



Bromley Safeguarding Children Partnership

Working Together

Bromley's multi-agency arrangements
to safeguard children – April 2019

This document sets out the arrangements put
in place to enable local partner agencies in
Bromley to meet the requirements of Working
Together to Safeguard Children.



Forward

Welcome to the published new safeguarding children arrangements for Bromley which are in effect from 1st September 2019. This document sets out how we are planning to work ever closer together to keep children safe, and ensure they can reach their full potential.

Partners in these arrangements take their duties very seriously, and the arrangements we are publishing are the result of a long period of development and close working. The Bromley Safeguarding Children Board had much to commend it. We have a history of effective partnership working, and a real commitment from agencies to keep children safe.

Our agreed objectives are:

- To achieve the best possible outcomes for children and families and provide the right services that meet need in a co-ordinated way
- To develop further safeguarding practice across all partners thus impacting positively on the lives of children
- To enable shared learning with front line staff across all partners
- To embed further peer challenge as a process for learning and improvement and agencies holding one another to account
- To share information effectively to facilitate accurate and timely decision making for families; and
- To deliver on key elements that inform the basis of effective safeguarding practice i.e.:
 - Effective governance
 - Quality assurance and intelligence; and
 - A culture of learning and improvement

We look forward to working on this together, and with all of our partners.



Dr Angela Bhan

Managing Director,
Bromley Clinical
Commissioning
Group



Ade Adetosoye OBE

Interim Chief Executive,
Bromley Council



Dave Stringer

Interim Borough Commander,
South BCU (Croydon,
Bromley and Sutton
Boroughs), Metropolitan
Police



Introduction and Background

In this document we have set out how the safeguarding partners, and other organisations, including schools, will work together to safeguard children and young people in the London Borough of Bromley. These new arrangements are in response to the Children and Social Work Act 2017 and Working Together 2018 which replace Local Safeguarding Children Boards (LSCB) with new local multi-agency safeguarding partnership arrangements.

On the 12th June, a Partnership Development Workshop took place to finalise the implementation and functioning of the new Partnership, and to look to the future development opportunities.

Bromley has made its new arrangements mindful of the fact that the BSCB was functioning well and had been endorsed as such by Ofsted in November 2018 which stated that "Partner engagement has been re-invigorated by the chair of the Local Safeguarding Children Board, who is determined and ambitious for children, and who has a proven track record in working collaboratively to improve children's services".

Given this endorsement, we have made no changes to arrangements simply for change's sake. Instead, our safeguarding partnership arrangements have been improved to form the new Bromley Safeguarding Children Partnership (BSCP) and its sub-groups. We are, therefore, very pleased to publish our arrangements in accordance with the requirements and inclusions prescribed in Working Together 2018 and will retain our independent chair of the BSCB who will continue as our independent chair of the BSCP

Background

This document sets out how the statutory safeguarding partners, and other relevant partners in Bromley, will work together under our new arrangements. Working Together 2018 specifies that in order to safeguard children and to achieve the best possible outcomes, children and families should receive services in a co-ordinated way. The guidance sets out that this is a shared responsibility between organisations, and that the responsibility for joining up functions locally, rests with the three identified safeguarding partners:

- the police;
- the local authority;

- and the clinical commissioning group (CCG).

All the above three safeguarding partners have equal and joint responsibility for local safeguarding arrangements, which is underpinned by equitable and proportionate funding including through any contributions from relevant agencies.

This includes working with those organisations which have a duty under Section 11 of the Children Act 2004 to safeguard and promote the welfare of children and any relevant agencies '*whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children with regard to local need.*'

In response, Bromley's safeguarding partnership arrangements have been refined and enhanced to produce the new Bromley Safeguarding Children Partnership (BSCP) and its priority-focused sub-groups.

The new arrangements have been presented in draft on three occasions to the BSCB for comments and feedback.

The new arrangements were agreed and approved in principle by the safeguarding partners at Chief Officer level in April 2019 and arrangements have been presented in draft to the BSCB for comments and feedback, including a half day workshop in June.

Our publication, therefore, gives details in accordance with the requirements and inclusions prescribed in Working Together 2018 (pp 79-80) which are for:

- arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area
- arrangements for commissioning and publishing local child safeguarding practice reviews
- arrangements for independent scrutiny of the effectiveness of the above

and which should also include:

- who the three local safeguarding partners are, especially if the arrangements cover more than one local authority area
- geographical boundaries
- the relevant agencies the safeguarding partners will work with; why these organisations and agencies have been chosen; and how they will

collaborate and work together to improve outcomes for children and families

- how all early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements
- how any youth custody and residential homes for children will be included in the safeguarding arrangements
- how the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help
- how inter-agency training will be commissioned, delivered and monitored for impact, and how they will undertake any multi-agency and inter-agency audits
- how the arrangements will be funded
- the process for undertaking local child safeguarding practice reviews, setting out the arrangements for embedding learning across organisations and agencies
- how the arrangements will include the voice of children and families
- how the threshold document, setting out the local criteria for action, aligns with the arrangements
- dispute resolution
- reporting annually

In addition, this document describes the particular focus of how we will strengthen the engagement of schools, colleges and early years in the safeguarding agenda; and the 'voice of the child'.

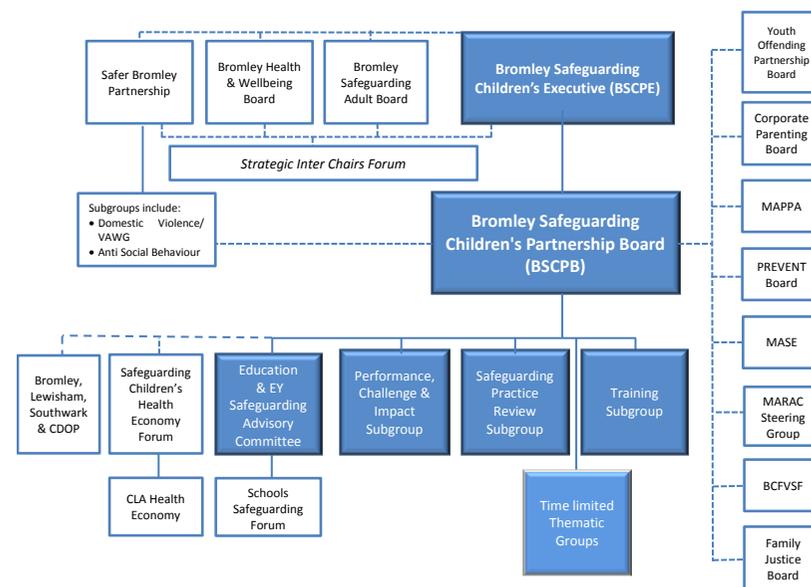
The strategic aims of partnership are to ensure that effective systems are in place to protect children from abuse and to prevent impairment to their health and/or development.

With the intention of:

- Understanding the perspectives of children and young people by asking for their views, listening to them and responding to them so that they know what has happened as a result
- Focusing on the impact of all forms of child abuse and neglect
- Learning, and disseminating learning, from local and national research and case reviews
- Continuing to identify indicators of the prevalence of all forms of child abuse and neglect in Bromley and measuring progress in tackling this

- Maintaining an overview of the range of provision, services and interventions delivered to reduce the impact of abuse and neglect
- Supporting and scrutinising steps taken to reduce risk of abuse and neglect
- Monitoring, supporting and scrutinising the improvement of the quality of practice and impact across partner agencies
- Improving and integrating performance monitoring
- Supporting communication and information sharing
- Identifying the barriers to translating lessons learned into practice and strategies to overcome these
- Develop findings into specific, measurable, achievable, realistic and time-related (SMART) actions.

The structure of the new Bromley Safeguarding Children Partnership has therefore been agreed as follows:



A larger version of the structure chart can be found in the appendices.

The structure of the Partnership and the priority focused sub-groups, was agreed at sub-group level, at Board level and by the Bromley Safeguarding Children's Executive (BSCPE).

The terms of reference include details of:

- Aims and Objectives
- Chair and Membership
- Governance and Accountability
- Standards of Operation
- Administration
- Information Sharing and Reporting; and
- Review

These are available from the BSCP Support Team and Subgroup chairs on request.

Arrangements for independent scrutiny of the effectiveness of the arrangements

The independent scrutiny function as set out in statutory guidance (Working Together 2018) will provide the critical challenge and appraisal of BCSP multiagency safeguarding partnership arrangements in relation to children and young people.

The BSCP structure sets out four pathways for providing independent scrutiny; the first being within the BSCP Executive in the form of an independent chair, the second being within the Performance, Challenge and Impact Group.

Maintaining the role of at least one lay member will provide the third perspective on safeguarding arrangements from a position of having no personal or organisational investment in the processes and outcomes.

The Lead Member for Children's Services in local authorities hold key political accountability for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed. In doing so, this will be the fourth pathway as they work closely with other local partners to improve the outcomes and well-being of children and young people. Therefore, the Lead Member for Children and Education will also attend BSCP meetings, as in the former arrangements, in a participant observer role to maintain their independence to facilitate this.

The BSCP will challenge other strategic Boards via the Strategic Inter-Board Chairs Forum regarding their response to the views and wishes of children and young people and the impact of safeguarding issues upon their lives.

Role of the BSCP Independent Chair

- Provide assurance in judging the effectiveness of services to protect children.
- Provide a rigorous and transparent assessment of the extent to which appropriate and effective systems and processes are in place in all partner agencies so as to fulfil their statutory duties and ensure that children are protected and that appropriate safeguarding strategies are developed and embedded.
- 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.
- Assess whether the safeguarding partners are fulfilling their statutory obligations.
- Evaluate arrangements for the operation of the safeguarding partnership, including the purpose and functions of meetings, and recommend appropriate changes.
- Confirm, or not, that effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will support the safeguarding partners to fulfil their statutory obligations, and which will enable the partnership to identify and measure its success and impact.
- Ensure that the safeguarding partners provide independent, robust and effective challenge to partners.

Arrangements for commissioning and publishing local child safeguarding practice reviews

The process for serious incident notifications in Bromley has been updated by the Local Authority in line with the new guidance.

On being informed of a notifiable incident, the BSCP will undertake a Rapid Review, in line with published guidance in Working Together 2018, in order to make decisions and to inform the initial recommendation of the BSCP to the Safeguarding Practice Review (the Panel) about whether a local practice review is required.

The responsibility for considering cases for Serious Case Reviews and for informing the Panel lies with the Safeguarding Practice Review Subgroup .

Terms of Reference for Safeguarding Practice Review have been written in detail to cover all requirements and timescales in Chapter 4 of Working Together 2018 (including notifications of serious incidents.)

Safeguarding Practice Reviews will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be assessed and selected by representatives of BSCP and the Safeguarding Practice Review, based on previous work and experience, recommendations and via personal interview.

Reviews will be published as outlined in Chapter 4 of Working Together 2018 on the BSCP website.

Exceptions to publication will be discussed and agreed with the Panel.

Who the three local safeguarding partners are

The Partnership is led by the three Safeguarding Partners as defined in Working Together 2018. Locally the three are:

- Metropolitan Police (South BCU)
- Bromley Clinical Commissioning Group
- Bromley Council (Children's Services)

On BSCP, the Metropolitan Police is represented by the Borough Commander.

The Bromley Clinical Commissioning Group is represented by the Managing Director.

The Chief Executive of Bromley Council has delegated the responsibility to the Director of Children's Social Care to represent the council on both the BSCP and BSCPE.

Each of these three key partners has representatives at appropriate level on the BSCP sub-groups.

Other relevant partners locally are members of the new Partnership.

Schools (including academies and independent schools) are represented in the BSCP arrangements.

Some of these members have a role as regular attendees at face-to-face meetings; others as 'virtual' participants are in receipt of papers, able to give comment and feedback, and required to attend to deliver Agency Assurance Reports (Section 11) on their organisation's safeguarding children arrangements, and to participate in discussion when appropriate.

This difference is designed to ensure that those who meet face-to-face have a primary concern in safeguarding children, whilst also ensuring that those organisations which undertake another role, are still fully involved in the child safeguarding business of the BSCP, despite other calls on their time and attention, for example Environmental Services.

The virtual membership includes organisations such as NHS England whose representative covers a large geographical area and where issues of capacity for face-to face meetings may prove challenging. (However, organisations such as these are still required to attend to submit, and be challenged on, an Agency Assurance Report.)

Geographical Area and Neighbouring Local Authorities

The geographical footprint for the BSCP arrangements is the Bromley Council local authority area.

The geographical footprint corresponds with that of the Bromley CCG footprint.

The Metropolitan Police covers the Bromley local authority area and thirty one other local authority areas.



The safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of children from Bromley who live or are placed outside of our local authority area.

Likewise, the safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of all children who live within the Bromley local authority area including looked after children placed in Bromley by other local authorities or those who move into our local area.

The Pan London child protection procedures include appropriate guidance for operational arrangements to address the needs of children and families who move across or live within different areas.

Bromley maintains close ties with colleagues in Southwark and Lambeth, and other neighbouring local authorities, and works jointly on priorities and projects where relevant, for example CDOP.

Relevant agencies the safeguarding partners work with

Membership of the Partnership is defined in the BSCP Terms of Reference as being representatives at senior leadership level with sufficient seniority to:

- speak with authority for the safeguarding partner they represent
- take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

Anyone entrusted with attending in their place would need to have similar delegated authority.

The Safeguarding Partners also agreed that it was vital to maintain the full engagement of other partners in the business of safeguarding children, even if those partners are not attending face-to-face BSCP meetings on a regular basis.

Individuals such as the Local Authority Head of Legal Services and the Communications Officer provide advice and support to BSCP and, again, remain fully informed of, and involved in, the business of the Partnership and attend meetings as and when required.

BSCP retains the flexibility to co-opt additional partner representatives at partnership board or sub-group level as required.

In an increasingly 'digital' world it is anticipated that some of the work of the Partnership will be carried out using electronic and telecommunications between face-to-face meetings. The use of media and virtual technology will increase the capacity of the Partnership and the involvement of partner agencies.

Relevant Agencies

[Regulations 2018](#) sets out the list of relevant agencies that are required to work under the auspices of multi-agency safeguarding arrangements.

It is important to note that:

- although safeguarding partner organisations are not referred to in the regulations, their staff are subject to the Bromley Children’s Safeguarding Partnership arrangements
- that certain key agencies are not listed in the regulations, as their functions are commissioned or otherwise overseen by one or more of the safeguarding partners – for example, GPs, dentists and mental health service providers are already represented variously through the inclusion of CCG’s, NHS England, NHS Trusts and Foundation Trusts.
- the list of relevant agencies is intentionally focussed at a strategic, agency-based level – it is not intended to be an exhaustive list of all bodies and individuals which come into contact with children

Local safeguarding partners have selected relevant agencies in Bromley based on those that are evident in the built environment, those with whom safeguarding partners have a relationship with and those who have responsibility for and who can actively contribute to helping and protecting children in Bromley.

The list of locally selected relevant agencies may change over time to reflect those present in our local footprint.

Other organisations and agencies who are not named in the relevant agencies Regulations 2018 have been included in the local Children’s Multi-agency Partnership Arrangements. Examples of these are London Fire and Rescue Service, the voluntary, charity, social enterprise sector who provide activities, support and services for children and families, private sector organisations, faith-based organisations and other health providers. Organisations and agencies who are not named in the relevant agency regulations, whilst not under a statutory duty, should nevertheless cooperate and collaborate with the safeguarding partners particularly as they may have duties under section 10 and/or section 11 of the Children Act 2004.

Where a relevant agency has a national remit, such as the British Transport Police and CAF/CASS, the safeguarding partners will collaborate and take account of that agency’s individual responsibilities and potential contributions

towards a number of local safeguarding children arrangements. The safeguarding partners have secured the clinical expertise of designated health professionals for safeguarding and looked after children within the arrangements.

The full list of selected relevant agencies and other organisations and agencies included in the BSCP arrangements is detailed in appendix 1. Relevant agencies who have been selected must act in accordance with the BSCP arrangements.

The list of selected relevant agencies and other organisations and agencies is flexible as new organisations or agencies can be included if they set up in the area. At these times, the list will be revised and republished as appropriate.

Selected relevant agencies and other organisations and agencies included in the BSCP arrangements are subject to our scrutiny and assurance arrangements.

How all early years’ settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements

In Bromley there are:

- 670 early years providers (including 487 childminders)
- 77 primary/infant/junior schools
- 19 secondary schools
- 24 independent schools
- 4 special schools
- 2 pupil referral unit
- 1 college of further and higher education, with 2 campuses within the borough

At time of publication, 94 of the schools have been granted academy/free school status.

Schools (including academies and independent schools) and early years settings are represented in the BSCP arrangements via the Education and Early Years Safeguarding Advisory Committee (ESAC).

BSCP already has strong engagement from schools with:

- School representatives on the Board and the Education and Early Years Safeguarding Advisory Committee (ESAC) and in sub-groups (from early years, primary, secondary (including academies), independent schools and the Pupil Referral Unit.)
- Contact with schools via newsletters, website, school media platform will continue.
- Training delivered by the Education Safeguarding Officer via face-to-face sessions with Designated Safeguarding Leads, and bespoke safeguarding training sessions (including safer recruitment) with whole schools.
- The Education Welfare Service reports regularly to the Partnership on data and information regarding children missing from education and the steps taken to locate them.

How any youth custody and residential homes for children will be included in the safeguarding arrangements?

The Youth Offending Team reports to BSCP and will continue to support to the Partnership via the Local Authority Children's Services representative on the Partnership.

The Youth Offending Team is directly represented on the BSCP Board and on other sub-groups.

There are no Youth Custody homes within the local authority but those which are in the region will be required to report on arrangements as and when necessary.

The residential children's homes in Bromley are included in our named relevant partners in Appendix 1.

The multi-agency Safeguarding Children Partnership Board (BSCP Board)

The BSCP Board leads on work to evaluate the effectiveness of local safeguarding practice providing:

- Scrutiny in monitoring the work of BSCP sub-groups
- Reviewing and acting on performance information and single and/or multi-agency audit findings where they affect safeguarding and the welfare of children

- Making recommendations to the Partnership in regard to supporting, commending and challenging safeguarding policy and practice across the workforce
- The Partnership Board ensures that the 'business' agreed at strategic level by the Partnership is carried out effectively
- The Partnership Board is also charged with the overview of multi-agency inspection activity, preparation and outcomes and for monitoring actions in response to these
- The Partnership Board is chaired by the Independent Chair
- Membership of the Partnership Board includes chairs of all BSCP sub-groups and representatives from a wide range of partner agencies, who have knowledge and expertise in child protection and safeguarding, plus knowledge and influence regarding performance and practice.

Sub-groups

BSCP subgroups include the Performance, Challenge and Impact Subgroup, the Training Subgroup, the Bromley Safeguarding Practice Review Subgroup and Education Safeguarding Advisory Committee.

The Vulnerable Children and Adolescents Group is an example of a thematic time-limited group, focused around a BSCP priority. The thematic groups will be adapted and enhanced as our priorities develop and change.

Working with other Strategic Partnership Boards

The BSCP will have a working and reporting relationship with a number of other Partnership Boards including the Bromley Safeguarding Adults Board, Safer Bromley Partnership and Bromley Health & Wellbeing Board. This relationship will ensure the BSCP is cognisant of, and has the opportunities to challenge, arrangements in relation to the safety and welfare of children and young people, for example:

- Domestic abuse
- Think Family
- Modern Day Slavery and Human Trafficking
- Harmful Cultural Practices, including Female Genital Mutilation (FGM)
- Prevent and Channel
- Exploitation
- Health and wellbeing of Children Looked After.

This challenge will take place at the Inter Strategic Chairs Forum meetings and through regular updates from the relevant Partnership Boards.

Inter-Board Chairs and Operational Leads' Groups

The BSCB developed a Strategic Inter Chairs Forum in 2016, in order to ensure collaboration and avoid duplication with the other strategic partnerships in Bromley, on cross-cutting issues. The Protocol will be updated in 2019 and continue to function in the new arrangements.

Of key importance to the new Partnership, is that a focus on children and young people is maintained by all partnerships when addressing contextual safeguarding such as extra-familial threats. These threats can take a variety of different forms and children can be vulnerable to multiple threats, including: exploitation by criminal gangs and organised crime groups such as county lines; trafficking and modern slavery; online abuse; sexual exploitation; and the influences of extremism leading to radicalisation. The Strategic Inter Chairs Forum ensures that the 'voice of the child' is heard for all of these.

The Inter-Board Protocol applies to:

- Safer Bromley Partnership
- Bromley Health & Wellbeing Board
- Bromley Safeguarding Adults Board

This arrangement has resulted in, among other initiatives, joint training, joint awareness-raising, and contribution to each other's' plans and strategies.

An opportunity for constructive support and challenge between these partnerships is sustained by this arrangement.

Bromley Safeguarding Partnership Children's Executive (BSCPE)

The safeguarding partnership arrangement is held accountable by the Safeguarding Children's Partnership Executive (BSCPE). This will be chaired by the Independent Chair.

The Chief Officers of the statutory Safeguarding Partners (CCG, Local Authority and Metropolitan Police) will meet twice each year to:

- hold the Partnership to account for the performance in ensuring vulnerable children and young people are safe

- allow discussion of priorities and commitment of resource amongst partners to promote safeguarding
- identify any major concerns or areas for further investigation by the Partnership
- agree funding arrangements and budgets for the BSCP.

Extraordinary meetings will take place as and when required.

Business Support

The entire BSCP structure is supported by the BSCP Business Unit & Quality Improvement Service comprising of:

- Business Manager
- Education Safeguarding Officer
- Admin support

In an increasingly 'digital' world it is anticipated that an increasing amount of the work of the Partnership will be carried out using electronic- and tele-communications between face-to face meetings. The use of media and virtual technology will increase the capacity of the Partnership and the involvement of partner agencies.

How the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help

The current arrangements which have been in place for the BSCB will continue for the Partnership.

There is a robust system of data and performance scrutiny, analysis and challenge with a multi-agency data set for the Board. This will continue for the new Safeguarding Partnership.

The multi-agency datasets include data on all aspects from early help through to statutory intervention.

Contributions to each data set are received quarterly from partners who also provide the narrative behind the figures.

Each dataset is scrutinised and analysed by the relevant sub-group and by the BSCP Business Unit.

Each sub-group and each agency reports to the Partnership Board quarterly, via a Highlight Report, on key activity, actions and performance, including on how the 'voice of the child' has been included in the work of the sub-group/agency.

The Partnership maintains both strategic and operational risk registers which are updated following analysis of the highlight reports.

The Partnership, and each sub-group, keeps an action log which is reviewed and completion of each action recorded.

Actions and outcomes from all case audits and reviews are reviewed and re-reviewed to ensure that they are embedded in practice.

The BSCP Business Plan records and reviews actions and outcomes for each Partnership priority.

A system of Agency Assurance Reports ensures that the Partnership receives assurance from each organisation on their safeguarding children arrangements. This includes information on the Partnership priorities; the 'voice of the child'; and safeguarding disabled children. This is triangulated with information from the BSCP practitioner survey.

Data and information transfer

In accordance with Working Together 2018, arrangements have been made for handover of all relevant data and information held by the BSCB to the Safeguarding Partners.

In practice the data will continue to be managed by the Partnership Business Unit.

Due consideration has been given to the General Data Protection Regulation, the Freedom of Information Act and an audit trail provided of the information and data to be 'transferred'.

All pertinent historical records, including any that might be relevant to the Independent Inquiry into Child Sexual Abuse, have been retained.

Information Sharing and Information Requests

All relevant agencies have signed up to the BSCB Information Sharing Protocol.. Safeguarding partners may require any person or organisation or agency to provide them with specified information even if they are not a relevant agency. This will be information which enables and assists the Executive Group to perform its functions to safeguard and promote the welfare of children in Bromley, including as related to local and national child safeguarding reviews and child death reviews. In accordance with Working Together the safeguarding partners may take legal action against an organisation or person that does not comply with such a request and will act in accordance with the guidance provided by the Information Commissioner's Office when issuing and responding to requests for information. <https://ico.org.uk/for-organisations/guide-to-freedom-of-information/receiving-a-request/>

How inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits

Working Together 2018 describes how:

Multi-agency training (is) important in supporting (a) collective understanding of local need ... To enable this, the three safeguarding partners should consider what training is needed locally and how they will monitor and evaluate the effectiveness of any training they commission.'

While we aspire to improving the mechanisms for commissioning and delivering multi-agency training, such as the development of a Learning Hub, the Partnership is maintaining its current arrangements through the Training Subgroup in 2019-21.

The Training Subgroup will continue to carry out a Training Needs Analysis on a regular basis to identify what multi-agency training is required locally.

Multi-agency training – both face-to-face and online – will continue to be commissioned based on identified need with a margin of flexibility built in to address any emerging priorities and issues.

Training is evaluated via participant feedback and via a longer term impact survey for practitioners, to understand how they have used what they learnt and the impact it has made.

The content of all courses will be evaluated to measure the extent of acquired learning. Observations of the face-to-face training sessions are carried out by subject matter experts. The Training Subgroup will dip sample and audit single and multi-agency training in order to assure that the content is valid, up to date and delivered by persons with appropriate knowledge and skills.

Attendance figures and evaluation feedback are used to adjust, where necessary, the provision of multi-agency training.

All the above is facilitated by a Workforce Development Advisor and the Partnership Manager and monitored by the BSCP Training Subgroup and reported to partners quarterly at the Partnership Board and in an annual report.

Performance, Challenge and Impact Subgroup

Locally, there is a culture of challenge and holding partners to account. There are embedded systems and processes for professional challenge across the safeguarding system and there is evidence of scrutiny and assurance arrangements in place at all levels across our safeguarding partner organisations.

The purpose of the Performance, Challenge and Impact Subgroup is to monitor the impact and outcomes of partner activity on behalf of the Bromley's Safeguarding Children Partnership (BSCP), as required by Chapter 3 of Working Together to Safeguard Children 2018.

The group will consider the performance of all agencies involved in safeguarding children using the Vision of the BSCP as a basis from which to assess good practice and concerns, reporting such to the Executive, by using data and intelligence (see ToR attached at Appendix 3)

Multi-agency and inter-agency audits are undertaken by the Performance, Challenge and Impact subgroup based on information from: intelligence and data; the Partnership priorities; Child Safeguarding Practice Reviews; any other issues as they arise.

A multi-agency audit schedule is created and reviewed by this sub-group.

The Performance, Challenge and Impact Subgroup uses a bespoke audit tool, the content of which is developed and adapted according to the theme of the specific audit.

Findings and learning from audits are disseminated across the safeguarding partnership and an action plan created, reviewed and outcomes evaluated.

BSCP also undertakes surveys regarding practitioners' awareness of procedures, policies, screening tools or other documentation and the impact on practice. The online access and downloading of these documents is monitored. The outcome of these surveys are reported to the relevant sub-group.

The outcome of single agency audits and reviews are reported to Performance, Challenge and Impact sub group or to the relevant priority sub-group and any multi-agency actions created accordingly.

The BSCP Learning and Improvement Framework describes the Safeguarding Partnership's approach to multi-agency and inter-agency audit. An annual audit programme will be agreed and overseen by the Performance, Challenge and Impact Group and the aim will be to undertake a minimum of 2 multi-agency audits annually. Single agency audits will also be undertaken and reported to the Performance, Challenge and Impact Group on a quarterly basis.

The programme will reflect the priorities for safeguarding children in Bromley and will be informed by:

- Child Safeguarding Practice Reviews
- Performance indicators
- Thematic Assurance Events
- The findings and themes from previous audits
- The outcome of inspections by regulatory bodies
- Section 11 Audits
- Line of Sight Practice Learning Events
- Surveys.

There are other mechanisms for scrutinising our Children's multi-agency safeguarding arrangements through individual safeguarding partners' organisational scrutiny functions as follows:

- Bromley Council Democratic Scrutiny and Internal Audit Functions
- Clinical Commissioning Group Governing Body

- Metropolitan Police Force conducts wide scrutiny to its crime recording practices and safeguarding processes through local and independent scrutiny teams and its regulators

How the arrangements will be funded

The financial year (2019-20) will be a transitional year from the BSCB, which will remain as LSCB between April and September 2019, and into the new arrangements which will come into effect on 1st September 2019.

Consequently the funding for Year 1 will reflect the BSCB model and include financial contributions from the following partners:

- Bromley LA Children's Services
- Bromley LA Education Department
- Bromley LA Adults Services
- Bromley Clinical Commissioning Group
- Metropolitan Police
- National Probation Service
- Community Rehabilitation Company
- CAFCASS
- Oxleas NHS Foundation Trust
- Kings College Hospital NHS Trust
- Bromley Healthcare Community Interest Company
- South London and Maudsley NHS Foundation Trust
- London Fire Brigade

In addition contributions in kind are provided by the local authority include accommodation and communications services provided by Bromley Council and hosting of the Business Unit with the ability to seek legal advice from the Council's Legal services when required.

Any existing LSCB reserve will be transferred to the new safeguarding arrangements on 1st September 2019.

Working Together to Safeguard Children (2018) guidance stipulates that the safeguarding partners should agree the level of funding secured from each partner, which should be equitable and proportionate, and any contributions from each relevant agency, to support the local arrangements. The funding should be transparent to children and families in the area, and sufficient to cover

all elements of the arrangements, including the cost of local child safeguarding practice reviews

During year 1 a new funding model will be agreed by the partners for Year 2 and beyond to enable the Safeguarding Partners to consider the future resourcing requirements; agree the level of funding provided by each Safeguarding Partner; and any contributions from relevant agencies. The review will take account of the statutory guidance which requires the Safeguarding Partners' funding of the arrangements to be 'equitable and proportionate'.

Funding decisions will be signed off by the Bromley Safeguarding Children's Partnership Executive (BSCPE).

National and Local Child Safeguarding Practice Reviews

The Safeguarding Practice Review Subgroup will manage the arrangements for commissioning and publishing national and local child safeguarding practice reviews.

The National Child Safeguarding Practice Review Panel (the 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 will also maintain oversight of the system of national and local reviews and how effectively it is operating.

Cases that may require a practice review will be referred on to Bromley Safeguarding Practice Review Subgroup that will have responsibility for conducting rapid reviews and liaising with the national Panel. The Bromley Safeguarding Practice Review Subgroup will be responsible for maintaining oversight of all Bromley practice reviews and reporting progress to the Children's Safeguarding Children's Partnership Executive (BSCPE) and Board.

Other cases that are not notifiable incidents but present opportunities for learning should also be referred directly to the Safeguarding Practice Review Subgroup for them to consider whether a single agency review or local learning review would be appropriate.

A copy of all published reports will be sent to the National Child Safeguarding Practice Review Panel and the What Works Centre for Children's Social Care within seven days of being published.

The purpose of the Safeguarding Practice Review Subgroup is to promote a culture of continuous multi-agency learning and improvement through coordination of the review of serious cases and the development and communication of training, guidance, resources and tools. The group will ensure a process exists for evaluating the effectiveness and impact of the findings and recommendations from practice reviews, performance management activity and multi-agency learning.

The commissioning and delivery of interagency training and learning events will be overseen by the BSCP Training Subgroup and will be informed from a variety of sources. These will include learning from local and national serious safeguarding practice reviews; other local quality assurance functions such as multi-agency case audits; and changes in national guidance or legislation.

At the time of publication of these arrangements, BSCP is handing over no Serious Case Reviews or Safeguarding Practice Reviews to the new Partnership. Current reviews underway at the time of drafting these arrangements will be completed before 1st September 2019.

Practice Learning and Improvement

The Training Subgroup is responsible for the Learning Improvement Framework which sets out the Safeguarding Partnership approach to learning and development. This includes identifying training needs, setting the Safeguarding Children Competency Framework/Training levels and multi-agency training.

The Training Strategy is designed to provide the approach to support commissioners and practitioners to embed good practice in relation to the safeguarding of children and young people in Bromley. It aims to ensure that all staff working with children and/or adults are aware of the need to safeguard and promote the safety and welfare of children and are skilled and competent in carrying out their responsibilities when concerns arise. This includes the use of early help services.

Every partner organisation of Bromley Safeguarding Children Partnership is required to produce a service specific training plan that outlines how safeguarding training will be delivered.

All BSCP training will be based on relevant legislation and statutory guidance. The standards will be monitored on behalf of the BSCP through the Training Subgroup.

All aspects of training will seek to achieve better outcomes for children and young people by fostering:

- a shared understanding of the tasks, processes, principles, roles and responsibilities outlined in national guidance and local arrangements for safeguarding children and promoting their welfare;
- more effective and integrated services at both a strategic and operational case level;
- improved communication and information sharing between professionals, including a common understanding of key terms, definitions and levels of need;
- effective working relationships, including an ability to work in multidisciplinary groups or teams;
- sound child-focused assessments and decision-making;
- learning from Child Safeguarding Practice Reviews and child death reviews.

Voice of children and families

The voice of the child is a recurring thread throughout everything that the Safeguarding Children Partnership does, and the BSCP Business Plan.

There are established mechanisms in place where children, young people and families can have their say, share their views and experiences, challenge and support local decision makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. Key examples include Bromley Youth Council, Local Children in Care Council (LinCC). Emerging issues, themes, impacts and outcomes of engagement are fed into partnership arrangements as appropriate.

The BSCP will deliver a rolling cycle of themed learning events which will include consultation events with and presentations from voluntary sector representatives, children's groups and families.

Sub-groups are expected to report, in every Highlight Report to the Partnership, on how the group has considered the voice of children and young people.

Each partner must include an outline in the Agency Assurance Report of how the agency/organisation ensures that they appropriately listen and respond to the voice of children and young people, including the voices of pre- or non-verbal children.

An entire section of the Annual Report relates to the voice of children and young people.

The voice of the child is incorporated in all BSCP multi-agency training.

Families are at the heart of the work of the Partnership and partners recognise that families come in many shapes and forms.

Audit work includes a focus on how parents and carers have been included in the planning for children.

Parents and carers who may be involved in cases which are reviewed are informed of the review and asked if they wish to make their own contribution. (Advocates are offered if these would be appropriate.)

Thresholds

The current document Bromley Threshold of Needs Guidance will stand until a review is completed in light of developments in practice, Bromley's threshold document will then be reviewed and updated. It will include the relationship based approach being developed, which seeks to build on families' strengths and resilience to resolve problems and reduce risk. It will also integrate indicators about contextual safeguarding guidance in light of growing concern about exploitation and harm caused to young people outside of their family environment. It is anticipated that the new document will be launched towards the beginning of 2020 and will align with the requirements of Working Together 2018.

Child Death Overview Panel (CDOP) arrangements

The purpose of the Child Death Overview Panel (CDOP) is set out in HM Government Child Death Review Statutory & Operational Guidance (England). These terms of reference for the CDOP are therefore based on that guidance.

Working Together 2018 specifies that:

When a child dies, in any circumstances, it is important for parents and families to understand what has happened and whether there are any lessons to be learned.

The Child Death Overview Panel (CDOP) arrangements are undertaken cross-border and cover the geographical areas of Bromley, Lambeth and Southwark Council with learning enhanced by collaboration with other regional neighbours.

The CDOP is chaired by a senior manager from Public Health.

CDOP will continue to provide reports on activity to each of the Safeguarding Children Partnerships and will publish an Annual Report.

Resolution of disputes

Working Together 2018 (pp 80) specifies that:

Safeguarding partners and relevant agencies must act in accordance with the arrangements for their area, and will be expected to work together to resolve any disputes locally.

The Partnership's resolution of disputes process is clearly outlined in the Bromley Escalation Procedure on the Partnership's website and App and in separate guidance which can be downloaded.

The guidance outlines principles and processes and when, and at what stage, concerns should be escalated to the Safeguarding Children Partnership, including the referral of cases for consideration for Child Safeguarding Practice Review.

Partners are reminded regularly face-to-face, and in communications, that this process exists and where to find guidance.

Whistleblowing Procedures provide an additional important route for staff to raise concerns in a safe process that protects their position, if this is a concern. The Children's Safeguarding Partnership members will each adhere to their own whistleblowing procedures within the borough.

The Executive Group and relevant agencies will work together to resolve any disputes locally. Public bodies that fail to comply with their obligations under law are held to account through a variety of regulatory and inspection activities. In extremis, any non-compliance will be referred to the Secretary of State for the organisation.

Partnership Annual Report

In order to bring transparency for children, families and all practitioners about the activity undertaken, the Safeguarding Partners will publish an Annual Report setting out what has been done by the Partnership, and the partners, to safeguard children and young people during the previous year and how effective the partnership arrangements have been. Partners will ensure the report is widely available

This report will

- Set out what has been done and outline the effectiveness of the partnership in practice.
- Outline actions relating to local child safeguarding practice reviews and what the Safeguarding Partnership has done as a result.
- Present evidence of the impact of the work of the Safeguarding Partners and relevant agencies on outcomes for children and families.
- Highlight ways in which the Safeguarding Partnership have sought feedback from children and young people and how this has been utilised to inform work and influence service provision
- Include the evidence collated through independent scrutiny.
- Provide evidence from the assurance reporting from the relevant agencies and the structure supporting the partnership
- Provide information on the learning from, and impact of, any Child Safeguarding Practice Reviews.

Any changes to the arrangements described in this document will be outlined in the Annual Report and reasons given for those changes.

The Annual Report will be independently scrutinised and be endorsed by the BSCP members.

It will be distributed across all relevant partners for dissemination throughout their organisations.

The BSCP Annual Report will be published on the BSCP website and copies will be sent to the *Child Safeguarding Practice Review Panel* and the *What Works Centre* for Children's Social Care within seven days of being published.

Evaluating our Partnership Arrangements

The Safeguarding Partners and Relevant Agencies in Bromley are committed to the ongoing development of Bromley Safeguarding Children Partnership. We will ensure that services are targeted to support children and families in need in order to achieve the best possible outcomes.

Through self-assessment, continuous audit and scrutiny (external and internal):

- We will have line of sight of frontline delivery of services;
- We will have an awareness of the outcomes for children and families in Bromley;
- We hear the voice of children and young people; parents and carers and practitioners.

Appendix 1

List of selected relevant agencies and other agencies included in the Children's Multi agency Safeguarding Arrangements, in addition to the three statutory partners

Education and Child Care

Schools

There are 128 schools in Bromley:

Primary School	Alexandra Infant
Primary School	Alexandra Junior
Primary School	Balgowan Primary
Primary School	Bickley Primary
Primary School	Biggin Hill Primary
Primary School	Blenheim Primary
Primary School	Harris Primary Academy Beckenham Green
Primary School	Burnt Ash Primary
Primary School	Castlecombe Primary
Primary School	Chelsfield Primary
Primary School	Chislehurst Church of England Primary
Primary School	Churchfields Primary
Primary School	Clare House Primary
Primary School	Crofton Infant
Primary School	Crofton Junior
Primary School	Cudham Church of England Primary
Primary School	Darrick Wood Infant
Primary School	Darrick Wood Junior
Primary School	Dorset Road Infant
Primary School	Downe Primary
Primary School	Edgebury Primary

Primary School	Farnborough Primary
Primary School	Gray's Farm Primary
Primary School	Green Street Green Primary
Primary School	Harris Primary Academy Beckenham
Primary School	Harris Primary Academy Shortlands
Primary School	Hawes Down Primary
Primary School	Hayes Primary
Primary School	Highfield Infant
Primary School	Highfield Junior
Primary School	Harris Primary Academy Orpington (formerly Hillside)
Primary School	Holy Innocent's Catholic Primary
Primary School	James Dixon Primary
Primary School	Keston Church of England Primary
Primary School	Langley Park Primary School
Primary School	La Fontaine
Primary School	Leesons Primary
Primary School	Harris Primary Academy Crystal Palace
Primary School	Manor Oak Primary
Primary School	Marian Vian Primary
Primary School	Mead Road Infant
Primary School	Midfield Primary
Primary School	Mottingham Primary
Primary School	Oak Lodge Primary
Primary School	Oaklands Primary
Primary School	Parish Church of England Primary
Primary School	Perry Hall Primary
Primary School	Pickhurst Infant
Primary School	Pickhurst Junior
Primary School	Poverest Primary
Primary School	Pratts Bottom Primary
Primary School	Princes Plain Primary
Primary School	Raglan Primary
Primary School	Red Hill Primary

Primary School	Harris Primary Academy Kent House	Secondary School	Harris Orpington (formerly The Priory)
Primary School	Scotts Park Primary	Secondary School	Hayes School
Primary School	Southborough Primary	Secondary School	Kemnal Technology College for Boys
Primary School	St Anthony's Roman Catholic Primary	Secondary School	Langley Park School for Boys
Primary School	St George's, Bickley, Church of England Primary	Secondary School	Langley Park School for Girls
Primary School	St James' Roman Catholic Primary	Secondary School	Newstead Wood School for Girls
Primary School	St John's Church of England Primary	Secondary School	Ravens Wood School
Primary School	St Joseph's Roman Catholic Primary	Secondary School	St Olave's and St Saviour's Grammar School
Primary School	St Mark's Church of England Primary	Secondary School	The Ravensbourne School
Primary School	St Mary Cray Primary	Special School	Bromley Beacon
Primary School	St Mary's Catholic Primary	Special School	Marjorie McClure
Primary School	St Paul's Cray Church of England Primary	Special School	Riverside
Primary School	St Peter & St Paul Catholic Primary	Special School	The Glebe
Primary School	St Philomena's Roman Catholic Primary	Special School	Phoenix - Early Support
Primary School	St Vincent's Catholic Primary		
Primary School	Stewart Fleming Primary		
Primary School	The Highway Primary	Pupil Referral Unit	Bromley Trust Alternative Provision Academy
Primary School	The Unicorn Primary	Pupil Referral Unit	Harris Aspire Academy
Primary School	Tubbenden Primary		
Primary School	Valley Primary	Independent School	Ashgrove School Ltd
Primary School	Warren Road Primary	Independent School	Babington House School
Primary School	Wickham Common Primary	Independent School	Baston School
Primary School	Worsley Bridge Junior	Independent School	Bickley Park School
Secondary School	Chislehurst School for Girls	Independent School	Bishop Challoner School
Secondary School	Bishop Justus CE School	Independent School	Breaside Preparatory School
Secondary School	Bullers Wood School for Boys	Independent School	Bromley High Junior School
Secondary School	Bullers Wood School for Girls	Independent School	Bromley High School
Secondary School	Charles Darwin School	Independent School	Browns School
Secondary School	Coopers School	Independent School	Clannad Education Centre
Secondary School	Darrick Wood School	Independent School	Coney Hill School
Secondary School	Eden Park High	Independent School	Darul Uloom London
Secondary School	Harris Beckenham	Independent School	Eltham College
Secondary School	Harris Bromley	Independent School	Eltham College Junior School

Independent School	Farringtons School
Independent School	Holy Trinity College
Independent School	Holy Trinity College, Preparatory School
Independent School	Kings London
Independent School	Oakview School
Independent School	St Christophers The Hall School
Independent School	St David's College
Independent School	The Tutorial Foundation
Independent School	TLC The Learning Centre
Independent School	Wickham Court School

Governing bodies (of maintained schools, maintained nursery schools, pupil referral units, further education providers and higher education providers)

- All governing bodies

Special post 16 institutions

- All governing bodies

Children's Centres

- Biggin Hill Children and Family Centre
- Blenheim Children and Family Centre
- Burnt Ash Children and Family Centre
- Castlecombe Children and Family Centre
- Community Vision Children and Family Centre
- Cotmandene Children and Family Centre

Childcare and Early Years providers

- All Childcare providers (including childminders and out of school hours childcare). As at March 2019 there are 487 childminders.
- All early years providers (including preschools and nurseries). As at March 2019 there are 56 Day Nurseries, 106 Preschools, 20 Academy preschool/nursery providers and 1 maintained nursery class.

Health and Social Care

NHS England

- NHS England (London)
- All General Practitioners in the Bromley Local Authority area
- Out of Hours GP Alliance

NHS Foundation Trusts

- Kings College Hospital NHS Foundation Trust
- Oxleas NHS Foundation Trust
- South London and Maudsley NHS Foundation Trust

NHS Community Health Provider

- Bromley Healthcare Community Interest Company

Commissioned providers

- Bromley Drug and Alcohol Service (Change Grow Live)
- Bromley Y (Community Wellbeing Service)
- Bromley Well Young Carers
- *Any others significant to the area*

Other Health providers

- London Ambulance Service Limited
- Greenbrooks (Urgent Care Centres)
- Private healthcare, including BMI
- The Priory Group (low secure hospital)
- All dentists in the Bromley LA area
- All pharmacists in the Bromley LA area

Adoption Support Agency

- Bromley Council Adoption Service

Fostering Agency

- Bromley Council Fostering Service

Children's Homes

- *Names redacted from published report*

Residential holiday schemes for disabled children

- No local provision

Criminal Justice

Child and Family Court Advisory and Support Service (CAFCASS)

- CAFCASS South London

Probation Services

- National Probation Service (Bromley)
- Community Rehabilitation Company (Bromley)

Police and immigration

- Metropolitan Police Force

British Transport Police

- British Transport Police - London

Port Police Forces

- No Port Police Force operational in the area

Border Police

- No Border Police operational in the area

Other agencies included in the Safeguarding Partnership Arrangements

Charities

- Barnardos
- Advocacy for All
- Others charities commissioned by safeguarding partners

Religious Organisations

- All operational in the area

Sport and Leisure providers

- All sport and leisure providers operating in the area

Faith-based organisations

- All faith based organisations, including uniformed groups, based in the Bromley Council boundary

Community and Voluntary organisations

All third sector organisations who provide activities, support and services to children, young people and families operating in the Bromley Council boundary

Private sector organisations

- Private sector organisations who provide activities, support and services to children, young people and families operating in the Bromley Council boundary

Fire and rescue service

- London Fire and Rescue Service

Others

- Healthwatch
- Mayor's Office of Police and Crime (MOPAC) Commissioner
- Elected Members

This list includes the selected relevant agencies and other named organisations and agencies. Other organisations and agencies with responsibilities for safeguarding and promoting the welfare of children who are not listed will still have a responsibility for working under the auspices of the Bromley Children's Safeguarding Partnership arrangements.

Appendix 2

Agencies and Organisations with a duty under Section 11 of the Children Act 2004

Section 11 of the Children Act 2004, places duties on a range of organisations, agencies and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

From a local perspective, Section 11 places a duty on:

- Bromley Council including children's and other types of services - children's and adult social care services, youth offending service, public health, housing, sport, culture and leisure services, licensing authorities and youth services
- Oxleas Clinical Commissioning Group, General Practitioners, NHS England (London) and the independent health sector, Kings College Hospital NHS Foundation Trust (Princess Royal University Hospital)
- London Ambulance Service NHS Trust
- Metropolitan Police, Mayor's Office of the Police and Crime Commissioner and British Transport Police
- National Probation Service
- Community Rehabilitation Company (Bromley)

Note - other organisations, agencies and individuals have a duty under Section 11, though these are not applicable within this area as they are not evident within the local footprint e.g. Directors of Secure Training Centres.

These organisations and agencies should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, including

- a clear line of accountability for the commissioning and/or provision of services designed to safeguard and promote the welfare of children.
- a senior board level lead with the required knowledge, skills and expertise or sufficiently qualified and experienced to take leadership responsibility for the organisations or agencies safeguarding arrangements

- a culture of listening to children and taking account of their wishes and feelings both in individual decisions and the development of services
- clear whistleblowing procedures, which reflect the principles in Sir Robert Francis' Freedom to Speak Up Review and are suitably referenced in staff training and codes of conduct, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed
- clear escalation policies for staff to follow when their child safeguarding concerns are not being addressed within their organisation or by other agencies arrangements which out clearly the processed for sharing information, with other practitioners and safeguarding partners a designated practitioner (or, for health commissioning and health provider organisations/agencies, designated and named practitioner) for child safeguarding. Their role is to support other practitioners in their organisations and agencies to recognise the needs of children, including protection from possible abuse or neglect. Designated practitioner roles should always be explicitly defined in job descriptions. Practitioners should be given sufficient time, funding, supervision and support to fulfil their child welfare and safeguarding responsibilities effectively
- safe recruitment processes and ongoing safe working practices for individuals whom the organisation or agency permit to work regularly with children, including policies on when to obtain a criminal record check
- appropriate supervision and support for staff, including undertaking safeguarding training
- creating a culture of safety, equality and protection within the services they provide

In addition:

- employers are responsible for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role
- staff should be given a mandatory induction, which includes familiarisation with child protection responsibilities and the procedures to be followed if anyone has any concerns about a child's safety or welfare
- all practitioners should have regular reviews of their own practice to ensure they have knowledge, skills and expertise that improve over time

In addition to these Section 11 duties, which apply to a number of named organisations and agencies (named above), further safeguarding duties are also placed on individual organisations and agencies through other statutes.

Appendix 3

