which will have clear links to the Health and Wellbeing Board and the Safeguarding Adults Board in addition to the ESCB. The strategy will be revised and the action plan and operating protocols updated to ensure our multi-agency response to this issue remains joined-up and focused.

Ofsted

Ofsted conducted an inspection of services for children in need of help and protection; children looked after and care leavers and a Review of the effectiveness of the Local Safeguarding Children Board in January and February 2015. The overall judgement for both Children's services and the ESCB was **GOOD**. A number of areas for improvement were identified and these have been brought together in a Post Ofsted Improvement Plan. Some actions are specifically for the ESCB and these have been included in this action plan. The ESCB has a clear role in monitoring the implementation and progress of the Post Ofsted improvement plan. For reference, the full inspection report can be accessed on the [Ofsted website](#) by following the link

What Ofsted said about the Enfield Safeguarding Children Board (ESCB)

Ofsted judged the ESCB to be **GOOD**

Inspectors also highlighted a number of strengths,

Partnership arrangements

- Strong and effective partnerships mean that partners are holding each other to account for the delivery of good multi-agency services to children and families in need of help and protection.

- Thresholds are understood, embedded and applied well by partner agencies. They are supported by an escalation policy that is well understood.
- The Board is pro-active in seeking to work with neighbouring safeguarding boards to protect vulnerable children and young people most effectively. The two most recent serious case reviews (SCRs) have been undertaken in partnership with neighbouring LSCBs.
- The multi-agency training plan is comprehensive and well evaluated. Training is responsive to emerging need, including learning from SCRs.

Scrutiny and challenge

- Annual Section 11 audits are conducted well. They feature peer review and challenge to identify gaps in agency safeguarding practice, policies or procedures. Gaps are addressed effectively.

Policies and procedures

- ESCB policies and procedures are routinely updated and responsive to local and national developments. A recent focus on child sexual exploitation and female genital mutilation has accelerated and improved practice in these domains.

Children's views

- The ESCB ensures that the views of children and young people play a pivotal role in the work of the Board and have influence over service developments.

Four areas for improvement were identified

- Ensure that the ESCB robustly monitors, evaluates and influences the effectiveness of early help services.
- Improve the scrutiny of multi-agency audit activity to evidence effective oversight of the Board's priorities.
- Ensure that the current data set is refined to provide analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board will be better able to identify themes and trends and take necessary actions as required.
- Ensure that the Board demonstrates influence with Enfield Council to use its powers under the Licensing Act 2003 so that taxi companies and taxi drivers are subject to appropriate scrutiny.

Each of these areas has been directly addressed in the improvement plan and activity is already underway to ensure that actions are completed quickly and robustly.

Serious Case Reviews

Guidance in *Working Together to Safeguard Children* (2013 & 2015) is clear with regard to LSCBs responsibilities with regard to Serious Case Reviews. LSCBs must consider whether to initiate a serious case review when a child dies (including death by suspected suicide) or is seriously injured, and abuse or neglect is known or suspected to be a factor. It is important that the LSCB and its partner agencies remain focused on the main purpose of a serious case review which is to learn lessons to improve the way in which agencies and professionals work both individually and collectively to safeguard and promote the welfare of children.

Enfield LSCB has a standing Serious Case Review subcommittee which meets quarterly and whose key tasks are;

- to consider whether a Serious Case Review should be undertaken
- to consider whether if a case does not meet the threshold for an SCR whether a Learning Review should be undertaken.
- to monitor the progress of the action plans for all agencies formulated in response to recommendations of SCR overview reports
- to ensure that all SCRs, IMRs, and Case Reviews are completed according to statutory guidance set down in *Working Together*

In Enfield, Learning Reviews take place when, after an initial review of the case, it is decided that there are lessons to be learnt, but the threshold for an SCR is not met. The Learning Review consists of professionals from each agency involved with the child or family, meeting together, to share information, identify good practice and missed opportunities. Learning which might help to prevent similar events in the future is identified.

In 2014/15 one new Serious Case Review was initiated. The review has been conducted using a systems approach and there has been close collaboration with neighbouring London Borough of Barnet. Publication is planned for summer 2015. A number of learning points have been identified during the process of the review and an action plan is already being implemented and monitored through the subcommittee.

A SCR, which was undertaken jointly with neighbouring London Borough of Haringey which commenced in 2013, was published just after the end of the year in May 2015. It is appropriate and helpful to make reference to that SCR in this year's report as much of the work was undertaken during 2014/15.

Serious Case Review Focus – ‘CH’

‘CH’ then aged 15, murdered a young man (Mr Z) who was unknown to him, in a residential street. The Overview Report stated that the circumstance of the death of Mr Z, and CH's involvement, could not have been predicted. However, through looking at the work of all agencies involved with CH and his family, the report identified a number of areas of learning and improvement for partner agencies as well as evidence of good and effective practice. Agencies could, and should, have responded differently at key points.

A Detailed Action Plan was developed during the process of the Review and many of the actions were completed prior to publication. Key actions include:

- A Review by Enfield Children’s Services on ‘Transfer-in processes’ with updated guidance to ensure that Transfer in requests are processed in timely and effective way.
- BEH-MH Trust reviewed and amended its supervision policy and templates to ensure challenge to the practitioner is effectively recorded and that supervision includes risk assessment.
- BEH-MH Trust staff now all have access to Child Protection supervision if they are in post for more than a month
- North Mid Hospital reviewed and amended its Training for A&E workers treating young people suspected to have been involved in gang activity to ensure they are also looking for indications that they young person may have been abused.
- A joint learning event (with Haringey and Barnet) will be held in Autumn 2015 to share learning from this and another SCR focusing on young males and involvement in gangs and violence

Enfield Young Safeguarding Champions

The Safeguarding Champions are a group of young people committed to promoting the protection of Enfield's children and young people. The Champions programme facilitates young people to get involved in working directly with the Enfield Safeguarding Children Board. This ensures the voice of children and young people informs strategy, priorities and interventions that are designed to safeguard them.

'Hello my name is Charley Lia, I am 17 years old. I got involved with safeguarding champions at a time where I wasn't doing anything with my life. Being a safeguarding champion has empowered me with knowledge and I am now in a position where I am educating my peers in my role. Hearing about my peers being murdered over drugs and others getting involved in drug dealing inspired me to make this film. I now know there are other options and opportunities available. This had led to me joining the Princes Trust and leading on a Domestic abuse Campaign.'

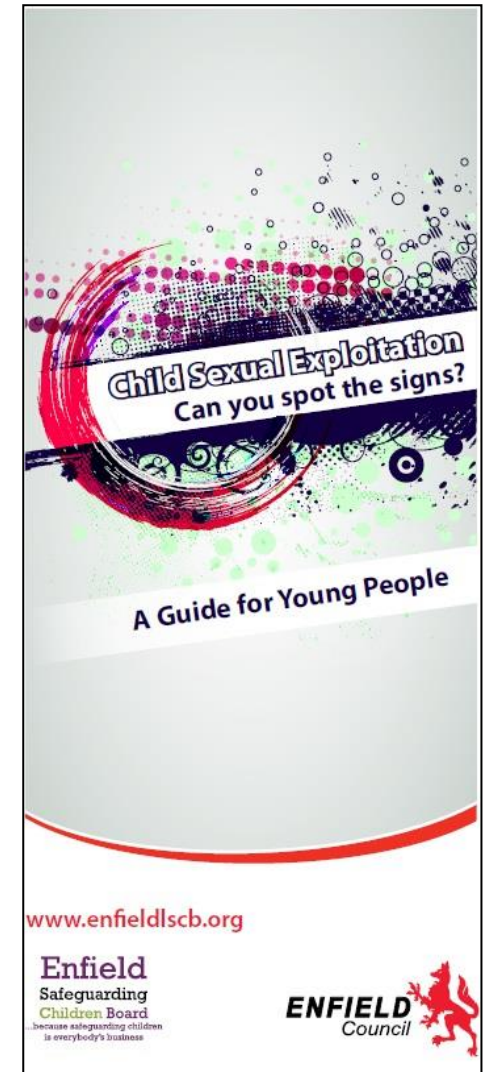
With the support of the Board, the Champions identified a number of priority areas to focus on in 2014/15. They have regularly attended Board meetings to report on progress and developments and to discuss the issues that are of concern to them and to discuss the things they feel the ESCB should be prioritising.

This year the Champions have been involved in a number of important projects. They completed a short film called *The Choice*, a docudrama inspired by real life events, in which young people explore the reasons why teenagers become drug dealers, and what the unexpected consequences might be for their friends and family. The film was premiered at a community Centre in Enfield and shown at a meeting of the ESCB. It is available on the [ESCB website](#).

In March 2015 the Champions were involved in helping the Board to mark National Child Sexual Exploitation Awareness Day. They attended an event at the Civic Offices and helped professionals to pledge support to ending Child Sexual Exploitation in Enfield by writing on their hands. They were involved in the development

and design of a new [young person's CSE leaflet](#) .

The Safeguarding Champions have pledged to tackle homophobic bullying. With the support of [Proud Enfield – LGBT Group for Young People](#), the “Tackling Homophobic Bullying” campaign was launched in October 2014.



The campaign challenges children and young people's services in Enfield to sign up to the campaign and get involved in leading the way.

Priorities for the group in 2015/16 include; engaging with more young people across Enfield, consolidating and strengthening membership of the group and continuing to identify ways to raise awareness of and tackle Child Sexual Exploitation.



Learning & Development

ESCB has a responsibility to develop policies and procedures in relation to the 'training of persons who work with children or in services affecting the safety and welfare of children...to monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children' (*Working Together, 2013*)

With oversight from the Learning & Development Subcommittee, an ESCB Training Strategy and a comprehensive multi-agency training programme was developed and delivered by the ESCB during 2014/15. Issues from national Serious Case Reviews (SCRs) and other case reviews were considered,

considered and incorporated to ensure that the content of the training programme related to emerging issues of concern, as well as to core safeguarding learning, that all practitioners working with children and their families need to understand.

It has been a very active year for Training. Key drivers and priorities for the Training Programme have included;

- The development of the **Child Sexual Exploitation (CSE)** Strategy and activity to identify and tackle CSE in Enfield.
- Awareness raising around the issue of **Female Genital Mutilation (FGM)**
- Increasing awareness of understanding of gang related issues and links with other issues, such as CSE.
- The development of the **Multi-Agency Safeguarding Hub (MASH)** and the **Single Point of Entry (SPOE)** service
- The ongoing issue of neglect
- **Domestic Abuse** and **Violence Against Women and Girls**

A total of **553** places have been filled at ESCB learning events this year.

Attendees have been from the following sectors:

2014/15		
Sector	Number	%
Local Authority	178	32
Education	90	16
Police	5	1
Health	58	10
Mental Health	18	3
Independent/ Voluntary	200	36
Out of Borough	3	1
Other	1	0
TOTAL	553	100

Comments

- Enfield has a very active Independent / Voluntary sector which, as in previous years, has been very well represented and multi-agency training events
- Attendance from Health and Education settings is quite low and work is required to raise awareness of learning events and encourage attendance from these sectors.
- Attendance from Police colleagues has been low as in previous years.
- Total numbers for the year will increase significantly following two large scale learning events on CSE and FGM in February and March

Evaluation and Impact

Attendees at all learning events are asked to complete paper evaluation immediately after the event. Completion rates have been very good. In addition to answering questions about their overall perception of the course attendees are asked whether they think the course will be effective in improving their practice.

This data provides extremely helpful information both about the relevance and quality of the course itself and about the skills and knowledge of trainers we commission. This year, for the first time, follow up evaluations for selected courses have been sent after 6 weeks to develop understanding of how learning events impact on work with children and families and thereby improve outcomes for children. Completion rates have been lower but there have been some returns which offer important insights into how training can improve practice.

The effectiveness of ESCB training is also monitored through the quality assurance and audit programme and other activities such as a recent CSE questionnaire which asked professionals about their knowledge and understanding of CSE in Enfield. Findings are incorporated into ongoing Training Needs Analysis and are used to inform ongoing training and development.

All courses delivered this year have been evaluated positively.

All evaluation reports are sent to Training providers and all are analysed by the Training and Workforce Group. This analysis has resulted in amendments to course content over the course of the year and will inform the Training Needs analysis for 2015/16. Some providers, for example will not be commissioned in 2014/15 whilst others will be considered for further training based on their feedback

In the coming year the key priority of the Training and Workforce subgroup, in addition to ensuring the training programme is robust and flexible to meet the needs of the workforce, will be to improve our understanding and ability to evidence the impact of training primarily through a structured programme of 'follow-up' which will target both training attendees and their managers.

ESCB Member Agencies Safeguarding Reports

Each member agency undertakes a range of safeguarding activities each year. This section focuses on what they have achieved in 2014/15 and what impact it has had on the lives of children and young people.

Enfield Clinical Commissioning Group

What did we do?

NHS Enfield Clinical Commissioning Group's (CCG) priority is to ensure children remain safe whilst they are receiving health care in Enfield. This priority remains at the heart of all commissioning planning and decision making. We have continued to work in partnership with all agencies in the health economy to achieve this and make sure that all health providers in Enfield understand their role in the health and wellbeing of children and young people.

Enfield CCG recognises their statutory duties and responsibilities to safeguard children and young people, which include being a statutory partner of the Enfield Safeguarding Children Board (ESCB).

NHS Enfield CCG has a statutory responsibility to ensure that the organisations from which it commissions services provide a safe system that safeguards children and young people. Safeguarding clinical expertise in the CCG is provided through the Designated Nurse and Doctor for Safeguarding children. The CCG has specific responsibilities for children looked after and supports the Child Death Overview Process. The CCG has

secured the expertise of a Designated Nurse and Designated Doctor for Looked After Children and a Designated Paediatrician for the Child Death Overview Process.

Currently the effectiveness of the children and young people safeguarding system is assured and regulated in a number of ways by Enfield CCG. These include:

- ESCB Section 11 Audit
- Quarterly Returns of safeguarding Metrics from providers
- Attendance at provider Safeguarding sub committees
- Annual Report from providers
- Health Strategic Safeguarding Children Sub-Committee
- Attendance at Enfield Safeguarding Children Board
- Supervision with Named Nurse in provider organisations
- Relevant Policies and protocols underpinning practice

Monitoring of Providers organisations

The CCG Safeguarding team are members of all the Provider Children Safeguarding committees. Barnet, Enfield and Haringey Mental Health Trust and North Middlesex University Hospital have separate bi-monthly Safeguarding Children committees. The Royal Free NHS Foundation Trust has amalgamated their Children and Adults Safeguarding committee and hold an Integrated Safeguarding committee on a bi-monthly basis. All provider safeguarding committees are chaired by the Executive Lead (or lead with delegated responsibility).

These meetings provide part of the safeguarding governance and assurance framework for the respective organisation and the CCG. The committees review quality and risk within their organisation and formulate action plans where risks are identified. The committees are also an avenue for challenge from the CCG. Any issues of concern on quality and assurance are escalated to the CCG Executive lead for Safeguarding and raised at the Clinical Quality Review Groups.

Supervision & Support

The Designated nurse is a central point for advice and support on complex cases across the health economy. This includes discussion and notification of all serious incidents and child deaths in provider organisations.

The Designated nurse also acts as a single point of contact for the heads of service in social care to escalate process issues and will liaise with the appropriate lead in the health organisation. Part of this liaison role is to work in conjunction with the Named leads and the Named GP to increase understanding of multi-agency working and to drive up the standard of services offered to children.

The Designated Nurse liaises with the Head of Safeguarding in the Local Authority regularly to discuss system changes and to influence guidance documents impacting on health staff.

The CCG has arranged a Strategic Safeguarding subcommittee to provide part of the assurance framework for the provider organisations in line with the 2015 NHS Accountability and Assurance Framework. This subcommittee is chaired by the Designated Doctor. It is proposed the Designated Doctor will be a member of the main LSCB from 2015/16.

The safeguarding team receive notification of all serious safeguarding incidents and provide the CCG governance and risk team with a safeguarding view.

The CCG is a central point for health information when Serious Case Reviews are instigated in other Local Authorities. The Designated Nurse co-ordinates the submission for all health related Individual Management Reviews required for Serious Case Reviews.

Training

All Enfield CCG staff must be able to identify and respond to safeguarding concerns, wherever they arise. Training and development for CCG are available via e-learning or face to face training sessions arranged by the safeguarding team. Compliance with staff training is over 80%.

The CCG are planning a safeguarding conference for the health economy in the forthcoming year.

All CCG staff have received **PREVENT training**. Further sessions have been arranged for GPs in June and July, 2015. The CCG are also assisting in developing bespoke training on PREVENT and children with NHS England in the forthcoming year.

The CCG continue to co-ordinate level 3 safeguarding children training updates for local GPs with 119 trained from June 2014.

The training updates included presentations on Child Sexual Exploitation from Safer London Foundation and Female Genital Mutilation from the North Middlesex University Hospital Named Doctor and Project Acei.

The participants also received training on the impact of substance misuse and Domestic Violence on children and included management pathways.

Colleagues from the Referral and Assessment team and Single Point of Entry have also attended the training sessions and updated the GPs on Early Help and referral processes.

Service Developments

The CCG established a **Safeguarding Lead GP forum** which meets quarterly. Each forum has a focus session on adults at risk and on child safeguarding.

Sessions have included updates on case conference processes, substance misuse management, sexual health referrals process and the implementation of the link health visitor protocol. The link health visitor protocol ensures each GP practice meets regularly with an allocated health visitor to discuss children of concern. This includes children subject to a child protection plan or a child in need plan.

Additionally, this forum is a method for sharing new guidance to be disseminated within each GP practice by the Safeguarding Lead.

A profile of **Child Sexual Exploitation (CSE)** in Enfield has been created using data gathered from various agencies including health between December 2013 and 5 January 2015.

The involvement of health services in the action plan has been key, particularly to the area of support, such as ensuring appropriate clinical sexual health services for victims as well as ensuring therapeutic interventions are available.

The Designated Nurse invited the author of the problem profile and the Business Manager for Enfield Safeguarding Children Board to the CCG Strategic safeguarding children committee to present the multi-agency action plan and ensure the Named leads in the provider organisations were cognisant with the action plan.

The CCG also agreed an increase in its financial contribution to the LSCB in light of the increase in activity required to focus on child sexual exploitation in Enfield.

The **Identification, Referral to Improve Safety (IRIS) project** continues to be successful in the identification of Domestic Violence and abuse. A total number of 90 referrals have been made to the service from GP practices since the initial training in November 2013 to March 2015.

The CCG chair a steering group to monitor and oversee the implementation of the project in consultation with the IRIS model national leads. This steering group also consists of a service user, the Lead GP for children and the Designated Nurse. The meeting has been extended to include a specialist health visitor for Domestic Violence and a Safeguarding Advisor who lead on attendance at the police led Multi-Agency Risk Assessment Conferences (MARAC) where all high risk cases are discussed.

There was a general criticism of GP contributions to the **child protection case conference process** raised in the joint Serious Case Review of CH.

The Named GP and Designated Nurse have worked with the Quality Assurance manager of the Local Authority to implement a process to streamline the communication pathway to improve information sharing.

An audit of this new process will be undertaken to demonstrate the impact of the new process and to evidence increased engagement in the case conference process.

How well did we do it?

- All CCG staff trained in PREVENT
- 119 GPs trained to Level 3 safeguarding children
- Financial contribution to LSCB to support Child Sexual Exploitation work and business plan of the LSCB

- Financial contribution and support to the Business plan for a specialist clinic for FGM at the North Middlesex University Hospital
-

How did we make a difference?

- Specialist FGM clinic opening in mid-September, 2015
- Increase in the number of referrals from GPs using Early Help forms
- 90 referrals to IRIS project
- Director of Quality and Integrated Governance and Designated Nurse interviewed as part of the unannounced Ofsted inspection in January, 2015 in recognition of partnership working.

North Middlesex University Hospital

Key achievements:

- Child Sexual Exploitation and Gangs. The Trust has seen a significant increase in number of referrals for assault. The Trust is represented at Enfield and Haringey MASE meetings and LSCB subgroups. The Named Doctor is working closely with Enfield Gangs Strategy and have secured money for NMUH to host a 3 year pilot of a youth worker working in A&E. Discussion are being held for Haringey to commission a joint project.
- Domestic Violence. Referrals remain one of the highest number of all referrals for the Trust. Maternity services are working with Victim Support to provide an outreach worker to be based within the Trust.
- Female Genital Mutilation. Maternity services have embedded the use of a risk assessment tool developed for all referrals in line with national guidance and are seen as an area of good practice at the national steering group which the Named Doctor is a key member of. A business case was agreed and a for a FGM clinic will be based at NMUH operational in the Summer of 2015
- Training. The Trust has supported the improved compliance levels for level 1, 2 and 3 and reported at year end compliance at 77 – 79 %.

Key challenges:

- Training review undertaken against the national framework resulted in a significant decrease in compliance levels at level 1, 2 and3.

- The Trust saw a significant increase in attendances to the accident and emergency department in early 2014 following the closure of paediatric inpatient services at Chase Farm Hospital which impacted on the safeguarding team workload.
- The Trust saw a significant increase in attendances for self-harm / overdose in early 2014 following the closure of paediatric inpatient services at Chase Farm Hospital. Improved links have been made with local CAMHS services and the Priory Hospital to improve the experience for children and young people
- The Trust has seen a number of child deaths as a result of abuse and also significant injury as a result of abuse which has had an impact on staff and resources

Barnet, Enfield and Haringey Mental Health NHS Trust

Barnet Enfield and Haringey Mental Health Trust (BEHMHT) including Enfield Community Services (ECS) provide integrated mental health and community services for adults and children of all ages across Barnet Enfield and Haringey. To assure governance and accountability for the Trust there are robust structures in place, a safeguarding team and policies that support staff to fulfil their statutory responsibility.

Safeguarding children is everybody's business and remains an on-going priority for the Trust and is a key component within all assessments and care provided. BEHMHT recognises the importance of professionals working in both adult and children's services to always have the child in mind and create opportunity for the child's voice to be heard.

The Trust has a Safeguarding Team structure that incorporates a Head of Safeguarding People, Safeguarding Children's Trust Lead (Named Nurse), Safeguarding Adult Trust Lead, Safeguarding Lead for CAMHS (Barnet) and a Safeguarding Lead for Enfield Community Services (ECS).

Over the past year, the safeguarding arrangements within all areas of the Trust have continued to be strengthened with excellent partnership working with both internal and external agencies. In response to the revised Safeguarding Intercollegiate Document, (2014) there has been a greater focus on the training needs of all staff to ensure they have the knowledge and skills to report any child protection concerns appropriately and timely to promote the welfare of all children.

A training proposal and work plan has been put forward to address the increase in demand for staff to be trained at level 3 safeguarding children as a result of changes within the Intercollegiate Document, 2014. Overall compliance for level 3 safeguarding children is 78.8%. The combined

safeguarding children mandatory training levels one and two is above the 80% standard. The safeguarding team continue to liaise with the work force team to ensure that training compliance is maintained.

BEHMHT is represented at a range of meetings and sub groups to inform safeguarding practice and has worked in partnership with Local Safeguarding Children Boards to develop a strategy for managing Child Sexual Exploitation, Domestic Violence/Abuse and Female Genital Mutilation (FGM). A successful Interface meeting has created opportunity for clinicians and Local Authority Safeguarding Team to discuss progress against the Boards agenda locally.

BEH-MHT has representation on the Serious Case Review (SCR) sub group and participated in writing Independent Management Reviews (IMR), advising on cases and supporting the SCR process. The Trust hosts and attends post incident learning events that are used to inform and develop training materials and enhance practice.

The Safeguarding Annual Report and work plan continues to be developed on a yearly basis, for presentation at the Quality and Safety Committee and the Trust Board. The Trust ensures a Safeguarding Children's Committee is held quarterly chaired by the Executive Director of Nursing, Quality and Governance and attended by senior managers from each borough or their representatives and safeguarding leads from within the Trust and local authority and designated nurses on behalf of our commissioning organisation.

The Trust is fully compliant in respect of the Care Quality Commission regulatory framework. All policies and protocols that relate to safeguarding children and young people are reviewed against guidance and lessons learnt from SCR's. The Trust completed a section 11 audit and attended challenge events in order to demonstrate compliance with its statutory obligation.

There is a combined adult and children's safeguarding surgery each month in the Trust that was developed in 2014 and has been well received and utilised by staff. The forum promotes an opportunity for staff to discuss complex safeguarding issues, work collaboratively and share ideas and be informed about new legislation.

There are safeguarding champions groups in Enfield. The champions provide support to staff in relation to complex safeguarding concerns, promoting best practice and to fulfil their statutory roles and responsibilities in relation to the Think Family Approach.

The Designated Nurse performs regular audits on the quality of the health assessments performed by the Looked After Children (LAC) nurses. The LAC nurses have continued to achieve 100% when assessed by the quality standard for all health assessments they have carried out. They equally achieved 100% in completing health recommendations in care plans following a health assessment.

CAMHS clinicians have received additional training in Children and Young People's Improving Access to Psychological Therapies (CYP-IAPT). And additional training in Cognitive Behaviour Therapy and evidence-based parenting programmes. The importance of increasing service user voice in the planning delivery and evaluation of CAMHS work is a core aspect of the CYP-IAPT programme, and has supported the development of the service to be responsive to the needs of local children and young people.

The Trust has participated in the development of the Open RIO national recording system in respect of safeguarding the children of parents with mental health concerns

All staff can access supervision. Evidence that practitioners have engaged in supervision is captured on the electronic record (RIO) and through regular audits.

Royal Free London NHS Foundation Trust

Safeguarding remains one of the fundamental components of all healthcare provided by the Royal Free London NHS Foundation Trust. As a healthcare provider we are required to demonstrate that we have strong safeguarding leadership and a commitment to safeguarding at all levels of the organisation.

Key Developments

Integrated Safeguarding Committee (ISC)

The commitment to a joined up approach to safeguarding has been demonstrated by the development of the integrated safeguarding committee (ISC). The scope of the ISC includes:

- Safeguarding adults at risk
- Safeguarding children and young people
- Safeguarding in maternity services

- Learning disabilities
- Domestic abuse (in conjunction with Public Health)

The ISC meets every quarter and is chaired by the director of nursing. The work of the committee is shaped by the safeguarding strategy and associated work plan. The aim of the committee is to not only monitor safeguarding activity across the trust (in the form of quarterly reports) but also to ensure there is a continued forward direction of travel. The work of the ISC is supported by a safeguarding children operational group and a safeguarding adult operational group.

All safeguarding activity is monitored each quarter. Key performance indicators are:

- Total number of referrals made for unborn babies, children and adults broken down by type to allow analysis of themes and trends
- Risk and governance related to safeguarding - including serious case reviews, serious incidents, domestic homicide reviews, complaints, allegations of abuse against staff
- Audits – including section 11 Children Act, commissioned audits, domestic violence screening, social history trigger stamp audits, emergency department compliance with safeguarding children procedures
- Safeguarding children supervision compliance
- Training compliance

Safeguarding strategy

The new safeguarding strategy (2015 -2018) has been built on the strong achievements made in safeguarding children and adults across the trust over previous years. The aim of the strategy is to ensure there is a shared vision that safeguarding all our patients is everyone's business; and that safeguarding is central to core business across the trust. Ten key strategic aims have been identified and agreed by the ISC and these form the basis of the safeguarding action plan. The strategy has been developed with full regard to the trust world class values and these are seen as central to delivering a culture of compassionate care that values patients, the public and staff.

Safeguarding team

Since the acquisition of Barnet and Chase Farm Hospitals in 2014, and in order to effectively respond to the rapidly growing safeguarding agenda, the safeguarding team has been expanded and now consists of:

- Head of Safeguarding x 1

- Lead nurse for safeguarding adults x 2
- Lead nurse for safeguarding children x 1
- Named doctor safeguarding children x 2
- Safeguarding children advisors x 2
- Named safeguarding midwives x 1
- Safeguarding midwife x1 (Barnet and Chase Farm sites)
- Learning Disabilities acute liaison nurses x 2 (1WTE Barnet and Chase Farm hospitals, 1 Royal Free site)
- Safeguarding children trainer

Child Sexual Exploitation (CSE)

It is recognised that everyone who works in health and care has a significant contribution to make in identifying children and young people at risk of sexual exploitation. CSE is included in all levels of safeguarding children training and we continue to work with partner agencies to drive the agenda forward and to improve responses to suspected CSE. The lead nurse for safeguarding children is the CSE lead for the Trust.

Domestic violence and abuse

Domestic abuse continues to be key element of safeguarding adults and children and an integrated approach to safeguarding will further embed and consolidate our approach to domestic abuse. Following a successful bid to the Mayor's Office for Policing and Crime (MOPAC) via the borough of Barnet there are now 2 IDVA's in post at the Barnet Hospital site. It is anticipated that this will have a significant impact on referral rates and our response to domestic abuse across the trust.

The safeguarding team continue to attend the Multi agency Risk Assessment Conferences (MARAC) for Barnet and Camden. Since the increase in the safeguarding team capacity improved links are being made with Enfield MARAC. Ongoing work will include improved data capture and flagging systems for high risk cases who may attend our emergency departments.

Female genital mutilation (FGM)

The trust is reviewing FGM policies to harmonise the processes. It is expected the Barnet site will adopt the FGM questionnaire and audit tool currently used at the Royal Free site. All women who are identified as having undergone FGM will be follow the adopted pathway. During quarter 1 of this year 42 women have been identified as having undergone FGM across the trust.

Safeguarding training

The trust safeguarding training strategy has been revised and updated for 2015 -17 to reflect an integrated approach to safeguarding. The strategy aims to provide an effective and cohesive approach to safeguarding training provision across the trust which is in line with partner agencies and local procedures. It adopts a straightforward approach in that all training is mapped to the generic levels of competence and content. The prescriptive criterion for child safeguarding training is applied to safeguarding adult training (including MCA and DoLS), domestic abuse, female genital mutilation, forced marriage and Prevent training. Rates of all safeguarding training are monitored by the ISC each quarter.

London Community Rehabilitation Company (Probation)

What did we do?

London CRC's contribution to promoting the welfare of children and ensuring they are protected from harm recognises that "Working Together" makes clear what individuals and organisations should do to keep children safe and that effective safeguarding arrangements in every local area should be underpinned by two key principles:

- Safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part, and
- A child-centred approach. For services to be effective they should be based on a clear understanding of the needs and views of children.

To monitor our effectiveness against these requirements, the London CRC introduced new methods of recording our performance against set criteria that would enable us to improve practice. The measurements were;

- Home visits to ALL service users who have contact with children either as the parent or guardian, or where there is a child for whom they are responsible;
- ALL service users to be screened through social services to check if they have parental responsibility or visitation rights;
- ALL cases where children are identified to be living in the home or having contact with the service user, must have local management oversight of the case;
- ALL risk assessments are checked to ensure that they include risk management plans to protect any identified children

In addition to the performance checks the London CRC has appointed a small central team led by a senior manager, to ensure that the principles of 'Working Together' are implemented.

How well did we do it?

The new approach has been rigorously monitored and enforced across London and at a local level. The new owners of the London CRC – MTCNovo – have been watching this very closely and asking for weekly updates, as child safeguarding is one of their top priorities.

Under the new process safeguarding is discussed at every team and office meeting, to ensure that all staff are aware of the requirements. So this was not just about introducing new processes, but following them up and holding to account where implementation has been slow.

How did we make a difference?

By having a central management team and clear measurable performance metrics we have been able to better identify staff training needs, areas for improved partnership engagement, clear methods to record information and a golden thread of safeguarding children that runs through the organisation.

The London CRC has been able to report back to NOMS that we have gone above and beyond the minimum required standards, to provide a service that is more confident and proficient in the safeguarding of children.

There is work to do that comes from identifying the needs of an organisations staff group, but by having this valuable information we can now formulate or commission specific training to meet these requirements and improve our services.

Enfield National Probation Service (Probation)

What did we do?

Safeguarding children continues to be a priority for Enfield National Probation Service (NPS). All new cases are checked for any safeguarding issues with both the offenders and via local safeguarding procedures and processes using Single Point Of Entry (SPOE) and Multi Agency Safeguarding Hub (MASH). Enfield has a dedicated probation officer for both the MASH and as designated safeguarding lead for the borough.

There is a dedicated Head of Service who works pan London to deal with safeguarding issues; they are supported by a network of children's champions who work at operational grade across the NPS to share good practice in safeguarding children.

Through close liaison with the SPOE Enfield NPS has secured access to front end of liquid logic the case management system for Enfield social services. This helps ensure that safeguarding checks are completed in a timely, efficient fashion. Enfield NPS are the only borough in London that have managed to secure this.

To tie in with national safeguarding month (November) Enfield NPS run a full case audit of every current known case to re-check for any safeguarding issues. All front line staff are expected to attend any safeguarding conferences to feedback their dealings with any known offenders with links to children known to social services. Further localised training is run by Practice Development Officers (PDOs) focussing on child protection issues and all staff are expected to attend this on a yearly basis, colleagues from social services attend this training to feedback and advise on current practice.

Enfield social services attend all level 2 and level 3 Multi Agency Public Protection Arrangements (MAPPA) meetings. These meetings discuss high risk of harm offenders and devise multi agency approaches to risk management; social services are often a key part of these meetings to feed into any safeguarding issues that might arise. Enfield NPS are fully involved in Multi Agency Risk Assessment Conferences (MARAC) which discusses domestic abuse victims on the borough, there are often safeguarding issues linked with domestic abuse and multi-agency sharing of information at these conferences is key in managing risk of harm to children.

Enfield NPS has quality assurance processes that break down individual cases to look at component parts and risk assessments, these have dedicated sections to discuss child protection issues and take place monthly.

The National Probation Service has safer recruitment principles that underpin recruitment processes with enhanced checks and vetting for all staff.

Our priorities

- Prioritising home visiting for those who pose a high or very high risk of serious harm to others or where there are child protection concerns
- Prompt identification of risks to children and young people in cases involving domestic violence / other violent offending, substance misuse issues and mental health problems. In addition, improved ability to consider the offender's current and relevant previous behaviour and analyse sufficiently to inform risk assessments
- Attendance at child protection conferences , core-group and other multi-agency meetings

- Attendance at relevant safeguarding training events
- Ensure offenders are actively involved in the review of work completed with them and more so in cases where safeguarding children issues have been identified, reiterate expectations and encourage their cooperation with the team around the child. In addition ensure that Risk Management Plans and Sentence Plans for relevant offenders adequately address any child protection/ child in need concerns.
- Give due consideration to safeguarding children issues when preparing for offenders release / incorporate into resettlement work / devise suitable licence conditions to manage risk
- Effective management oversight is clearly evidenced in the records of all cases involving the protection of children and young people and of those classified as posing a high/very high risk of serious harm to others
- Prompt dissemination of learning from Serious Case Reviews / Serious Further Offences/ Domestic Homicide Reviews.
- Think Family approach – using the family as a resource to manage risk and also acknowledging the important role some families play in the effective resettlement of offenders.



Independent Sector – Enfield Children and Young Person’s Services (ECYPS)

What did we do?

ECYPS has continued to carry out a wide range of safeguarding working within the community – reaching out to both professionals/service providers working with children, young people and families as well as reaching out to local residents.

Training – we have run a number of both general and focused safeguarding training sessions;

- Basic Child Protection training – aimed at those new to the sector or those who have not previously accessed training.
- Child Protection and Diversity – covering issues such as FGM, Spirit Possession, Disability, Forced Marriage etc.
- FGM specific training – and in depth programme on FGM, its background, those at risk locally and national/international developments
- The Impact of Parental Mental Health on Children and Young People
- Reaching ‘hard to reach’ communities – looking at the backgrounds and concerns of families who may be harder to engage with support services
- On Line safety – run in conjunction with Children England via its Engage London programme.

Disclosure and Barring Checks - ECYPS is a registered D&B centre and we offer the service to anyone working within the third sector as well as people working within the private sector.

Community Outreach – A key part of our service is to engage with groups from different sectors and communities in Enfield. This year we have;

- Delivered Child Protection sessions with BAME community groups. These are information/training sessions that are community specific and address the issues that we know are pertinent to individual communities. Each session is bespoke and delivered in a way that will encourage local people to participate and is run in conjunction with community leaders who support with facilitation and interpreting. Materials are also provided in community languages. Part of the aim of the sessions is to make local communities more comfortable with the concept of engaging with support services and – if appropriate – social care.
- Community Events - We have had representation at a number of community festivals and fairs and have a safeguarding stand at these events to engage with larger numbers of residents.
- ECYPS has ‘shop front’ information sessions. It provides line management for the ‘Bountagu’ community centre in Edmonton which has permanent information on safeguarding and family support, as well as housing some of our outreach work with communities. In addition to this, ECYPS has space every summer in the Lancaster Centre in Lancaster Road to provide a wide range of community support information and advice.

- Coffee Mornings/Afternoons – we run regular coffee information sessions in local schools for parents – again focussing on family support, social care support and issues that may be specific to local schools or communities reflected in local schools. This is on-going and is carried out both in primary and secondary schools.
- CHiPS – community help point scheme. We have been recruiting to the scheme and maintaining a database since its inception and this is an on-going commitment.
- *I FEEL GOOD* – this is a monthly programme that offers a therapeutic environment for young people who are struggling with a number of issues such as long term health issues, disability, care responsibilities, mental health issues, problems with bullying or socialising, at risk of harm or involvement in crime and anti-social behaviour. Young people are offered a regular session where they can meet up and be pampered or have someone to talk to and a number of different activities (10 in total) are offered at each session.
- Parenting Training – within our parenting courses, we ensure that child protection and family support are addressed robustly
- Female Genital Mutilation (FGM) has been a key area of focus for us this year. With Home Office funding have offered drop in information sessions for women from affected communities; we have offered training for young FGM champions and therapeutic drop in sessions for women and girls affected by FGM.

How well did we do it?

- During the period 2014 – 2015, we offered a total of 24 training programmes catering for a total of 295 providers. Training is offered on both a daytime and evening basis as many providers are not able to access training during normal working hours. All training is offered free of charge.
- We delivered Child Protection awareness sessions to a wide range of groups for the Somali, Bangladeshi, Congolese and Polish communities.
- We have successfully established links with a number of newly arrived communities that have grown in local representation over the past few years. We offered office space and joint working space to both the Albanian speaking group *Shpresa* and the Portuguese African Speaking group *Welwitschia*. Via this mechanism we have facilitated both advice and information drop ins as well as short information sessions for members with regards community support. Links have also been made with a Bulgarian self-help group. These were all identified as target groups as a result of assessing the referrals that were coming through SPOE
- FGM – We have delivered information and discussion sessions for over 60 women and 48 men.

- We have trained 8 youth champions in FGM and trained five young people in Safeguarding with a view to their involvement as volunteers on play schemes. We have also run two youth leadership programmes where we have trained 30 young people where safeguarding has been an integral component of the training.
- We have trained 50 people on our parenting programme

How did we make a difference?

- With funding from ROSA, we have been able to set up a **therapeutic drop in for women and girls** who have experienced FGM or who may feel pressured to undergo/carry out FGM, in conjunction with Enfield Women's Centre.
- During 2014/15 we have carried out approximately **468 DBS checks** for independent sector staff
- Of the 60 women attending FGM awareness sessions 16 have come forward to become **FGM community champions** and 5 are actively involved in publicity training and promotion of support services for women who have experienced FGM.

ESCB Finance and Resources

The Enfield Safeguarding Children Board is financed through contributions from partner agencies.

Until now, when assessing overall expenditure for the board each year the total LBE Business Unit salary payments for the year have not been taken into consideration. This has meant that the true cost of the board has not been clear. In November 2014 a piece of work was undertaken through the London Safeguarding board to compare LSCB budgets and contributions across the 33 boroughs and the contributions from different partner agencies. It was clear from information provided by other LSCBs that in the vast majority of areas staffing costs are factored into LSCB budgets and consequently the contribution from the local authority is much higher. Including staffing costs the contribution from LB Enfield is £146,293. Contributions from Clinical Commissioning Groups was analysed and Enfield CCG's contribution of £5,000 was the lowest in London. It should be noted that in Enfield, unlike in other areas, there are have also been contributions from other health partners amounting to £14,000 in total. This still however, puts the total health contribution in the bottom third across London. In November last year the ESCB wrote to the CCG requesting an increase in funding to £33,600 to bring Enfield in line with the rest of London. The CCG replied positively and requested further information about how the money would be spent.

It has been agreed that moving forward the business unit salary costs will be included in the overall budget report and that the increased contributions from the Council and the CCG are reflected so that Board members have a clear understanding of costs

1. Budget

This table details the agreed agency contributions at the start of 2014/15.

Agency Contribution	Amount
METROPOLITAN POLICE	5,000.00
ENFIELD CLINICAL COMMISSIONING GROUP	5,000.00
NORTH MIDDLESEX HOSPITAL	3,000.00
ROYAL FREE HOSPITAL	3,000.00
LONDON PROBATION SERVICE	2,000.00
CAFCASS	550.00
BEH MENTAL HEALTH TRUST	3,000.00
ENFIELD CHILDREN'S SERVICES	146,293
Total	165,843
Carry forward from 2013/14	Amount
	55,000

Grand Total	220,843
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2. Expenditure

Expenditure for the year is broken down as follows;

Area	Detail	Amount
Business unit staffing costs (previously not included)		122,893
Serious Case Reviews	CH (joint with Haringey) and AX	18,754
Learning and Development	Trainer fees	7,758
Independent Chair		31,200
Consultants	Includes; Ofsted Readiness consultancy work	2,685
Room Bookings and Catering		1,892
Promotional Equipment and Printing	Includes printing of Enfield Community Handbook, CSE leaflets and other CSE promotional materials	9,263
Contribution for IT Booking system		1,500
TOTAL		195,945

This leaves a shortfall over the year from the agreed budget of £95,995 which was in effect met by London Borough of Enfield.

3. Proposed 2015/16 budget

Estimated expenditure for 2015/16 includes staffing costs and proposed agency contributions are adjusted to reflect that.

Area	Amount
Business unit staffing costs	122,893
Serious Case Reviews	15,000
Learning and Development (inc contribution for Signs of Safety)	15,000
Independent Chair	31,200
Room Bookings and Catering	2,000
Promotional Equipment and Printing	5,000
TOTAL	191,093

4. 2015/16 agency contributions

Agency	Contribution
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Enfield CCG	33,600
NMUH	3,000
Royal Free	3,000
BEH	3,000
Met Police	5,000
CAFCASS	550
London Borough of Enfield	146,293
Total	194,443

Conclusion and Challenges for 2015 - 16

This has been a very busy and productive year for Enfield Safeguarding Children Board and significant progress has been made in a number of areas.

- The work of the Board is informed by clear agreed **priorities** underpinned by an up to date and well-structured Business Plan
- We have improved our **Monitoring & Evaluation** function with a varied multi-agency audit programme which effectively analyses and uses findings to drive improvement
- We have enhanced and extended our Section 11 programme which includes a programme of challenge interviews and clear action plans.
- We have improved and refined the multi-agency **data set** which is used to routinely scrutinise partners performance, and challenge and audit where necessary (ongoing improvement of the process)
- We have raised the **profile** of ESCB by developing and maintaining the ESCB website, getting articles into the local press, publishing messages from the board, establishing a presence on Facebook and Twitter and developing links and building relationships with existing parents & carers groups & forums

- We have increased the influence of the Board by strengthening **relationships** with other **key strategic** groups, e.g. the Health & Wellbeing Board and the Adult Safeguarding Board
- We have demonstrated our commitment to ensuring Board partner agencies are capturing the experiences of children, young people and families to inform service improvement through the development and support of the **Enfield Young safeguarding Champions Group**.
- We have progressed work in supporting the identification, assessment and safeguarding intervention of children at risk of **sexual exploitation** through the development of a CSE Action plan and operating protocol.
- We have progressed work in supporting the identification, assessment and safeguarding of children and risk of **Female Genital Mutilation** through the completion of a Health Needs Assessment and FGM Strategy.
- We have routinely reviewed the work of all LSCB Subcommittees to ensure this is being effectively undertaken and where applicable **influencing practice**
- We have delivered a comprehensive programme of Safeguarding **training** across the partnership, ensuring that all staff have access to good quality training, which helps support sustained improvements across all safeguarding services
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We do not however, underestimate the continued challenge and have identified a number of areas where we know we need to improve. Focus areas for improvement include;

- We need to continue to develop and improve our performance management and analysis. We are working to strengthen our **multi-agency data set** so that it drives an embedded culture of rigorous performance management, which transforms the standards of practice.
- We need to be sure that there are clear and effective governance arrangements, strategies and procedures relating to **Domestic abuse and Violence against Women and Girls** that are clear and robust in relation to the safeguarding of children and young people
- We need to continue to develop our understanding of issues relating to **Child Sexual Exploitation and Missing** children in Enfield and to be confident that there are clear policies, guidance documents and protocols in place; available to all to support effective identification, assessment and intervention.
- We need to be assured that a strong multi-agency **Female Genital Mutilation (FGM)** strategy and action plan are in place which include; multi-agency guidance, policies and procedures and engagement with professionals and the wider community
- We need to enhance our understanding of issues relating to risk of **Radicalisation** in Enfield. We need to be sure that robust and clear strategies and procedures relating to the Prevent agenda are in place and that they joined up in relation to the safeguarding of children and young people.

- We need to be confident that there is a joined up approach to issues affecting **Vulnerable Young People**, including **Gang involvement, Knife Crime, CSE** and **Missing**. We want to know these issues are considered together, utilising expert knowledge and mapping systems to ensure that strategies and procedures are clear and effective.
- We need to remain confident that issues relating **Serious Case Reviews (SCRs)** in Enfield are effectively followed through, that actions are completed and learning points are embedded into practice and are disseminated widely including with colleagues from neighbouring boroughs.
- We need to better understand the reach and impact of our training, learning from case reviews and outcome of audit so as to be assured they are improving the lives of children
- Whilst we have promoted the direct **participation** and input of **children** and **young people** in the work of Enfield at a strategic and operational level this remains an area of challenge for the Board.
- We need to continue to support the development of the Single Point of Entry (SPOE) and the Multi-Agency Safeguarding Hub (MASH) function that sits within it. We need to offer effective challenge and scrutiny of Early Help and Safeguarding processes across our member agencies.
- The **economic** situation and **organisational** change affecting public services in Enfield and across the country continues to be a **challenge** for the Board and we must ensure the safety of children is not compromised.

In order to achieve the above, specific objectives for 2015-16 have been developed which will inform our new, revised Business Plan There are a number of tasks and activities which are part of the Core Business of the ESCB which will be addressed over the course of the year in a variety of ways and outcomes and effectiveness will be monitored through the subcommittees and the Board itself. There are also a number of specific safeguarding themes which have been identified from local and national issues and drivers including Serious Case Reviews and the activity of the ESCB subcommittees which have been included among the priorities for the coming year.

The 2015-2016 plan does not go into detail about specific action and timescales. Its function is to establish the board's priorities for the year and identify means of demonstrating whether these priorities have been met. More detailed activities will be incorporated into the detailed action plans of the Board's subcommittees

Review is a key part of the process. The ESCB Strategic Business Plan 2015-2016 will be reviewed by the board in November 2015 and then again in March 2016.

ESCB Business Plan 2015 - 16

Core Priorities and areas of focus for 2015-2016

1. EFFECTIVE RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS

The ESCB has clear strategies and comprehensive approaches to specific safeguarding issues that keep children and young people safe and promote effective intervention with those who are at risk

2. EFFECTIVE SAFEGUARDING STRUCTURES & SYSTEMS

The ESCB can demonstrate that effective structures, systems, procedures and protocols are in place to safeguard children and young people in Enfield.

3. COMMUNICATION AND LEARNING

The ESCB and partner agencies communicate effectively with children and young people; their families; the community (including different sections of the Community); and staff at all levels from partners agencies

4. PERFORMANCE MANAGEMENT

The ESCB has a performance management framework which promotes different ways of knowing and learning about the effectiveness of safeguarding of children and young people in Enfield. The framework supports and promotes effective challenge by the ESCB to bring about improved outcomes for children and young people

The current ESCB Subcommittees and Task and Finish Groups continue to provide an effective way of addressing specific areas of safeguarding practice and will continue to develop practice in their particular specialism and keep the ESCB informed of the work they are undertaking and of safeguarding issues requiring attention by the ESCB.

BUSINESS PLAN 2015- 2016

1. EFFECTIVE RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS		
Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB has clear strategies and comprehensive approaches to specific safeguarding issues that keep children and young people safe and promote effective intervention with those who are at risk	1.1. The ESCB is assured of robust and effective governance arrangements from the Community Safety Unit (CSU) for Domestic Abuse / Violence Against Women and Girls and that strategies and procedures relating to Domestic abuse are clear and robust in relation to the safeguarding of children and young people	<ul style="list-style-type: none"> • Community Safety Unit • DA / VAWG Strategic and Operational Groups • ESCB
	1.2. The ESCB has a clear and thorough understanding of issues relating to Child Sexual Exploitation and Missing children in Enfield. This is informed by Police Profiles, Missing data, Section 11 audit and information gathered from the Multi Agency Sexual Exploitation (MASE) Group and Missing Children subgroup. Recommendations are implemented as part of the Child Sexual Exploitation & Missing Action Plan.	<ul style="list-style-type: none"> • Trafficking, Sexual Exploitation and Missing (TSEM) subcommittee • Missing Children Risk Management Group
	1.3. There are clear policies, guidance documents and protocols in place and available to all which support effective identification, assessment and	<ul style="list-style-type: none"> • Trafficking, Sexual Exploitation and Missing (TSEM) subcommittee

	intervention of CSE / Missing at the level appropriate to the needs of the child / young person	<ul style="list-style-type: none"> Missing Children Risk Management Group
	1.4. The ESCB is assured that a multi-agency Female Genital Mutilation (FGM) strategy and action plan are in place which include; multi-agency guidance, policies and procedures and engagement with professionals and the wider community	<ul style="list-style-type: none"> FGM subcommittee
	1.5. The ESCB is assured of robust and effective governance arrangements from the Community Safety Unit (CSU) in relation to PREVENT and RADICALISATION in Enfield and that strategies and procedures relating to Radicalisation are clear, robust and joined up in relation to the safeguarding of children and young people.	<ul style="list-style-type: none"> Community Safety Unit ESCB
	1.6. The ESCB is confident that there is a joined up approach to issues affecting Vulnerable Young People , including Gang involvement, Knife Crime, CSE and Missing . That these issues are considered together, utilising expert knowledge and mapping systems to ensure that strategies and procedures are clear and effective.	<ul style="list-style-type: none"> Community Safety Unit ESCB
	1.7. The ESCB is assured that issues relating Serious Case Reviews (SCRs) in Enfield are effectively followed through, that actions are completed and learning points are embedded into practice and are disseminated widely including with colleagues from neighbouring boroughs.	<ul style="list-style-type: none"> Serious Case Review subcommittee Learning and Development subcommittee

2. EFFECTIVE SAFEGUARDING STRUCTURES & SYSTEMS

Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB can demonstrate that effective structures, systems,	2.1. There is a clear, robust plan in place to monitor, evaluate and influence the effectiveness of early help services across Enfield partnership. Identified actions are implemented	<ul style="list-style-type: none"> Quality Assurance subcommittee Stakeholder Management

procedures and protocols are in place to Safeguard children and young people in Enfield.		
	2.2. The ESCB is assured that that safeguarding policies, procedures and protocols are reviewed and maintained in order to ensure children receive the right service at the right time	<ul style="list-style-type: none"> • Quality Assurance subcommittee
	2.3. The ESCB has robust links to other boards including the Health & Wellbeing Board (HWB), Safeguarding Adults Board (SAB) to encourage wider organisations to recognise their responsibilities to safeguard children and ensure safeguarding is 'everybody's business'	<ul style="list-style-type: none"> • ESCB • ESCB Chair

3. COMMUNICATION AND LEARNING

Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
The ESCB and partner agencies communicate effectively with children and young people; their families; the community (including different sections of the Community); and staff at all levels from partners agencies	3.1. There is on-going engagement with children and young people and parents involved with safeguarding services. The ESCB reviews the effectiveness of methods of communication and explores new means of communicating with parents and children where appropriate and giving consideration to diversity of the local population.	<ul style="list-style-type: none"> • ESCB • Enfield Young Safeguarding Champions • ESCB Business Manager
	3.2. The Enfield Young Safeguarding Champions Group is supported to identify priorities in relation to the Business Plan and to interact directly with the board on a regular basis.	<ul style="list-style-type: none"> • Enfield Young Safeguarding Champions • ESCB Business Manager
	3.3. The ESCB is represented and creates clear links on all multi-agency partnerships where safeguarding is a focus of their work e.g., Domestic Abuse Strategic and operational Group; Safeguarding Adults Board and, Health and Wellbeing Board. This is evidenced through minutes of those meetings and identification of areas of joint work.	<ul style="list-style-type: none"> • ESCB Chair • ESCB Business Manager
	3.4. The ESCB communicates with the local workforce and community to	<ul style="list-style-type: none"> • ESCB subcommittees

	<p>raise awareness of safeguarding issues, through the ESCB website, social media Newsletters, Annual Conference, Annual Report, community partnerships and directly with public</p>	<ul style="list-style-type: none"> • ESCB Business Manager
	<p>3.5. The ESCB ensures that all child deaths are reviewed appropriately and in line with the Child Death Overview Panel (CDOP) procedures and that mechanisms are in place to disseminate lessons learnt and produce an annual report on the work of the CDOP</p>	<ul style="list-style-type: none"> • Child Death Overview Panel
	<p>3.6. The ESCB oversees a comprehensive multi-agency programme of Learning and Development which is linked closely to the priorities of this business plan and reflects and reacts to the needs of Enfield's children and young people and the professionals who work with them. The programme is monitored, reviewed and evaluated throughout the year.</p>	<ul style="list-style-type: none"> • Learning and Development subcommittee

4. PERFORMANCE MANAGEMENT		
Outcome for 2015 / 2016	Milestones	Lead / subgroup / agency
<p>The ESCB has a performance management framework which promotes different ways of knowing and learning about the effectiveness of safeguarding of children and young people in Enfield.</p>	<p>4.1. The ESCB is assured that the current multi-agency data set is fit for purpose providing robust analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board is able to identify themes and trends and take necessary actions as required.</p>	<ul style="list-style-type: none"> • Quality Assurance subcommittee
	<p>4.2. There is a robust and effective annual multi-agency audit programme in place providing effective scrutiny of multi-agency safeguarding activity in line</p>	<ul style="list-style-type: none"> • ESCB • Quality Assurance subcommittee

The framework supports and promotes effective challenge by the ESCB to bring about improved outcomes for children and young people	with the board's priorities. This will include an annual programme of themed multi-agency audits linked directly to the priorities of this business plan and an ongoing Section 11 audit programme	<ul style="list-style-type: none"> • Children's Services Operational Management Group
	4.3. The ESCB follows an audit and review process and methodology that supports learning, can evidence improvement in practice and makes a difference to children. Findings are reported to the QA subcommittee to promote learning	<ul style="list-style-type: none"> • Quality Assurance subcommittee • Learning and Development subcommittee