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**Wandsworth MARVE (pre-MACE) and MACE**

**Terms of Reference ToR**

**Background**

1. Wandsworth adheres to the London-Child-Exploitation-Operating-Protocol-2021, which sets out clearly the multi-agency responsibilities with respect to a pre-MACE (MARVE Operational panel) and a strategic MACE. The MARVE operational panel is a multi-agency partnership that will review and have oversight of risk assessments and plans. The responsibility and accountability in managing these risks require a multi-agency response. While this is a specialist area of practice, it is important that all practitioners, supervisors, and senior leaders are diligent in ensuring that young people are kept safe, with early identification of needs, up to date risk assessments and robust plans, that are continuously reviewed to demonstrate impact.

**MARVE Operational Panel (pre-MACE)**

1. The decision to attend the MARVE operational panel should be made following a strategy discussion, where there are clear concerns regarding contextual safeguarding matters. Following this the social worker must complete or update a risk assessment and have a clear safety plan, which should be collaboratively undertaken with a young person. When attending the MARVE operational panel the social worker and manager must attend, clearly setting out the risks and safety plans. Multi-agency stakeholders will contribute with intelligence and resources to enhance safety and protective measures. When a decision has been made that a child or young people should be discussed the allocated social worker and supervisor will be invited to attend a ten-minute slot. Stakeholders will consider the following when children and young people are presented:

V – Victim(s)

O - Offender(s)/perpetrators/persons of concern

L – Location(s)

T – Theme(s)

**MARVE Operational Action Tracking Meeting**

1. Decisions made at the MARVE operational panel, must be actioned within two weeks. An action log will be cascaded to relevant professionals, with a clear expectation that action updates must be sent to the minute taker. The week that the MARVE operational action tracking meeting takes place, a reminder for updates will be sent on the Monday, with an expectation that information is received by Wednesday. Any actions outstanding, the chairs (Nana Bonsu and Police) will email professionals to be clear that the action is outstanding and must be completed. This quality assurance will minimise the potential for drift.
2. Where plans are clearly having an impact, then there will be no need for social workers and managers to attend the MARVE operational panel. It is not resource minded for a presentation to take place when the desired impact is clearly being evidenced. Focus instead will be on children and young people where there are blockages to plans; no impact, risk increasing, intelligence regarding persons of interest, locations, and themes. Attendance will also be required if there is drift with regards to actions being completed.

**MARVE Plus**

1. This is a multi-agency panel that considers strategic oversight of risks, and support that can be deployed to mitigate risks. The Personal Advisor (PA) is responsible for ensuring when matters of contextual or safeguarding risks come to their attention, that they complete a contextual risk assessment embedded within the pathway plan, outlining clearly what the risks are. The outcome of this assessment and any thoughts about attending the MARVE Plus operational panel should be discussed with the young adult, enabling transparency, and privileging self-efficacy. The PA in conjunction with their Team Manager will ascertain whether the risks are so significant that, even in the absence of consent, oversight at the panel is warranted. When attending the MARVE Plus operational panel the PA and manager must attend, clearly setting out the risks and safety plans. Multi-agency stakeholders will contribute with intelligence and resources to enhance safety and protective measures. When a decision has been made that a young adult should be discussed the allocated PA and manager will be invited to attend a ten-minute slot. Stakeholders will consider the following when young adults are presented:

V – Victim(s)

O - Offender(s)/perpetrators/persons of concern

L – Location(s)

T – Theme(s)

**Strategic MACE**

1. The strategic MACE panel is a multi-agency partnership that considers strategic matters that are fed through from the MARVE operational panel. The objective of this panel is a strategic oversight, accountability and ensuring the tracking of impact. Where there are blockages to plans, themes, locations, and persons of interest; these will be discussed here with a view to early identification, planning, and disruption. Roles and responsibilities of MACE can be found in the appendix.

**Strategy discussion**

1. Whenever there is reasonable cause to suspect that a child is suffering or is likely to suffer

significant harm, there should be a strategy discussion involving Children’s

Social Care (CSC) (including the residential or fostering service if the child is looked-after), the

police, health, and other bodies such as the referring agency. If feasible or within 24 hours a

strategy discussion should also be held when a child is in police custody or about to be released from custody. The strategy discussion might take the form of a multi-agency meeting or phone calls and more than one discussion may be necessary. A strategy discussion can take place following a referral. Key stakeholders should be in attendance, including the police. It is within these forums a decision is made whether to pursue the matter as a joint or single agency. There must be a clear summary of risk and plan following this meeting and a decision made whether to refer to the MARVE operational panel. In making this decision, social workers and managers should refer to the threshold document contained within the 87a document, figure 1.

**Risk Levels (RAG)**

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| --- | --- |
| Emerging Risk | Some evidence that the child or young person is at risk of exploitation and / or places him/herself at risk. Some concerns that the child/ young person is at risk of being targeted or groomed, but there are positive protective factors in the child’s life. The child / young person may require a referral to targeted early intervention services for education / intervention. |
| Moderate Risk | Child is vulnerable to being exploited / but there are not immediate/ urgent safeguarding concerns. There is evidence the child / young person may experience protective factors, but circumstances and / or behaviours place him/her at risk of exploitation.  |
| Significant Risk | Evidence / disclosure suggests that the child is at immediate and / or continuing risk of criminal exploitation. The child / young person is engaged in high-risk situations / relationships / risk taking behaviour. Evidence / assessments suggests that the child is experiencing exploitation (they may not recognise this).  |

 **Figure 1**

1. The risk assessment on Mosaic must be updated, which is embedded within the children and family’s assessment. This updated risk assessment will result in an updated plan, which must be collaboratively completed with the young person. The Wandsworth ethos of one plan is key. There is no need to have several iterations of risk assessments or plans, as this causes confusion and leads to challenges when tracking evidence of impact. The local authority will ensure through several internal panels that these risks assessments and plans are robust and demonstrate impact. These internal infrastructures include the Care Panel, Daily Intelligence Briefing, the weekly meeting for missing children, learning from experience audits and quality assurance activity. In all instances where child exploitation is a concern (new and open children and young people) the updated risk assessment must be sent to the MARVE in box for review by the MARVE operational chairs. Following this review the social worker and team manager for the children and young people may be invited to attend the MARVE operational panel.

**Organised and complex meetings**

1. When exploitation has been identified and there are concerns that the abuse involves one or more abuser, multiple victims, a group, or location where additional focus is required to monitor peer networks and activity; consideration should be given as to whether this falls within the Organised and Complex Abuse procedures as outlined in chapter 8 of the London Child Protection procedures. There will be an expectation that intelligence from complex meetings will be shared at the strategic MACE panel, for oversight and to ascertain what resources can be galvanised from the partnership to assist with safety.

**Practice**

1. The MACE panel is not there to manage the ‘safe uncertainty’ (Mason, 1993), that can arise in this specialist area of practice. The MACE panel is not there to repeat conversations regarding risks and plans that have already taken place in strategy and complex meetings. Doing so is time consuming and detracts from resources that are needed to support and protect those children and young people we are most concerned about. In all discussions/supervision where exploitation has been evidenced, the following questions should be considered, explored, and evidenced on the child’s file.
2. Key questions to ask in practice include:

**Is there an up-to-date risk assessment/plan?**

**Is it having impact/new risks emerging?**

**If there are blockages/increased/new risk or themes-have you referred to the MARVE operational panel?**

**Children in our care-is there a up to date trigger plan?**

**Has an NRM been completed, and the outcome noted on the young person’s file, with the reference number?**

**Anti-racist practice**

1. Forms of discrimination including the covert and entrenched everyday racism and unconscious bias in the workplace sometimes indicates the lack of good-quality cultural diversity and multicultural education and training available to all staff. This often permeates to the work we do with children and families, the most disadvantaged of whom in our communities are often disproportionately from BAME backgrounds. This often leads to poorer quality interventions and outcomes for underrepresented groups.

1. This highlights the need to work collaboratively in matters relating to inequality and implement strong practices that combat structural discrimination that enables equality of access and opportunity for all young people accessing services across the Partnership, regardless of their background. Anti-racism must be explicitly promoted in mission statements, along with other forms of anti-discrimination, and included in relevant policies and procedures across the Partnership.

1. One of Richmond and Wandsworth Councils Equality objectives 2021 to 2025 is to ensure all our children have the best start in life by narrowing the gap from foundation stage for the most vulnerable group, including those from Black African, Black Caribbean, Mixed White and Black Caribbean pupils. Support will be provided to schools to identify and address disproportionality that positively impact on young residents and residents belonging to these minority ethnic groups.
2. Every panel member of MACE is expected to have an explicit anti-racism policy for their area. MACE has a responsibility to actively seek out examples of disproportionality within cases, themes and discussions of young people and take actions to address this within the action plans of panel members and MACE.
3. At all times, MACE panels will be aware that it is everyone’s duty to recognise when forms of discrimination and unconscious bias may be present or influencing decision making.
4. There will be anti-discriminatory statement read out alongside the confidentiality statement at the beginning of every MACE and pre-MACE group to remind members of this.

**Wider Context**

1. Both operational (MARVE) and strategic (MACE) panel’s report to the Executive WSCP (Wandsworth Safeguarding Children’s Partnership) and the MQ&P (Monitoring Quality and Performance).

**Daily Intelligence Briefing**

1. A daily intelligence briefing (DIB) captures data regarding all missing children from the preceding day. This meeting is chaired by a team manager in the Evolve service. Details of Daily Intelligence Meetings discussions and actions are uploaded to Mosaic every day and sent to relevant professional networks for swift actioning and grip. As a result our responses to missing children and children impacted by exploitation/crime is consistent, coordinated and timely.

**Operation Philomena**

1. Philomena Protocol as an important tactic to increase partnership and supportive engagement with Children’s Social Care (CSC) placements across London, and to highlight the importance of information sharing. At the point of placement for a child/young person in local authority care, a Trigger Plan should be collaboratively completed. This will set out very clearly expectations regarding times to return to the place of residence and what actions to take if this does not happen. It is important that adults placed in a position to care for children and young people, are curious in their actions and seek information as to the location of the young person. By having a clear plan with contact numbers of family/friends and networks, this will be the starting point for enquiries to take place. It is important to appreciate that each child and young person is risk assessed on merit and the appropriate police and partner action taken. In 2016, the College of Policing issued new Authorised Professional Practice, and this altered the definition of ‘missing’. The definition of missing is ‘Anyone whose whereabouts cannot be established will be considered as missing until located, and their well-being or otherwise confirmed’.

**Wandsworth Young People Placed Out of Borough**

1. For young people placed out of borough, who do not reside in neighboring boroughs; the initial concerns will be heard at the Wandsworth MARVE operational panel. Subsequently a referral will be made to the MARVE operational panel equivalent that the child and young person resides in.

**Appendix 1**

**Recommended MACE attendees**

**Attendees must be in a position of managerial responsibility or have strategic oversight of**

**their area of business.**

• James (Bas) Dickson-Leach-Police – Local Borough Detective Chief Inspector or Detective

Inspector (co-Chair).

• Nana Bonsu-LA senior manager (co-Chair).

• Police – Local borough child exploitation SPOC.

• Police – Children’s Social Care (CSC) SPOC (when requested by chair).

• Beth Kelly-LA child exploitation co-coordinator.

• Health – Identified child exploitation lead(s).

• Education –Identified child exploitation lead(s).

• Mental health lead.

• Elisha Myton-Senior Intelligence Analyst.

Following members to be invites as and when required:

* Probation
* Commissioning
* Public Health
* Safeguarding Partnership

**Other key partners as identified such as:**

• Paulette Edwards-Youth offending service manager.

• Rescue and response.

• Child sexual exploitation partnership teams (county line experts).

• Child exploitation charity/Commissioned service, e.g., National Society for the

Prevention of Cruelty to Children/Barnardo’s/Children’s Society/Safer London.

• Police– CSC gangs’ partnership/BCU Safeguarding Hub representatives/schools

officer/supervisor/TFL/BTP.

• Drugs/Alcohol teams.

• Key business leads.

• Borough media communications team representative.

• LA specialist services e.g., Housing/Licensing etc.

• Other (as identified)

**Appendix 2 - Roles and responsibilities of strategic MACE:**

* Manage and hold accountability for the Adolescent Exploitation Strategy and work plan.
* Implement statutory procedures with regards to MARVE and children missing from home, care and
* education.
* Put in place clear local practice and procedures, as required.
* Ensure that all objectives are managed in line with statutory requirements and any agreed MARVE and additional protocols.
* Ensure recommendations are made to the Independent Chair of the Local Safeguarding Children Partnership (WSCP).
* Work with projects and initiatives, identify any gaps through scrutiny of multi-agency data and learning reviews. Devise action plans and implement actions.
* Ensure that lessons learnt from MARVE, Missing Children processes, and other relevant Operational processes are disseminated and acted upon.
* That there is appropriate quality assurance and training in place throughout the agencies and boroughs.
* Disseminate learning throughout agencies and the public in Wandsworth to raise awareness of MARVE issues.
* Agree the borough problem profile and ensure this is reported on a quarterly basis to the WSCP.
* Create any task and finish groups as required to implement the Adolescent Exploitation strategy and work plan.
* Responsibility for delivering a work plan, drawn from the WSCP business plan.
* The work plan will be reviewed at each sub-group meeting. The Chair may set up time-limited task and finish groups as required to deliver its objecti