



Community and Wellbeing Scrutiny Committee

Monday 24 January 2022 at 6.00 pm

This will be undertaken as an online virtual meeting.

The link to attend and view the meeting will be available [HERE](#).

Membership:

Members

Councillors:

Ketan Sheth (Chair)
Colwill (Vice-Chair)
Aden
Daly
Afzal
Ethapemi
Hector
Lloyd
Sangani
Shahzad
Thakkar

Substitute Members

Councillors:

S Choudhary, Conneely, Hassan, Hylton, Johnson, Kabir, Long, Miller and Shah

Councillors:

Kansagra and Maurice

Co-opted Members

Helen Askwith, Church of England Schools
Simon Goulden, Jewish Faith Schools
Dinah Walker, Parent Governor Representative
Alloysius Frederick, Roman Catholic Diocese Schools
Sayed Jaffar Milani, Muslim Faith Schools

Observers

Brent Youth Parliament
Jenny Cooper, NEU and Special School observer
John Roche, NEU and Secondary School Observer
Vacancy, NEU Primary School Observer

For further information contact: Hannah O'Brien, Governance Officer
hannah.o'brien@brent.gov.uk

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 8
To approve the minutes of the previous meeting as a correct record.	
5 Matters arising (if any)	
6 Brent Multi-Agency Safeguarding Arrangements for Children	9 - 52
To receive a report on the current partnership oversight arrangements for safeguarding Brent's children and young people.	
7 Transfer of Community Services from London North West Hospital Trust (LNWHT) to Central London Community Healthcare NHS Trust (CLCH)	53 - 64
To receive a report on the transfer of community services from London North West Healthcare NHS Trust (LNWHT) to Central London Community Healthcare (CLCH).	
8 RESCHEDULED - GP Access Scrutiny Task Group Final Report	Rescheduled
<i>PLEASE NOTE: This item has been rescheduled to a future meeting.</i>	
9 Transitional Safeguarding Task Group Interim Report	65 - 76
To receive an interim report to update the Community and Wellbeing Scrutiny Committee on the progress of the Transitional Safeguarding	

Scrutiny Task Group.

10 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or her representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Tuesday 22 February 2022

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MINUTES OF THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE **Monday 15 November 2021 at 6.00 pm**

PRESENT: Councillor Ketan Sheth (Chair), Councillor Kansagra (substituting for Councillor Colwill), and Councillors Afzal, Daly, Ethapemi, Hector, Shahzad, Sangani and Thakkar, and co-opted members Mr Alloysius Frederick and Helen Askwith .

Also Present (in remote capacity): Councillor Lloyd

In attendance (in remote capacity): Councillor Farah, Councillor McLennan, Councillor Mili Patel

1. Apologies for absence and clarification of alternate members

Apologies were received as follows:

- Councillor Colwill, substituted by Councillor Kansagra
- Councillor Aden
- Co-opted member Mr Simon Goulden

2. Declarations of interests

Personal interests were declared as follows:

- Councillor Sheth – Lead Governor of Central and NWL NHS Foundation Trust
- Councillor Shahzad – spouse employed by the NHS
- Councillor Ethapemi – spouse employed by the NHS

3. Deputations (if any)

There were no deputations received.

4. Minutes of the previous meeting

The minutes of the meeting on 21 September 2021 were approved as an accurate record of the meeting.

The minutes of the meeting on 7 October 2021 were approved as an accurate record of the meeting.

5. Matters arising (if any)

There were no matters arising.

6. Brent Safeguarding Adults Board Annual Report 2020-21

Professor Michael Preston-Shoot (Independent Chair of the Brent Safeguarding Adults Board) introduced the item, which provided the annual report for the Brent Safeguarding Adults Board (SAB) for 2020-21. He highlighted the challenges faced by services involved in safeguarding during the pandemic, noting the Board had focused on obtaining assurances that agencies continued to work effectively together to ensure all adult

safeguarding needs were met and continued to be managed effectively. On behalf of the Board, he was assured that partner agencies had responded to the safeguarding needs of adults. The Board had continued as far as possible to implement the SAB Strategic Plan which had previously been presented to the Scrutiny Committee. He concluded by advising that he would be stepping down as Independent Chair and an advertisement for the role had been posted.

The Chair thanked Professor Preston-Shoot for his introduction and invited the Committee to raise comments and questions, with the following issues raised:

The Committee advised the SAB that it would be helpful to understand in plain English some of the terms referred to within the annual report, for example, what Section 42, Section 44 and legal literacy were. Michael Preston-Shoot acknowledged the need to ensure the literature available was accessible to anyone who read it and agreed to take the feedback on board for future iterations of the annual report. A priority of the Board was to increase the awareness amongst different communities in Brent of what adult safeguarding was, but due to the impact of the pandemic and various changes in Brent, such as the change in Healthwatch provider, there had been a reduction in the number of citizen engagement events. The Board were now working to pursue that priority again. In terms of the query, Michael Preston-Shoot explained that a Section 42 enquiry was a duty of the local authority to enquire into an adult safeguarding referral that met the relevant criteria of; the person had care and support needs; the person may be at risk of or experiencing abuse; the adult may be unable to protect themselves. For members of the public making referrals, ordinary understandings of the definitions of care and support needs and abuse were fine. He confirmed that, through assurance reports the SAB received from Adult Social Care, those criteria were understood. Section 44 referred to the duty of the Chair to commission a Safeguarding Adult Review (SAR) if a person with care and support needs died or was seriously injured and there were concerns about how the multi-agency worked together. There was also a discretionary option for review if the Chair felt there were lessons to be learned. Legal literacy referred to ensuring everyone, including members of the public, social workers, GPs, district nurses, housing officers and the voluntary and third sector, were aware of legal rules, powers and duties that needed to be considered to protect a person from abuse or neglect. For example, the management of someone's finances if that person did not have the capacity to manage their finances.

In terms of the role of partnership organisations involved in the SAB, the Committee queried how they contributed and at what stage in a safeguarding referral. The Committee heard that the Board mandate was to seek assurance that services were working effectively together, and take action when they were not, in order to protect individuals from abuse or neglect. This was done through audits, multi-agency training, SARs, and scrutiny of data by the local authority. For one safeguard, 4-5 organisations could be involved, and officers emphasised that safeguarding was everyone's business. All partners had their own safeguarding policies, procedures and individual responsibilities, and the partnership brought all of those together to ensure there were no gaps. Officers present felt that, through the discussion at the Committee they could do more to communicate the safeguarding process, and agreed to provide members with a briefing on referral pathways.

Specifically in relation to police involvement in SARs, the Committee were advised that while reviews were a multi-agency approach, police often needed to be involved and often took a central role in leading a safeguard, such as gaining access to an individual who may be at risk of abuse through their powers of entry.

The Chair queried how the SAB had addressed the priorities of the Board, particularly around the pandemic and as the country moved out of the pandemic. Michael Preston-Shoot advised that the SAB had added the pandemic as a fourth strategic priority and increased the frequency of SAB meetings, which were conducted virtually. The SAB had

been explicit in seeking assurance from partners, including the local authority, CCG, Police, London Ambulance Service, and Fire Service, that the most vulnerable individuals in Brent, such as those in care homes, were being protected and safeguarded. Early on, there had been substantial emphasis from the Council and partners to ensure PPE was available and no-one was discharged from hospital to care homes if there was a suspected or confirmed positive Covid-19 diagnosis. He believed that the timely and proactive intervention by the Council and partners meant that, although there were some care home deaths and infections, they were not as numerous as they might have been if that immediate action had not taken place. As the pandemic was not yet over, the response of agencies through local resilience and planning would remain a strategic priority of the Board. In relation to the other 3 priorities of the Board, the self-neglect protocol had been revised with substantial online training events delivered to ensure practitioners were up to date and could respond. The priority on legal literacy had not been progressed as much, but remained a priority, ensuring awareness raising of legal literacy in the community was taking place.

Claudia Brown (Operational Director Adult Social Care, Brent Council) introduced herself as the new Director of Adult Social Care, having started the post 8 weeks ago. Responding to how Adult Social Care addressed the strategic priorities, she advised that the core priority that underpinned Adult Social Care was to ensure residents were safe, and through performance data provided to her she felt both assured that residents were safe and encouraged that social workers were very engaged with safeguarding procedures. She advised that there were always areas to develop through SARs, embedding that learning to ensure there were no repeats of learning from previous SARs. An example of some of the changes she had made in her time in post included ensuring safeguarding cases went directly to the allocated worker, to prevent multiple handoffs of cases. In relation to how the four strategic priorities had improved outcomes for individuals, Georgina Diba (Head of Safeguarding and Transformation, Brent Council) advised that self-neglect had seen a considerable increase in referrals over the past 18 months, such as through mutual aid groups during the pandemic. She had seen a change in how those cases were managed, as those cases were quite challenging and intensive for practitioners who had to build a relationship and work differently with those individuals. The Council were ensuring practitioners were given space to raise high risk cases and issues, piloted through a self-neglect high risk panel which included colleagues from housing, health, environmental health and the drug and substance misuse provider. She advised the Committee that the SAB were committed to working long term and in a different way with those who self-neglected. Regarding the priority on legal literacy, she had seen an improvement there, through increased applications to the court of protection which she felt demonstrated frontline practitioners were recognising when they needed to use the courts to enable a decision.

The Committee made several queries regarding safeguarding thresholds for those with ill mental health, or those on the serious mental illness register who may be behaving in a way that was a danger to themselves or others. They particularly queried how local authority housing officers should respond if they visited a property where someone was presenting with mental health issues such as wanting to end their life. Michael Preston-Shoot advised that the individual circumstance would determine whether it was a safeguarding issue or whether it was something more appropriately referred through the GP or crisis line for an approved mental health assessor to assess. The Committee were advised that it was always best to make a referral if a person was unsure, and the person taking the referral could advise and support that person, however in a situation where someone was experiencing mental ill health or suicidal thoughts it was appropriate to refer directly to mental health services. Robyn Doran (Chief Operating Officer, CNWL) advised that CNWL had a single point of access line, available 24/7, for individuals to ring up and receive direct access to advice. Phil Porter (Strategic Director Community Wellbeing, Brent Council) added that the Council also had a SMART team for those situations which may fall outside of the safeguarding process, where people were banked between services. He felt

that the issues raised may be relevant for the Integrated Care Partnership (ICP) around general support for people where it may not be a safeguarding issue, but where there were implications that needed to be dealt with either for the person or local communities. He understood more was needed around that, and the Council continued to try to evolve and develop services such as the SMART team for those not meeting safeguarding criteria. In relation to mental health the ICP were looking at how they could work with housing to better support people with mental health needs in their housing to sustain their housing. Phil Porter and Robyn Doran would take this to the ICP as co-chairs.

Continuing to discuss mental health, the Committee would have liked more information around mental health in the report and remained concerned there may be gaps, as access to GPs was difficult and the emergency response time to mental health patients could be long. The Committee were advised that, in terms of adults whose primary need was mental health, those accounted for approximately 20% of all referrals. This was similar to London and national figures, including London boroughs with similar demographics.

Responding to where the sources of referral came from, the Committee were advised that referrals could come from anybody, but the majority would be from practitioners. Referrals were received from GPs, ambulance crews, the fire service, housing officers and police officers. Phil Porter added that the Council had focused on providing feedback to the referrer and recorded the percentage of referrers who received feedback, which was 90% in the last quarter.

The Committee felt that responding to individuals within the safeguarding process should be centred around the person, and queried how robust and person-focussed the partnership work was. Phil Porter advised that, once something was referred to the safeguarding team, the culture of the team was to ensure the person was triaged, i.e. referred to relevant support, and did not drop off the system. He believed issues did not get lost there. Once someone was in the safeguarding process the focus was on their outcomes and what they wanted to achieve and was very focused on them as an individual.

In terms of monitoring of cases and staff, Claudia Brown advised that annual reviews took place for all vulnerable adults and they were seen once a year, or more often if necessary, with any safeguarding issues that might arise between the annual review picked up accordingly. In addition, people often raised issues with CQC, who Adult Social Care worked very closely with. One of the Adult Social Care Heads of Service chaired the Provider Commissioners Forum, where all the relevant people who looked after commissioning for Adult Social Care were brought together and met on quarterly basis to share intelligence. The local authority checked the quality of service on a regular basis and promoted the safeguarding process. Healthwatch also provided vital sources of information on the resident and patient experience and quality of service.

The Committee asked what the SAB's plans were to spend the £33k of reserves. Michael Preston-Shoot advised that the Development Day planned for the end of January, when the new Chair would be appointed, would refresh the Strategic Plan and priorities, out of which would come a commitment and an action plan that would draw on those resources.

In terms of learnings going forward in relation to specific partners, Michael Preston-Shoot advised there may be turbulence with the phasing out of CCGs into Integrated Care Systems (ICS), the possibility of police reorganisation, and the impact of financial austerity on the availability of services and resources.

The Chair invited Dr M C Patel to speak, who asked what mechanisms the SAB had for disseminating the learning of SARs to GPs. The Committee heard that this was done through specific dissemination events such as webinars, and the Chair produced targeted

briefings in relation to SARs. The Chair of SAB would be spending some time with GPs specifically in relation to the learning from SARs in Brent, and also looking at what could be learned from SARs across England to lead to better outcomes. Michael Preston-Shoot hoped that the next Strategic Plan would build in an audit to identify that the learning from SARs had been embedded and there was evidence of practice change.

Continuing to discuss learning from SARs, the Committee queried how that would be used going forward. Michael Preston-Shoot advised that the learning from Adult E SAR had been used to improve an enhanced provision for adults with Alzheimer's in Extra Care, and audits had been conducted to be assured that those issues would not reoccur. In relation to Adult F and D SARs, which involved self-neglect, this had been covered in the changes to the self-neglect protocol and implementing a self-neglect high risk panel. The learning from cases involving self-neglect was disseminated regularly by the Chair of the SAB. The SAR for Adult G had not been completed yet, but information from the learning of that would be shared once that was completed.

The Chair invited representatives of Brent Youth Parliament to address the room. Representatives from Brent Youth Parliament highlighted that the annual report did not list the Safeguarding Children's Forum in its partner organisations, and raised concern that there were no specific statistics for young adults. Michael Preston-Shoot advised that the SAB did work closely with children's safeguarding, and at the most recent SAB meeting colleagues from children's safeguarding presented on the issue of transitional safeguarding. Embedded in the figures of the report would include details of young adults. Brian Grady (Operational Director Safeguarding, Partnerships and Strategy, Brent Council) added that senior representatives from the children and young people's department sat on the SAB for evidence and assurance of joined up working.

The Chair drew the item to a close and invited the Committee to make recommendations, with the following RESOLVED:

- i) For the Safeguarding Adults Board to ensure that the language used within any literature or communications is accessible to the public, and that any technical terms are explained clearly.
- ii) For the Safeguarding Adults Board to ensure that a breakdown of the learning and development sessions undertaken by the Safeguarding Adults Board, including topics discussed, attendance figures for each partner and feedback from sessions, is included in future annual reports.
- iii) For Brent Integrated Care Partnership to consider improved multi-agency working opportunities across the system – both inside and outside of adult safeguarding.

A number of information requests were also raised during the meeting, recorded as follows:

- i) For the Committee to receive a breakdown of adult safeguarding referrals, including details on which organisations referrals are made from, and the mechanisms in place to ensure referrers receive feedback on the outcome of their referral.
- ii) For the Committee to receive a breakdown of the adult safeguarding referrals made that involved mental health issues, and a comparison of this data with similar boroughs.
- iii) For the Committee to receive a breakdown of the learning and development sessions undertaken by the Safeguarding Adults Board, including the topics discussed, feedback from participants, and attendance figures for each partner.

- iv) For the committee to receive a breakdown of the current spending plan and the income and expenditure of the Safeguarding Adults Board.
- v) For the Committee to be provided with two briefing sessions; one regarding safeguarding adults services in Brent, and another on the Brent Integrated Care Partnership.

7. GP Access Scrutiny Task Group Interim Report

As Chair of the GP Access Scrutiny Task Group, Councillor Mary Daly introduced the report. She advised that the report detailed the evidence collected thus far through resident engagement. The Task Group were continuing work on access and interviewing residents, with 70 face to face interviews conducted, to gain a clear picture of the experiences of residents' access to GPs. The information collated would guide the recommendations of the Task Group, which would fall under two categories; immediate changes for improvement and longer term vision for Primary Care Networks (PCNs).

The Chair thanked Councillor Daly for the introduction and invited comments and questions from those present, with the following issues raised:

Judith Davey (CEO, Brent Healthwatch) found the paper helpful and was delighted to be working with the Council to promote the roll out of the survey. Healthwatch were conducting their own piece of research into GP access which would take around 4-6 months, and were co-producing the areas of focus with residents. The engagement would involve a mix of surveys, online engagement, in person engagement and focus groups. Healthwatch wanted to focus on the specific access needs of homeless individuals and asylum seekers.

The Committee queried the role of PCNs specifically in Brent. Robyn Doran (Chief Operating Officer, CNWL and Director of the Integrated Care Partnership) advised that the configuration of PCNs in Brent was unusual and was an issue for the Integrated Care Partnership (ICP) to look in to, to ensure it was the right configuration for Brent neighbourhoods. The difficulty was around the levers the Integrated Care System (ICS) had to change the configuration, considering GPs were privately contracted to NHS England, meaning movements required approval. The desire from the ICP was for PCNs to support neighbourhoods to have wrap around services. Dr MC Patel advised the May 2019 NHS England Guidance advised PCNs could be any size between 30-50k and did not expect many would exceed 50k. He advised that patients could register anywhere in the country, meaning there were some very large practices with patients from outside of the neighbourhood the practice was based in.

In terms of the involvement of the ICP with the Brent Health and Wellbeing Board, Robyn Doran advised that the ICP met every 6-8 weeks with the Chief Executive and portfolio holders of the Health and Wellbeing Board. The ICP saw itself as accountable to the Health and Wellbeing Board.

The Chair invited representatives from Brent Youth Parliament to contribute. In relation to children and young people, Brent Youth Parliament highlighted that the report did not mention the specific issues faced by children and young people in relation to GP access. Councillor Daly advised that the Task Group were still collecting information at the moment, and had interviewed parents of infants and young people, with plans to contact Brent Youth Parliament for involvement. Robyn Doran advised that any concerns around access for children would be picked up via the Brent Children's Trust, which she was a member of.

Members queried the possibility of comparing performance of like for like boroughs, which was felt to be outside of the scope of the Task Group, but officers could look to compare performance with the National GP Survey.

In terms of how GPs were managing the backlog of patients, Dr M C Patel advised that GPs were now open, with a focus on recovery. The guidance issued was focused on GPs ensuring they were looking at those patients who could not or did not want to attend practices during the height of the pandemic. Digital access had been accelerated as a result of the pandemic, and those digitally excluded were being supported by the Brent Health Matters Team. Digital access and exclusion was also a focus on GP forums, and GPs had been instructed to see patients in person if the patient had requested this. Fana Hussain (Borough Director, NWL CCG) advised that a piece of work currently being undertaken was looking at improving access, and dedicated support was being provided to those practices who may not be recording appointments appropriately. For example, a GP may conduct a walk around in a care home and not record it, so the CCG were looking into how that could be recorded and coded.

The flu and Covid-19 vaccination programmes were discussed, with Committee members querying whether there was provision for people to be vaccinated in their own homes. Fana Hussain advised that the CCG now had a contract with CLCH, as the community provider in Brent, supporting GPs to vaccinate patients unable to leave their homes. This provided a challenge in terms of the storage of the vaccinations, but this was being worked on.

The Chair thanked those present for their contributions and brought the discussion to an end. The Committee RESOLVED to note the report and the update provided.

8. Transitional Safeguarding Task Group Scoping Report

The Chair of the Community and Wellbeing Scrutiny Committee advised the Committee that they were asked to agree the scope and Terms of Reference for the implementation of a Transitional Safeguarding Scrutiny Task Group. He invited Councillor Mili Patel, as Lead Member for Children's Safeguarding, Early Help and Social Care to comment. Councillor Patel advised that the Council had been looking at transitional safeguarding, in terms of how someone could be safeguarded as they moved into adulthood, since 2019. At the moment, when someone reached their 18th birthday they experienced an abrupt end to services. She felt the Task Group was timely and would help design a system to meet safeguarding needs while preparing for adult life. She emphasised the importance of input from an adult safeguarding perspective, as the work was about individuals becoming adults.

In response to why the scope did not involve schools, Brian Grady (Operational Director Safeguarding, Partnerships and Strategy, Brent Council) advised that it would be out of the scope of the particular piece of work because it was focused on those over the age of 18, who would have left school. For those young adults who continued in education, the work would ensure appropriate engagement with education professionals. It was important the scope of the work included emphasis on care leavers also. In response to a query from Brent Youth Parliament, it was confirmed that the Task Group would also ensure young people with caring responsibilities were a focus.

The Chair thanked colleagues for their input, and drew the item to a close. The Committee RESOLVED:


- i) To agree the contents of the report and scoping paper.
- ii) To agree to set up a scrutiny task group with the terms of reference and membership as proposed in the scoping paper.

9. **Any other urgent business**

None.

The meeting closed at 8:08 pm

COUNCILLOR KETAN SHETH

	Community Wellbeing Scrutiny Committee 24 January 2022
	Report from Brent Statutory Safeguarding Partners
Brent's Multi-Agency Safeguarding Arrangements for Children	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Appendix 1 - Multi-agency Safeguarding Children Arrangements in Brent (updated November 2021) Appendix 2 - Brent Safeguarding Partners response to the Ofsted thematic review of sexual abuse in schools and colleges: engagement of schools and colleges
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Brian Grady Operational Director, Safeguarding, Partnerships and Strategy Brian.grady@brent.gov.uk Sonya Kalyniak Head of Safeguarding and Quality Assurance Sonya.kalyniak@brent.gov.uk

1.0 Purpose of the Report

- 1.1 In accordance with amended statutory guidance and in line with changes in local authority areas nationally, new multi-agency safeguarding arrangements for children in Brent were transitioned to in June 2019 and fully implemented in September 2019.

- 1.2 Further to the report presented to Community and Wellbeing Scrutiny committee in November 2019, which set out these new partnership oversight arrangements for safeguarding Brent's children and young people, this paper updates the Community and Wellbeing Scrutiny Committee on the embedding of these new arrangements.
- 1.3 This report draws on the published annual reports and highlights the positive developments of the arrangements including
- Consistent, visible and active senior leaders driving improved multi-agency safeguarding practice through the Statutory Safeguarding Partners Executive Group;
 - The wide range of organisations and stakeholders engaged in the safeguarding arrangements through the Brent Safeguarding Children Forum
 - The impactful learning which is improving multi-agency safeguarding practice through the development of clear and high quality Rapid Reviews of practice.

2.0 Recommendation

- 2.1 The committee is asked to review the implementation of the new partnership safeguarding oversight arrangements and consider the developments and impact of these local arrangements to safeguard children in Brent.

3.0 Detail

Context

- 3.1 As reported to Community and Wellbeing Scrutiny Committee in November 2019, the Children and Social Work Act 2017 made provision for the replacement of Local Safeguarding Children Boards (LSCBs) with new locally determined arrangements agreed and delivered by three statutory safeguarding partners – local authorities, CCGs and police. Subsequently, statutory guidance in the form of Working Together to Safeguard Children (2018) was published setting out the framework for local safeguarding oversight arrangements.
- 3.2 These locally determined arrangements are designed to ensure that safeguarding partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of children. In doing so, they can involve other relevant local agencies. The guidance states that the safeguarding partners must:
- co-ordinate their safeguarding services
 - act as a strategic leadership group and
 - implement local and national learning including from serious safeguarding incidents

Overview of the safeguarding children arrangements

3.3 The leadership of Brent Council, Brent CCG (now NWL CCG) and the Metropolitan Police, North West Basic Command Unit formed a Brent Statutory Safeguarding Partners Executive Group (the Executive Group) in February 2018 to develop and establish the new arrangements. The designated members of the Executive Group are:

- Leader, Brent Council
- Lead Member, Children's Safeguarding, Early Help and Social Care, Brent Council
- Chief Executive, Brent Council
- Strategic Director, Children and Young People and Statutory Director of Children's Services, Brent Council
- Chief Nurse and Director of Quality, representing Brent CCG (in place of Accountable Officer, North West London Collaboration of CCGs)
- Detective Superintendent, Head of Safeguarding, North West Basic Command Unit (Deputy for Chief Superintendent – BCU Commander).

3.4 In October 2018 this Executive Group confirmed the future safeguarding oversight arrangements for children and young people in Brent in the form of a two tier structure, consisting of the Brent Statutory Safeguarding Partners Executive Group providing a high level strategic direction with a delivery focused Brent Safeguarding Children's Forum reporting to the Executive Group. The support to the Executive Group was agreed to be shared between the three safeguarding partner organisations and the Forum was agreed to be led by an Independent Convenor. This latter role has been filled by the former chair of the Brent Safeguarding Children Board. Statutory responsibilities and mandate remain with the Safeguarding Partners in the Executive Group.

3.5 Brent's multi-agency safeguarding oversight arrangements document is included as Appendix 1 to this report. Arrangements were first agreed in June 2019, were published on 21 September 2019 and recently updated in November 2021. They set out the detailed arrangements which capitalise on the strengths and local progress previously made by the Brent Safeguarding Children Board. The document includes:

- a list of the relevant agencies in the borough which sit on the Safeguarding Forum to work together with the statutory safeguarding partners
- a description of the links with other strategic partnerships such as the Brent Children's Trust and the Brent Safeguarding Adults Board
- a description of the function and role of the Independent Convenor of the Safeguarding Forum
- confirmation that Brent continues to follow the London Child Protection Procedures
- arrangements for quality assuring activities to safeguard and promote the welfare of children and young people

- how the multi-agency learning and development offer to support the embedding of learning from local learning reviews and quality assurance audit findings are embedded across the partnership
- 3.6 The Brent Multi-agency Safeguarding Children Arrangements have recently been updated to reflect changes in the way the partnership arrangements have developed. The latest update of arrangements in November 2021 reflects the following developments:
- Priority groups, focusing on safeguarding themes, were no longer included in the arrangements as there was no longer capacity to manage them. This was to ensure the arrangements were achievable.
 - The updated document reflected the fact the safeguarding partnership now did much more work on learning from serious safeguarding incidents and reflected the evolution of how Rapid Reviews were conducted.
 - Changes had been made to reflect the new NWL CCG arrangements, which now cover all 8 North West London boroughs.
- 3.7 Legislation is anticipated in April 2022 regarding the future structures of the NHS, which if passed, would mean the CCG would become the Integrated Care System (ICS). The multi-agency safeguarding arrangements will be further updated to reflect this change when and if required.

Governance arrangements

- 3.8 The Executive Group works in partnership to fulfil the objectives, functions and responsibilities set out in Working Together 2018 to safeguard and promote the welfare of all children in Brent by:
- agreeing the overarching strategic vision and local priorities for safeguarding children
 - challenging and holding the Safeguarding Forum to account
 - agreeing, publishing and reviewing the safeguarding oversight arrangements
 - monitoring serious child safeguarding cases which raise issues of importance
 - ensuring that the arrangements to work together to identify and respond to the needs of children in the area are effective and robust
 - identifying any new safeguarding issues and emerging threats
 - making strategic links with other Brent partnerships
 - where appropriate, working closely with Harrow and Barnet equivalent executives on common strategic safeguarding issues across the North West BCU Police area
 - making provision for independent scrutiny of the safeguarding arrangements
 - producing an annual report
- 3.9 Attendance at the Executive Group by the most senior accountable officers and democratically elected representatives reinforces the commitment from Brent's

Statutory Safeguarding Partners to ensure Brent's multi-agency safeguarding arrangements are effective. The leadership demonstrated by the most senior representatives of Safeguarding Partners aims to ensure timely and effective decision-making and commitment. The rotation of the chair of the Executive Group between Statutory Safeguarding Partners ensures equitable and distributed safeguarding system leadership.

3.10 The Brent Safeguarding Children Forum is a wider partnership forum accountable to the Executive Group. The Forum co-ordinates and monitors multi-agency safeguarding oversight arrangements as set out in Working Together 2018. The Forum is responsible for:

- driving delivery of local safeguarding priorities set by the Executive Group
- building relationships with other strategic partnerships, the local community, and schools and other educational establishments
- seeking assurance on behalf of the Executive Group that partners are fulfilling their safeguarding responsibilities, sharing information effectively and having robust safeguarding policies and procedures in place through multi-agency audits (including S.11 audit) and Forum meetings
- continuing to follow the London Child Protection Procedures and develop and maintain a Brent thresholds document
- developing, implementing and monitoring the impact of an interagency safeguarding children learning and development offer, incorporating local and national learning from serious child safeguarding cases
- analysing and considering partnership responses to any new safeguarding issues and emerging threats identified by the Executive Group
- undertaking Local Learning Reviews on behalf of the Executive Group
- developing ways for the safeguarding oversight arrangements to include the voices of children and families in Brent

3.11 The Safeguarding Partners selected the agencies and organisations drawn from a list of 'relevant agencies' set out in Working Together 2018. These agencies and organisations have been chosen as they provide key strategic and operational insight to the safeguarding children and young people in Brent. The selected relevant agencies form the core membership of the Brent Safeguarding Children Forum.

3.12 The Safeguarding Partners recognise the importance of involving the local community and agreed to retain the existing lay members who were part of the previous LSCB arrangements. Two of the five LSCB lay members continued as members of the Safeguarding Children Forum. The lay members continue to act as valuable ambassadors to help build stronger links with the local community as part of the new arrangements and are encouraged to:

- promote awareness of safeguarding across Brent's communities
- represent the community voice at Safeguarding Forum meetings
- engage with Brent's people and local groups to support community cohesion

Working in partnership to identify and address key priorities

- 3.13 The Executive Group has enabled the Safeguarding Partners to be proactive in working together in identifying and responding to emerging risks for Brent children and young people.
- There has been a significant rise in demand for help for families through the Brent Family Front Door since summer 2020. The number of contacts being made to Brent Family Front Door has varied during the different stages of national lockdown which began in March 2020, but a clear pattern of rising demand has been established, with those cases that were subsequently referred being much more complex and with higher incidences of neglect.
 - Although there has been a significant overall reduction in violent crime (including knife crime) in Brent, Brent Safeguarding Partners saw a significant number of adolescent safeguarding issues around knife crime in early 2021. This is in the context of growing national concern regarding incidents of serious violence involving young people.
 - Domestic abuse, historically a consistent issue in the majority of referrals received through Brent Family Front Door, continued to be present as a significant issue throughout the last two years, with levels in 2021 above pre-lockdown levels.
 - Poverty had been raised as a real issue for families during the pandemic, with there being an increase of families running into financial difficulties.
 - The demand for mental health support in Brent has grown hugely during the period of the pandemic. As a result, the ICS Board is looking at CAMHS as an area of priority investment, as well as reviewing how children and young people could be supported from an earlier stage.
- 3.14 Informed by the Safeguarding Partners analysis of safeguarding needs, the Executive Group agreed the following strategic priorities for 2021/22:
- Serious youth violence
 - Suicide prevention and mental health
 - Domestic abuse
- 3.15 The Executive Group has coordinated multi-agency action on priority areas of work. For example, the development of contextual safeguarding practice in Brent, as reported to Community Wellbeing Scrutiny Committee in March 2019, March 2020 and November 2020, has been informed by Safeguarding Partners.
- 3.16 A collective approach also continues to be developed by Safeguarding Partners in Brent to address serious youth violence. Brent Safeguarding Partners were invited by the Home Secretary, the Secretary of State for Health and Social Care and the Secretary of State for Education, to participate in a national Learning from Excellence event on 17 March 2021 to inform local and national responses to the increased incidence of serious youth violence. A partnership briefing sets out the actions Brent Safeguarding Partners are taking to prevent

serious violence incidents involving children and young people. Following the murder of a Brent young person in February 2021, Brent Safeguarding Partners undertook a multi-agency Rapid Review to identify any practice learning from across the partnership.

- 3.17 Brent Safeguarding Partners also published a Serious Case Review regarding Child K on 23 April 2021 and are overseeing how recommendations from this review are being implemented. As an example, alongside learning from a recently published Islington Serious Case Review, the CYP department implemented a six-month departmental Serious Youth Violence Action Plan to improve practice to support young people at risk of serious youth violence.
- 3.18 Brent Local Safeguarding Partners were invited to contribute to the Ofsted Thematic Review of sexual harm in schools and colleges in the spring and summer of 2021. Senior representatives from the three Safeguarding Partners Brent Council, North West London CCG and the Metropolitan Police plus schools met with Ofsted on 5 May 2021 to explore what is working well currently, and also whether there are any gaps in national guidance about sexual harassment between children. Brent Safeguarding Partners have worked collaboratively in responding to the risks of Child Sexual Abuse highlighted with the June 2021 Ofsted Thematic Review into sexual abuse in schools and colleges, as set out in the Executive group paper in Appendix 2 – “Brent Safeguarding Partners response to the Ofsted thematic review of sexual abuse in schools and colleges”. Actions being taken to identify and respond to child sexual abuse and harassment, informed by the Brent partnership approach to contextual safeguarding and in the context of the introduction of compulsory Relationships Education for primary pupils and Relationships and Sex Education for secondary pupils from September 2020, have been reviewed and informed by the Executive Group and Brent Children’s Safeguarding Forum.
- 3.19 The Executive Group has ensured that other multi-agency governance boards integrate safeguarding priorities in their wider partnership work and plans. The Executive Group inform and develop partnership action to improve safeguarding. Most recent Executive Group-led actions include the following examples, which also demonstrate how the work of the Executive Group links with other strategic partnerships in Brent to promote the safeguarding of Brent children:
- Following the CQC inspection of London North West University Healthcare NHS Trust maternity services in April 2021, NWL CCG Safeguarding Partner representatives provided assurance to the Executive Group on work underway as a priority with related services to ensure the safeguarding of children and mothers was ensured. An Improvement Board had been convened to bring together the Trust, CCG and relevant partners to deliver a maternity improvement action plan, with a system oversight meeting chaired by the ICS Executive.

- Brent Council Public Realm Scrutiny Committee have enquired what safeguarding work was being done in partnership with TfL, the Police and the Local Authority on taxi licensing. The Executive Group supported a response to develop actions through the London Safeguarding Partnership with TfL, making links to Operation Make Safe, a police-led initiative to work with hotels to safeguard children and young people at risk of exploitation.
 - Further to a rising demand for mental health support for Brent children and young people, including an increase in young people presenting at Northwick Park Hospital with mental health issues, Safeguarding Partners supported the ICS establishing a task group to improve access to mental health support, overseen by Brent Children's Trust and Brent Health and Wellbeing Board. Brent Children's Trust, chaired by the DCS, provides strategic leadership of collaborative work with North West London CCG, Brent Public Health and settings and schools and drives a consistent approach to working with children across partner agencies. The attendance of NHS partners and the Independent Convenor of the Safeguarding Forum has increased the level of safeguarding scrutiny in joint commissioning and joint planning arrangements and also ensured that safeguarding actions are progressed swiftly between Brent Council and the NHS. This has also helped confirm improving access to mental health support for Brent children and young people as a priority in the new Health and Wellbeing Strategy of the Brent Health and Wellbeing Board.
 - Following a Safeguarding Partners event sponsored by the Executive Group and Brent Safeguarding Children Forum in November 2019 to establish key actions to review and develop transitional safeguarding arrangements, the Executive Group have supported the Children's Trust to develop (with partners in the adult social care system) a seamless approach to transitional safeguarding for young people as they reach adulthood, recognising that harm and its impact does not stop at age eighteen.
- 3.20 The Brent Safeguarding Children Forum implements the work of the Executive Group to ensure strong operational partnership work. In 2020/2021, the Independent Convenor, with the support of the Local Authority, secured increased membership representation of the Forum from Brent primary and secondary schools. This enhanced representation from January 2021 has impacted positively on the work of the Forum, including the consideration of Brent's multi-agency safeguarding partners' response to the Ofsted review of sexual harm and abuse in schools and colleges described in section 3.18.
- 3.21 School and Metropolitan Police representatives of Forum have also worked together to support Safer Schools Officers to participate proactively in Brent local neighbourhoods regarding safeguarding issues with relevant partners including schools. As a result, information regarding emerging local

safeguarding issues is more consistently shared to enrich the existing police information through local Police intelligence teams.

- 3.22 The Forum has maintained the review of a number of reports regarding the safeguarding of children in Brent which were previously reviewed by Brent Safeguarding Children Board, including the Brent Council annual exclusion report, the Local Authority Designated Officer report, the Brent Family Front Door and Multi Agency Safeguarding Hub report and the Private Fostering annual report.
- 3.23 The Forum enables safeguarding partners to consider in more detail partnership responses to the strategic priorities identified by the Executive Group. For example, informed by the fact that the majority of children subject to referrals at the Brent Family Front Door were direct or indirect victims of domestic abuse, the Forum meeting of September 2021 considered Brent's partnership response to the impact of domestic abuse on children. The Forum received updates on the work of the multi-agency Violence Against Women and Girls group, overseen by the Safer Brent Partnership. Updates on Safeguarding Partner-led interventions to support children impacted by domestic abuse included Brent Council commissioned support services, the London Ambulance Service actively promoting domestic abuse support services, for example by wearing badges when on duty and the Metropolitan Police led initiative, Operation Encompass. Operation Encompass was first introduced in Devon and Cornwall in 2011 to provide schools with information of children who had witnessed domestic abuse at home and help them through traumatic experiences and was launched by the Metropolitan Police in 2015.
- 3.24 School representatives of the Forum spoke positively of the benefits of Operation Encompass, particularly how alerts ensure that schools can deliver timely support for children being impacted by domestic abuse and help schools develop a dialogue with parents. Over the past two years, school representatives of the Forum worked with relevant senior Police officers to encourage other Brent schools to participate in the initiative, as not all schools in the Borough had signed up to the scheme.
- 3.25 As of November 2021, 63 of Brent's 87 schools are now signed up to Operation Encompass and Brent has the highest uptake of the initiative in London. The schools are collectively receiving approximately 120 notifications per month. School Designated Safeguarding Leads have confirmed the benefits of these notifications to support children who have witnessed domestic abuse at the earliest opportunity and provide an empathetic response to any behavioural concerns. To support the Partnership understand the impact of Operation Encompass, case studies are scheduled at a future meeting of the Forum in 2022. These will evidence where Operation Encompass has made a difference to a child's life and allowed positive interventions to take place.

Funding responsibilities of each partner.

- 3.26 The agreed contributions for Brent's Safeguarding Children Partnership arrangements for 2021/2022 are set out in the table below.

Projected partner funding contributions	
Brent/NWL CCG	£45,900
Brent Council (Strategic Partnerships Team staffing projected costs)	*£127,000
MOPAC/Police	£5,000
Projected relevant agency funding contributions	
National Probation Service	£1,600
Fire Brigade	£500
London North West University Healthcare Trust	£11,000
Projected total contributions	£191,000
Projected Actual budget available to spend	£64,000

* The support staffing arrangements funded by Brent Council include:

- 1 FTE - Strategic Partnerships Lead (*also supports Brent Children's Trust*)
- 0.4 FTE - Strategic Partnerships Learning and Development Coordinator (*also supports Safeguarding Adults Board*)
- 0.3 FTE - Strategic Partnerships Manager post

NB - Other Brent Council resource provided to the partnership arrangements include:

- *Portion of Governance Team administration support for Executive Group and Safeguarding Forum meetings time (approx. 1 day a month)*

National and local learning

3.27 Working Together (2018) sets out the arrangements for handling serious child safeguarding cases. The purpose of these arrangements is to identify improvements to be made to safeguard and promote the welfare of children both at a local and national level. It has been recognised that whilst local learning is relevant, it also has a wider importance for all practitioners working with children and families and for the government and policy-makers.

3.28 The responsibility for how the system learns the lessons from serious child safeguarding incidents lies therefore at a national level with the National Child Safeguarding Practice Review Panel and at local level with the Brent Safeguarding Partners. The Safeguarding Partners have made arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area.

3.29 Serious child safeguarding cases are those in which:

- serious abuse or neglect of a child is known or suspected and
 - the child has died or been seriously harmed
- 3.30 When it has been determined that a serious safeguarding incident has taken place, Brent Safeguarding Partners must undertake a Rapid Review of the case. The aim of a Rapid Review is to:
- gather the facts about the case, as far as they can be readily established at the time
 - discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately
 - consider the potential for identifying improvements to safeguard and promote the welfare of children
 - decide what steps they should take next, including whether to commission a Local Safeguarding Practice Review
- 3.31 The strong multi-agency involvement in the Brent Safeguarding Children Forum has ensured that effective escalation routes are in place when multi-agency issues arise. The Forum has been a driving force in the development of Rapid Review processes and the subsequent action on learning points in Brent, with positive engagement of partners evidenced in each review undertaken in Brent leading to cross-partnership learning and practice improvement. The Executive Group have supported the development of reviews, a new way of working for all agencies, so that they are helpful and informative for practice learning, clear, well written and thorough which enabled them to understand the case well and ask further questions where necessary. Safeguarding Partners take ownership for this process and each partner reviews and signs off the final report before submission to the National Child Safeguarding Practice Review Panel.
- 3.32 Between April 2019 and October 2020, six Rapid Reviews were undertaken. Between October 2020 and October 2021, three Rapid Reviews were undertaken. Rapid Reviews have resulted in a significant amount of learning for all agencies. It is encouraging to note that the learning in earlier Rapid Reviews has resulted in improvements in practice which has been commented on in later Rapid Reviews. Brent partners have also received praise for their Rapid Reviews by the Chair of the National Child Safeguarding Practice Review Panel.
- 3.33 Examples of the partners taking action regarding learning from Rapid Reviews cited in the annual report 2019-20, are:
- The Brent Council Chief Executive Officer challenging the CPS regarding the application of their safeguarding policies (Case Study Child A).
 - NWL CCG Director seeking reassurance from the Case Review Group around partnership working in responding to domestic abuse in Brent.
 - Metropolitan Police intervening with the Coroner's Office to expedite investigation into a child death which occurred over 2 years ago and still awaits an inquest.

3.34 Rapid Reviews undertaken in Brent since April 2019 have identified a significant amount of good practice which demonstrates strong partnership working. Examples of multi-agency good practice identified in Rapid Reviews include:

- Good practice by the Brent MARAC. Brent Community Multi Agency Risk Assessment Conference (MARAC) is a process where professionals from agencies share information on cases of very vulnerable and high risk individuals whose personal safety is a concern. The meeting creates a risk management plan to offer immediate support. The aim of the process is to address the safety and protection of the individual, to review and coordinate the case and case management plan.
- In one case excellent working together, communication and information sharing from Brent CYP and the Metropolitan Police with other relevant agencies was noted.
- The Lavender Walk Adolescent Mental Health Unit was seen as example of best practice for Tier 4 mental health provision.
- Before a Rapid Review took place, the London Ambulance Service had strengthened systems based on case learning and immediately put in place a mechanism to ensure safeguarding referrals are made at the time of the incident, where appropriate.
- The Metropolitan Police offered families and direct witnesses victim support following the death of a baby.
- The schools involved provided a young person with an appropriate level of pastoral care support including mentoring (largely social, emotional, and behaviour-focussed), mental health support drop in sessions, wellbeing advisory services and Rap Therapy (therapy using rap lyrics).
- There was good communication between Brent CYP Early Help keyworker, ICHT Discharge Nurse and the school to share information and arrange support for a family.

3.35 Areas of local learning and multi-agency practice development include:

- Where possible, professionals should seek to clarify the structure and relationships within a family and ensure that records for both adults and children in the family are grouped together accordingly.
- All agencies where appropriate should review their arrangements set out to assess the suitability of volunteers working within a service where known family members are also clients receiving these services to ensure full impartiality and maintain clear boundaries within these roles.

- Agencies should ensure that as much historical/background information as possible is obtained from asylum seeking families when they access services.
- There appears to be an assumption that when perpetrators of domestic abuse leave the family home, the associated risks have also been removed and the situation becomes safe for the child. Staff should be reminded to consider the risks the perpetrator still poses to the child/ren even though they have left the family home.
- Where there are children living in other boroughs who are linked to known/suspected gang members, Brent CYP should consider including other boroughs in strategy meetings to avoid duplication and enable information exchange channels so that all children are safeguarded.
- There is a need to re-evaluate how agencies involved with a family can work together to understand and address the reasons why families do not engage with services.
- The importance of information sharing with schools around issues of serious youth violence.
- The need for health colleagues to gain a holistic picture of a family.

3.36 The case review group regularly reviews progress against the recommendations from Rapid Reviews to ensure that learning leads to practice improvement.

Case study: Child A

Brent Council notified the National Child Safeguarding Practice Review Panel of a serious safeguarding incident involving Child A, a five-year-old boy who was admitted to hospital with severe multiple injuries indicative of physical and sexual assault/abuse. Mother and her partner were arrested on suspicion of inflicting injuries to the child.

In preparation for the Rapid Review into this case:

- *Another London borough was invited to join the Rapid Review meeting as mother and child had recently moved into Brent.*
- *Good practice templates to gather initial scoping information from agencies known to be involved were shared with and adopted by Brent as a standard part of the Rapid Review process.*
- *All agencies involved completed the initial information scoping template and the information was collated and shared with all participants ahead of the Rapid Review meeting. This enabled the meeting to comprehensively focus on key multi-agency practice episodes to identify both good practice and learning.*

The Rapid Review of the case took place within 15 working days of the incident in line with Working Together 2018 guidelines and was chaired by the Independent Convener of Brent Safeguarding Forum who also chairs the Case Review Group.

The Rapid Review meeting was well attended by all the key agencies from both Brent and another London borough. There agencies included:

- *Designated Professionals for safeguarding children (Clinical Commissioning Groups) from 2 boroughs*
- *Children and Young People services from 2 local authorities*
- *Central North West London Mental Health Trust (CNWL)*
- *0-19 Service from 2 boroughs*
- *2 Hospital Trusts*
- *Metropolitan Police (representation from the local BCU and from the Serious Crime Review Group)*
- *Primary School (located in another borough)*

The meeting lasted 3 hours and the circumstances leading to the incident, the agencies' individual and collective responses were discussed, analysed and considered by all present. It was agreed that the Rapid Review was rigorous enough to identify learning, some of which has already been acted upon, to obviate the need for any further joint review.

As part of the Rapid Review, Brent identified a particular concern regarding the Crown Prosecution Service (CPS) safeguarding children guidance in this case and asked the National Child Safeguarding Practice Review Panel (CSPR) to raise the concern through the CPS and Department of Justice.

The CSPR's initial response was challenged by Brent Council which resulted in their agreement to pursue concerns about CPS training and guidance with the CPS. The CSPR Panel raised this concern with the Head of Policy at the CPS and identified issues which appeared to arise from the application of the guidance rather than the guidance itself.

Brent Council further raised the concerns about the application of the CPS guidance in this case with the Director of Public Prosecutions and the Metropolitan Police Commissioner. Following our intervention, we were reassured by the CPS response. The alleged perpetrators have been charged and have appeared in court.

3.37 The development of Rapid Reviews has been a key area of strength in Brent's developing multi-agency safeguarding arrangements. Ofsted have been kept informed of the number and progress of Rapid Reviews in Annual Engagement Meetings. The Independent Safeguarding Convenor's opinion is that the Case Review Group's decision making was effective, leading to effective identification of those cases that truly warranted a Rapid Review. The maturity of the partner relationship means that agencies are confident in coming forward to ask for a review. A stable Case Review Group membership where participants know their roles and expectations, and with a consistent focus on professional curiosity, is helping ensure the high quality of Rapid Reviews.

3.38 There remain areas of development with Brent's Rapid Review process and arrangement. One priority is to develop further the dissemination of case learning from Rapid Reviews. Rapid Reviews are not public published documents; this is one of the intentions of the 2018 reforms, with the thinking that if documents are not published it can encourage more candour and cooperation in reviews. Therefore individual agencies who may have been directly involved in a review do not always have a consistent agreement on sharing all information from a review. More work is being undertaken in 2022 to disseminate learning to all practitioner groups across agencies to ensure the maximum impact from learning can be made to improve practice.

Child K Serious Case Review

- 3.39 Child K was murdered in 2019 in an attack which is believed to have been part of a series of connected violent assaults and deaths involving young people associated with rival criminal groups across more than one London borough. Child K moved to Brent with his family from another area in the months before his death. The Serious Case Review was carried out under the statutory guidance Working Together to Safeguard Children 2015 and published in April 2021. The review highlights 15 recommendations for practice improvement. The Safeguarding Children Forum Case Review group is monitoring partners' response to these recommendations.
- 3.40 Following the publication of Brent's Child K SCR and other similar SCRs relating to Serious Youth Violence, the London LSCP Chairs Network organised two webinars in April and July 2021 to share the learning points common to these reviews. Over 70 LSCP Chairs, Business Managers and other interested persons attended the webinars and work is being progressed through the LSCP Chairs Network.

Local Safeguarding Practice Reviews

- 3.41 Since the introduction of Local Safeguarding Practice Reviews, Safeguarding Partners have not commissioned one of these as the learning has been identified to significant depth in the Rapid Review Process. The National Child Safeguarding Practice Review Panel has been in agreement with these decisions.
- 3.42 Families move to and from Brent and as such, serious safeguarding incidents have occurred in other local authorities with children who had previously lived in Brent and received some services. Representatives from Brent Safeguarding Children Forum Case Review Group fully participate in Rapid Reviews led by other London Local Authorities. There are currently two LSPRs that Brent is contributing to and these reviews will be shared in early 2022.

National learning

- 3.43 The National Child Safeguarding Practice Review Panel is responsible for identifying and overseeing the review of serious child safeguarding cases which, in its view, raise issues that are complex or of national importance. The Panel also maintains oversight of the system of national and local reviews and how effectively it is operating. On receipt of Rapid Reviews, the Panel must decide whether it is appropriate to commission a national review of a case or cases. The criteria which the Panel takes into account include whether the case:
- highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified

- raises or may raise issues requiring legislative change or changes to guidance issued under or further to any enactment
 - highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children
- 3.44 The National Child Safeguarding Practice Review Panel publishes thematic and individual case reviews to share learning. The Brent Strategic Safeguarding Partners and the Brent Safeguarding Children Forum actively consider how this national learning can support local practice development. For example, this will take place following the national review into a recent high profile child death in Solihull.

Multi Agency Learning and Development

- 3.45 The Safeguarding Partners continue to offer a multi-agency learning and development programme built upon the previous LSCB programme.
- 3.46 The programme is coordinated by the part-time Strategic Partnership Learning and Development Coordinator and the multi-agency Learning and Development Advisory Group, which reports into the Safeguarding Children Forum. The Safeguarding Children Forum is kept regularly updated of the multi-agency learning programme through a standing item at each meeting.
- 3.47 The programme is aimed to comprise a range of different learning opportunities including:
- themed briefings
 - awareness raising events
 - joint learning events/sessions with other strategic partnerships including Brent Safeguarding Adults Board
- 3.48 The findings of the Section 11 audit conducted in 2019 were utilised to shape the multi-agency learning and development programme.
- 3.49 In October 2019, the new joint multi-agency children and adults safeguarding partnerships learning management system (LMS) was successfully launched. The Brent safeguarding partnership learning site offers professionals and volunteers who work in Brent full access to the multi-agency learning events and sessions from both the safeguarding children's and adult's learning agenda.
- 3.50 A benefit of this partnership learning site is that delegates are able to register and book onto all sessions offered (safeguarding children and/or adult focussed topics). This allows for an increased multi-agency audience at sessions.
- 3.51 The learning management system is also able to generate detailed reports on individual organisation attendance, non-attendance and cancellations. It also offers a comprehensive evaluation framework to monitor knowledge transfer and improved outcomes of the learning.

- 3.52 In early 2020, it was agreed to fully integrate the learning from local and national case reviews into the training offer, this would include quarterly face-to-face sessions as well as monthly briefings.
- 3.53 The majority of sessions offered were classroom-based training. During 2019/2020, the Covid-19 pandemic impacted on the delivery of the multi-agency learning and development offer in a number of ways:
- All classroom-based sessions were cancelled during the first UK lockdown which began in March 2020.
 - Members of the Strategic Partnerships Team who coordinate the partnership work were redeployed for a period of time to support the Council's Covid-19 response.
 - The full multi-agency learning and development programme was put on hold until September 2020.
 - The sensitive nature of some topics (such as FGM) means that some thought has had to be given to developing an appropriate virtual offer.
- 3.54 From September 2020, work resumed on a new virtual multi-agency schedule including planning for the programme to focus on learning from local reviews. A time limited working group was set up to look at the themes from the 10 local Rapid Reviews.
- 3.55 The learning from Rapid Reviews led to the re-development of the multi-agency virtual sessions specifically focussing on domestic abuse and additional training focussing on themed topics including:
- adolescent mental health
 - parental mental health
 - serious youth violence
- 3.56 Following the Transitional Safeguarding event which took place in November 2019, joint sessions were developed to raise awareness of this topic across the safeguarding workforce in Brent. These sessions have been developed in partnership with the Adults Safeguarding Board and were open to delegates working across safeguarding children and adult services.

Multi-agency learning and development programme summary

- 3.57 Staff and volunteers from education settings and Brent CYP continue to be the highest proportion of attendees, as well voluntary sector that includes faith settings and community organisations. There continues to be low attendance from Probation Services and the Metropolitan Police, although there has been a slight increase from the previous year.
- 3.58 Review of learning and development offer:
- Using the results of the Safeguarding Survey to inform the learning programme.

- The learning and development advisory group remains confident that the multi-agency training offered continues to be relevant and of good quality.
- Feedback from evaluation forms would suggest the session are successfully being valued by delegates and are helping to contribute towards positive outcomes for children and young people.

Overview of multi-agency training offered

Course topic	Sessions	Total no. of fully attended delegates
Adolescent Mental Health	2	22
Advance Charity Domestic Abuse MARAC Training	1	18
Advance Charity Domestic Abuse Awareness	1	5
Advance Joint Domestic Abuse + MARAC Training	3	54
Domestic Abuse: A local focus on children and young people in Brent	3	62
FGM - Female Genital Mutilation	1	6
Neglect	1	16
Parental Mental Health	1	11
Prevent and Radicalisation	4	77
Safeguarding Young Carer Training	5	47
Serious Youth Violence- Gang affiliation, criminality, vulnerability and safeguarding	1	16
Transitional Safeguarding Webinar	3	55
Working with families who are hard to engage	2	50
Total	28	439

3.59 The table below outlines the level of partner organisation attendance and demonstrates the majority of attendees were from Brent Council and Education followed by voluntary/community organisations sector.

Overview of delegates by agency

Organisation/Sector	Delegates
Adults Services - Day/Support Centre	3

Adults Services - Residential/Home Care/Supported Living	10
Brent CCG	5
Brent Council	107
Central London Community Health Care Trust	48
Central North West London Health Care Trust	14
Children's Centres/Family Wellbeing Centres	18
Children's Home	9
Education: All through schools	12
Education: Further Education/College	14
Education: Nursery (including Private/Independent/Voluntary	24
Education: Primary school	43
Education: Secondary school	9
Education: Special school	1
Faith Setting	4
Housing Provider (Registered)	2
London Ambulance Service	12
London North West Healthcare NHS Trust	13
NHS England	11
Other Health Provider	7
Other not listed	7
Probation Services	24
Voluntary/Community Organisation/Charity	42
Total	439

- 3.60 Safeguarding partner agencies regularly provide updates on the impact of learning and development activities at Brent Safeguarding Children Forum.
- 3.61 NWL Brent CCG presented an update regarding the learning and discussions from child deaths and Rapid Reviews in Brent and how they were linked back in to primary care.
- 3.62 When there are any immediate lessons from a Rapid Review these are shared across Primary Care GP practices. Briefings may then be extended to smaller groups of professionals, for example all of the GPs or nurses in a practice and

this offer has been extended to include reception staff, an integral part of the General Practice team.

- 3.63 Feedback on Rapid Reviews is also offered at CCG governing body meetings and quality assurance meetings. For example, in January 2021 child death cases had been presented to the Integrated Governance Forum, and from that a learning summary had been agreed and circulated to the Primary Care Network and clinical leads attending that meeting.
- 3.64 Considering the impact of fewer face to face consultations during the pandemic period, an example of specific learning from a Rapid Review case related to mother and baby checks. Learning recommendations from the GP practice involved in the case were implemented by the practice and those lessons were then widened to the primary care network for future training. GPs then shared those lessons at a CCG safeguarding event.

4.0 Financial Implications

- 4.1 Brent Council has been contributing to the resourcing of the Brent Safeguarding Children Board since its inception in 2006. The three safeguarding partners continue to make the same annual contributions to the new multi-agency safeguarding arrangements:
- Brent Council – staffing equivalent to the value of £127k approximately
 - North West London Collaboration of CCGs - £45,900
 - North West Basic Command Unit - £5,000
- 4.2 Other partner organisations who sit on the Safeguarding Children Forum also continue their contributions to the new arrangements through the commitment of staffing time and other agency resources.

5.0 Legal Implications

- 5.1 The Council is exercising its functions within the legislative framework of the Children and Social Work Act 2017 sections (16) -(23), that repeals the statutory requirement contained in the Children Act 2004 for the establishment of an LSCB in each local authority area. The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 sets out the criteria the Child Safeguarding Practice Review Panel must take into account when determining whether serious child safeguarding cases raise issues that are complex or of national importance, along with arrangements for national reviewers and reports. Section 16 sets out the duties on local authorities to notify the Panel of events that meet the reporting threshold and the legislative requirements of the safeguarding partners in meeting their obligations.
- 5.2 Consideration for the General Data Protection Regulation (GDPR) and Data Protection Act 2018 are taken into account within the statutory guidance for Information Sharing (July 2018). The legislative frameworks have been reflected within the Multi-agency safeguarding children arrangements in Brent document agreed by Brent Safeguarding partners.

6.0 Equality Implications

- 6.1 The Council must, in the exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment and victimisation (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, s149 Equality Act 2010.
- 6.2 The s149, Public Sector Equality Duty (outlined above) cover the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.3 The multi-agency safeguarding children arrangements in Brent have been jointly developed by Brent Council, Brent NHS CCG and the North West Basic Command Unit. The three safeguarding partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in Brent. In discharging their duty safeguarding partners must be assured by partner agencies in the borough that multi-agency services are accessible, inclusive and responsive to the diverse needs of Brent's children and young people, including those with additional needs and/or vulnerabilities. The safeguarding partners will also ensure that services are culturally aware and skilled in identifying, assessing and meeting the individual needs of Brent children and their families.

Related documents:

[Community Wellbeing Scrutiny Committee Report: Multi-Agency Arrangements for Safeguarding Children in Brent, November 2019](#)

Report sign off:

Gail Tolley

Statutory Director Children and Young People

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KEEPING CHILDREN SAFE IS EVERYONE'S RESPONSIBILITY

MULTI-AGENCY SAFEGUARDING CHILDREN ARRANGEMENTS IN BRENT

First published:	21 June 2019
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Version	2 - updated 2021

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1. Introduction

- 1.1. This document sets out the agreed new partnership arrangements for safeguarding children and young people in the London Borough of Brent.
- 1.2. These new arrangements follow the introduction of the Children and Social Work Act in 2017 and the publication of the revised statutory guidance Working Together 2018: both of which set out what is expected of organisations, individually and jointly, to safeguard and promote the welfare of children.
- 1.3. Brent's arrangements have been designed to capitalise on the pre-existing engagement of a range of partner agencies and momentum developed by the Independent Chair of the Brent LSCB. The arrangements also aim to reflect the national legislative changes and the statutory leadership roles of the three safeguarding partners – local authorities, clinical commissioning groups and police.
- 1.4. The focus on these key agencies is not intended to diminish the important contribution other partners make to safeguarding local children and young people. It recognises that to make further progress, then the three safeguarding partners need to take a greater level of responsibility.
- 1.5. Working Together 2018 names the lead representatives from each of the three safeguarding partners as “the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police”. For Brent the lead representatives are:
 - Chief Executive, London Borough of Brent
 - Accountable Officer, North West London (NWL) CCG
 - Chief Superintendent, North West Basic Command Unit (BCU)
Commander, Metropolitan Police (Brent, Harrow and Barnet)
- 1.6. The lead representatives are able to delegate their functions although they retain accountability for any actions or decisions taken on behalf of their agency. In Brent, the lead representatives have identified the following senior officers in their respective agencies who have responsibility and authority for ensuring full participation with these arrangements:
 - Strategic Director Children and Young People and Statutory Director of Children's Services, London Borough of Brent
 - Director of Nursing, NWL CCG
 - Superintendent (Public Protection-Safeguarding Lead), North West BCU
- 1.7. The senior officers have delegated authority to;
 - make decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
 - hold their own organisation to account on how effectively they participate in and implement the local arrangements

2. Overview of the safeguarding children arrangements in Brent

- 2.1. The three Brent safeguarding partners (Brent Council, NWL CCG and the Police) began meeting as a collective in December 2017 to agree a response to the national consultation on Working Together 2018.
- 2.2. In February 2018, the partners agreed that the pre-existing 'safeguarding Keeping in Touch' meetings would expand and form the Brent Statutory Safeguarding Partners Executive Group (Executive Group).

Brent Statutory Safeguarding Partners Executive Group

- 2.3. The Executive Group agreed that the membership and attendance of this group must be (where possible) the most senior level of each organisation and remain consistent to ensure timely and effective decision-making and commitment.
- 2.4. The Leader of Brent Council and the Statutory Lead for Children's Services (Safeguarding, Early Help and Social Care) are politically accountable for ensuring the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children. They provide the political leadership needed for the effective co-ordination of work with other agencies who have safeguarding responsibilities and therefore are also members of the Executive Group.
- 2.5. In October 2018, the Executive Group confirmed the direction of the future safeguarding oversight arrangements for children and young people in Brent. The arrangements consist of a two-tier structure with the Executive Group providing high-level strategic direction to a delivery focused Brent Safeguarding Children Forum made up of a diverse and wide-ranging partnership.
- 2.6. The statutory responsibilities and mandate will remain with the Executive Group. However, they may wish at points to delegate responsibilities to the Forum as appropriate.
- 2.7. The Executive Group will fulfil the objectives, functions and responsibilities set out in Working Together 2018 to safeguard and promote the welfare of all children in Brent by;
 - agreeing the overarching strategic vision and local priorities for safeguarding children
 - challenging and holding the Safeguarding Forum to account
 - agreeing, publishing and reviewing the safeguarding oversight arrangements
 - monitoring serious child safeguarding cases which raise issues of importance
 - ensuring that the arrangements to work together to identify and respond to the needs of children in the area are effective and robust
 - identifying any new safeguarding issues and emerging threats
 - making strategic links with other Brent partnerships
 - where appropriate, working closely with Harrow and Barnet equivalent executives on common strategic safeguarding issues across the North West BCU Police area
 - making provision for independent scrutiny of the safeguarding arrangements
 - producing an annual report

- 2.8. The Executive Group will meet quarterly, with the three partners sharing the responsibility to lead the planning, hosting and chairing of the meetings on a rotational basis. The meetings of the Executive Group will not be held in public.
- 2.9. A formal record of all Executive Group meetings will be taken and submitted for approval at the next meeting.
- 2.10. The Executive Group will receive progress updates from the Safeguarding Children Forum, and take decisions on relevant matters.
- 2.11. A meeting of the Executive Group requires at least one representative from each of the three safeguarding partners to be quorate. No decisions can be made without the meeting being quorate.

Brent Safeguarding Children Forum

- 2.12. The Brent Safeguarding Children Forum is a wider partnership forum accountable to the Executive Group.
- 2.13. The Forum will co-ordinate and monitor multi-agency safeguarding oversight arrangements for effectiveness as set out in Working Together 2018 and will be led by an Independent Convenor.
- 2.14. The Forum is responsible for;
 - driving delivery of local safeguarding priorities set by the Executive Group
 - building relationships with other strategic partnerships, the local community, local schools and other educational establishments
 - seeking assurance on behalf of the Executive Group that partners are fulfilling their safeguarding responsibilities, sharing information effectively and have robust safeguarding policies and procedures in place through multi-agency audits (including consideration of a S.11 type audit as used under the previous LSCB arrangements) and challenge at Forum meetings
 - ensuring that safeguarding partners and relevant agencies follow the London Child Protection Procedures
 - develop and maintain a Brent thresholds document
 - developing, implementing and monitoring the impact of an interagency safeguarding children learning and development programme, incorporating local and national learning from serious child safeguarding cases
 - analysing and considering partnership responses to any new safeguarding issues and emerging threats identified by the Executive Group
 - undertaking Local Learning Reviews on behalf of the Executive Group
 - developing ways for the safeguarding oversight arrangements to include the voices of children and families in Brent (e.g. refining rapid reviews to include agencies who can properly represent the voice of the child/ren, such as schools)

- considering multi-agency management information (e.g. scrutinising annual reports presented to the Forum) and intelligence to establish an overview of and assess the effectiveness of safeguarding activity within Brent
- supporting agencies in resolving disputes that have been appropriately escalated
- scrutinising the learning, good practice and implementation of recommendations from rapid reviews
- responding effectively to emerging safeguarding issues

- 2.15. The Safeguarding Forum will meet at least quarterly and the meetings of the Safeguarding Forum will not be held in public.
- 2.16. A formal record of all Safeguarding Forum meetings will be taken and submitted for approval at the next meeting. This record, subject to confidentiality and legal considerations, will be published on the Brent safeguarding partnerships independent website.
- 2.17. Attendance at all Safeguarding Forum meetings will be monitored and where appropriate, reported as part of the Executive Group annual report.
- 2.18. A meeting of the Safeguarding Forum requires at least one representative from each of the three safeguarding partners to be quorate. No decisions can be made without the meeting being quorate.
- 2.19. The Independent Convenor may raise any concerns regarding attendance and engagement of relevant agencies with both the agency concerned and the Executive Group.
- 2.20. The Safeguarding Forum can also request updates from operational multi-agency groups and any other Brent partnership forums to keep abreast of and consider future emerging issues.

Support arrangements

- 2.21. Brent Council's Strategic Partnerships Team will support the Executive Group with the coordination of these arrangements.
- 2.22. As well as supporting these arrangements the Strategic Partnerships Team also coordinates activities for other strategic partnership groups in Brent including;
- Brent Health and Wellbeing Board
 - Brent Safeguarding Adults Board
 - Brent Children's Trust
- 2.23. This arrangement allows stronger strategic coordination between the strategic partnerships in Brent to both avoid duplication and develop joint initiatives.
- 2.24. Brent Council will continue to take the lead responsibility in recruiting and managing appropriate staff to support the coordination of these arrangements.

Independent Convenor

- 2.25. The Executive Group have agreed that the Safeguarding Forum will be led by an Independent Convenor.
- 2.26. The Executive Group is responsible for engaging the services of the Independent Convenor and consulting any relevant agencies on any appointments to this role.
- 2.27. The appointment of the role will be as a paid position under contract. The contract will last for one year from the date of appointment, subject to annual review by the Executive Group. The number of contracted days will be at least 30 days within this period.
- 2.28. The Executive Group can extend the same appointment to the Independent Convenor role annually for a maximum of five years.
- 2.29. The Independent Convenor's role will include:
- attending the Executive Group
 - chairing the Safeguarding Forum meetings
 - appropriately challenging partner agencies and professionals for the purposes of safeguarding and promoting the welfare of children and young people in Brent
 - providing direction to the Safeguarding Forum and ensuring statutory obligations and local priorities are being delivered
 - managing all aspects of the Safeguarding Forum meetings, including setting the agenda in consultation with the Executive Group and Forum members
 - preparing for and chairing meetings of the Local Learning Review Panel
 - overseeing the progression case reviews to ensure they meet required timescales
 - ensuring that the voices of children, young people and their families are represented in the work of the Safeguarding Forum
 - ensuring that key local issues and national developments are considered by the Safeguarding Forum
 - ensuring that the membership of the Forum is appropriate and representative of the local community and partner organisations
 - challenging and monitoring the performance and participation of partners in the work of the Safeguarding Forum
 - attending relevant regional and national meetings on behalf of the Executive Group
 - reporting progress and any concerns to the Executive Group
 - chair and agree the record of rapid reviews and oversee the implementation of recommendations and learning

Financial Arrangements

- 2.30. The Executive Group will agree the annual contribution to the safeguarding partners funding required to meet the responsibilities, duties and objectives of the arrangements.
- 2.31. This agreement will be reviewed on an annual basis.
- 2.32. The financial year will run from the 1 April to the 31 March the following year, with contributing agencies being invoiced by the 1st October each year.
- 2.33. The income and expenditure will be managed and monitored by the Strategic Partnerships Team on behalf of the Executive Group.
- 2.34. The Executive Group will receive six monthly reports on the income and expenditure.
- 2.35. A comprehensive report identifying income and expenditure in line with Working Together 2018 requirements will be included in the Annual Report.

Independent Scrutiny

- 2.36. The independent scrutiny function as set out in Working Together 2018, will provide the critical challenge and appraisal of Brent's safeguarding partnership arrangements.
- 2.37. The role of independent scrutiny will work independently of the Executive Group and will form part of the arrangements to;
 - provide assurance in judging the effectiveness of services to protect children on an annual basis
 - assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements
 - support a culture and environment conducive to robust scrutiny and constructive challenge
- 2.38. The Scrutineer will be independent from the statutory partners, and they will have expertise in child safeguarding, an understanding of local need and effective partnerships.
- 2.39. The Executive Group recognises that at the time of writing, consideration was being given at a regional level to how this function could be carried out across London. As a result, the Executive agreed an interim arrangement for the Independent Convenor to undertake this role.
- 2.40. Going forward, the Executive Group will:
 - regularly review the scrutiny system and delivery against the scrutiny plan and will make changes as required
 - be responsible for ensuring that any recommendations from scrutiny are taken forward

3. Working in Partnership

Relevant agencies

- 3.1. The Executive Group have selected the agencies and organisations drawn from a list of 'relevant agencies' set out in Working Together 2018.
- 3.2. These agencies and organisations have been chosen as they provide key strategic and operational insight to the safeguarding children and young people in Brent and these selected relevant agencies will form the core membership of the Brent Safeguarding Children Forum.
- 3.3. The Executive Group have selected the following relevant agencies and organisations as members of Brent's Safeguarding Partnership Forum;
 - Brent Council Children and Young People Department
 - Brent Council Housing
 - Brent Council Adult Social Care
 - Brent Council Public Health
 - Metropolitan Police North West Borough Command Unit (BCU)
 - NWL CCG (including Brent Designated Professionals)
 - London North West University Healthcare NHS Trust
 - Central London Community Healthcare Trust
 - Central North West London Mental Health Foundation Trust
 - London Ambulance Service
 - National Probation Service
 - Queens Park Rangers Football Club
 - Children and Family Court Advisory and Support Service (CAFCASS)
 - Education establishments (from Primary, Secondary, Special and FE College sector)
- 3.4. In line with statutory guidance, the Executive Group will also consider the option of requesting representatives from additional agencies/organisations as the partnership develops.
- 3.5. The relevant agencies must nominate a particular senior officer with strategic responsibilities to represent their organisation as member of the Safeguarding Forum and attend all meetings, this is to ensure consistency and continuity in the membership and engagement.
- 3.6. The relevant agencies should take the necessary steps to ensure their representative is able to effectively contribute to the partnership work and is of sufficient authority to commit resources of their agency where required.
- 3.7. Forum members are responsible for sending a deputy to meetings in their absence. Forum members are also responsible for updating the group on any significant changes to personnel within their organisation as well as any operational changes that have an impact on safeguarding children services.

3.8. Forum members are expected to;

- proactively and enthusiastically engage with the partnership safeguarding arrangements
- be able to influence the strategic planning for safeguarding children within their agency
- be able to secure appropriate information from their agency to support the partnership work
- ensure that decisions of the Forum are taken forward within their own agency, and any impediments or delays to their implementation are reported to the Forum
- be responsible for communicating the partnership work effectively within their agency

3.9. The Executive Group also recognise the importance of involving the local community in the arrangements and have agreed to retain the existing lay members of the LSCB arrangements.

3.10. These lay members will continue to act as valuable ambassadors to help build stronger links with the local community as part of the new arrangements and are encouraged to:

- promote awareness of safeguarding across Brent's communities
- represent the community voice at Safeguarding Forum meetings
- engage with Brent's people and local groups to support community cohesion

Role of early years settings, schools and other educational establishments in Brent

3.11. The Executive Group recognise that early years settings, schools and other education establishments (including colleges) are an important part of safeguarding in Brent. They have responsibility to identify concerns early, provide help for children and families and prevent concerns from escalating.

3.12. Brent already had strong engagement from early years and schools with School representatives on the former Board and through the Section 11 audit process.

3.13. The education members of the Safeguarding Forum link into the Designated Safeguarding Leads (DSL) network to enable the promotion of regular communication, challenge and support between these two groups.

Role of youth offending and custody services

3.14. Youth Offending Services in Brent sit within Brent Council's Children and Young People Department and these services will be represented on the Safeguarding Forum through the Children and Young People senior management team.

Relationship with other Brent strategic partnerships

- 3.15. The Executive Group recognises that there is potential cross over in some areas of work and priorities with other strategic partnerships in Brent.
- 3.16. To allow the opportunity for other strategic partnerships to consider the progress of the safeguarding arrangements and contribute to the identification of local safeguarding priorities, the Executive Group will;
- continue to strengthen alignment with other Brent partnerships including the Brent Safeguarding Adults Board and the Safer Brent Partnership
 - request the Independent Convenor to attend as a standing member Brent Children's Trust and Safer Brent Partnership
 - share their annual report with other relevant partnership forums including Community Safety Partnership, and Brent Children's Trust
 - continue to seek opportunities to develop joint areas of work through addressing priorities such as violence against women and girls and exploitation

Relationship with Brent Children's Trust

- 3.17. The Executive Group agreed that the strong relationship developed between Brent LSCB and the Brent Children's Trust (BCT) will continue as part of the new arrangements.
- 3.18. The remit of the BCT links into the new arrangements as its primary function relates to ensuring that resources are allocated and utilised through commissioning, joint planning and collaborative working, to deliver the maximum benefits for children and young people in Brent.
- 3.19. The BCT remains responsible for;
- developing a joint vision and strategy for improving outcomes for children, young people and their families in Brent
 - ensure that priorities are informed by the views of children, young people, their families and the Joint Strategic Needs Assessment (JSNA)
 - work in partnership with all key delivery agencies to ensure delivery of key priorities and associated aims, targets and inspection criteria
 - set a clear framework for strategic planning and commissioning promoting integration and collaborative working between partners

4. Identifying and responding to the needs of Brent's children and families

Using evidence of practice to assess the effectiveness of help

- 4.1. On behalf of the Executive Group, the Safeguarding Forum will receive and scrutinise the following to identify good practice and highlight any shortcomings within those agencies that require;
- existing information collected, analysed and reported on by safeguarding partners and relevant agencies, through annual reports such as the Local Authority Designated Officer, Private Fostering, and Brent Family Front Door annual reports
 - information from inspection reports conducted agencies such as Her Majesties Inspectorate of Constabulary, Care Quality Commission and Ofsted
 - evidence of practice from rapid reviews and Local Child Safeguarding Practice Reviews.

Hearing and responding to the voices of children, young people and families

- 4.2. On behalf of the Executive Group, the Safeguarding Forum will seek assurance from the relevant agencies and other partners on how they ensure they have captured the voices of children, young people and families in their work.
- 4.3. The Safeguarding Forum will consider how to identify other innovative ways to gather this feedback through the partnership, including appropriately linking with existing forums for children, young people and families in Brent.

Brent Thresholds Guide

- 4.4. The Executive Group agreed to adopt the published (February 2018) [Brent Thresholds Guide](#) which is aimed at all practitioners and volunteers supporting or working with children and/or their families within statutory, voluntary, private or independent organisations in Brent.
- 4.5. This guide is aimed at all practitioners and volunteers supporting or working with children and/or their families within statutory, voluntary, private or independent organisations in Brent. It aims to help individuals and organisations when making a referral for services to ensure children and families get the right level of support at the right time. It should be read alongside the [London Child Protection Procedures](#) and the [London Threshold: Continuum of Help and Support](#).
- 4.6. The Executive Group will review and update the Brent Thresholds Guide every three years or at the point of any legislation changes.

Information sharing

- 4.7. Effective sharing of information between professionals and local agencies is essential and the Executive Group expects all organisations in Brent to have arrangements in place which set out clearly the processes and the principles for sharing information between each other and with other professionals.
- 4.8. Practitioners and senior managers should also refer to the Government's guidance [‘Information sharing advice for safeguarding practitioners’](#) which has been produced to support practitioners in the decisions they take to share information, to reduce the risk of harm to children and young people.
- 4.9. The Executive Group expects that all members of the Safeguarding Forum will:
- ensure that their own organisation's Data Protection Registration and requirements under the General Data Protection Regulations 2018 (GDPR) meets the requirements
 - adhere to the provisions of the Data Protection requirements as amended by the GPDR 2018 and maintain confidentiality at all times, other than where a specific exemption under the Act arises ¹
 - make appropriate arrangements to ensure that the provisions of the Freedom of Information Act 2000 are properly complied with

Freedom of Information

- 4.10. As the Executive Group is not a 'public authority' (as defined by the Freedom of Information Act 2000 Act), there is no obligation to respond to approaches to the Executive Group for information made under the Act.

5. Local child safeguarding practice reviews

- 5.1. In line with Working Together 2018, the safeguarding partners have agreed procedures to manage the consideration of cases that might meet the criteria for both national and local learning reviews.
- 5.2. Brent Council must report a serious incident of child abuse or neglect, or the death of a child who is looked after to the National Child Safeguarding Practice Review Panel within 5 working days of becoming aware of a serious incident.
- 5.3. The safeguarding partners will, in consultation with the senior officers (paragraph 1.6), determine whether a case meets the criteria to be referred to the National Panel or an alternative form of learning lessons review.

¹ this principle will apply during a member's participation in the Safeguarding Forum, and will continue after the individual is no longer a member of the Partnership, or following the Partnership's dissolving.

If any individual who has access to confidential information or data, knowingly breaches the law relating to particularly (but not limited to) the unauthorised disclosure of confidential information, they may be personally liable.

- 5.4. A case review group will be the key mechanism for carrying out a rapid review of the case and will report to the safeguarding partner. This group will be chaired by the Independent Convenor.
- 5.5. The case review group will also be responsible for;
 - considering all serious incident cases in Brent and making recommendations to the Safeguarding Partners for determination if the learning review criteria has been met
 - identifying recommendations for any lessons to be learnt from serious incidents in Brent
 - coordinating the arrangements on behalf of the safeguarding partners for commissioning and publishing local child safeguarding practice reviews
 - developing the terms of reference, monitoring progress developing improvement plans coming for each local review
 - making recommendations for multi-agency learning events based on the findings arising from case reviews and what the process is for undertaking them
 - sharing examples of good practice to develop understanding of what works well
- 5.6. The case review group will have a fixed core membership drawn from the statutory partners and relevant agencies and with the flexibility to invite other relevant professionals to discuss certain cases as and when appropriate.
- 5.7. In order to ensure that a coordinated response fully addresses all concerns surrounding serious incidents, all relevant data should be shared and reviewed as permitted within legal and legislative data protection stipulations.
- 5.8. In recognition of the sensitive and confidential nature of business, all agency representatives must sign a confidentiality agreement, which includes the requirement to appropriately share and securely store information.
- 5.9. The impact that any local and relevant national reviews have on improving services and reducing the incidence of serious harm to children will be included in the safeguarding partners' annual report.
- 5.10. Where possible and appropriate to do so, children, young people and families will be involved in learning reviews and events.
- 5.11. The activities of the case review group will be included within the safeguarding partners' annual report.
- 5.12. Where matters of a confidential nature are discussed, any information published will be redacted accordingly to protect the subject.
- 5.13. Whilst the Child Death Review arrangements are subject to a separate process, there are existing links with the Child Death Review process which will remain part of the new arrangements including;
 - shared membership of the NWL Child Death Panel and the review group from Brent Council, NWL CCG and Metropolitan Police
 - Whenever possible, the NWL Child Death Nurse will be invited to attend rapid reviews.

6. Multi-agency learning and development

- 6.1. The Executive Group have agreed to develop a multi-agency learning and development programme, which builds upon the existing programme.
- 6.2. The programme will be coordinated by the part-time Strategic Partnership Learning and Development Coordinator and the multi-agency Learning and Development Advisory Group, which will report into the Safeguarding Forum.
- 6.3. The Learning and Development Advisory Group is responsible for;
 - promoting learning from safeguarding best practice
 - promoting learning around identified local and national priorities
 - promoting learning from local and national learning reviews and audits
 - providing updates on the progress and the impact of the multi-agency learning offer
 - providing recommendations and suggested actions to improve multi-agency practice through learning and development in Brent
- 6.4. The learning and development programme will comprise of a range of different learning opportunities including;
 - e-learning modules
 - themed briefings
 - awareness raising events
 - joint learning events/sessions with other strategic partnerships including Brent Safeguarding Adults Board
- 6.5. The Learning and Development Advisory Group will provide regular updates on the impact of the safeguarding learning and development programme to the Safeguarding Forum. In addition a formal report regarding the numbers attending, the type and frequency of learning sessions and organisational engagement for inclusion in the Executive Group annual report.

7. Challenge, escalation and dispute resolution

- 7.1. Occasionally situations arise when workers within one agency feel that the actions, inaction or decisions of another agency do not adequately safeguard a child. Differences and debates are all part of multi-agency working and escalation guidance provides a useful framework to explore and resolve professional disagreements.
- 7.2. Disagreements are most likely to arise around;
- levels of need/thresholds
 - roles and responsibilities
 - progressing plans
 - communication
- 7.3. The Executive Group expects that;
- all agencies make use of escalation procedures to avoid exacerbating or prolonging conflict, and avoid any possible impact on children and young people
 - all agencies have their own escalation and whistleblowing procedures and should use these (as appropriate) in the first instance
 - agencies will have systems for recording when escalation policies are used and how disagreements are resolved
 - all agencies should use the [London Child Protection Procedures](#) professional conflict resolution procedures where there are disputes involving child protection procedures
 - the terms of reference for all multi-agency panels and meetings includes reference to what to do if there is a disagreement
- 7.4. If it has not been possible to resolve professional differences between agencies, relating to safeguarding children, then this can be brought to the attention of the Safeguarding Forum (on behalf of the Executive Group).
- 7.5. The Independent Convenor will consider what support partners require to resolve their differences and may act as an arbitrator/mediator in the case of prolonged or intractable disagreements.
- 7.6. All professionals have a duty to act assertively and proactively to ensure that a child's welfare is the paramount consideration in all professional activity, therefore all professionals must challenge the practice of other professionals where they are concerned that this practice is placing children at risk of harm.
- 7.7. The Executive Group encourages all professionals with concerns about how safeguarding issues are being handled in their own/another organisation to share their concerns. This may include making use of their agencies whistleblowing procedures or contacting the NSPCC's [Whistleblowing Advice Line](#), which offers free advice and support to professionals.

References

Child and Social Work Act 2017

<http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

Working Together 2018

<http://www.workingtogetheronline.co.uk/>




Local Safeguarding Partners Relevant Agencies Regulations 2018

<http://www.legislation.gov.uk/ukdsi/2018/9780111167540>



This document was agreed and signed off by the Brent Safeguarding Partners in November 2021

Signed by Brent Safeguarding Partners:

Brent Council	Name	Signature	
	Carolyn Downs		
Metropolitan Police NW BCU	Name	Signature	
	Det Supt Barry Loader		
NWL Clinical Commissioning Group Brent	Name	Signature	
	Jennifer Roye		

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The Ofsted review into sexual abuse in schools and colleges: Brent Safeguarding Partners support arrangements for Brent schools and colleges

The three Brent statutory safeguarding partners (Brent Council, North West London CCG and the Metropolitan Police) have worked together to ensure a partnership wide response to the recommendations made in the Ofsted review into sexual abuse in schools and colleges

1. Brent multi agency safeguarding arrangements and strengthened engagement with schools and colleges

- 1.1 Brent Council, North West London CCG and the Metropolitan Police in response to the new statutory guidance published in Working Together 2018 met in February 2018 to establish the Brent Safeguarding Executive Group.
- 1.2 The Brent Safeguarding Executive Group decided to maintain the local wider partnership of organisations working together to safeguard children, who previously met as the Local Safeguarding Children's Board. The Brent Safeguarding Executive Group established a newly constituted Brent Safeguarding Children Forum in February 2018. Representatives from Brent Primary, Secondary and Special Schools and United Colleges Group are core members of the Brent Safeguarding Children Forum and the school-based membership was expanded and strengthened in January 2021.
- 1.3 All Brent schools and colleges have designated safeguarding leads who meet regularly through the Brent Designated Safeguarding Leads (DSL) Network to discuss safeguarding issues and to receive training and support on emerging safeguarding priorities themes and trends. This network has been strengthened from the autumn 2021 term with additional Local Authority resource and senior leadership support. The school and college representative members of the Safeguarding Children Forum link into this network to enable the promotion of regular communication, challenge and support between these two groups.

2. Brent Safeguarding Partners response to the Ofsted review and the range of support available to children and young people who are victims or who perpetrate harmful sexual behaviour

- 2.1 The Brent Safeguarding Children Forum meeting held Thursday 22 April 2021 discussed the partnership response to the testimonies published on the 'Everyone's Invited' website and the announced Ofsted review regarding sexual harm in schools and colleges.
- 2.2 Brent Council officers had reviewed the testimonies on the site and provided a summary analysis of the allegations, which involved both school pupils and university students, with the majority of allegations being made by university students. Allegations from Brent school pupils included some incidents on school sites, allegations regarding unsafe personal relationships and incidents which happened off school sites, for example at parties. Council officers confirmed that any allegations relating to the local area have been followed up with the relevant institutions with the support of local agencies.

- 2.3 School representatives of the Forum confirmed that Brent school leaders had been proactive at reviewing the allegations on the website. They confirmed that schools regularly reviewed relevant school policies and procedures, ensuring that policies cover sexual violence and sexual harassment between children and referencing the relevant government advice and guidance on sexual violence and sexual harassment.
- 2.4 The response of Brent schools has been made in the context of the introduction of compulsory Relationships Education for primary pupils and Relationships and Sex Education (RSE) for secondary pupils from September 2020. Brent Council developed and agreed with Brent schools in January 2020 a Brent framework for Relationships Education and Relationships and Sex Education (RSE) which sets out the national policy, Brent's position and schools' responsibilities relating to the delivery of Relationships Education and Relationships and Sex Education to ensure that there is clarity and consistency of the reasons why these changes are being made and why they are important. Brent schools have made progress in implementing Relationships Education and Relationships and Sex Education with many schools highlighting to the Local Authority the benefits of separate gender specific sessions to address issues of safety and concern with boys and girls.
- 2.5 Brent Council circulated the letter to all headteachers from Claire Waxman, Independent Victims' Commissioner for London in response to the disclosures on the Everyone's Invited website on 22 April 2021. The letter signposted schools to resources, training and organisations to support the delivery of Relationships and Sex Education. Brent Council also circulated a list of resources and training in response to the request made in 'An Open Letter to UK Local Authorities to Support Teachers in Delivering Education on Violence Against Women, Girls and Marginalised Genders'.
- 2.6 The Strategic Director CYP Brent Council convened a meeting on 18 June with Brent secondary school headteachers to support reflection and learning from the Ofsted Review published on 10 June, with a follow on session with Brent primary school headteachers. This meeting resulted in the development by Brent secondary headteachers with the support of Brent Council officers of a pupil survey, to ask Brent pupils about their experiences of sexual harassment and abuse. This survey was distributed to pupils by Brent schools in the summer and autumn terms. Results from the survey are informing INSET days in Brent schools regarding school and partnership responses to young people's experience of sexual harassment harm and abuse.
- 2.7 A workshop following up from the discussion at the previous Brent Safeguarding Children Forum was convened by the independent convenor of the Forum on 17 June.
- 2.8 Through the workshop, Brent schools reported that multi-agency safeguarding arrangements in Brent are effective. The consultation line provided by the Brent Family Front Door is identified as particularly helpful in providing guidance but also an opportunity to have an appropriately open professional discussions about thresholds and intervention for individual children and families.
- 2.9 Metropolitan Police Safer Schools Officers are seen positively by those schools who are supported by this resource. A heightened level of engagement by the Metropolitan Police has taken place with Brent schools, primarily through Metropolitan Police Safer Schools Officers.
- 2.10 Schools can refer to CAMHS children and young people experiencing mental health problems (including depression and anxiety) as a result of harmful sexual behaviour. The Brent CAMHS team ensured early initial


communications to CAMHS staff to be alert to young people disclosing sexual harassment, harm and sexual abuse.

- 2.11 The Brent school nursing service are supporting schools regarding healthy relationships and supporting young people alongside the Schools Designated Safeguarding Leads. This includes 1:1 support and referral to voluntary sector agencies where appropriate. Monthly drop in sessions are being provided in secondary schools alongside telephone support
- 2.12 NHS providers have also taken action in response to the Ofsted review. NHS providers Safeguarding Children and Young People under the age of 18 from Sexual Abuse and Exploitation Policy has been reviewed in light of the Ofsted Review.
- 2.13 North West London CCG and NHS providers have shared information regarding the Ofsted Review with clinicians and practitioners and have also shared details of the DfE commissioned 'Report Abuse in Education' helpline and website.

3. Next steps

- 3.1 At its meeting of 1 July 2021, Safeguarding Children Forum reviewed actions being taken by Local Safeguarding Partners and schools and colleges in Brent to respond to the findings of the Ofsted thematic review.
- 3.2 Safeguarding Children Forum members also considered further actions to take in relation to the findings of the Ofsted thematic review, to support the multi-agency response in Brent, particularly in regards to listening to the experience of Brent children and young people and the strengthening of the Brent multi-agency learning and development offer.
- 3.3 There was consensus from Forum members that arrangements for listening to children and young people regarding sexual harassment and sexual abuse could be strengthened. Building on the work facilitated by Brent Council officers with Brent secondary schools, a pupil voice survey for primary aged pupils, is being developed with representatives of the Brent DSL network for distribution later in the autumn term.
- 3.4 In line with the Ofsted review findings, Forum members agreed that arrangements could be strengthened to upskill all those working with children in addressing issues of risk in the most complex of cases and supporting schools where both perpetrators and victims of abuse attended school, particularly where criminal and/or statutory safeguarding thresholds for intervention were not met.
- 3.5 Attendees also identified opportunities to develop local training, to help upskill local safeguarding partner staff in where sexual abuse may be a risk factor, particularly complex cases. A 2021/22 Section 11/175 audit being conducted by Local Safeguarding Partners and planned for circulation in the spring term 2022 will include questions focused on understanding the confidence of school staff and identifying learning and development needs.

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	<p>Community and Wellbeing Scrutiny Committee 24 January 2022</p>
	<p>Report from the Borough Director NWL CCG Brent Borough</p>
<p>Transfer of Community Services from LNWHT to CLCH</p>	

Wards Affected:	All
Key or Non-Key Decision:	For Information
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 - List of Community Services transferred to a new provider
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Steve Vo, Assistant Director Integration & Delivery - NWL CCG Brent Borough Steve.vo@nhs.net

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Community and Wellbeing Scrutiny Committee on the transfer of the Brent community services from London North West University Hospital Trust (LNWUHT) to Central London Community Healthcare NHS Trust (CLCH) with effect from 1 August 2021.

2. Recommendation

- 2.2 The Community and Wellbeing Scrutiny Committee is asked to note the transfer was successfully completed on 1 August 2021 and the update report on the mobilisation and transformation programme.

3. Details and Background

- 3.1 LNWHUT provided community services in Brent. Although the Harrow community contract for adult services were with CLCH, some paediatric community health services were provided by LNWUHT for Harrow.
- 3.2 LNWUHT served Brent CCG contract notice for some community services provided to Brent residents, which took effect from 1 April 2021. The CCG, working collaboratively with stakeholders including both Brent and Harrow Local Authorities, agreed to align all community services to one provider. This approach supported the integration agenda and consolidated the number of community services providers in North West London.

- 3.3 Brent CCG Governing Body considered the option of 'internal competition only between established NHS community services providers in North West London', which it was approved on 16 December 2020¹. This option would achieve a balance between meeting the service requirements to transfer services rapidly and safely within an on-going Covid pandemic.
- 3.4 A final selection process was concluded on 13 January 2021, and CLCH was announced as the preferred provider for Brent community services on 15 January 2021. Harrow subsequently announced Central North West London NHS Foundation Trust (CNWL) as the preferred provider for their paediatric community services. The selection panel comprised of Brent & Harrow CCGs Accountable Officer & Clinical Chairs, Brent Local Authority Chief Executive, Harrow Local Authority Deputy Chief Executive and NWL ICS Chief Financial Officer.
- 3.5 For the purposes of market transparency, the CCG published Contract Award Notice (CAN) to ensure compliance with the lawful obligation for market transparency of the contract award decision. The CAN was published in the Find a Tender Services (FTS) for a 30-day period which ended on 11 March 2021. The CCG did not receive any notification of challenges to the decision to award the contract to CLCH.

4. Mobilisation of the Community Services and Arrangements

- 4.1 There were 2 phases to the mobilisation:
- Phase 1: Lifting and shifting of existing services from LNWHUT to CLCH with a go live date as 1 April 2021. Subsequently all providers agreed that the 1 April did not allow sufficient time to safely mobilise the services and proposed a revised go live date of 1 August 2021, which was approved by the ICS Executive.
 - Phase 2: Transformation of community services.
- 4.2 A Joint Steering Group was established on 27 January 2021 to oversee the transfer of Brent Community Services from LNWH to CNWL (Harrow Children's Services) and CLCH (all other services), with membership including senior representatives from the 3 provider organisations and Brent and Harrow CCGs. The services transferred to a new provider are listed in *Appendix 1*.
- 4.3 The Joint Mobilisation Steering Group was responsible for ensuring the development and agreement of a project plan and ensuring safe service transfer. It provided executive oversight and support to the mobilisation programme as well as the post go live period of transition.
- 4.4 The mobilisation started the first week of February 2021. The Steering Group reported into the NWL ICS Executive which provided scrutiny and oversight of the mobilisation process, ensuring gateways were delivered within agreed timelines.
- 4.5 All three provider organisations worked together through the work stream leads to obtain the due diligence required. The process included a strong focus on the quality and safe transfer of the services underpinned by an agreed process for gathering and sharing information. The CCGs worked with LNWHUT to ensure timely responses to CLCH information requests for the whole process to run on time.
- 4.6 As part of the mobilisation process, the CCG engaged with CLCH and LNWHUT to plan progression toward contract signature following completion of due diligence.

- 4.7 As there is no significant service change to the specifications and delivery of services, the transfer from one NWL NHS provider to another NWL NHS provider does not trigger any engagement or consultation obligations, since it is only a 'lift and shift' of services and a change in the identity of the service provider. Websites and communications were updated to ensure transparency.
- 4.8 This transfer would enable CLCH to work collaboratively with Brent and Harrow Boroughs to achieve health needs for our local population.

5. Post Go-Live Date

- 5.1 The transfer of Brent and Harrow Community Healthcare Services from LNWHUT to CLCH and CNWL was successfully completed on 1 August 2021. CLCH is expected to deliver services as currently configured from the go live date.
- 5.2 All members of staff have moved to their new organisations and continue delivering services, ensuring a smooth transition of service provision to patients, service users and carers.
- 5.3 The process demonstrated collaborative working in practice across all system partners involved. It is a testament to the all the teams involved in the delivering this programme in a very short timescale whilst supporting the Covid vaccination efforts.
- 5.4 The Joint Mobilisation Group held a touch point meeting on 4 August with provider colleagues. Whilst there were some clarification areas that required review, patients, service users and carers generally saw no difference to the care and support they were receiving. The last meeting was held on 11 August 2021 to close down the actions/risk log to enable sign off and closure meeting.
- 5.5 Since the transfer of service, CLCH has offered Covid vaccination to housebound Brent patients who were previously not on the district nursing caseload. Since this was the first time our GPs received this level of support, the service was much welcomed by our GPs.

6. Transformation of Community Services

- 6.1 Community services have entered into the transformation phase with collaborative working of the CCG, CLCH, PCNs, LNWHUT and Local Authority colleagues and other stakeholders. Our aim is to work collaboratively to transform services that are fit for purpose for Brent residents.
- 6.2 The Task and Finish Groups for Diabetes, Heart Failure, Respiratory, and Rehab and Reablement have been established with colleagues from key organisations meeting monthly to develop new integrated pathways for service users.
- 6.3 Our community service priorities are to be aligned with the North West London ICS intentions for Integrated care and strengthen community services through transformation to deliver a borough based partnership.
- 6.4 The Community Services Executive, one of the four Executive Groups accountable to the Brent ICP Exec, oversees the integration of the health, social care and voluntary sectors services to improve quality of care and to improve access to services. The group, chaired by Deputy Chief Executive from LNWHUT and Director of Operations from CLCH, also provides senior operational oversight over key programmes relating to joint programmes

of work between the Council and NHS partners. The group provides strategic and operational steering to programme proposals, issues, risks and dependencies.

6.5 Community and intermediate care services are one of the key strategic priorities for the Community Services Committee. The agreed priorities for this group are:

6.5.1 Planned care – The development of multi-disciplinary locality based teams aligned to Primary Care Networks (PCNs), as well as improved end of life care.

6.5.2 Unplanned care – The delivery of enhanced care in care homes, working alongside PCNs.

6.5.3 Hospital discharge and community bedded units – The development of hospital discharge hubs, and a new enhanced community based integrated rehabilitation and reablement service.

6.5.4 Children's services – linking in with the priorities of the Children's Trust Board.

Work has commenced on the development of scope for work to improve respiratory, heart failure and diabetes services as priorities in the Borough. Moreover, task and finish groups have been set up and recently met to agree on the proposed phasing of priorities and new models of care and pathways for these services.

7. CLCH Community Services - Outer North West Division Structure

7.1 As the Trust moves to delivering all services at place, this has meant that they have created two divisions (Outer North West London and Inner North West London). This will allow CLCH to work more consistently with services users and local partners.

7.2 The new Division (Outer North West London) that encompasses services in Harrow, Ealing and Brent will be led by, Director of Operations and supported by the Deputy Director of Operations. Each Division will hold the children and adult services within their area. The new Divisional structures has become operational and has been formally introduced to all GP practices in Brent, CCG and stakeholders.

8. Ageing Well Funding Overview

8.1 Ageing Well Funds have been made available to NHS community services to provide services to support increasing needs within our communities. This year's guidance sets out the funding arrangements for community health services. It confirmed that access to additional non-demographic funding would be available through Aging Well funding for transforming community services, including accelerating the rollout of the two-hour crisis community health response at home.

8.2 The Ageing Well Funds have been allocated for FYE 2021/2022. It is proposed additional investment in future years will aim to address health inequalities and meet needs of our local population. Please see further detail regarding the proposals for utilising the funding in Section 9 below.

8.3 The proposals put forward relate to the ICP priorities, which support local transformational work streams such as Diabetes and Reducing Health Inequalities.



- CLCH has focused on the following areas for the current Financial Year:
 - Long/hidden community waiting lists as part of recovery programme.
 - Areas where impact on elective recovery: MSK, rehabilitation, diabetes and LTC. Baseline and metrics TBA. Current waits in excess of 20 weeks in some boroughs.
 - Community response to Post Covid: Breathlessness, IAPT, reablement etc. Baseline and objectives, borough specific plans in development. Current gaps in services with waiting times of over 3 months for some pathways.
- Discharge to Assess to ensure capacity to support great discharge numbers – additional team members.
- Agreed actions on Rapid Response: In line with Operating Plan, once an action plan agree direct funding is requested to ensure breadth of clinical support.

9. Aging Well Funding Proposals

9.1 Diabetes - Enhanced Community Multidisciplinary Team: Expansion and on-going funding of a Tier 2/3 Community Diabetes Team which will support patients living with Diabetes. The primary focus of this team will be to ensure patients reach their optimum level of health and diabetes control, preventing associated complications which could result in admissions to acute care. The Community Diabetes Team will include Consultant Diabetologist, GPWSI, Diabetes Nurses, Dieticians, Diabetes Education Educators and Diabetes Podiatrist. Some of the posts are development posts to enhance the resilience of the team.

The expected outcomes of the team will be to reduce acute admissions associated with Diabetes.

The team will be driven by and align to PCNs to support and deliver the primary care diabetes enhanced services. Alignment will be on the basis on diabetes prevalence in the PCNs.

9.2 Care Home - Brent currently has a Care Home support team in place, which is funded by the CCG through the contract with CLCH. The team have demonstrated considerable added value into Brent Care homes through the pandemic, as well as evidence of unplanned admissions avoided. The team currently consists of 3 Band 8a advanced nurse practitioners with GP support.

It is proposed that the additional funding allows its expansion that will include:

- Physiotherapist (this post has been made 1WTE)
- Occupational therapist
- Clinical support worker support with therapy
- Remote monitoring platform is explored further with the team.
- It is proposed that the team works closely with the PCN ARRS pharmacists to deliver medication reviews of care home residents.

9.3 Anticipatory Care - It was proposed that this funding would be used to support the expansion of the St Luke's 7-day service and promotion of the PALs 24/7.

Additional investment has been made to support with the mental health element of those patients with LTC and residents within the care homes.

9.4 Fair Share of the Remainder -

Increase clinical capacity within the community cardiology team with clinical nurse lead. This will allow closer working with the Acute Consultants and team to progress a more robust service focused on the community and diagnostics within the community. The nurse Consultant will be working for both Brent and Harrow.

It has also been identified that this team requires further development and staffing to ensure sustainability. Therefore, support worker and development post funding was allocated.

Further funding was allocated to the Respiratory Team as a Nurse Consultant so that all LTC services maintain the equal clinical leadership.

10. Strategy & Drivers

10.1 Brent and CLCH's vision for community health services for adults is that care will be delivered, wherever possible:

- ✓ At the right time - ensuring that an appropriate level of support is given, enabling early intervention and averting the risk of escalation.
- ✓ In the right place - within the community/locality where the child or young person lives
- ✓ Using the right approach - applying the latest evidence of best practice and within legislative guidelines
- ✓ By the right service - with specialist services supporting universal services to deliver care, wherever possible.

11. Financial implications

11.1 There are no financial implications arising from this report.

12. Legal implications

12.1 There are no financial implications arising from this report.

13. Equality implications

13.1 Brent CCG undertook a review of a number of service specifications for their community services to ensure they are in line with new NHS England standards and are inclusive of quality and safety developments. The expectation is that the new provider will be able to deliver the services as specified. The CCG and CLCH will work with stakeholders to develop and agree a service development plan that will seek to ensure continuous improvement in outcomes for our patients.

13.2 The provider will be required to provide holistic and integrated care that empowers people to be in control of their healthcare outcomes, working seamlessly with the local authority, primary, mental health, acute care services and the voluntary sector.

Report sign off:

**Fana Hussain – Borough Director NWL CCG
Brent Borough**

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Appendix 1 – List of Services Provided by CLCH

Children's Services

Service	CCG	Descriptor
Children Nursing	Brent	Specialist community nursing support to CYP with acute short term conditions, long term conditions, disabilities and complex conditions (including requirement for continuing care), life-limiting & life-threatening illnesses, palliative and end of life care. Team includes children's community nursing, specialism in diabetes, palliative care, asthma, continuing care
Children Looked After	Brent	Supports local authority in promoting health and wellbeing of CYP in their care. Undertakes review of adult health assessments of foster carers and prospective adoptive parents who are assessed and approved by LBB. Support and advice on adoption and permanency matters to professionals, carers and the Adoption and Permanence Panel.
Consultant Paediatric	Brent	Assessment, treatment and review service for CYP with physical, sensory, learning or neurological disabilities or other developmental delay or disorder or serious emotional or behavioural disorders or nutritional difficulties.
Paediatric Occupational Therapy	Brent	Occupational Therapy assessment and treatment service for CYP with Autistic spectrum disorders, social communication disorders, special needs or specific developmental disorders
Safeguarding	Brent	Specialist advice, support and training to promote the welfare of children and protect them from harm
Paediatric Speech & Language Therapy	Brent	Assessment and treatment service for CYP with complex communication and/or swallowing problems
Paediatric Physiotherapy	Brent	Physiotherapy assessment and treatment for CYP with disabilities, respiratory, neuro-developmental, neuromuscular and orthopaedic needs
Paediatric Asthma	Brent	Provides a service for children to improve their asthma control and reduce their reliance on emergency care


Adult Services

Services	CCG	Descriptor
Nutrition & Dietetics	Brent	Assessment and education service for adults with medical conditions, to prevent illness and promote good health
Respiratory	Brent	Education and exercise classes for adults diagnosed with COPD and other chronic respiratory disease
Podiatry	Brent	Assessment and treatment service for adults with foot and lower limb pathologies

Integrated Diabetes	Brent	Prevention & health promotion through to intensive care and support (case management & self-management programmes) for adults with Type II Diabetes.
Bowel and Bladder	Brent	Assessment and treatment service for adults with faecal and/or urinary incontinence
District Nursing	Brent	Community based nursing support for adults with disability, long-term conditions or following discharge from acute setting
Tissue Viability	Brent	Assessment and treatment service for adults with impaired tissue viability
Community Neuro-Rehabilitation Bedded Service	Brent	This is a specialist neurological rehabilitation service (level 2) providing inpatient neurological rehabilitation for patients with acquired brain injury of any cause, progressive neurological conditions, partial spinal cord injury or other neuro muscular disorders.
Integrated Rehabilitation and Reablement	Brent	Section 74 Agreement with Brent LA. The Rehab and Reablement service supports people to achieve independence in daily living skills and/or rehab goals in own home. Promote, encourage, and support self-care and self-management in the community.
Community General Rehabilitation Bedded Service	Brent	Consultant and therapy input into the bedded service only. Provision of general rehabilitation for those patients that do not require an acute bed but cannot be safely treated/supported in their own home or other community setting.
Rapid Response	Brent	The Rapid Response Service is a multi-disciplinary team that provides care in the community for up to 5 days as an alternative to a hospital admission. It is a consultant-led service, and the consultants have embedded strong relationships with the NWP AE consultants & Assessment Units thus enabling/facilitating quick identification of patients who can be discharged and managed at home.
Integrated Care Team • Enhanced Care Homes Service • Cardio-Respiratory Service • Integrated Complex Patient Management • Health Inequalities Team	Brent	The service brings together healthcare professionals (including doctors, nurses, pharmacists, social workers, and hospital specialists); the voluntary and community sectors; local council representatives; and service users and carers, to design and coordinate local health and social care services. Staff are drawn from GP surgeries, community services, mental health, acute trusts, social care and the voluntary sector to focus on the specific and individual needs of local Brent populations.
Palliative Care	Harrow	Rapid and planned palliative nursing support for patients (and their carers) for adults in the end of life stage.
Patient Transport	Brent & Harrow	Service for patients/ older people that have poor mobility; find it difficult to use public transport to attend hospital appointments and GP/community services.

Direct Access MSK	Brent Harrow &	Assessment, diagnosis, advice and treatment of people with muscle, joint and bone problems.
Direct Access Adult Speech & Language Therapy	Brent Harrow &	Assessment, specific advice and therapy for people with acquired communication and swallowing difficulties. This may include those with stroke, brain injury, acquired progressive disorders, head and neck cancers, dementia, and voice disorders.

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 Brent	Community and Wellbeing Scrutiny Committee 24 January 2022
	Report from the Transitional Safeguarding Task Group
Transitional Safeguarding Scrutiny Task Group Progress Report	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
Appendices:	Appendix 1 – Task Group Activity
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Craig Player Scrutiny Officer Strategy and Partnerships craig.player@brent.gov.uk Angela d'Urso Strategic Partnerships, Policy and Scrutiny Manager Strategy and Partnerships angela.d'urso@brent.gov.uk

1.0 Purpose of the Report

- 1.1 To update the Community and Wellbeing Scrutiny Committee on the progress of the Transitional Safeguarding Scrutiny Task Group.

2.0 Recommendation(s)

- 2.1 To note the contents of the report and the progress made by the Transitional Safeguarding Scrutiny Task Group.

3.0 Detail

Background Information

- 3.1. At its meeting on 15 November 2021, the Community and Wellbeing Scrutiny Committee established the Transitional Safeguarding Scrutiny Task Group. The task group is made up of non-executive members of the Council and a co-opted member of the Community and Wellbeing Scrutiny Committee.
- 3.2. It was proposed to hold three evidence sessions between December 2021 to January 2022 and to agree any reports and recommendations that may be agreed by the Community and Wellbeing Scrutiny Committee for submission to Cabinet in April 2022.
- 3.3. The comments and recommendations from the task group are scheduled to be considered by the Community and Wellbeing Scrutiny Committee on 24 February 2022.
- 3.4. The following membership of the Task Group was agreed by the Community and Wellbeing Scrutiny Committee on 15 November 2021:
- Councillor Ketan Sheth (Chair)
 - Councillor Anita Thakkar (Vice-Chair)
 - Councillor Claudia Hector
 - Helen Askwith
- 3.5. The following Terms of Reference for the Scrutiny Task Group were agreed by the Community and Wellbeing Scrutiny Committee on 15 November 2021:
- (i). Understand the practice of transitional safeguarding, its evolution nationally and the applicability of its implementation in Brent.
 - (ii). Consider how Brent is developing transitional safeguarding practice as part of an improvement to children and young people's services, and what the current offer is.
 - (iii). Understand Brent's particular social demographics and the scale of the risks for adolescents in Brent.
 - (iv). Explore the next steps and potential further development of transitional safeguarding by the local authority and its partners.
- 3.6. The Task Group held its first evidence session on 9 December 2021. The session focused the practice of transitional safeguarding, its evolution nationally and how it is being implemented in Brent. The session was attended by key officers at Brent Council and Dez Holmes, Director of Research in Practice. Dez Holmes provided an overview of the underpinning safeguarding frameworks and legislation for children and adults and described how transitional safeguarding is evolving nationally. Brent Council officers provided an overview of services related to transitional safeguarding and the young population in Brent and the risks they face.

- 3.7. The Task Group held its second evidence session on 14 December 2021. The session focused on the transitional safeguarding development work being undertaken in Brent and the experiences of transitional safeguarding for frontline staff, young people and families. The session was attended by a range of stakeholders and expert witnesses including Brent Council officers, local commissioners and representatives from the police, schools and services working directly with young people.
- 3.8. The Task Group held its final evidence session on 11 January 2022. The session focused on the next steps for developing transitional safeguarding practice in Brent, and the lessons that have been learned from other authorities, other services and wider parts of the system. The session was attended by relevant Cabinet members and senior officers, local commissioners and service providers.
- 3.9. A list of the evidence sessions held, and key stakeholders in attendance, is provided in Appendix 1. The Task Group has been impressed by the knowledge and insight of all stakeholders and expert witnesses involved, and thanks them for their contribution.

4.0 Emerging Findings

- 4.1 The term transitional safeguarding describes the need for “an approach to safeguarding adolescents and young adults fluidly across developmental stages which builds on the best available evidence, learns from both children’s and adult safeguarding practice and which prepares young people for their adult lives”.¹ It focuses on safeguarding young people, from adolescence to adulthood, recognising this period of transition will be experienced differently by young people at different times.
- 4.2 Transitional Safeguarding is not simply transition planning for people who are moving from children’s social care to adult social care services. It refers to activity that has often fallen outside of the traditional notions of both ‘transitions’ and ‘safeguarding’, recognising that support to young people experiencing transition to adulthood can be fragmented, with differing age thresholds for service access and service eligibility and with differing services available for young adults.
- 4.3 It is recognised that those who would benefit most from transitional safeguarding are a group of young people who do not fit into adult safeguarding statutory criteria. There are specific cohorts of young people that continue to receive statutory children’s safeguarding support as they transition to adulthood such as those with disabilities and looked after young people leaving care. However, there are other cohorts of young people who may have met the statutory requirements for care and support from children’s services, but as they transition into adulthood there is no current legislative framework to support an intervention. One example is young people who are vulnerable to extra-familial harm such as criminal and sexual exploitation.

¹ Holmes, D. and Smale, E. (2018) ‘Mind the Gap: Transitional Safeguarding – Adolescence to Adulthood.’ Dartington: Research in Practice.

- 4.4 The systems in place to safeguard children and adults, whilst sharing a common aim of preventing abuse and neglect, have developed in accordance with different legislative and policy frameworks. This divergence presents some challenges in terms of providing a fluid transitional response to safeguarding needs as young people enter adulthood, as the criteria by which someone is deemed to require a safeguarding response can change significantly upon reaching their 18th birthday.
- 4.5 Older adolescents and young adults can fall through the gaps between children's and adults' services, often because they do not meet eligibility criteria for care and support from adult services (nor therefore for adult safeguarding), or because transition planning is ineffective or they fall out of contact with services. Whilst children in care are entitled to support as care leavers until the age of 25, those adolescents who have experienced high levels of trauma and harm but are not in care do not have the same entitlements. For example, adolescents entering adulthood often don't meet adult mental health criteria; and young people with moderate special educational needs who received support while at school do not necessarily meet eligibility criteria for care and support from adults' services. The issue of consent is another area of some complexity; in safeguarding, a child's consent is not required to initiate a safeguarding response; by contrast, where adults are deemed to have capacity, it is broadly considered essential that their consent is sought before making a safeguarding referral.
- 4.6 The evidence therefore points to a need to consider a new way of working in which existing safeguarding systems and services for children and adults become more aligned, more fluid and more responsive to the needs of young people. Working this way includes seeking to prevent harm for this cohort of young people, protecting them where harm is occurring and also recognising and responding in ways that can help them recover from the impact of harm. As such it is a multi-agency issue, dependent on collaboration and connection between agencies, services and with communities.
- 4.7 Transitional safeguarding is not a prescribed model. It is a joined-up approach to policy and practice that is being developed and applied in different ways according to local circumstances. For example, in some local areas the focus is on extending the support available to young people experiencing harm in their communities, for others there is a drive to develop services for young adults to prevent them developing longer-term care and support needs.
- 4.8 The development of Brent's approach to transitional safeguarding is at an early stage, yet there are a number of key forums where transitional safeguarding work is being undertaken. Brent Multi-Agency Risk Assessment Conferences (MARAC) evidences information sharing on the highest risk domestic abuse cases between representatives of the local police, health, child protection, housing practitioners domestic violence advisors and other specialists. Young people are considered regardless of age.

- 4.9 The Exploitation, Violence and Vulnerability Panel (EVVP) is another forum in which the approach is being developed. Alongside overseeing interventions for children at risk of exploitation, the panel provides a coordinated, visible and accountable partnership response for managing those on the Violence and Vulnerability Programme cohort. The Violence and Vulnerability Programme focuses on supporting vulnerable young people and reducing reoffending and serious youth violence through a coordinated, multi-agency and intelligence led approach. As of May 2021, the programme was supporting 130 clients aged between 17-25. This includes gang members, persistent offenders, habitual weapons (knife/gun) carriers, domestic abuse perpetrators and those at the cusp of offending behaviour.
- 4.10 The Transitional Safeguarding Sub-group of the Contextual Safeguarding Strategic Group is another forum that has focused on developing transitional safeguarding policy and practice. The Sub-group has seen the Council's Children and Young People and Community Wellbeing services working together to pilot a more collaborative approach between the Leaving Care and Adult Safeguarding teams. This sought to explore the ways that vulnerable young people who are leaving care are supported where non-statutory interventions are needed.
- 4.11 Four sessions of multi-agency training on transitional safeguarding were conducted in 2021. Attendees included practitioners from the Council's Children and Young People and Community Wellbeing Services, alongside health partners, commissioned services, schools and local charities. The objectives of the training were to raise awareness of transitional safeguarding, communicate messages from Safeguarding Adult Reviews and to understand the tensions, blocks and barriers to developing a transitional safeguarding approach.
- 4.12 Brent's schools also undertake considerable work to support young people moving into adulthood. In particular, schools play an important role in identifying young people that may experience risks and harm. Many schools have close working relationships with a range of organisations, such as the local police, mental health services, statutory children's and adults' safeguarding services and commissioned services and work alongside these organisations to ensure safeguarding support is in place. This provides a platform by which young people transitioning into adulthood can be supported regardless of whether they fit into adult safeguarding statutory criteria.
- 4.13 Local health commissioners, such as North West London Clinical Commissioning Group and Central and North West London NHS Foundation Trust, play an important role in supporting young people as they transition into adulthood, and provide another area in which transitional safeguarding practice is being developed in Brent. Local health commissioners are seeking to ensure that commissioned services are afforded flexibility in order to support people across this stage of development, and to incorporate co-productive principles within local commissioning approaches to ensure those young people that receive care are involved in the planning, development and delivery of the care they receive.

- 4.14 It has been noted that some elements of a transitional safeguarding approach can already be seen in some services. For example, the Council's SMART team supports adults who experience multiple and intersecting vulnerabilities but who do not meet statutory criteria for social care interventions. The SMART team is multi-disciplinary, involving social workers with mental health and social care backgrounds, an occupational therapist, drug and alcohol misuse professionals, a housing officer and supportive outreach officers.

5.0 Emerging Recommendations

- 5.1 On the basis of the emerging findings so far the Task Group is minded to develop recommendations in a number of areas for its final report which will be presented to the Community and Wellbeing Scrutiny Committee on 24 February 2022.
- 5.2 Firstly, the Task Group is considering recommendations around developing multi-agency and integrated models that can build more robust safeguarding mechanisms for young people aged 18-25 years old, building on pilots that have already taken place in Brent.
- 5.3 Secondly, the Task Group is considering a recommendation that ensures that transitional safeguarding practice is developed as a participative, user-led approach. It is hoped that user involvement will support the development of effective safeguarding practice, informed by young people whose self-confidence, self-esteem and resilience can be developed through that involvement.
- 5.4 The Task Group is also considering a recommendation that would provide officers, local commissioners and service providers with the support to raise awareness of transitional safeguarding, identify gaps and areas for improvement and support learning from other services and parts of the wider system where transitional approaches are more embedded.
- 5.5 Finally, the Task Group is considering a recommendation that would provide elected members with support and training to empower them to provide system leadership on the development of transitional safeguarding in Brent, recognising their experience of working across services, organisations and sectors, as well as their unique knowledge of the communities they represent.
- 5.6 It should be noted that further discussions may be held following the presentation of the interim report during which the recommendations may be developed further.

6.0 Financial Implications

- 6.1 There are no financial implications for the purposes of this report.
- 6.2 It is possible that some recommendations made by the Task Group in future will have financial implications for the local authority and/or local NHS organisations. Any possible financial implications will be considered by Cabinet.

7.0 Legal Implications

- 7.1 Section 9F, Part 2 of the Local Government Act 2000, *overview and scrutiny committees: functions*, requires that Executive Arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the authority's area or the inhabitants of that area.
- 7.2 Section 9Fe, *duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-
- (a) consider the report or recommendations,
 - (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
 - (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

8.0 Equality Implications

- 8.1 The scrutiny review should consider equalities duties as part of the general duty set out in the 2010 Equality Act.
- 8.2 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have 'due regard' to the need to:
- a) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
 - b) advance equality of opportunity; and
 - c) foster good relations between those who share a "protected characteristic" and those who do not.
- 8.3 This is the Public Sector Equality Duty (PSED). The 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.

9.0 Consultation with Ward Members and Stakeholders

- 9.1 The report has been drawn up in consultation with Task Group members.

Report sign off:

SHAZIA HUSSAIN
Assistant Chief Executive

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Appendix 1 – Transitional Safeguarding Task Group Activity

Key Lines of Enquiry

The following key lines of enquiry were identified for the Transitional Safeguarding Task Group:

1. *What is transitional safeguarding, and how is transitional safeguarding practice being implemented nationally?*
2. *Who are the most vulnerable young people in Brent, what are their needs and what are the risks they face?*
3. *What is the current transitional safeguarding offer in Brent, and how effective are local transitional safeguarding arrangements in identifying and meeting the needs of young people?*
4. *How are local agencies working together to develop transitional safeguarding practice in Brent?*
5. *What are the experiences of young people who may require transitional support, and how do they have a voice in the review and development of local transitional safeguarding arrangements?*
6. *How are lessons and learning from both good practice and where things could be improved implemented to improve transitional outcomes for young people in Brent?*

Evidence Sessions

A series of evidence sessions have been held by the Task Group from December 2021 to January 2022 with a range of key stakeholders.

	Themes/Areas for Discussion	Participants
Evidence Session 1 December 2021	Understanding transitional safeguarding Practice of transitional safeguarding Evolution of transitional safeguarding practice nationally Examples of best practice and learning from other boroughs and/or nationally	<ul style="list-style-type: none">• Georgina Diba - Head of Adult Safeguarding , Brent Council• Sonya Kalyniak - Head of Children's Safeguarding and Quality Assurance, Brent Council• Natasha Langleben - Team Manager (Integration and Improved Outcomes), Brent Council• Jyoti Morar - Deputy Team Manager – (Integration and Improved Outcomes), Brent Council• Rebecca Byrne - Head of Learning Disability and Mental Health, Community Wellbeing• Colin Wilderspin – Head of Community Protection, Brent Council• Dez Holmes – Director, Research in Practice
Evidence Session 2 December 2021	Transitional safeguarding development work undertaken in Brent Role of multi-agency working in developing transitional safeguarding practice Experience of young people and families who may require transitional support	<ul style="list-style-type: none">• Georgina Diba - Head of Adult Safeguarding , Brent Council• Sonya Kalyniak - Head of Children's Safeguarding and Quality Assurance, Brent Council• Rebecca Byrne - Head of Learning Disability and Mental Health, Brent Council• Colin Wilderspin – Head of Community Protection, Brent Council• Andy Brown – Head of Substance Misuse, Brent Council• Marcus Harvey - Acting Inspector, Gangs and Project Horizon, North West London Basic Command Unit• Kathryn Hunt - Head of Service, Brent Prison and Probation Service• Hermann Farrington - Headteacher, The Village School• Trish Davies - CAHMS Manager, Central and North West London NHS Foundation Trust

		<ul style="list-style-type: none"> • Nadeem Janjua - Hospital Embedded Team Manager, St Giles Trust) • Sam Amiryan - Coordinator, Air Network • Dr Arlene Boroda - Designated Doctor for Safeguarding Children, Child Death and Children Looked After, North West London Clinical Commissioning Group
Evidence Session 3 January 2022	<p>Development of transitional safeguarding practice going forward</p> <p>Lessons learned from both good practice and where things could be improved and from other services/wider parts of the system</p>	<ul style="list-style-type: none"> • Gail Tolley – Strategic Director Children and Young People, Brent Council • Phil Porter – Strategic Director Community and Wellbeing, Brent Council • Dr Arlene Boroda - Designated Doctor for Safeguarding Children, Child Death and Children Looked After, North West London Clinical Commissioning Group • Philippa Galligan – Borough Director, Central and North West London NHS Foundation Trust • Rebecca Byrne – Head of Learning Disability and Mental Health, Brent Council • Tiffany Adonis-French – Head of Adult Services (Complex Care, Brent Council • Councillor Harbi Farah - Lead Member for Adult Social Care, Brent Council • Councillor Margaret McLennan – Deputy Leader and Lead Member for Children's Safeguarding, Early Help and Social Care

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