



KEEPING CHILDREN SAFE IS EVERYONE'S RESPONSIBILITY

MULTI-AGENCY SAFEGUARDING CHILDREN ARRANGEMENTS IN BRENT

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Contents

- 1 [Introduction](#)
- 2 [Overview of the safeguarding children arrangements in Brent](#)
 - Brent Statutory Safeguarding Partners Executive Group
 - Brent Safeguarding Forum
 - Support arrangements
 - Independent Convenor
 - Financial arrangements
 - Independent scrutiny
- 3 [Working in partnership](#)
 - Relevant agencies
 - Role of early years settings, schools and other educational settings in Brent
 - Role of youth offending and custody services
 - Relationship with other Brent strategic partnerships
 - Relationship with Brent Children's Trust
- 4 [Identifying and responding to the needs of Brent's children and families](#)
 - Using data and intelligence to assess the effectiveness of help
 - Hearing and responding to the voices of children, young people and families
 - Brent Thresholds Guide
 - Information sharing
 - Freedom of Information
- 5 [Local child safeguarding practice reviews](#)
 - Links with North West London Child Death Overview Panel
- 6 [Multi-agency learning and development](#)
- 7 [Challenge, escalation and dispute resolution](#)

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		