



HARROW'S SAFEGUARDING PARTNERSHIP ARRANGEMENTS – May 2019



THINK WHOLE FAMILY

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1 Foreword

- 1.1 The *Children and Social Work Act 2017* has led us to make changes in the way that partners act together to promote child welfare and protect children from harm. This new legal requirement has given us the opportunity to review some of our ways of



working while building on the strengths that exist in our current partnership. We want to make a real difference to multi-agency frontline practice and improve outcomes for children, young people and their families. We aim to achieve these improvements by developing and spreading good practice based on what we know works well and is evidenced based.

- 1.2 Our partnership ambition is to develop an equitable and robust partnership and these arrangements outline our new ways of working. This will meet the needs of children, young people and families in Harrow.

2 Introduction

- 2.1 This document describes how the Safeguarding Partners in Harrow are going to work together and with other relevant agencies and bodies to promote the welfare of children and young people in Harrow and to protect them from harm.

- 2.2 We intend to take a **Think Whole Family** approach to safeguarding and this document describes how the arrangements for children and young people will be coordinated with those that are established to protect people with support and care needs in Harrow. A new Strategic Safeguarding Partnership (SSP) has been set up to identify and support through agreed resourcing, the priorities for both Harrow Safeguarding Children Board (HSCB) and Harrow Safeguarding Adults Board (HSAB).

- 2.3 The respective responsibilities of both Boards will be maintained to ensure that the specific needs of children or people with care and support needs are not diluted or lost in the other's agenda, but opportunities drawn from collaborating on shared agenda will mean that:

- Those working with children are alert and respond to the safeguarding and welfare needs of vulnerable adults associated with the same family.
- Those working with people with care and support needs are alert and respond to the safeguarding and welfare needs of children associated with the same family.

- The transitions of children with identified needs into adulthood are better coordinated.

- 2.4 Our approach also embraces **Contextual Safeguarding** which means that both strategically and operationally we are committed to identifying and responding collaboratively to risks faced by individuals and their families outside of the home environment e.g. criminal and sexual exploitation.



3 The Legislative Context

- 3.1 These arrangements as they relate to children and young people are established in accordance with the *Children Act 2004* as amended by the *Children and Social Work Act 2017*. Where they relate to people with care and support needs they are established in accordance with the *Care Act 2014*.
- 3.2 Both of these Acts describe the same three agencies as having the primary safeguarding role. In the *Children Act 2004*¹ they are described as the Safeguarding Partners. In the *Care Act 2014*² they are described as the members of the Safeguarding Adults Board. This document describes them in both their functions as Safeguarding Partners.

4. The Strategic Safeguarding Partners for Harrow

These are:

- Harrow Council
- The Harrow Clinical Commissioning Group (CCG)
- The Metropolitan Police (MPS)

- 4.1 The above named partners are ultimately responsible for all services delivered directly or commissioned by them to help safeguard and promote the welfare of vulnerable groups including children.
- 4.2 The CCG commissions a wide range of health care services across Harrow. Central North-West London NHS Foundation Trust (CNWL), London North West University

¹ 16E Children Act 2004

² Schedule 2 Care Act 2014

Healthcare NHS Trust (LNWUHT) and Central London Community Healthcare NHS Trust (CLCH) are its key providers for universal and specialist services. These commissioned services will also be separately represented through the safeguarding partnership arrangements for Harrow.



- 4.3 Harrow Council also provides a wide range of services that impact the safeguarding and welfare of its population. These include Adults and Children's Social Care, Housing, Public Health, Community Safety and Environment - this is not an exhaustive list.
- 4.4 The policing response for Harrow is provided by the Metropolitan Police North West Basic Command Unit (BCU). The BCU covers a cluster of three neighbouring boroughs; Harrow, Brent and Barnet and policing resources are deployed by the BCU command team as required by the BCU as a whole. Safeguarding is identified as one of the key component parts of the MPS' revised structure and its services are delivered through a wide range of theme-led safeguarding interventions.

5. Relevant Agencies

Both Acts require the Safeguarding Partners to identify other relevant agencies that provide services in Harrow to people whose welfare requires promotion and who may be in need of protection; these are children and young people in the *Children Act* and people in need of care and protection in the *Care Act*. Those Relevant Agencies for Harrow are identified later in this document (see **Appendix 1**).

6. Geographical Boundary of these Arrangements

- 6.1 These arrangements relate to the local authority area of Harrow Council (Figure 1). In due course, we will seek to create opportunities to collaborate across local authority boundaries.
- 6.2 Our arrangements to review Child Deaths, which was until recently a local safeguarding function, will be configured with those of seven other North West London Boroughs.

7 Context³

7.1 Location

Harrow is an Outer London Borough in North West London; approximately ten miles from central London, covering 50 square kilometres (20 square miles). Harrow is the 12th largest borough in Greater

London in terms of size. It borders Hertfordshire to the north and four London Boroughs: Barnet to the east, Brent to the south east, Ealing to the south and Hillingdon to the west.



Fig 1 Location of the London Borough of Harrow

7.2 Population

7.3 The population of Harrow is 248,880, making it slightly smaller than the population of the average London Local Authority (274,000)⁴ and significantly smaller than the average size of 151 upper tier English Local Authorities (326,000)⁵. Its population, which is one of the most diverse across the country, comprises more people over 60 and fewer people aged 20-30 than the London average. 42% of the population is of Asian/Asian British heritage with 8% of Black African/Caribbean/British descent.

7.4 Over the next decade, the population of Harrow is expected to grow overall. The proportion of people who are of working age (16-64) will decrease by 4 percent and the proportion of those over 65 will increase by 4%.

³ Data in this section is taken from the Joint Strategic Needs Assessment, Harrow 2015-2020 or from the 2011 Census.

⁴ Range 186,000 – 370,000

⁵ Range 79,000 – 1,600,000

- 7.5 The age structure of the population varies across the borough with more children living in the south and central corridor and the more people aged over 65 living in the north of the borough.



7.6 Health

- 7.7 The health of people in Harrow is generally good. It is better than the England and London averages. The life expectancy for both men and women is also better than the English and London average. There are, though, large differences within the borough.

- 7.8 The mortality rates for major causes of death in all ages and those classed as premature mortality (deaths under age 75) are lower than those for England and London. Infant mortality in Harrow is statistically similar to the England average, although this fluctuates and is kept under scrutiny by the Child Death Overview Panel.

7.9 Education

- 7.10 Harrow's school population reflects the rich diversity of the borough. The largest proportions of pupils in Harrow schools are of Asian Other (21%), Indian (19%) and White British (14.5%) ethnic origin.
- 7.11 A high proportion of Harrow's schools are judged good or outstanding.
- 7.12 The proportion of pupils with Special Educational Needs and Disability in Harrow's primary schools has decreased and is now lower than the national rate, while for secondary schools the proportion is higher than the national rate.
- 7.13 Continuing demographic changes to Harrow's population are likely to lead to an increasing requirement for specialist education provision. There is currently a growth in demand for English for Speakers of Other Languages among Somali, Afghan and Romanian families in particular. The lack of language skills can create a barrier to employment. The areas with the highest percentage of the population with no or poor spoken English coincide with those areas of highest deprivation.

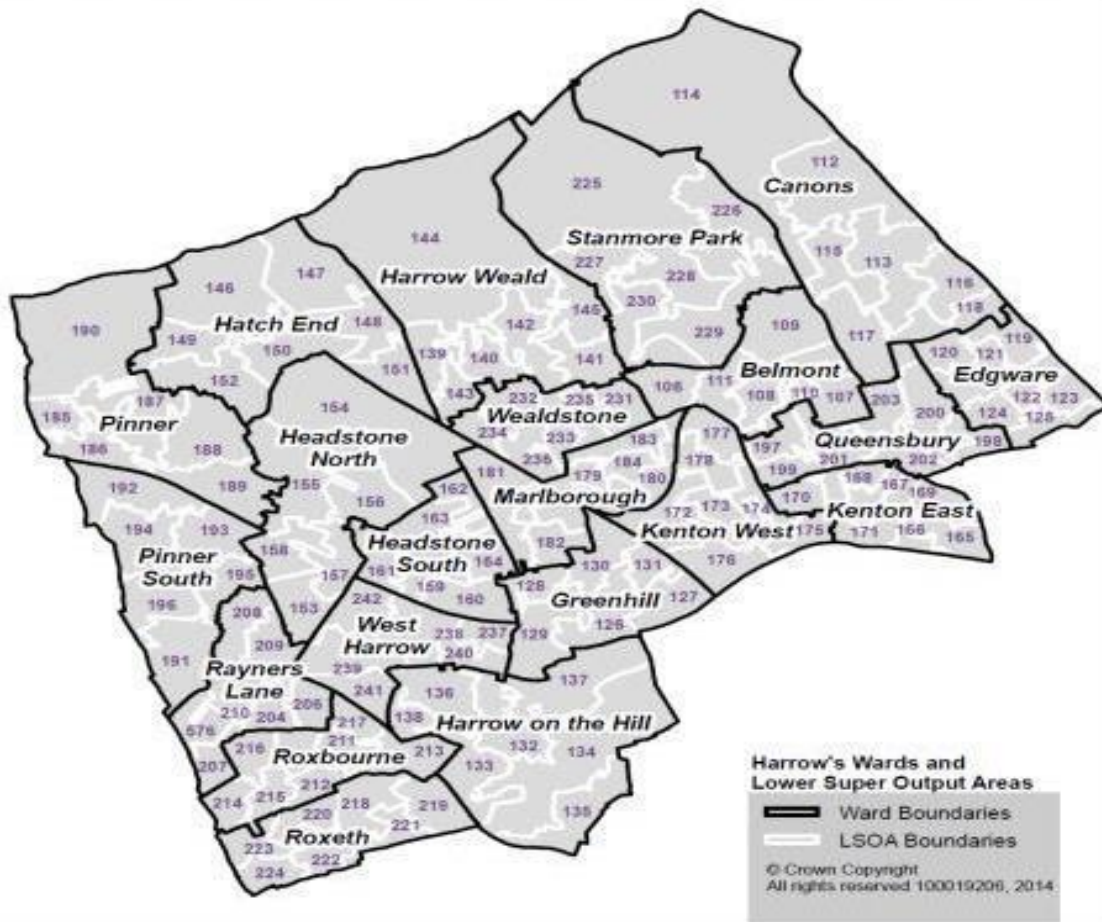


Fig 2 Harrow's Electoral wards

7.14 Harrow is a densely populated borough and out of 326 districts Harrow is 23rd, where 1 is the most densely populated.

7.15 Deprivation

7.16 Out of 151 upper tier districts in England Harrow ranks 119 on the index of multiple deprivation where 1 is most deprived. Although it is generally prosperous as an area there are pockets of deprivation in Harrow in the centre, south and east of the borough. Harrow is ranked 65 in the *Income Deprivation Affecting Children Index* (IDACI) and the percentage of children living in poverty is just slightly below the England average.

7.17 Demographics – direction of growth in Harrow

7.18 About 56,000 children and young people live in Harrow and these numbers are set to grow over the next five years. 66% of children are from a Black, Asian or other Minority Ethnic background.



7.19 About 35,000 people are aged 65 or over and this number is set to grow over the next five years.

7.20 14% of the population has a limiting long term illness or disability.

7.21 Policing and Crime⁶

7.22 Harrow has the smallest population of the three boroughs in the North West BCU and has the lowest levels of crime.

7.23 Crime levels are also low compared with London as a whole. The 2011 census records 50.4 offences per 1,000 populations compared to 84.4 crimes per 1,000 in London as a whole. However, residential burglary in Harrow is still relatively high and in relation to those crimes that involve some additional safeguarding risk there have been increases over the past five years in knife, hate and domestic abuse crimes.

7.24 Public confidence in the police is high in Harrow, but there is a perception that anti-social behaviour has increased.

8 Leadership

8.1 We agree with the statement that ***Safeguarding is everybody's responsibility*** and our arrangements are designed to ensure that they are supported and driven by strong leadership. They are the equal and joint responsibility of the three Safeguarding Partners. The lead representatives from these agencies will ensure the coordination and effectiveness of their safeguarding arrangements through the formation of a Strategic Safeguarding Partnership.

8.2 The Chief Executive of Harrow Council, the Managing Director of the Harrow CCG and the North West Policing BCU Safeguarding Lead will take responsibility for these arrangements.

⁶ information extracted from the Harrow Annual Strategic Assessment 2018

9 Vision and Values

9.1 The Partnership's Vision is that the multi-agency safeguarding arrangements are of the highest standard inspiring confidence in those who benefit from them and those who deliver them, based on a well-informed understanding of the safeguarding needs of Harrow's diverse community.



9.2 The Partnership's Values are rooted in:

- Placing the service user and their families at the heart of what we do.
- Hearing the voice of service users.
- Open and transparent information sharing.
- Continuous learning and development.
- Each partner taking their share of responsibility.
- Integration of children's and adult's safeguarding enabling a holistic approach to promoting the welfare of whole families.
- Focusing on the skills and development of front line practitioners.
- Ensuring that priorities are set and shared by partner agencies.

10 Structure of the Partnership

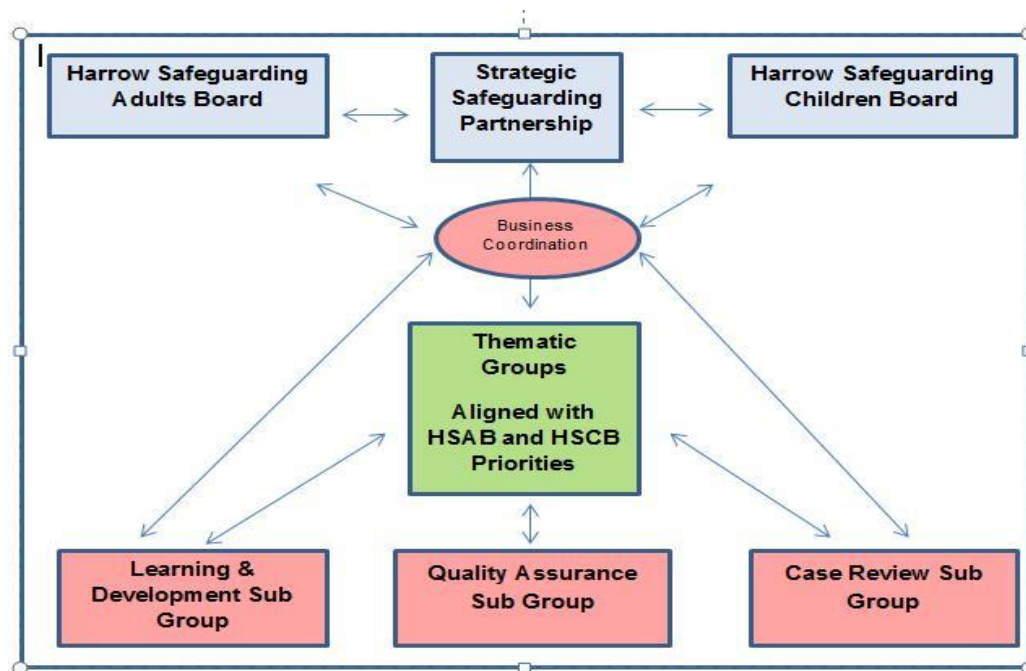


Fig 3 Tasks for the Thematic and Sub Groups will be allocated via the Business Coordination meeting to ensure alignment with agreed priorities and to avoid duplication – as well as identifying areas for collaboration between the two Safeguarding Boards.

10.1 Strategic Safeguarding Partnership

- 10.2 A new Strategic Safeguarding Partnership (SSP) will meet three times a year and will identify and support through agreed resourcing, the priorities for both Safeguarding Boards. It will identify areas of work where collaboration can take place across both Boards



to promote Harrow's **Think Whole Family** approach; help address issues related to transition for children into adulthood; and achieve efficiencies by avoiding duplication of activity.

- 10.3 In order to protect the integrity of the two Safeguarding Boards and in particular the HSAB as its specific duties are a separate statutory responsibility, the SSP will have with them a two-way relationship of consultation and challenge. Our arrangements will be a partnership rather than hierarchical in nature.

- 10.4 The membership of the SSP will be:

- Chief Executive – Harrow Council
- Director of People Services
- Managing Director – CCG
- Chair - CCG
- Chief Police Officer (Senior Representative)
- Independent Chairs for the HSCB and the HSAB
- Schools and Colleges Representative
- Designated Safeguarding Nurse (for children and adults)
- Leader of the Council

- 10.5 The duties and responsibilities of all the partnership groups will be specified in their respective terms of reference.

10.6 Harrow Safeguarding Children Board

- 10.7 The HSCB will be comprised of senior members from Safeguarding Partners and appropriate senior members of the Relevant Agencies (see **Appendix 1**). It will ensure effective strategic and operational participation in local activity to safeguard and promote the welfare of children in the area.
- 10.8 The SSP will ensure that Relevant Agencies are made aware of the expectations placed on them by the new arrangement. These agencies will then act in accordance with the arrangements.

- 10.9 A review of the current membership of the HSCB will take place to ensure that the membership is best placed to deliver the joint priorities of the Safeguarding Partners.



- 10.10 HSCB and the SSP will have a two way consultation and challenge relationship.

- 10.11 The HSCB will continue to reach the voluntary and private sector through its commission of a local infra-structure organisation (currently Voluntary Action Harrow) offering training, advice and support.

- 10.12 The HSCB will meet three times a year.

10.13 Harrow Safeguarding Adults Board (HSAB)

- 10.14 The HSAB is comprised of senior members from Safeguarding Partners and appropriate senior members of Other Agencies as described in *Schedule 2* of the *Care Act 2014*. (see **Appendix 1**). It ensures effective strategic and operational participation in local activity to safeguard and promote the welfare of people in need of care or protection.

- 10.15 The SSP will ensure that the Other Agencies are made aware of the expectations placed on them by the new arrangement. These agencies will then act in accordance with the arrangements.

- 10.16 HSAB and the SSP will have a two way consultation and challenge relationship

- 10.17 The HSAB will meet three times a year.

10.18 Engagement with the wider safeguarding partnership, including services commissioned by members of the partnership

- 10.19 Commissioned services, whether public or third sector bodies play a significant part in safeguarding children and people with support and care needs in Harrow. Those with a large footprint in Harrow or those whose commissions align directly to the priorities identified by the SSP and Safeguarding Boards will be standing members of the relevant Board (see section 9, **Appendix 1**).

- 10.20 Those agencies and services, with safeguarding duties in Harrow that are not standing Board members will be invited to attend HSCB or HSAB meetings and their

sub groups when appropriate. They will not be required to provide representation at all HSCB or HSAB meetings.



10.21 Sub Groups

10.22 The number of sub groups of the HSCB and HSAB will be reduced from six to three. These

groups are the Quality Assurance Sub Group, Learning and Development Sub Group and the Case Review Sub Group.

10.23 These groups will allow the SSP and the HSCB to meet its scrutiny and improvement responsibilities outlined in *Working Together 2018* and the HSAB to meet its responsibilities under the *Care Act 2014*.

10.24 Both the HSCB and the HSAB will continue to adopt the respective London Safeguarding Boards' policies, procedures, guidance and protocols. Any additional guidance required locally will be produced by the appropriate Sub or Thematic Group.

10.25 Sub groups will have a co-chairing arrangement to promote wider partnership engagement of leadership roles.

10.26 The Child Death Overview Panel (CDOP) will no longer sit with the HSCB/SSP. A new regional CDOP group for North West London is being set up (see 6.2). The arrangement will ensure that the SSP and the HSCB are informed of collated findings from the new CDOP group, including those specifically relevant to Harrow.

10.27 Quality Assurance Sub Group

10.28 A key component of the partnership's function is to scrutinise the effectiveness of how well agencies work together. This Sub Group will conduct a series of multi-agency audits per year, informed by data intelligence, Board priorities and findings from case reviews.

10.29 This group will develop and monitor actions plans resulting from multi-agency audits or identified performance risks, and ensure that actions are completed in a timely manner (within six months).

10.30 It will identify whether practice has changed as a result of completed audits and action plans, through performance data review and re-auditing where necessary.

10.31 It will ensure that all relevant safeguarding partners across both children and adult services are included in multi-agency performance data analysis and audits.



10.32 The group will also receive, analyse and challenge relevant single agency inspection findings, audit reports and performance reviews, and identify any significant issues that need to be monitored or escalated.

10.33 Learning and Development Sub Group

10.34 Multi-agency training is a priority for the Safeguarding Partners. It helps to ensure that practitioners and their managers are equipped with the right knowledge and experience to carry out their duties and responsibilities. The Learning and Development Sub Group will identify multi-agency safeguarding learning needs that require addressing, to ensure partner agencies develop their workforces to a high-quality standard and are keeping children and people with care and support needs safe and appropriately supported.

10.35 It will be responsible for planning and organising appropriate multi-agency safeguarding learning and development activities, as well as challenging or influencing the activities delivered by individual agencies.

10.36 It will deliver consistently high quality multi-agency safeguarding learning and development activities that incorporate relevant research, national good practice and learning from case reviews and safeguarding adult reviews.

10.37 It will evaluate the quality and impact of multi-agency learning and development activities to seek assurance that they meet requirements and inform future practice and planning.

10.38 It will report to the Safeguarding Children and Adults Boards on how inter-agency training will be commissioned, delivered and monitored for impact, including how learning will be embedded across different agencies.

10.39 Case Review Sub-Group

10.40 This group will oversee the review of serious child safeguarding cases (which are not led by the National Child Safeguarding Practice Review Panel (see section 12) and adult safeguarding cases which raise issues of importance in relation to Harrow. The purpose of undertaking reviews will be to identify any improvements that should be

made locally to safeguard children or people with care and support needs. The reviews will enable partners to identify and understand the reasons and causes of strengths and weaknesses in local practice. The arrangements will include sharing of good practice as well as assessment of situations where there have been 'near misses', and will set out how lessons learnt will be applied and monitored.



10.41 This group will ensure clarity, high quality and consistency in practice in carrying out case reviews and ensure that the partnership learn lessons that can improve the response to children, vulnerable adults and families. All case reviews will be carried out to provide learning and development for individuals, teams and organisations involved in safeguarding. The sub group will maintain this learning as its primary focus. Serious Case Reviews and Safeguarding Adults' Reviews can be time consuming and costly. This group will seek to develop an appropriate range of review tools, which makes review in Harrow more efficient and timely.

10.42 Thematic Groups

10.43 In addition to the standing sub groups the SSP and/or the Safeguarding Boards will establish Thematic Groups in response to specific existing or emerging local or national themes or as a response to local audit and review findings e.g. Violence, Vulnerability and Exploitation, FGM, Domestic Abuse, Trafficking and Modern Day Slavery. The duration of each Thematic Group will be determined by the priorities set by the partnership.

10.44 Membership for the Sub and Thematic Groups will be drawn from both the children's and adults' workforce.

10.45 Business Coordination Group

10.46 To ensure that the priorities agreed by the SSP and the Safeguarding Boards are effectively translated into the work-plans of the relevant operational groups, a Business Coordination meeting will be held on a quarterly basis to decide which Sub Group is best placed to undertake the identified work. Where necessary, the group will also identify when a new Thematic Group needs to be set up in response to the task required.

- 10.47 In particular, the Business Coordination Group will seek to identify opportunities for collaboration between the two Safeguarding Boards in order to strengthen our local response to **Think Whole Family** and to avoid any unnecessary duplication of activity.



- 10.48 Membership of the Business Coordination Group will include the Independent Chairs of the Safeguarding Boards, Chairs of the Sub Groups and the Business Unit.

11 Multi Agency Working in Practice

11.1 Multi Agency Operational Groups

- 11.2 Harrow's safeguarding arrangements are built on strong partnership working. There are a number of multi-agency working groups and forums in our area where partners work closely together to resolve safeguarding and other issues. Many of these groups also respond to the risks faced by young people and people with care and support needs outside of the home environment, referred to as 'contextual safeguarding'. These operational groups are fundamental to ensuring that our work is truly multi-agency and effective. The performance and effectiveness of these operational groups will be scrutinised, supported and where appropriate challenged by the SSP and the relevant Safeguarding Board (see **Appendix 2**).

11.3 Links to Other Strategic Partnerships

- 11.4 There are a number of other established strategic partnerships in Harrow and the links between them and these Safeguarding Arrangements are shown in **Appendix 3**. Protocols for the interface between the strategic partnerships ensure the flow of relevant information and encourage collaboration in planning, which strengthens the impact of local activity and avoids unnecessary duplication.

12 The Commissioning and Publication of Reviews

- 12.1 Learning from serious incidents is an important responsibility for the Safeguarding Partners who have a responsibility to commission and conduct reviews in serious cases.

12.2 Serious Child Safeguarding Cases

- 12.3 The responsibility for how the system learns lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel and at a local level with the safeguarding partners.

- 12.4 A serious child safeguarding case is one in which:

- Abuse or neglect of a child is known or suspected and
- The child has died or been seriously injured.



- 12.5 The Safeguarding Partners must make arrangements to:

- identify serious child safeguarding cases which raise issues of importance in relation to the area
- commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.

12.6 Safeguarding Adult Reviews

- 12.7 Locally the Safeguarding Partners (for the HSAB) must arrange for there to be a review of a case involving an adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs) if:

- there is reasonable cause for concern about how the HSAB, members of it or other persons with relevant functions worked together to safeguard the adult, and condition 1 or 2 is met.
- Condition 1 is met if the adult has died, and the HSAB knows or suspects that the death resulted from abuse or neglect (whether or not it knew about or suspected the abuse or neglect before the adult died).
- Condition 2 is met if the adult is still alive, and the HSAB knows or suspects that the adult has experienced serious abuse or neglect.

- 12.8 The Harrow Safeguarding Partners have a commitment to continuous learning and improvement. We want to enhance frontline practice and improve outcomes for service users and their families. We will continue to take account of the findings from all local and national reviews with a view to considering how identified improvements should be implemented locally.

- 12.9 We will look at using different methods including appreciative enquiry to undertake and learn from these reviews of practice. Findings from the local reviews

undertaken in Harrow will be shared with relevant parties locally through Learning Events, Newsletters and the use of our website. There will be regular auditing to ascertain progress on the implementation of recommended improvements.



- 12.10 The sustainability of these improvements will be monitored regularly and followed up independently to ensure that there is a real impact on improving outcomes for children and adults in need of care and support.

13 Independent Scrutiny

- 13.1 The Safeguarding Partners understand the key role of independent scrutiny in providing assurance, monitoring and challenging the quality of agencies' work, in order to judge the effectiveness of the multi-agency arrangements to safeguard and promote the welfare of all children and people with care and support needs in Harrow. The specific requirement for independent scrutiny is a particular to the children's safeguarding arrangements⁷ but where it is possible and appropriate to do so these scrutiny arrangements will apply also to the safeguarding of adults.
- 13.2 The Safeguarding Partnership will comply with the requirement to judge the effectiveness of the multi-agency arrangements to safeguard and promote the welfare of children, including arrangements to identify and review serious cases as described in section 12.
- 13.3 The Safeguarding Partnership will receive individual agency's inspection reports e.g. from Ofsted, HMIs, CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified.
- 13.4 The HSCB will have an Independent Chair throughout the transition phase. This will maintain consistency, foster good relationships and enable challenge across the Partnership in a non-biased manner. This will be reviewed in 12 - 18 months.
- 13.5 The HSAB will consider a similar arrangement for their future chair.
- 13.6 The Independent Chair of the HSCB will initially chair the SSP. This too will be reviewed after 12 – 18 months.

⁷ Working Together Ch 3 paras 31-35

- 13.7 The HSCB will continue to include Lay Representation⁸ to participate in the Board and relevant work of the Sub Groups/Thematic Groups.



- 13.8 The Sub Groups will work to their specific business plans aligned to the SSP and Boards' agreed priorities. These will include carrying out multi-agency review and audits; scrutinising single agency reports; evaluating the quality and impact of training; and embedding learning through the HSCB's Learning and Improvement Framework.
- 13.9 The HSCB will continue to be supported by an independent business management team hosted by the Local Authority and funded by the Partnership.

14 Involvement of Schools and Colleges

- 14.1 The Safeguarding Partnership must make arrangements to allow all schools and colleges in the local area to be fully engaged, involved and included. If named as a relevant agency, schools and colleges are under a statutory duty to cooperate with the published arrangements.
- 14.2 To achieve this, the following arrangement is proposed.
- 14.3 One representative will be nominated by schools and colleges for membership of the SSP for a period of two years. This person will consult and be informed by the HSCB, Designated Safeguarding Leads Forum, Heads and Governors Forum, Infants and Secondary Executive Groups etc.
- 14.4 The existing arrangement of having representation on the HSCB from the different education providers is to be maintained (colleges, primary, secondary, independent and special schools). Representation will be determined through nominations from the relevant providers every two years.
- 14.5 A broader arrangement for consulting and engaging all schools and colleges will be achieved through extending the terms of reference of the existing Designated Safeguarding Leads Forum and through a standing safeguarding agenda at the other relevant school forums.
- 14.6 The three sub groups will include a minimum of one school or college representative. The Thematic Groups will invite school or college representatives whenever the theme requires their expertise, experience or engagement.

⁸ This is currently a single individual but this could be vested in a number of people

- 14.7 Colleges and other agencies working with people with care and support needs, including children's services responsible for transitions will be represented through the above arrangements. The SSP, HSAB and HSCB will work in collaboration to raise and address issues for people with care and support needs in education.



15 Involvement of Early Years Providers

- 15.1 A representative of Early Years services will be identified for membership on the HSCB.
- 15.2 Broader engagement with Early Years providers in the private, voluntary and independent sector (PVI) will take place through the existing termly PVI Forum and any new related forums.

16 Hearing the Voices of Children, Young People, People with Care and Support Needs and their Families

- 16.1 The voice of the child and people with care and support needs is at the heart of the Partnership. Involving children, people with care and support needs and their families is important to safeguarding in Harrow - both in contributing to delivering the Partnership's vision and in helping to scrutinise and review the partnership arrangements themselves.
- 16.2 The Partnership will make use of the many existing arrangements in place across Harrow to regularly involve children, people with care and support needs and their families in its work and hear their voices. These include but are not restricted to:
- Young Harrow Foundation
 - Harrow Youth Parliament
 - Thematic consultation groups
 - Children Looked After and Care Leavers Group (Children in Care Council)
 - Children with Disabilities reference groups
 - Young Carers Group
 - Parent forums
 - Schools, colleges and individual agencies' consultation programmes for children and young people
 - The Learning Disability Forum
 - Independent Interview with adult service users of the safeguarding process
 - Annie's Place – Dementia Consultation
 - Voluntary sector groups e.g. Harrow Mencap and Mind in Harrow
 - The Hoarding Project

16.3 The Partnership will ensure children, people with care and support needs and their families and service users are involved regularly and that their views are included particularly on the following elements of its work:

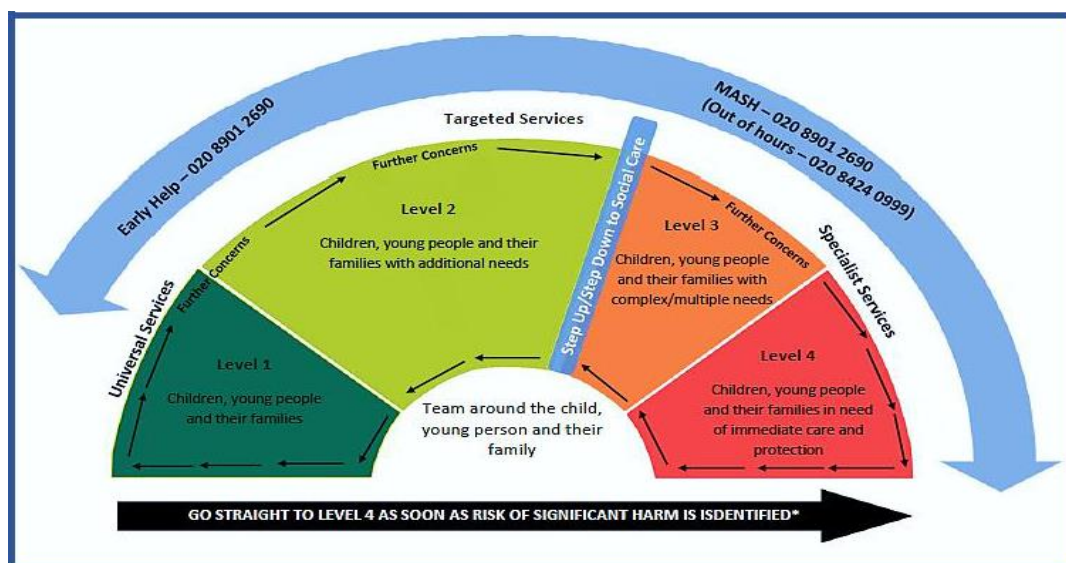
- When conducting audits
- When developing new policies and procedures
- When conducting scrutiny exercises and reviews
- When setting annual priorities, we will ask for their views.



17 Thresholds for intervention and levels of need

17.1 Children Safeguarding

17.2 The Partnership will oversee the safeguarding of children with a range of levels of need, as shown by Harrow's continuum of need below, which forms part of the local threshold document. The partnership will review its thresholds guidance on an annual basis to ensure that it reflects national and local developments.



<http://www.harrowscb.co.uk/guidance-for-practitioners/thresholds/threshold-chart-and-guidance/>

17.3 Adult Safeguarding Policy and Procedure

17.4 The Partnership will oversee the safeguarding of people with care and support needs in accordance with the HSAB's adopted guidance (Pan-London guidance) on levels of need and interventions:

<http://londonadass.org.uk/wp-content/uploads/2015/02/Pan-London-Updated-August-2016.pdf>

- 17.5 This guidance sets out an interpretation of the *Care Act 2014*, so that there is a consistent approach across London to adult safeguarding. It includes the key areas of mental capacity and consent, advocacy and support, managing risk, record keeping and organisational learning.



18 Dispute resolution and escalation process

- 18.1 The Partnership provides a multi-agency protocol for the management of disputes and escalation. The process encourages constructive and supportive challenge within and between agencies, promoting better outcomes for service users and good working relationships.
- 18.2 Independent scrutiny will also assist in the event of unresolved disagreement between the safeguarding partners and/ or relevant agencies involved in the partnership and will form part of the final escalation process.

19 Using Data and Intelligence

- 19.1 These arrangements will use data and intelligence to assess the effectiveness of the help being provided to children, families and service users across the safeguarding system.
- 19.2 There is a wealth of performance data and intelligence that is used across the Partnership. These data are being developed through insightful analysis to drive performance and check on the effectiveness of the arrangements. The Quality Assurance Sub Group (see section 10.27) will in the first instance review multi-agency data (particularly the data that relates to Partnership priorities) and will report back to or escalate to the SSP, HSAB and HSCB issues that require further action or sign off.
- 19.3 The SSP will be supported in its function with data and intelligence coordinated by the Harrow Council Business Intelligence Unit.
- 19.4 We want to use our data and intelligence to understand:
- What is the outcome we want for our children, service users and families?
 - What are the trends in our performance?
 - How much did we do, how well did we do it and how does our performance compare with our statistical neighbours?
 - Do our performance indicators suggest that we are making a difference?
 - What more do we need to do?

20 Annual Report and Review

- 20.1 This plan will be refreshed and republished in June 2020. This will provide us with an opportunity to further refine and reshape our plan.
- 20.2 We will publish an annual report which will set out what we have done and how effective we have been as a result of these arrangements. The annual report will also include what we have done following any local child safeguarding practice review, national child safeguarding practice review and safeguarding adult review.
- 20.3 The report will incorporate an analysis of any areas where there has been little or no evidence of progress on agreed priorities.
- 20.4 We will also report on the ways in which the partners have sought and utilised feedback from children, people with care and support needs and their families to inform their work and influence service provision.

20.5 Publication and Distribution

- 20.6 The report will be distributed through relevant routes across the three Safeguarding Partners.
- 20.7 It will also be distributed across relevant partnership arrangements.
- 20.8 The annual report will be subject to independent scrutiny by the Independent Chairs prior to final publication on the Boards'/SSP's website.

21 Funding and Business Support

- 21.1 The work of the Partnership will be supported by a business support unit hosted by Harrow Council.
 - 21.2 The Safeguarding Partners are committed to working towards an equitable and proportionate funding of the business support unit and the work of the Partnership as a whole. Contributions from Relevant Agencies will in 2019-2020 continue at similar levels to those provided in 2018-2019 for the work of the HSCB and HSAB. These are shown at **Appendix 4**.
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Appendix 1

Relevant and Other Agencies⁹

1. Education and childcare sectors

(i) Schools and Colleges

Schools and colleges are a vital safeguarding partner. All schools and colleges located within the borough of Harrow will be relevant agencies, including maintained schools, academy schools, independent schools and further education colleges. These schools and colleges cover all phases of education from nursery and infant, junior, secondary and sixth form, as well as education for children with SEND up to the age of 25. Special schools and alternative providers are also included. Schools and colleges will be engaged as part of the SSP and HSCB, as well as through representation on Sub Groups. They will ensure that work to safeguard children within a multi-agency shared approach is informed by the needs and experiences of schools. Schools and colleges can help the voices of children and young people be heard in the development of our safeguarding priorities. The termly sessions for Designated Safeguarding School Leads will act as a mechanism for schools and colleges to learn, as well as an opportunity to provide feedback and participate in the work of the partnership.

Colleges also contribute to a multi-agency approach to safeguarding and promoting the welfare of vulnerable adults accessing adult education. They ensure that the voices of adults with additional needs inform the development of local services.

(ii) Early Years Setting

In Harrow, there is a range of providers including private and third sector providers, childminders and after school clubs. All providers of early years' education within the Borough of Harrow are relevant agencies for the purposes of these arrangements. This is an important sector to include in the Partnership work. We will engage with them through existing forums and seek new ways of involving them in our arrangements. Representatives from this sector may also be invited to be part of specific sub groups as appropriate.

⁹ In the Children Act agencies that cooperate with the Safeguarding Partners are referred to as **Relevant Agencies**. In the Care Act, they are referred to as **Other Agencies**.

2. NHS Trusts

The following NHS Trusts will be part of our arrangements. This is further described below

- Central and North West London NHS Foundation Trust (CNWL)
- London North West University Healthcare NHS Trust,(LNWUHT)
- Royal National Orthopaedic Hospital NHS Trust (RNOH)

These Trust partners remain key to the safeguarding of children service users and families in Harrow. They will attend the HSCB and HSAB and the sub groups as appropriate.

The London Ambulance NHS Trust will be a relevant agency. The Trust will engage with the Partnership via its representation on the London Safeguarding Children and Adult Boards. The Trust will be invited to take part in specific sub groups or work themes where its work is particularly relevant to such a theme.

3. General Practice (GP)

GPs are on the frontline in relation to safeguarding. All GP practices within the borough of Harrow will be Relevant Agencies and will be invited to participate in any specific sub group or work themes which are of particular relevance to that practice. We will continue to value the attendance of a Named GP at the HSCB and the HSAB to represent GPs as a profession.

4. NHS England

NHS England (London) will be a relevant agency. It will be invited to attend the HSCB and HSAB as and when necessary, as well as being invited to participate in any specific sub group or work themes which are of particular relevance. NHS England are members of the London Safeguarding Children's and Adult's Boards.

5. Criminal and Family Justice

(i) Probation and the Community Rehabilitation Company (CRC)

The National Probation Service and the CRC manage a lot of risk on behalf of the Partnership. They will continue to be key partners within the new arrangements and will contribute to the HSCB and HSAB.

(ii) Cafcass

Cafcass will be a relevant agency and will remain a partner within the new arrangements and will be invited to attend the HSCB. The Cafcass representative on the London Safeguarding Board remains our collective link to the Family Justice Board.

6. YOT

Harrow YOT will be a relevant agency and will be invited to attend the HSCB and relevant sub groups as and when necessary.

7. British Transport Police

The British Transport Police will be a relevant agency and will be invited to participate in any relevant sub group or work theme where this is particularly relevant to their area of focus.

8. London Fire Brigade

The British Transport Police will be a relevant agency and will be invited to participate in any relevant sub group or work theme where this is particularly relevant to their area of focus.

9. Providers of Commissioned Services

(i) Substantial Commissions

Commissioned services play a significant part in the safeguarding partnerships for both adults and children's services. Acknowledging current commissioning agreements and the size of their 'delivery footprint' in Harrow, the following are named as relevant agencies and will be members of the HSAB and HSCB and the relevant sub groups:

- CNWL
- LNWUHT
- CLCH
- Westminster Drugs Project (Adult Service)
- COMPASS (Substance Misuse Service for Young People)

(ii) Other Commissioned Services

There are a large number of commissioned services in Harrow, whose activities impact children and people with care and support needs. Some of these organisations are small and so these arrangements take note of their size and capacity and will require from them as relevant agencies a contribution proportionate to the size of their "delivery footprint". Those who commission their services are represented on the HSCB and HSAB and will be the first line of accountability for the level and quality of participation by these smaller commissioned services.

Where appropriate, the SSP and Boards will scrutinise data and information about the work of specified commissioned services to ensure that safeguarding is effectively embedded in their arrangements.

(iii) Royal National Orthopaedic Hospital (RNOH)

The RNOH is a named agency for the purposes of the partnership. Whilst its “delivery footprint” is small in Harrow, its contribution to safeguarding more broadly across the country is important. Consequently, ‘anchoring’ RNOH to a local safeguarding partnership benefits the hospital in terms of aligning its arrangements with one multi-agency structure, but also benefits Harrow’s safeguarding partnership arrangement as it is able to draw upon the safeguarding expertise held by a specialist hospital.

10. Charities

Registered charities providing services to children or people with care and support needs within the borough of Harrow are relevant agencies. They will be expected to be involved in the partnership arrangements through participation in HSCB and HSAB and sub groups as appropriate.

11. Providers of sport and leisure

Any person or body involved in the provision, supervision or oversight of sport or leisure within the borough of Harrow will be a relevant agency and will be expected to participate or support the work of sub or thematic groups as appropriate.

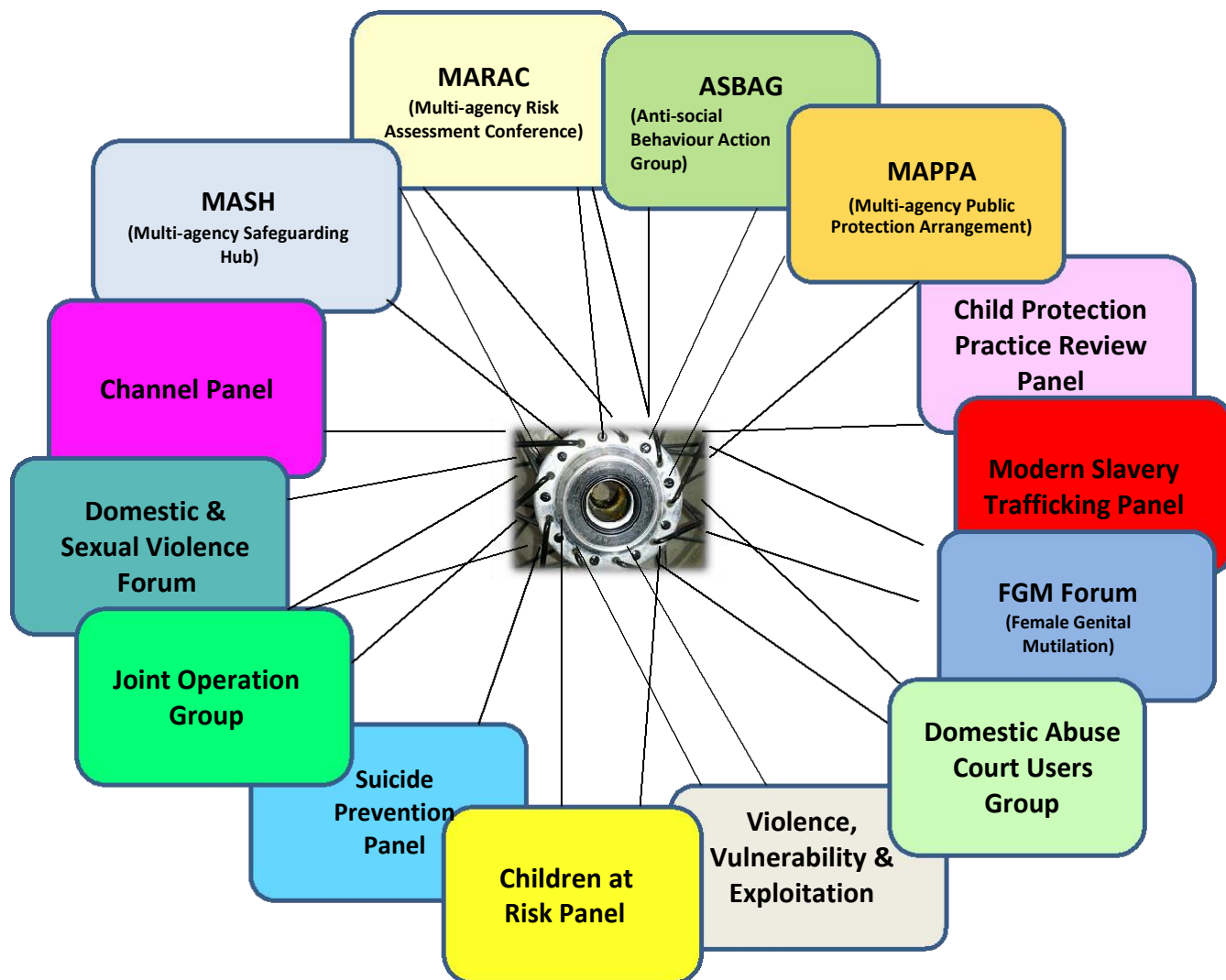
12. Other bodies who are not relevant agencies

Other bodies may be invited when relevant to participate in local activity to promote the safeguarding and welfare of children and people with care and support needs in Harrow e.g. specific faith organisations and the business community. These may vary from year to year depending upon the SSP and Boards’ priorities, but the engagement will be described in the SSP’s business plan and annual report.

Appendix 2

HARROW

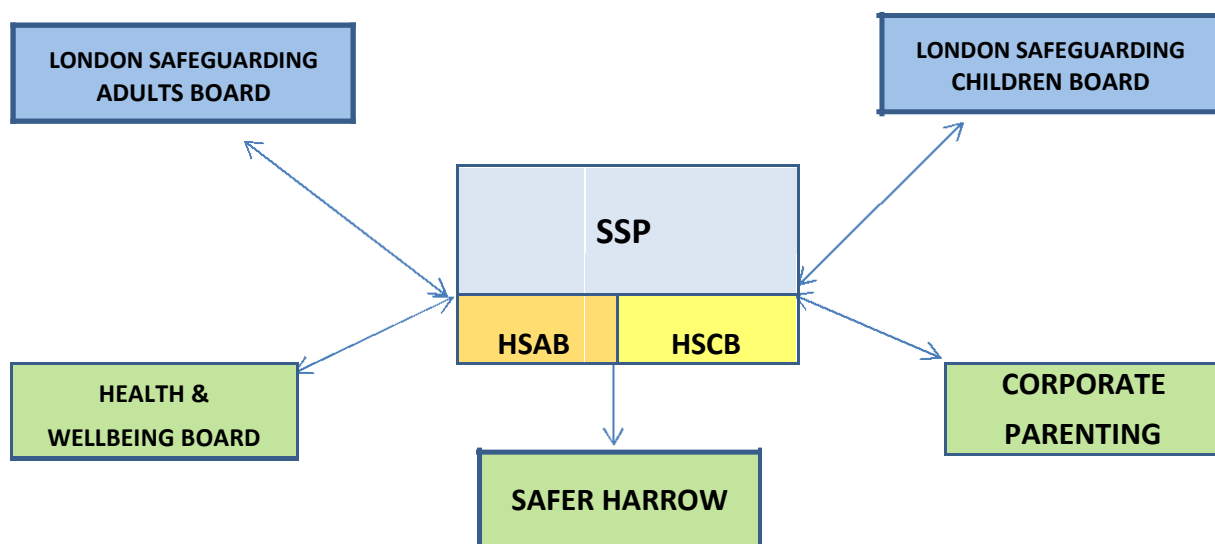
Multi-agency Operational Groups for Safeguarding and Promoting Welfare



Appendix 3



HARROW'S SAFEGUARDING PARTNERSHIP GROUP AND LINKS WITH OTHER STRATEGIC PARTNERSHIPS



Appendix 4

AGENCY CONTRIBUTIONS TO THE HSCB 2017 - 2018

Local Authority (including Business Support)	125,681
Health Sector	33,000
RNOH	5,000
Metropolitan Police Service	5,000
Cafcass	550
Probation / CRC	1,000
Total	£ 170,231

AGENCY CONTRIBUTIONS TO THE HSAB 2017 - 2018

Local Authority	100,000
Clinical Commissioning Group	5,000
LNWUHT	5,000
RNOH	5,000
Fire Service	5,000
Metropolitan Police Service	5,000
Total	£ 125,000

Key Partners' Endorsement of the new Harrow Safeguarding Partnership Arrangements



Sean Harriss:
Chief Executive, Harrow Council

Date: 7th May 2019



Javina Sehgal:
Managing Director, Harrow Clinical Commissioning Group

Date: 12th June 2019



Barry Loader:
Detective Superintendent, Metropolitan Police
For Sara Leach – BCU Commander, Metropolitan Police

Date: 20th May 2019



SUMMARY OF ABBREVIATIONS

BCU	Basic Command Unit (of the Metropolitan Police Service)
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CNWL	Central North West London (NHS Trust)
CRC	Community Rehabilitation Company
FGM	Female Genital Mutilation
GP	General Practitioner
HSAB	Harrow Safeguarding Adults Board
HSCB	Harrow Safeguarding Children Board
IDACI	Income Deprivation Affecting Children Index
LNWUHT	London North West University Healthcare Trust
MPS	Metropolitan Police Service
NHS	National Health Service
PVI	Private, Voluntary and Independent sector
RNOH	Royal National Orthopaedic Hospital
SSP	Safeguarding Strategic Partnership
YOT	Youth Offending Team