

Enfield Safeguarding Children Partnership Arrangements

Working together in Enfield to keep Children and Young People safe

2024



www.enfield.gov.uk/SafeguardingEnfield

Safeguarding
ENFIELD



Please talk to us

Safeguarding children, young people is everyone's responsibility. As someone who might live, work or study in Enfield you have a role too. If you are worried about someone or yourself, please talk to us.

You can get help in any of these ways.

Children and young people

If you or the person you are concerned about is under 18 (a child or young person):

- Ring the Children Multi-Agency Safeguarding Hub (MASH) Team on 020 8379 5555, Monday to Friday 9.00am to 5.00pm.
- Call the emergency duty team on 020 8379 1000 at night and weekends and tell them what is happening.

For people who work with children and young people

- Please make your referral using the Children Portal: www.enfield.gov.uk/childrenportal
- You can email at: ChildrensMash@enfield.gov.uk
- In an emergency – such as when someone is being hurt or shut out of their home – ring the police on 999.
- You can also ring ChildLine on 0800 1111 or visit the ChildLine website: www.childline.org.uk

If you don't want to talk to someone you don't know, you can ask an adult that you trust, like a teacher or youth worker or even a friend, to make the phone call for you. When people are working with children they have to follow set procedures, but they will explain to you what they will do and should be able to support you through the process.

ChildLine

ChildLine have launched the 'For Me' app – the first app to provide counselling for young people via smartphone and other mobile devices. For more information and to download the app for free, go to: www.childline.org.uk/toolbox/for-me

We are here to help you.



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Our Vision:

... is for a community where children and young people can live a life free from abuse and harm; a place that does not tolerate abuse; where we all work together to stop abuse happening at all, and where we all know what to do if it does take place.

The views and perspectives of young people must be at the heart of our work, and in these updated arrangements, we will make sure that young people remain involved and have a voice that is heard among the partners.

Central to these arrangements is a shared commitment among all agencies to collaborate in safeguarding children and continually enhance their practices.

Welcome

Welcome to the Enfield Children and Young People Multi Agency Safeguarding Arrangements.

These arrangements are our plan of how Enfield Council, the Metropolitan Police Service (MPS) North Area BCU (Basic Command Unit), North Central London (NCL) NHS Integrated Care Board (ICB), Schools across Enfield and the Enfield community, including young people, and other organisations will work together to keep young people and children safe.

In the heart of our efforts lies a commitment shared by all agencies to collaborate in safeguarding children and continuously enhance our practices. These changes, mandated by law, offer us an opportunity to build upon the existing good work in Enfield. We will build on existing efforts to learn from past experiences, improve our processes, and explore innovative approaches where feasible.

Within this plan, we outline the roles of partners involved in keeping children and young people safe. We emphasise community members' contributions and explain the rationale behind the changes. Our collective goal is to work toward Enfield's ambitious vision, with community involvement.



A blue ink signature of Tony Theodoulou, consisting of several overlapping loops.

Tony Theodoulou
Executive Director
People Department, Enfield Council



A blue ink signature of David Pennington, written in a cursive style.

David Pennington
Director of Safeguarding,
NHS NCL ICB



A black ink signature of Caroline Haines, written in a cursive style.

Caroline Haines
Detective Chief Superintendent
Met Police North Area BCU

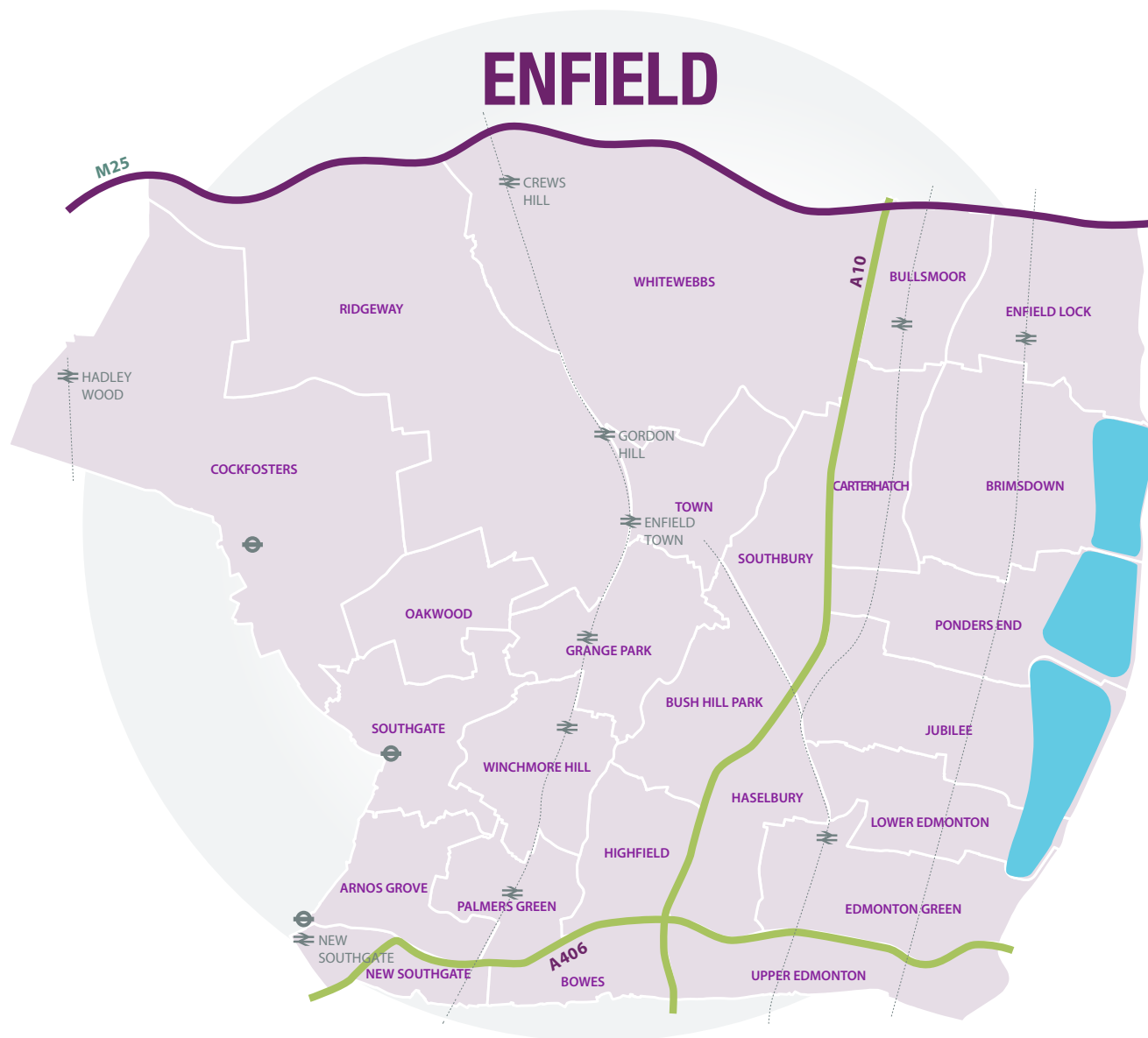
About Enfield

The London Borough of Enfield is located in North London and is bordered by the boroughs of Barnet, Haringey, and Waltham Forest, as well as Hertfordshire to the north. Enfield is about 12 miles by road from the centre of London. It has good links to the national motorway system with the north of the borough being bounded by the M25, accessed at junctions 24 and 25. It also has two trunk roads – the A10 (London to Cambridge) and A406 (London's North Circular Road). Five train lines pass through the borough, including the Piccadilly (Underground) Line connecting to Heathrow Airport.

The Enfield Safeguarding Children Partnership (ESCP) operates within these geographical boundaries. While the ESCP primarily focuses on safeguarding within Enfield, it collaborates with neighbouring local authorities and agencies when necessary to ensure comprehensive safeguarding measures. This collaboration is crucial for addressing issues that may cross local authority boundaries, such as child trafficking or exploitation.

Population: Enfield's population is 327,429 as of 2023, a 1.8% increase since 2013.

Demographics: Higher proportions of children and young people compared to regional and national averages. Largest ethnic groups after White British are Turkish/Turkish Cypriot (7.6%) and White Other (7.5%).



Languages: Over 90 languages spoken. Turkish is the most common after English, followed by Romanian, Bulgarian, Greek, Polish, and Albanian.

Deprivation: Enfield is the 74th most deprived local authority in England, with 15% of children in low-income families.

Health: Higher rates of overweight or obese children compared to London and England.

98% of our schools and settings are judged by Ofsted as Good and Outstanding, with the remaining schools judged by SEYIS to be Good or Outstanding, awaiting re-inspection.

Green Spaces: 40% of the area is Green Belt with several parks and 17 free outdoor gyms.



Child Safeguarding Arrangements in Enfield

Everyone plays a crucial role in ensuring the safety of children and young people. Whether it involves recognising and reporting concerns, collaborating with families, or implementing interventions to protect children, our responsibilities are significant.



In the context of these new arrangements, three key safeguarding partners—Enfield Council, the NA BCU Metropolitan Police, and the North Central London NHS Integrated Care Board—will collaborate closely. Their joint efforts will also involve coordination with other agencies.

Within Enfield, these safeguarding partners will engage with local groups and participate in multi-agency meetings to ensure that our actions have a meaningful impact and avoid duplication.

Additionally, various relevant agencies, including schools, educational institutions and voluntary organisations, will be subject to these arrangements.

Appendix A - lists the role and purpose of these agencies within the framework

Relevant agencies, as defined in the 2023 “Working Together to Safeguard Children” guidance, are organisations required to collaborate with the local safeguarding partners to protect and promote the welfare of children. These agencies receive annual updates on their roles and responsibilities and must adhere to the local safeguarding arrangements.



Key expectations for representatives from relevant agencies include:

- Commitment to Meetings: Prioritise attendance and appoint authorised deputies if unable to attend.
- Decision-Making Authority: Have the seniority to make decisions and ensure implementation of local arrangements.
- Information Sharing: Access and share necessary information for collective action.
- Reflective and Child-Centred Approach: Engage in discussions that are reflective, strengths-based, solution-focused, and centred on the child's needs.
- Leadership and Accountability: Lead specific work streams and oversee identified actions until completion.

Appendix B – lists the relevant agencies

In Enfield, the safeguarding partners will work with other local groups and Partnership Boards, to make sure our efforts make a real difference, and are not duplicated. There are a number of different areas of work/groups which these arrangements will be able to refer to, or may request information from.

There may also be opportunities to develop joint areas of work. The groups include:

- Safeguarding Adults Board
- Safer Strong Communities Board
- Health and Wellbeing Board
- Safeguarding Information Panel, High Risk Panel, Fire Prevention group
- Multi-Agency Criminal Exploitation (MACE) meeting

- Enfield Youth Justice Service Management Board (EYJSMB)
- Domestic Abuse or Violence Against Women and Girls Strategic Group
- Multi-Agency and Risk Assessment Conference (MARAC) meeting
- Multi-Agency Public Protection Arrangements (MAPPA) meeting

All partners work together, sharing information and expertise, to create a comprehensive safeguarding system. Their collective efforts aim to protect children and young people from harm and promote their welfare.

[CP9. Information Sharing Guidance](#)

[london_multi-agency_safeguarding_data_sharing_agreement.pdf](#)

Threshold document

Thresholds and levels of need will be overseen within the multi-agency safeguarding arrangements with a range of levels of need, as shown by our local threshold document:

https://www.enfield.gov.uk/_data/assets/pdf_file/0022/45085/ECSL3102-Threshold-Guidance-2023.pdf

The Enfield Safeguarding Partnership (ESCP) has adopted the London continuum of need as part of the Pan London child protection procedures in order to support consistency across boroughs for referring agencies.

This forms an integral part of Enfield's approach to supporting children, ensuring the right support is provided by the right agency, based on the child's level of need. The approach also promotes earlier support for families to address issues before they escalate to crisis point and ensure that children are kept safe from harm.

Changes following Working Together Arrangements 2023

Several reviews and reports influenced the 2023 updates to the “Working Together to Safeguard Children” guidance. Key sources included:

- Ofsted Reports: These provided insights into the effectiveness of local safeguarding arrangements and highlighted areas needing improvement.
- Care Inspectorate Reviews: These reviews offered detailed evaluations of child protection practices and multi-agency working.
- Independent Inquiries: High-profile cases and subsequent inquiries underscored the need for clearer guidance and stronger multi-agency collaboration.

These reports collectively emphasised the importance of enhancing coordination among agencies, improving the clarity of roles and responsibilities, and ensuring a child-centred approach in safeguarding practices.

Following on from the changes previously made from Working Together 2018, the Government published Working Together 2023 which included implications and recommendations for the Safeguarding Partnership.

- The Working Together Document is essential and relevant to all people supporting and working with children and young people. It is key to Safeguarding Partnerships and what needs to be applied to strengthen our existing Multi Agency Safeguarding Arrangements.

We need to clarify the roles and responsibilities within the partnership and ensure ownership and governance at the highest level. There must be a Lead Safeguarding Partner (LSP) from all three key agencies, who are named publicly. The LSP need to be able to:

- Speak with authority for the safeguarding partner they represent.
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing, and practice matters.

- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

Our Lead Safeguarding Partners are:

- Ian Davis, The Chief Executive of Enfield Council.
- Frances O’Callaghan, Chief Executive Officer for NHS North Central London Integrated Care Board (NCL ICB).
- Matthew Twist, Assistant Commissioner for Metropolitan Police Service (MPS).

These LSPs will meet regularly to fulfil their responsibilities, and the DSP will provide feedback.

Each Local Safeguarding Partner should appoint a Delegated Safeguarding Partner (DSP) for its agency who should be named in arrangements, to oversee the operational delivery. DSP’s should be sufficiently senior to be able to speak with authority, take decisions on behalf of the Local Safeguarding Partner and hold their sectors to account.

Our Delegated Safeguarding Partners are:

- Tony Theodoulou, Executive Director, People Department, Enfield Council
- David Pennington, Director of Safeguarding – for NHS North Central London Integrated Care Board (NCL ICB).
- Detective Chief Superintendent Caroline Haines, for Metropolitan Police Service (MPS) North Area BCU.

A Delegated Safeguarding Partners will Chair our Multi Agency Safeguarding arrangements. This role will be regularly reviewed, and will be rotated among the DSP’s.

Work with Education

The three safeguarding partners (Enfield Council, Police, NHS - Integrated Care Board) have a shared responsibility for these arrangements. With a strong emphasis on the need to have education represented at strategic discussions and local arrangements as well as other agencies within the community. Within Enfield, education is already well represented at our strategic executive level by the attendance of Director for Education. We have school and education representatives on our subgroups. In addition to this, the Safeguarding Partnership Manager attends the Designated Safeguarding Leads Network Meeting to promote and disseminate learning and development to all schools. In line with the changes, a decision has been made for the Safeguarding Partnership Manager to attend the Early Years safeguarding forum as well as the Early Years strategic board meeting. This is to ensure that Early Years are also having access to the learning and development opportunities afforded by the Partnership.



Principles of the Partnership

Creating strong and effective multi-agency safeguarding arrangements requires active commitment and collaboration towards a shared goal. Protecting children and promoting their wellbeing can only be achieved through cooperative efforts. Safeguarding arrangements for children and young people must be built, maintained, tested, and continuously improved.

The Structure

There are a number of activity groups that report to the Executive Group (comprising senior decision makers from the Police, Enfield Council, Enfield ICB, and an Independent Scrutineer). These groups are strongly focused on improving practice and emphasising learning, thereby enabling a feedback loop across partner agencies and the front line.

Key principles of the activity groups

Every time people meet as part of these arrangements, there are a number of principles that must be met:

- Every meeting should help keep children and young people safe
- A child's voice should be heard at every meeting
- Intelligence/Data should support every meeting
- Partners should lead and support a workstream
- Meeting must be efficient and reduce duplication wherever possible.

These apply to the Executive Group and each Activity Group

Executive Group

The three safeguarding partners have equal and joint responsibility for these arrangements – Enfield Council, NA BCU Metropolitan Police and NHS - Integrated Care Board NCL.

The three safeguarding partners develop, manage, and review these arrangements through the Leadership Group. The representatives present are senior enough to speak for their agencies, and are able to direct resources towards the various Activity groups and projects as needed. The Executive Group also provides strategic direction on how the arrangements will respond to Local, London-wide and National issues as they emerge.

The officers making up the Executive Group are:

Enfield Council, ICB, MPS, Education, and Scrutineer.

Independent Scrutineer

The Enfield Multi-Agency Safeguarding Arrangements include an Independent Scrutineer whose role is defined in "Working Together 2023." The Independent Scrutineer is responsible for:

Providing safeguarding partners and relevant agencies with independent, and effective support and challenge at both strategic and operational levels.

Offering assurance to the entire system by evaluating the effectiveness of multi-agency safeguarding arrangements through various scrutiny methods.

Ensuring statutory duties are met, quality assurance mechanisms are in place, and that local and national child safeguarding practice reviews are analysed, with key learning areas identified and implemented across the safeguarding system.

Ensuring the voices of children and families are considered in the scrutiny process, placing their feedback at the heart of policy and practice.

Acting as a 'critical friend' to facilitate two-way discussions and reflections between frontline practitioners and leaders, promoting strong, clear, strategic leadership.

Providing independent advice during disagreements between agencies and safeguarding partners and facilitating escalation procedures.

Evaluating and contributing to multi-agency safeguarding published arrangements and the annual report, while also feeding into broader accountability systems such as inspections.

The Independent Scrutineer will also chair the Practice Improvement Meetings.

The Independent Scrutineer works to a scrutiny plan (Appendix D - Scrutiny Plan) which includes completing independent deep dive audits at the request of the LSPs and DSPs in relation to themes identified by the Strategic Leads. The findings will be reported back to the Executive Meetings.

The role of Independent Scrutineer is provided by Nicky Pace.



Activity Groups

PRACTICE IMPROVEMENT (PI) GROUP

PURPOSE:

The Practice Improvement (PI) Group aims to enhance service delivery by effectively reviewing and learning from cases. The group will utilise this information to improve practices, systems, and arrangements within the organisation.

KEY FUNCTIONS:

- To systematically review cases and identify key learning points.
- To develop and implement action plans based on case reviews.
- To monitor and evaluate the impact of changes on practice and service delivery.
- To foster a culture of continuous improvement and learning within the organisation.

CHAIR:

Nicky Pace,
Independent
Scrutineer

MEETING FREQUENCY:

Quarterly

VULNERABLE YOUNG PEOPLE (VYP) ACTIVITY GROUP

PURPOSE:

The Vulnerable Young People (VYP) Activity Group combines oversight of Enfield's response to Missing Children, those subject to Sexual Exploitation, Criminal Exploitation, and children involved with gangs or other harmful practices such as substance misuse. The role of the VYP is to maintain a strategic overview of the work of the Safeguarding Adolescents Strategy.

KEY FUNCTIONS:

- Maintain close working relationships with other groups, share information, and provide constructive challenge to improve the response to VYP across the borough.
- Identify gaps in commissioning and make recommendations to Enfield Safeguarding Children Partnership (ESCP), commissioning specialist training via the ESCP Practice Improvement (PI) sub-group.
- Maintain and disseminate a good understanding of national, regional, and local policies and practices about young people and contribute to the development of new procedures and protocols where required.
- Drive the Safeguarding Adolescents action plan and agree on new actions in support of other safeguarding strategies.
- Support the communication strategy of the ESCP for dissemination of information.
- Support the Chair to periodically deliver specific tasks through time-limited "task and finish" groups.

CHAIR:

Angela Bent, Head of Service, Practice Improvement and Partnerships

MEETING FREQUENCY:

Quarterly

QUALITY ASSURANCE (QA) ACTIVITY GROUP

PURPOSE:

The Enfield Safeguarding Children Partnership (ESCP) Quality Assurance (QA) activity group is a multi-agency, multi-disciplinary group. The purpose of the activity group is to work on behalf of the ESCP to monitor and quality assure children's safeguarding services being undertaken by the agencies of the ESCP.

KEY FUNCTIONS:

- Monitor and evaluate the effectiveness of the safeguarding partners' individual and collective work to safeguard and promote the welfare of children and young people, and provide recommendations to the Executive group on ways to improve.
- Review and scrutinise multi-agency data, including the performance dashboard, and use this to set priorities for the Partnership. Receive and analyse the quarterly dataset and make recommendations on priority setting for the Partnership.
- Create a plan setting out a schedule for scrutinising reports from groups and services responsible for multi-agency safeguarding practice, including, but not limited to, the LADO, MASH data, Vulnerable Young People group, NHS ICB implementation, and Met Police improvement. Receive and review single agency reports on an annual basis as set out in the forward plan and offer constructive challenge to the reports presented.
- Oversee and scrutinise a programme of multi-agency and single-agency audit reports to assess safeguarding standards in multi-agency practice and monitor resulting action plans.
- Provide strategic direction and monitor ESCP activities in line with the annual business plan, contributing to and reviewing activities including the multi-agency training programme, Section 11 audits, and the annual report.
- Commission specific task and finish groups for focused thematic activity (or 'deep dives') to drive multi-agency improvement in relation to specific safeguarding concerns.

CHAIR:

Chantel Palmer, Designate Nurse for Safeguarding NCL NHS ICB

MEETING FREQUENCY:

Quarterly

Terms of references for all groups Appendix C



ESCP's arrangements for responding to Child Deaths and Serious Incidents

Statutory Requirements

When a child dies, it is crucial for parents and families to understand what happened and whether any lessons can be learned. The responsibility for ensuring a child death review is carried out lies with the 'child death review partners,' which include the local authority and any Integrated Care Boards (ICBs) operating in the area. These partners must review all deaths of children normally resident in the local area and, when indicated, any non-resident children who have died in their area. This review is conducted via a Child Death Overview Panel (CDOP). Though the responsibility for CDOP sits outside of the current Partnership arrangements, it is key to ensure learning is disseminated to local partners and there remains a firm feedback loop into the Practice Improvement (PI) subgroup.

Child Death Overview Panel

The Child Death Review Partners are made up of the North Central London Integrated Care Board and the Public Health Local Authority team. They continue to work closely to ensure processes are followed when responding to, investigating, and reviewing the death of any child, from any cause.

This is for two main reasons:

1. to improve the experience of bereaved families, as well as professionals, after the death of a child;
2. to ensure that information from the child death review process is systematically captured to enable local learning and, through the planned National Child Mortality Database (NCMD), to identify learning at the national level, and inform changes in policy and practice.

Updates in learning from national thematic reports published by the NCMD along with early learning from cases is shared through to the Partnership via the Practice Improvement Group. Learning briefings developed from themed panels are also shared through this group

The ESCP will continue to respond to notifications from the Child Death Review partners that a child has died, and abuse or neglect is known or suspected, to determine whether the case meets the criteria for a child safeguarding practice review.

The ESCP will also respond to notifications from the coroner that a child has died, and that the coroner has decided to investigate the death or commission a post-mortem. In these circumstances, where abuse or neglect is known or suspected, the safeguarding partners will need to determine whether the case meets the criteria for a child safeguarding practice review.

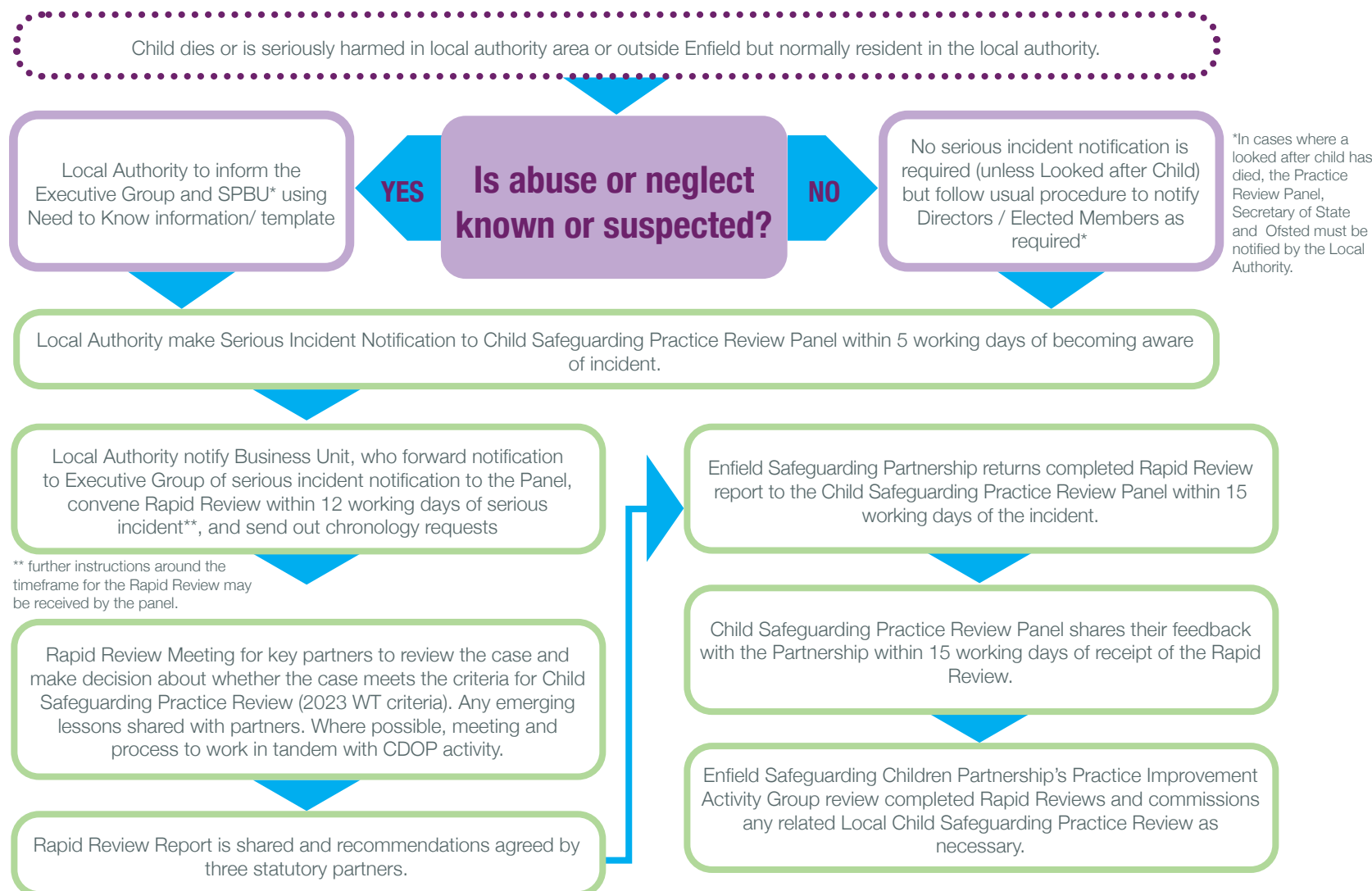


Rapid Reviews and Child Safeguarding Practice Reviews

The ESCP is responsible for ensuring a clear process is in place to conduct a review following serious child safeguarding incidents and for commissioning a subsequent local child safeguarding practice review where necessary.

The core of this work is the commitment to ensuring that local agencies understand the events leading to a serious incident and how those agencies can help protect children in the future. As a partnership, we will now include care leavers in the review process in line with the “Working Together to Safeguard Children 2023” guidance, ensuring their voices are heard and their experiences inform our practices

Flowchart: Serious Incident Notifications



Outcomes and Actions

Outcomes from Rapid Reviews will be shared with the PI Activity Group which will monitor progress against any recommendations made by the Rapid Review Panel. Outcomes will also be shared with the PI Group to ensure that lessons learned are understood by the partnership workforce and embedded in practice. Actions may include:

- Revising existing single or multi-agency training
- Creating a learning summary and arranging events to disseminate the learning
- Adding completed/amended policies/protocols to the practitioner's toolkit and promoting their use
- Commissioning/developing specialist training or e-learning
- Conducting focused evaluations of practitioner knowledge in specific areas of practice

The Partnership will identify training events and resources to support the dissemination of lessons learned and any necessary changes to practice. Any concerns regarding lack of progress will be escalated to the Executive Group.



Data

A multi-agency data set is being developed by the Partnership as we know that data provides helpful insight into how best to measure impact. We have had productive discussions about our data sets in our Activity Groups and are now starting to analyse the data available to ensure we are measuring impact and improving services accordingly.

Our performance monitoring systems will aim to capture and highlight the impact of our partnership efforts on improving outcomes for children and young people. These findings will continue be presented in our annual report.

Youth Custody and Residential Homes in Enfield

There are no Youth Custody establishments located in Enfield. However, there will be times when young people from Enfield are placed in Juvenile Secure Custody across England and Wales. The Director for Children and Families, who is responsible for Enfield Youth Offending as well as the Corporate Parenting/Looked After Children's Service, which includes residential homes, private children's homes, and 16+ units for the Service is a member of the ESCP.



Ambassadors - The Voice of the Child

Voice of the Child Children & Young People are the fourth partner and have a critical role in co-producing these arrangements, supporting developments and innovations, working with us to scrutinise. We are proud of our Safeguarding Ambassadors who continue to provide valuable feedback to the partnership on what is working well and what needs to be developed further. We want to highlight that the voice of children and young people remain important for us as a partnership, and we will continue to invest in the recruitment and retention of our ambassadors.

The Ambassadors have significantly enhanced safeguarding practices and youth development. They have developed strong leadership skills through regular meetings with the ESCP manager and youth leader, contributing to improved practices within partnership agencies. Their efforts have increased engagement among young people, ensuring diverse voices are heard through various communication methods like surveys. This continuous feedback loop has led to more responsive and adaptive safeguarding strategies, ultimately empowering young people to actively shape the services that affect them.

Reporting

The statutory duties for writing and publishing a Safeguarding Children Partnership report, as outlined in the “Working Together to Safeguard Children 2023” guidance, require safeguarding partners to collaborate effectively to protect and promote the welfare of children. This includes local authorities, health services, and the police, who must ensure that their multi-agency safeguarding arrangements are transparent and accountable.

The report must detail the effectiveness of these arrangements, highlight key achievements, and identify areas for improvement. It should also include data and analysis to demonstrate the impact of safeguarding activities. Additionally, the report must be published annually and made accessible to the public to ensure transparency and increase community awareness of the work of the partnership.

The “Working Together 2023” guidelines specify that the annual safeguarding partnership report must be approved by key safeguarding partners. In Enfield, this report is presented and approved at the Executive Meeting, chaired by our independent scrutineer. Attendees include the Executive Director, Director of Children & Families Services, Detective Superintendent for the Met Police, Director for Education, and Director of Safeguarding – NCL ICB. These individuals ensure the report is thorough and accurately reflects the year’s safeguarding activities and outcomes.

The Safeguarding Children Partnership report will be published on the ESCP website. A copy will be sent to the Child Safeguarding National Review Panel and Foundations within 7 days. This ensures transparency and accessibility, allowing the public and relevant stakeholders to review the safeguarding efforts and outcomes.

The Safeguarding Children Partnership annual reports are important public records which are a key accountability tool. They are required in legislation (Section 16G, Children Act 2004) and statutory guidance (Working Together 2023).

Delegation and Dispute Resolution

Delegation:

The Executive group will delegate responsibilities for activities to the respective Activity groups. They will ensure that Chairs and members of groups are appropriately empowered to autonomously lead on these areas of work.

Dispute Resolution:

Where the safeguarding partners disagree on an issue, or where members of activity groups disagree, the following steps will be taken:

A specific meeting will be called with the partners and the Independent Scrutineer to address the matter. The Independent Scrutineer will provide independent advice when there are disagreements between agencies and safeguarding partners and facilitate escalation procedures. The partnership leads will discuss, and the decision will be based on the majority view. However, if there is no majority vote, the current DSL partnership chair will be the decision maker. In extraordinary circumstances, legal advice may be sought by the Independent Scrutineer to assist in the matter.

[Escalation-protocol-updated-2024.pdf](#)

Resourcing these arrangements

The Local Partners who contribute to the work of the Safeguarding arrangements are, The Local Authority, ICB, MPS, National Probation, NMUH, BSHMHT, Royal Free. The contribution amounts are provided within the Safeguarding Partnerships Annual Report. The board will operate within the available budget and any excess must be agreed by all partners.

Agreement:

These Multi Agency Safeguarding arrangements were agreed in December 2024 and will be reviewed on a regular basis.

Appendix A

Lists the role and purpose of these agencies within the framework

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

- Children are safeguarded and their welfare promoted.
- Partner organisations and agencies collaborate, share, and co-own the vision for achieving improved outcomes for vulnerable children.
- Organisations and agencies challenge appropriately and hold one another to account effectively.
- There is early identification and analysis of new safeguarding issues and emerging threats.
- Learning is promoted and embedded so that local services for children and families can become more reflective and implement changes to practice.
- Information is shared effectively to facilitate more accurate and timely decision-making for children and families.

Working Together 2023, Chapter 2 – Multi-Agency Safeguarding Arrangements



Appendix B

Relevant Agencies

The effectiveness of local partnership efforts relies on safeguarding partners collaborating closely with relevant agencies deemed necessary to protect and promote the welfare of children and young people. Besides the three primary statutory safeguarding partners, several other relevant agencies are involved in the Partnership, demonstrating the strong relationships established in Enfield over many years.

- Educational providers including all schools, colleges, early years and childcare settings, and other educational providers (including alternative provision).
- Educational Establishments, other than Schools
- Enfield Childrens and Young Peoples Service (ECYPS) - representing the 3rd sector. Enfield has over 1000 3rd sector organisations who work with children and young people and their families, ranging from sports clubs, uniformed groups (e.g Scouts), social care, faith and community group
- North London Foundation Trust
- Circle Health Group (The Cavell Hospital & Kings Oak Hospital)
- CAFCASS
- GP practices
- London Ambulance Service
- London Fire Brigade
- North Middlesex University NHS Trust
- National Probation
- Royal Free London NHS Foundation Trust
- Special healthcare providers, including pharmacy, dental practices and optometrists
- Other providers of commissioned services to children and families e.g. local school partnerships, Drug and Alcohol treatment provider, Sexual Health Service provider,
- The Priory Hospital North London
- Stepping Stones Clinic.
- All voluntary adoption agencies operating within the ESCP area or providing services for children resident in the ESCP area or under the care of the London Borough of Enfield.
- All fostering agencies operating within the ESCP area or providing services for children under the care of the London Borough of Enfield.
- All children's homes within the ESCP area or providing accommodation for children under the care of the London Borough of Enfield.
- Providers of residential holiday schemes for disabled children within the ESCP area

Appendix C

Executive Group

Terms of Reference

Core Membership

- **Enfield Council:** Senior representative
- **NHS Integrated Care Board NCL:** Senior representative
- **NA BCU Metropolitan Police:** Senior representative
- **Education Sector:** Senior representative
- **Independent Scrutineer:** Nicky Pace

Purpose

The Executive Group is established to provide strategic direction and oversight for the Enfield Multi-Agency Safeguarding Arrangements. This group ensures that the safeguarding partners—Enfield Council, NA BCU Metropolitan Police, and NHS Integrated Care Board NCL—fulfil their joint responsibilities effectively. The group responds to local, London-wide, and national safeguarding issues as they emerge.

Key Functions for the Activity Group

- **Strategic Direction:** Guide the overall strategy for safeguarding arrangements.
- **Resource Allocation:** Direct resources towards various activity groups and projects as needed.
- **Policy Development:** Develop and review policies to address emerging safeguarding issues.
- **Performance Monitoring:** Evaluate the effectiveness of safeguarding practices and ensure continuous improvement.
- **Stakeholder Engagement:** Engage with relevant stakeholders, including children and families, to ensure their voices are heard in the safeguarding process.

Responsibilities

- **Safeguarding Partners:**
 - Develop, manage, and review safeguarding arrangements.
 - Ensure statutory duties are met and quality assurance mechanisms are in place.
 - Analyse and implement key learnings from local and national child safeguarding practice reviews.
 - Facilitate two-way discussions between frontline practitioners and leaders.
 - Provide independent advice and facilitate escalation procedures during disagreements.

- **Independent Scrutineer:**

- Provide independent, rigorous, and effective support and challenge at both strategic and operational levels.
- Offer assurance by evaluating the effectiveness of multi-agency safeguarding arrangements.
- Ensure the voices of children and families are considered in the scrutiny process.
- Chair the Practice Improvement Meetings.
- Complete independent deep dive audits as requested and report findings to the Executive Meetings.

Reporting

- The Executive Group will report on the effectiveness of safeguarding arrangements through:
 - Regular updates to the Leadership Group.
 - Contributions to multi-agency safeguarding published arrangements.
 - Annual reports and broader accountability systems such as inspections.

This structure ensures that the Executive Group can effectively oversee and enhance the safeguarding arrangements, ensuring the safety and well-being of children and families in Enfield.

Practice Improvement (PI) Group (Policy, Reviews & Learning) Terms of Reference

Core Membership

The PI Group will consist of representatives from various departments, including but not limited to:

- **Independent Scrutineer:** Nicky Pace (Chair)
- **Enfield Children's Social Care, Service Manager**
- **Enfield ICB**
- **Enfield Children and Young People's Service**
- **Enfield School Improvement Service**
- **Police**
- **Enfield Community Services**
- **North Middlesex University Hospital Trust**
- **Community Safety**

Purpose

The Practice Improvement (PI) Group aims to enhance service delivery by effectively reviewing and learning from cases. The group will utilise this information to improve practices, systems, and arrangements within the organisation.

Key Functions of the Activity Group

- To systematically review cases and identify key learning points.
- To develop and implement action plans based on case reviews.
- To monitor and evaluate the impact of changes on practice and service delivery.
- To foster a culture of continuous improvement and learning within the organization.

Responsibilities

- **Chairperson:** To lead meetings, ensure agenda items are covered, and facilitate discussions.
- **Members:** To actively participate in meetings, contribute to discussions, and implement agreed actions within their respective areas.
- Members must have strategic oversight and understanding of performance in their agency
- Individuals can be co-opted on to the group as deemed necessary as agreed by the chair.
- Nominated members are expected to attend all meetings. Where this is not possible, this must be communicated to the Chair or ESCP Business Manager in advance, and reasons given, with a substitute identified.

Reporting

- The PI Group will report to the Executive Meetings on a quarterly basis.
- Reports will include summaries of case reviews, identified learning points, action plans, and progress on implementation.

Practicalities

Meeting Frequency: Meetings will take place quarterly and will be scheduled annually in advance.

Review: The Terms of Reference will be reviewed annually.

Where there is disagreement, partners should work within the framework of the ESCP Escalation and Resolution Policy. The Chair may also refer any matter to the Executive Group or seek independent legal advice as necessary.

Vulnerable Young People Group

Terms of Reference

Core Membership

The Vulnerable Young People Activity Group (VYP) activity group will have a core membership. Other members may be co-opted to contribute. Core membership will consist of:

- **Head of Service, Practice Improvement and Partnerships – Angela Bent (Chair)**
- **Public Health – Dudu Sher-Arami (Deputy Chair)**
- **Enfield Children’s Social Care, Service Manager**
- **Enfield ICB**
- **Enfield School Improvement Service**
- **Police**
- **National Probation (NPS & CRC)**
- **North London Mental Health Partnership (NLMHP)**
- **Enfield Community Services**
- **North Middlesex University Hospital Trust**

Members must have strategic oversight and understanding of performance in their agency.

Individuals can be co-opted onto the group as deemed necessary by the Chair.

Purpose

The Vulnerable Young People Activity Group (VYP) oversees Enfield’s response to Missing Children, those subject to Sexual Exploitation, Criminal Exploitation, and children involved with gangs or other harmful practices such as substance misuse. The VYP maintains a strategic overview of the Safeguarding Adolescents Strategy.

Key Functions of the Activity Group

- Maintain close working relationships with other groups, share information, and provide constructive challenges to improve the response to VYP across the borough.
- Identify gaps in commissioning and make recommendations to the Enfield Safeguarding Children Partnership (ESCP), commissioning specialist training via the ESCP Practice Improvement (PI) sub-group.
- Maintain and disseminate a good understanding of national, regional, and local policies and practices about young people, contributing to the development of new procedures and protocols where required.
- Drive the Safeguarding Adolescents action plan and agree on new actions in support of other safeguarding strategies.
- Support the communication strategy of the ESCP for disseminating information.
- Assist the Chair in periodically delivering specific tasks through time-limited “task and finish” groups.

Responsibilities

- The VYP reports to the ESCP and may provide reports upon request to other groups, including the Enfield Safer & Stronger Communities Board (SSCB) and the Health and Wellbeing Board (HWBB).
- Members are responsible for ensuring any actions agreed by VYP are effectively carried out within their agencies and will report back on information discussed at the meetings.

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- 4.3 Nominated members are expected to attend all meetings. If unable to attend, they must inform the Chair or ESCP Business Manager in advance, providing reasons and identifying a substitute.

Reporting

- The VYP Group will report to the Executive Meetings on a quarterly basis.
- Reports will include summaries of identified learning points, action plans, and progress on implementation.

Practicalities

Meeting Frequency: Meetings will take place quarterly and will be scheduled annually in advance.

Review: The Terms of Reference will be reviewed annually.

Where there is disagreement, partners should work within the framework of the ESCP Escalation and Resolution Policy. The Chair may also refer any matter to the Executive Group or seek independent legal advice as necessary.

Quality Assurance (QA) Group

Terms of Reference

Core Membership

The Quality Assurance activity group will have a core membership. Other members may be co-opted to contribute. Core membership will consist of:

- **Chair and vice chair of the Quality Assurance activity group**
- **Representative from QA**
- **Representative from CIN**
- **NHS Enfield ICB**
- **Enfield Community Services**
- **North Middlesex University Hospital**
- **Police**
- **National Probation**
- **Barnet, Enfield, and Haringey Mental Health Trust**
- **YJSB**
- **Senior Improvement Advisor from Education**
- **Housing**
- **CAMHS**

Members must have strategic oversight and understanding of performance in their agency.

Individuals can be co-opted onto the group as deemed necessary by the Chair.

Purpose

The Enfield Safeguarding Children Partnership (ESCP) Quality Assurance (QA) activity group is a multi-agency, multi-disciplinary group. The purpose of the activity group is to work on behalf of the ESCP to monitor and quality assure children's safeguarding services being undertaken by the agencies of the ESCP.

Enfield Safeguarding Children Partnership exists to ensure that all agencies work together to minimise the risk of abuse, neglect or extra-familial harm to children and young people in Enfield and to protect them effectively when abuse or neglect has or may have occurred. The Partnership is committed to learning from experience and to a process of continuous improvement.

Key Functions of the Activity Group

- To monitor and evaluate the effectiveness of the safeguarding partners' individual and collective work to safeguard and promote the welfare of children and young people and provide recommendations to the Executive group on ways to improve
- To review and scrutinise multi-agency data, including the performance dashboard, and use this to set priorities for the Partnership. To receive and analyse the quarterly dataset and make recommendations on priority setting for the Partnership.
- To create a plan setting out a schedule for scrutinising reports from groups and services responsible for multi-agency safeguarding practice, including, but not limited to, the LADO, MASH data, Vulnerable Young People group, NHS ICB implementation and Met Police improvement. To create a Forward Plan setting out a schedule for scrutinising reports from groups and services responsible for multi-agency safeguarding practice. To receive and review single agency reports on annual basis as set out in the forward plan and to offer constructive challenge to the reports presented.
- To oversee and scrutinise a programme of multi-agency and single-agency audit reports to assess safeguarding standards in multi-agency practice and to monitor resulting action plans

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- To provide strategic direction and monitor ESCP activities in line with the annual business plan, contributing to and reviewing activities including the multi-agency training programme, Section 11 audits, and the annual report
 - To commission specific task and finish groups for focused thematic activity (or 'deep dives') to drive multi-agency improvement in relation to specific safeguarding concerns

Responsibilities

- The Quality Assurance activity group reports to the ESCP and may also provide reports upon request to other groups including Enfield Safer & Stronger Communities Board (SSCB) and Health and Wellbeing Board (HWBB)
- Members are responsible for ensuring any actions agreed by the QA group are effectively carried out within their agencies and will report back information discussed at the meetings.
- Nominated members are expected to attend all meetings. Where this is not possible, this must be communicated to the Chair or ESCP Business Manager in advance, and reasons given, and a substitute identified.

Members are expected:

- To attend meetings having read the papers in advance
- To contribute scrutiny, challenge, and insight to discussions at meetings
- To lead on sharing learning and implementing actions within their organisation

Reporting

- The Quality Assurance group will report to the Executive Meetings on a quarterly basis.
- Reports will include summaries of QA activities, identified issues and risks, good practices, recommendations for improvement, training needs, stakeholder feedback, progress on action plans, and future plans.

6. Practicalities

Meeting Frequency: Meetings will take place quarterly and will be scheduled annually in advance.

Review: The Terms of Reference will be reviewed annually.

Where there is disagreement, partners should work within the framework of the ESCP Escalation and Resolution Policy. The Chair may also refer any matter to the Executive Group or seek independent legal advice as necessary.

Appendix D

ESCP Scrutiny Plan Sept 24 to Sept 25

ESCP Scrutiny Plan Sept 24 to Sept 25

Nicky Pace, the Independent Scrutineer (IS) for Enfield Safeguarding Children Partnership (ESCP) will work with Leaders and Delegated Safeguarding Children Partners to agree the scrutiny plan 2024-2025 which will include:

- The six steps to independent scrutiny based on Prof Jenny Pearce – Six steps for independent scrutiny¹
- Specific areas for deep dives

The Scrutiny Plan

The table below outlines how scrutiny of each of the six steps may occur over September 2024 to 2025. It is provided for comment and review, to be agreed by November 1st, 2024. The table below describes the specific questions and areas for scrutiny.

Specific areas for deep dive

The specific areas for deep dives will be agreed on an annual basis and will focus on areas arising from identified priorities, learning from local and national reviews and any areas of challenge. The scrutineer will undertake at least one deep dive a year.

Independent Scrutiny Outputs

- The ESCP annual report will include the Independent Scrutineer annual summary of scrutiny activity.
- Written Reports or other written outputs will be produced for deep dive scrutiny activity
- Verbal reports of ongoing progress of scrutiny activity will be provided to LSP and DSP at their regular meetings. When required, written reports will support verbal feedback
- Evidence noting strengths of ESCP activity or of challenges to be addressed will be provided in writing to relevant sub-group leads where appropriate.

¹ Taken from Six Steps for Independent Scrutiny: Safeguarding children arrangements. Institute of Applied Social Research, University of Bedfordshire, Pearce, J (2019)

ESCP Scrutiny Plan Sept 24 to Sept 25

The Six Steps	Independent Scrutiny plan
<p>The three core partner leads are actively involved in strategic planning and implementation</p>	<p>IS ensures that LSPs are meeting regularly and IS is involved /inputs into this</p> <p>IS reviews delivery against shared priorities / shared vision/ funding to deliver against these</p> <p>IS reviews links to other partnership boards</p>
<p>The wider safeguarding partners including education and all relevant agencies are actively involved in safeguarding children</p>	<p>IS ensure the list of relevant agencies is up to date and check relevant agencies engagement with ESCP sub groups</p> <p>IS attend at least 25% of meetings where possible</p> <p>IS review that Education DSLs meetings and review safeguarding children concerns</p> <p>IS review progress with section 11 audits and dissemination of findings from section 11</p> <p>Make 'arranged spot visits' to a rolling list of relevant agencies throughout the year</p>
<p>Children, young people and families are aware of and involved with plans for safeguarding children</p>	<p>Review ESCP policies and procedures to ensure welfare of the child is of paramount importance.</p> <p>Meet youth groups representing children and young people impacted by safeguarding issues</p> <p>Attend review meetings and some child protection meetings to assess engagement of children and young people in decisions about future plans</p> <p>Meet annually with the Young Ambassadors</p> <p>Review children's complaints to all agencies</p>

<p>Appropriate quality assurance procedures are in place for data collection, audit and information sharing</p>	<p>IS attend QA subgroup meetings</p> <p>IS review multi and single agency data sets available to the ESCP</p> <p>IS review data sharing protocols and information sharing practice across the ESCP</p>
<p>There is a process for identifying and investigating learning from local and national case reviews</p>	<p>IS attend or review minutes from all decision-making meetings regarding SIN, RRs and CSPRs</p> <p>IS to chair the Performance Improvement panel to ensure action plans are progressing and making an impact</p>
<p>There is an active program of multi-agency safeguarding children training and workforce development</p>	<p>IS attend at least one ESCP multi agency training event</p> <p>IS review evaluations of training and workforce development events</p>

Safeguarding ENFIELD



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