

London Borough of Barking and Dagenham Safeguarding Children Partnership

Annual Report

01 April 2020 – 31 March 2021

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London Borough of Barking and Dagenham Safeguarding Children Partnership Annual Report 2020/21

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**Barking &
Dagenham**



Introduction

Context Setting

The Barking and Dagenham Safeguarding Children Partnership (BDSCP) Annual report is an opportunity to highlight the progress that the Partnership has been made in achieving its safeguarding priorities in 2020/21. The report outlines key performance data, findings from multi-agency audits, progress updates from each of the Working Group Chairs and feedback from some of our partner agencies. The report also outlines the Partnership's priorities for 2021/22.

In accordance with the guidance outlined in 'Working Together 2018', much work has been done, and is still to be done, to transition from an LSCB into a Local Safeguarding Children Partnership. In 2019/20 we established arrangements with Barking, Havering and Redbridge Safeguarding Partnership. We chose an integrated approach to addressing to our shared safeguarding needs and brought together the infrastructure to tackle our joint priorities, such as addressing young people involved with and at risk of gang culture, knife crime and child exploitation.

The BDSCP has delivered many of its priorities for 2020/21, despite facing some significant changes, not least the global pandemic. The Partnership focused on getting the leadership right and embedding a stronger foundation for collaborative working across the Statutory partners; the Local Authority, the NHS Clinical Commissioning Group and Police. Whilst this took time, a solid base to build on has been established. The Partnership is committed to leading the cultural and behavioural changes required to drive sustained improvements in services over the next three to five years, to safeguard and improve the lived experience of children and families.

In common with the rest of the country, all partner agencies services were re-directed to respond to- and manage the impact of the Coronavirus pandemic. All services have had to adapt and respond swiftly in delivering support whilst reducing the risk of COVID-19 transmission. We would like to thank everyone involved in maintaining high standards of professional practice and care delivered during this period.. Because of this response we have not been able to run our usual multi agency audit programme, however, we have plans for who partnership audits of Domestic Abuse and Neglect in 2021/22. In 2020/21 the partnership did undertake an in-depth Neglect Assurance Review, overseen the Safeguarding Executive Group.

Working through the challenges has galvanised partnership working across our Statutory Safeguarding leaders and solidified our ambition for taking forward a bold and innovative vision for 2021/22. In May 2021 the Partnership appointed a new Independent Scrutineer, Sammy Odoi who will carry out the scrutiny function for the Safeguarding Children Partnership. The key focus of the Safeguarding Partnership continues to be getting the basics right which will underpin all work that is carried out in delivering the 2021/22's priorities.

Independent Scrutiny



Sammy Odoi
Independent Scrutineer,
Barking and Dagenham
Safeguarding Children Partnership

'I was delighted to be appointed to the role of Independent Scrutineer in May 2021, and I hope to use my skills and experience to strengthen confidence in the strategic multi-agency arrangements across children and vulnerable adult safeguarding agendas.

I believe that really listening to the voice of the child is paramount if we are to deepen our understanding of the lived experience in order to improve outcomes for children and young people.

Since my appointment I have enjoyed getting out to schools, youth and community groups and forums and listening to children and young people and their families to understand their experiences of life in the borough. In the coming year I look forward to working closely with all partners and stakeholders to ensure that the actions we take are making a real difference in the lives of individuals and the communities we serve. '

Further Details of the Independent Scrutiny function on p28

Introduction

Priorities in 2020/2021

This report outlines how Barking and Dagenham Safeguarding Children Partnership (BDSCP) delivered against its six agreed priorities in 2020/21, which were as follows:

1. Strengthen multi-agency working to protect and safeguard vulnerable children and young people from all forms of exploitation
2. Strengthen multi-agency working in the early identification and support for children at risk of suffering from harm resulting from neglect and domestic violence
3. Safeguard children with additional needs and promote their welfare
4. Protect vulnerable children and young people from sexual abuse
5. Embed our Safeguarding structure and Independent Scrutiny arrangements
6. Respond and Recovery to the impact of the COVID-19 pandemic

To deliver these priorities it was agreed that the Partnership would oversee the development and implementation of the following key workstreams:

- Our Contextual Safeguarding approaches and Exploitation Strategic group with its strong multi agency buy-in, we will reduce the risks of exploitation and the frequency at which some of our most vulnerable young people go missing and safeguard adolescents against contextual factors, such as peer groups, we will develop clear thresholds and referrals pathways in order to identify and address risks earlier on so to protect young people from harm.
- Establish a Early Help and Neglect Delivery Group to oversee the implementation of and Early Help improvement programme.
- Establish a Domestic abuse commission and MARAC review.
- We will strengthen our Child Death procedures in accordance with Statutory and Operational Guidance (2018) and embed across a BHR footprint.
- Our clear thresholds and referrals pathways in order to identify and address risks earlier on so to protect young people from harm.
- Implement and embed new Safeguarding partnership structure and governance; including set up of all groups with terms of reference, recruitment of Independent Scrutineer, build a multi-agency training plan, review and refresh of Young Persons Safety group, improved comms and front facing interface and development of a business plan.

Summary of Achievements

Contextual Safeguarding and Exploitation

The Safeguarding Children Partnership, alongside the Community Safety Partnership (CSP), has continued to work relentlessly to tackle serious youth violence and child exploitation in all its forms. The Contextual Safeguarding and Exploitation Strategic Group with its strong multi agency buy-in continues to drive and hold single oversight of the cross partnership vulnerable adolescent offer, ensuring better identification, prevention and interventions where exploitation or serious youth violence is an issue. This group has overseen significant progress, as outlined in the Chair's summary report (p11). A key aim of the group is to promote the embedding of a contextual safeguarding approach across the council and its partners – and in doing so have continued to work with the University of Bedfordshire piloting contextual safeguarding approaches, tools and procedures. Three pilots have taken place focussing on peer groups, businesses and an alternative to child protection case conferences. The outcomes are informing our pathways and procedures going forward. The second Lost Hours Campaign was launched aiming to educate parents and the community as a whole on the contextual risks facing our young people. Finally, the Step up stay safe programme held 2 Workshops highlighting the variety of services and interventions on offer, successfully evidencing clear positive impact on engagement and reducing risks - services include: YARM, Parent/carer champion network, Box –up, Tootoot, Sparking purpose, Subwise, Spark 2 life, Ben Kinsella and Studio 3 Arts.

The group worked with the University of Bedfordshire to develop tools and pilots to support implement Contextual Safeguarding which included training five Contextual Safeguarding Champions across the Partnership. A Step up and Stay Safe programme was established that commissioned services at each tier to reduce incidents of serious youth violence, knife carrying, and exclusions in schools. The Youth at Risk Matrix (YARM) work was implemented, so primary schools could refer concerns, access support for pupils and parents, of which is making an impact. Through the Young people's Annual Safety Summit, awareness of safe and unsafe spaces were identified in the borough.

Introduction continued

Summary of achievements in 2020/21

Tackling Domestic Violence and Abuse

Work is ongoing in adopting a whole system approach to tackling domestic violence in Barking and Dagenham; with domestic abuse services commissioned through Refuge working well and a number of other initiatives, including those working with perpetrators now up and running. The borough has secured significant funding from MOPAC to support this work. The impact of the pandemic on demand to these services was severe and the response considerable, with many more referrals being received through the MASH and MARAC and Refuge working with more women than ever.

The Safe and Together model (an internationally recognised suite of tools and interventions designed to help child welfare professionals become domestic violence informed) continues to lead our work in children's social care and this approach is increasingly being adopted across the partnership, with training rolled out to health colleagues and some of the voluntary sector as well. We continued to pioneer a trauma informed approach to all domestic abuse services, working to ensure that survivors only have to tell their stories once.

Establishing and embedding the new Safeguarding arrangements

As outlined in the actions to be taken forward section of the BDSCP Annual Report 19-20; a new safeguarding partnership structure is now in place with terms of reference established for all groups under the structure. The recruitment of the Independent Scrutineer was completed with the appointment announced in May 2021 of Sammy Odoi. A rebrand of the partnership has been undertaken with improved communications and work ongoing to finalise a refreshed partnership performance framework, business plan including comms with the front facing interface and a user-friendly website. A multi-agency BDSCP Training Coordinator role was agreed and appointed to in 2021 and a training plan is being developed and will begin be rolled out in 21/22. The Young Persons Safety Group was refreshed, details on page 16.

The Child Death Review procedures have been strengthened in line with the guidance with a good interface with BHR CDOP. In addition to this the BHR CDOP Manager attends and reports into the BDSCP Executive group on a quarterly basis to ensure clear and joint oversight.

Summary of achievements in 2020/21

Tacking Neglect:

An Early Help Improvement programme has commenced, in response to findings of independent Early Help review, published in Feb 2021 and the Neglect Assurance work. This has resulted in the Targeted Early Help service transferring into the Social Care directorate, from Community Solutions, under the Strategic Director for Children and Adults Social Care. The findings from an Early Help Safe and Seen exercise, that dip sampled over 300 Targeted Early Help cases, informed the practice improvement workstream of the programme, and the LA commissioned a practice improvement partner, Innovate CYP, to support drive forward improved practice in getting the basic's right. Further work has commenced embedding improved practice standards and developing the CARES practice framework.

The step up and step-down pathways and processes, between MASH and Targeted Early Help have been reviewed and more streamlined approaches have been adopted with greater management oversight to ensure smoother transitions.

The LA commissioned the Social Care Institute to Excellence (SCIE) to develop a new Early Help Target Operating Model, which involves establishing three Best Chance Family Hubs across the North, East and West localities, mirroring the same geographical boundaries of Education and Health. The model sets out how the future Council's Early Help services is to operate, stretching across a number of directorates, to maximise the use of existing resource, to intervene earlier, deliver the improved outcomes for children and families. It also seeks to better integrate partner agencies through co-located working across the three hubs, so to strengthen the holistic offer of Early Help services to children and families, enabling much earlier identification and targeted intervention. The new model is to commence implementation from February 2022.

Increased investment into Targeted Early Help has been agreed, for next financial year, so to strengthen the services ability to deliver targeted interventions and respond to increasing demands. The Neglect and Early Help Delivery group has met monthly to provide strong partnership governance and single oversight of Early Help improvement programme. This group has also supported the mapping of pathways, a joint vision and joint priorities and actions informing the Early Help, Best Chance Strategy.

What is safeguarding and why does it matter for children and families?

Putting it simply, safeguarding is about the risks some children and young people may face as they grow up. These risks might come from:

- Physical harm (including deliberate harm)
- Emotional harm (including bullying)
- Neglect (in their everyday life)
- Sexual abuse (including unwanted sexual activity by others)
- Exploitation (which may include sexual, trafficking)

These risks may be faced in a child's own home caused by their family members, or from other young people or adults in the child's life and sometimes from strangers.

While many of these factors have been around for a long time there are some newer aspects of safeguarding in keeping children safe that have become more common.

This includes:

- Gangs and knife crime
- Radicalisation
- Modern day slavery
- Internet/digital abuse
- Female Genital Mutilation (FGM)

The key question in any of these situations is: Does this cause harm or is the child or young person at risk of harm from which they need to be protected?

The key agencies with responsibility for safeguarding are:

- **The Local Authority**
- **Police**
- **Health Services**

Many other groups or organisations have a significant part to play. This includes schools, faith groups, under 5's services, clubs, sports facilities, community groups etc. The fact is that the safety of children and young people is everybody's responsibility.

To help protect children and young people we must:

- Work together**
- Have plans for helping to protect children and young people**
- Test that what we are doing is working and makes sense**
- Look ahead to see what needs to be done**

This Annual Report looks back on progress over the last financial year and looks forward to how we work together even more effectively in the coming year and beyond. At a time of difficult resources and the impact of the Coronavirus pandemic there is an even greater need to work together, but we must work effectively and efficiently.

Difficulties in getting resources are no excuse for failures in working together and communicating well with each other.

Why does it matter?

At the end of 2020/21, 324 children and young people were on what is called a Child Protection Plan, a decrease of 3% children when compared to the 335 at the end of 2019/20. This means that after serious consideration all of those children were at risk from some of the risk areas outlined in this slide. Our rate per 10,000 children is 51 - higher than the national rate of 43, London (35) and statistical neighbours (49).

In addition, 1862 children and young people under 18 were considered to be Children in Need at 31st March 2021 (Compared to 1369 as of 31st March 2020 – an increase of 36%) These children and families require ongoing and sometimes intensive work to support and protect them. Across all assessments in 2020/21, 28% identified Domestic Violence and 35% identified Abuse and Neglect. The effects of neglect and abuse may live with a child or young person for a long time and affect their future lives, their relationships and the way in which they then act as a parent. They may miss out on education, the development of life skills, their mental health may be affected, and their life chances may be impaired. This report sets out some of the work that needs to happen to help protect children and young people in Barking and Dagenham now and those who will be born or move here in the next few years.

Who was involved in 2020/21 and how do we work together ?

The Barking & Dagenham Safeguarding Children Partnership is a multi-agency partnership. It is made up of senior representatives from statutory and non-statutory agencies and organisations in the Borough who have a responsibility for keeping children safe. The Safeguarding Partnership has a co-ordinating role and are responsible for ensuring that agencies work together to provide safe, effective, and efficient safeguarding arrangements for children living in our Borough. The partnership does this by:

- Outlining how it intends to tackle priority safeguarding issues, in partnership with other agencies
- Developing local policies, strategies, and ways of working, through its delivery groups
- Delivering multi agency training

There are strong links with the Health and Wellbeing Board, The Safeguarding Adults Board and the Community Safety Partnership, and we ensure the effectiveness of our local work by:

- Monitoring and scrutinising what is done by our partner agencies to safeguard and promote the welfare of children
- Undertaking serious case reviews, now known as Local Learning reviews (as a result of the changes outlined in Working Together 2018) and other multi-agency learning reviews, audits and qualitative reviews and sharing learning opportunities
- Collecting and analysing information about child deaths
- Drawing evidence from the testimony of children, young people, and frontline professionals
- Publishing an Annual Report on the above.

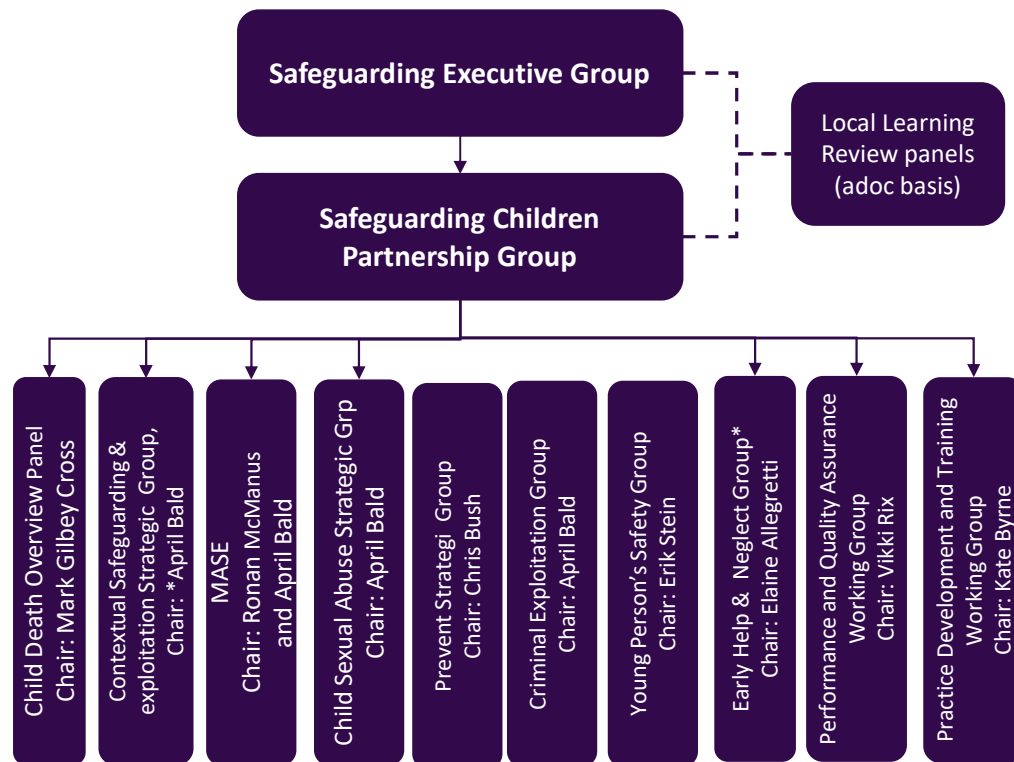
The Barking and Dagenham Safeguarding Partnership has three tiers of activity:

Safeguarding Executive Group: is made up of representatives from the three key statutory agencies and has strategic oversight of all Safeguarding Partnership activity. Strategic Partners takes the lead on developing and driving the implementation of the partnership's work.

Safeguarding Partnership Group: this is made up of representatives of the partner agencies as set out in Working Together 2018. Partner members must be sufficiently senior to ensure they are able to speak confidently and have the authority to sign up to agreements on behalf of their agency.

Working Groups: these groups work on the Safeguarding Partnership's priority areas on a more targeted and thematic basis. They report to the Safeguarding Partnership.

BDSCP Governance Structure over 2020/21



Full details of Barking and Dagenham Safeguarding Board membership for 2020/21 is outlined in Appendix A of this document. *During 2020/21 there were a number of changes in the Chairing of these groups and hence the chart reflects the most recent Chairs.

What is happening in Barking and Dagenham and what does the data tell us?

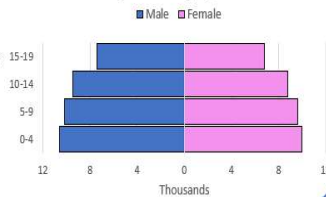
Demography

Population size

A large and growing young population

- Highest proportion of 0–17s in UK
- Highest birth rate in England and Wales
- +4,300 0–17s in next 5 years (+6%)
- +2,700 18-25s in the 5 years (+ 12%)
- 25% projected increase in 15–19s

Population by age 2021



Population, 2021-2026

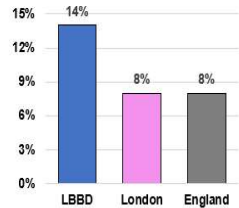
| Age | 2021 | 2026 | % change |
|----------|---------|---------|----------|
| 0–4 | 20,400 | 21,200 | +4% |
| 5–9 | 19,600 | 20,400 | +4% |
| 10–14 | 18,500 | 19,200 | +4% |
| 15–19 | 14,600 | 18,200 | +25% |
| All ages | 221,500 | 239,300 | +8% |

Deprivation

High levels of deprivation

- 17th highest in England and 1st in London for income deprivation affecting children
- 14% of dependent children live in workless households (8% in London)
- 15% of secondary school pupils claim free school meals, same as London

% dependent children living in workless households



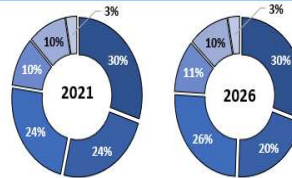
Ethnicity & language

A diverse population

- 75% of 0-17s are ethnic minorities compared to 67% in all age groups
- 55% of primary school pupils do not have English as their first language, higher than London (49%)

Ethnicity, 0–17

- Black
- White British
- Asian
- White Other
- Mixed
- Other



Sources: **Population size:** Greater London Authority (GLA) interim 2019-based Borough Preferred Option projection, 2019; Office for National Statistics (ONS) mid-year population estimates, 2019; Live births in England and Wales: birth rates down to local authority areas, 2019 via Nomis, birth rate refers to 2017. **Deprivation:** English indices of deprivation 2019, Department for Communities and Local Government; Annual Population Survey, Schools, Pupils and their Characteristics: January 2021, Department for Education, 2021. **Ethnicity & language:** GLA housing-led ethnic group projections, 2016 round © GLA, 2021-based demographic projections, 2019. Ethnic minorities refers to all ethnic groups other than White British; Schools, Pupils and their Characteristics: January 2021, Department for Education, 2021. **School survey:** LBBd School Survey 2019. **Social care:** Department for Education/LBBd. X indicates suppressed value. Multiple factors may be recorded.

Population health, behaviours and attitudes – 2019 Year 10 School Survey

Emotional health and wellbeing

- 44% say they are at least 'quite' satisfied with their life at the moment.
- 22% say if at first they don't succeed, they 'usually' or 'whenever possible' give up
- 12% say they are young carers

Health

- 73% say they are in charge of their own health
- 25% say they don't enjoy other physical activity outside school at all
- 33% say they didn't have anything to eat or drink before lessons that day

Relationships

- 26% of pupils believe that emergency contraception can be taken up to 3 days after unprotected sex and still expect it to work.
- 85% think trust and honesty are some of the most important aspects of a good relationship with a boyfriend/girlfriend.
- 73% think respect and understanding are some of the most important things to make a good relationship.

Children in contact with social care

Referrals

1 in 3 referrals are from the police

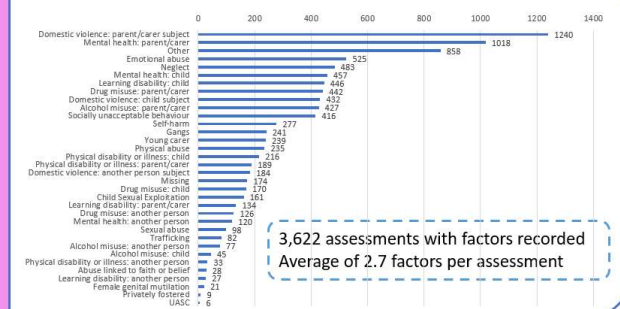
- Police, schools and health services account for 70% of all referrals to children's social care



1 in 8 (12%) referrals are within 12 months of a previous referral, better than London (19%)

Factors recorded at assessment

Domestic Violence towards parent is the most commonly recorded factor at assessment



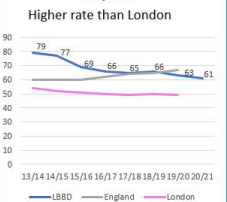
3,622 assessments with factors recorded
Average of 2.7 factors per assessment

Children in contact with social care

Snapshot (end 20/21)

- 1,862 children in need
- 324 children with child protection plans
- 391 looked after children
- 310 care leavers

Looked-after children per 10,000



- Missing 8% of looked after children had a missing episode in 20/21

What is happening in Barking and Dagenham and what does the data tell us?

Early Help

The Early Help Assessment (EHA) is the primary tool for capturing Early Help work (previously known as a CAF – Common Assessment). The number of EHAs being initiated for families significantly increase in 2020/21 to 821 compared to 494 in 2019/20 and 378 in 2018/19. The number of EHAs initiated for children therefore also increased over the past couple of years to 2,053 in 2020/21 compared to 1,011 in 2019/20. The Targeted Early Help service in the Local Authority sat in Community Solutions in 2020/21 and all EHAs were completed by the service.

The number of families and children open to Targeted Early Help was lower at end of 2020/21 at 423 and 951 respectively compared to 469 families and 966 children in the previous year.

| Referring body | 2019/20 | 2020/21 (So far) |
|---------------------|---------|------------------|
| Community Solutions | 25% | 5% |
| MASH | 19% | 37% |
| Education | 15% | 20% |
| Health | 19% | 15% |
| Police | 15% | 14% |

Early Help Referrals

The main referring agencies not Targeted Early Help are set out in the table. There has been a large increase in those coming from children's care and support MASH and an increase of referrals from schools. Health and Police referrals declined between 2019/20 and 2020/21. Behavioural Issues (16%) was the most prevalent presenting need for new children into Early Help during 2020/21 although declined from 22% in the previous year.

However together, Domestic Incidents (11%) and Domestic Violence (10%) accounted for 21% of child presenting needs, 1% higher than 2019/20. Mental health issues increased in 2020/21 to 10% compared to 8% in 2019/20. The percentage of re-referrals into Early Help remains low and dropped to 9% in 2020/21 – down by 5%.

Referrals to Children Social Care

The number of statutory social care referrals received increased by 10.3% during the year from 3,571 in 2019/20 to 3,938 in 2020/21. The rate per 10,000 has increased from 562 to 620. This is above all comparators - similar areas (604), London (545) and the national rates (535).

The most significant number of referrals were received from the Police (1211 -31%) and from Education (845 – 21%). Around 90% of referrals were completed within timescales during 2020/21, compared to 95% previously. At the end of 2020/21, the repeat referral rate was 12% - a decrease on the 15% a year before. Performance has remained below all comparators (19%-23%).

Strategy Discussions and Section 47 Investigations

Our s47 rate per 10,000 children has always been high comparatively, but this is now declining. The number of cases that progressed to Section 47 investigations during the year was 883 out of 1,386 strategy discussions, a conversion of 64%. For the previous year this figure was 72% (1,047/1,457). The number of Section 47 Investigations decreased during the year from a rate of 165 per 10,000 to 139. This puts us below all comparators- National (167) , similar areas (207) and London rate (154).

In 2020/21, a slightly higher proportion of Section 47s progressed to Initial Child Protection Conference increasing to 43% compared to 41% in 2019/20. The percentage of Section 47 investigations resulting in No Further Action also declined to 5.6% compared to 6.5% in 2019/20.

Statutory Single Assessments

The number of Assessments completed in 2020/21 has reduced from 4274 to 4017 - a decrease of 257 (6%). 90% of those assessments were completed within 45 days compared to 78% in 2019/20 and performance was above all comparators (83%-85%).

What is happening in Barking and Dagenham and what does the data tell us

Core Groups

The number of core group meetings held in timescale for children subject to child protection plans decreased slightly to 82% at the end of March 2021, compared to 83% a year earlier.

Children Subject to a Child Protection Plan

381 children were considered at Initial Child Protection Conferences during the year at a rate per 10,000 of 60, a decrease on 2019/20 when the rate was 67 (425 children). This rate is comparable the London and national averages but lower than similar areas.

At the end of 2020/21, 324 children were subject to Child Protection Plans, a decrease of 3% on the 2019/20 figure of 335. Our rate per 10,000 is 51 - notably higher than national (43), London (35) and local rates (49). The number of children coming off plans during the year increased from 349 to 378, whilst the number of children coming on to a plan fell slightly from 376 to 367.

The number of children becoming subject to a child protection plan for the second time in 2020/21 was 49 (13.4%). This compares with 55 children (14.6%) in 2019/20. Performance is good and lower than national, London and similar areas (18%-22%).

This year has seen an decrease in the percentage of children who were on a child protection plan for two years or more when the CP plan ceased - 12 children out of 378, (3.2%) and compares with 31 children in 2019/20 (8.9%). This area of performance is good. We are below the target of <4% and lower than the national, statistical neighbour and London averages.

Child Protection Conferences

Performance on the timeliness of initial child protection case conferences within the 15-day timescale increased to 80% in 2020/21, compared to 76% in the previous year. Performance is above all comparators (75%-78%).

Child Protection Review Conferences being held in time has remained high at 95% - in line with all comparators (90%-96%).

Child Protection Visits

The proportion of children subject to child protection plans visited 2 weekly decreased to 84% at year end compared to 94% the year before. 98% of children subject to child protection plans were visited and seen within 4 weeks at the end of 2020/21, a slight decrease on the 2019-20 outturn of 99%.

Missing Children

The number of children missing from home (not in care) was lower in 2020/21 at 185 with more missing from home episodes – 385, compared to 185 children and 448 episodes in 2019-20. Return home interviews within the recommended 72 hours period is an area of concern with low performance, despite a small increase from 34% in 2019/20 to 39% in 2020/21.

The number of looked after children missing has decreased from 59 to 45 over the last year, with the number of missing episodes decreasing from 247 to 175. Return home interviews in 72 hours for looked after children remains low, despite increasing slightly from 34% to 37% over the last year.

Child Sexual Exploitation (CSE)

At the end of March 2020/21, 28 young people were open in children's care and support for whom there were current CSE concerns, compared to 30 at end of 2019/20.

Police Powers of Protection

The number and proportion of children coming into care as a result of emergency police protection had declined year-on-year since 2014. However, during 2020/21 there was an increase from 18 children (9% of all admissions into care), to 38 (20%). This is above

Chair's summary: Children and Young Peoples Contextual Safeguarding & Exploitation Strategic Group

The Contextual Safeguarding and Exploitation Strategic Group takes place monthly and is chaired by the Operational Director for Children's Care and Support. The group is attended by a wide partnership including Children's Care and Support; Health; Police; Commissioned Partners; education, CCG, CAMHS, Community safety and Youth zone.

The Purpose of the Group:

The purpose is to ensure coordinated multi-agency responses to children and young people at risk of significant harm such as child criminal & sexual exploitation and serious youth violence that tends to happen in contexts outside the family home ie within peer groups, schools settings and neighbourhoods. The group keep oversight of several workstreams which are all geared to support the development and embedding of a multi-agency Contextual Safeguarding approach across Barking and Dagenham.

What were our priorities in 2020/21

- Reduce the risks of exploitation and the frequency at which some of our most vulnerable young people go missing.
- Safeguard adolescents against contextual factors, such as peer groups, we will develop clear thresholds and referrals pathways and interventions in order to identify and address risks earlier on so to protect young people from harm.
- To address county lines, gang activity and serious youth violence, the Police, YOS and Adolescent service and the community safety unit will undertake targeted operations on concerning areas.
- To help young people keep safe from exploitation, our multi-agency 'Step Up, Stay Safe' programme will continue to work with Schools, the Council, Police, Health and other agencies, including community organisations, targeting knife crime and serious youth violence
- To increase parent awareness of the potential risks to young people during the hours immediately after school, we will commence our Lost Hours campaign.
- Deliver YOS HMIP Improvement Plan and maintain focus on violent crime through delivery of the serious violence and knife crime action plan.
- Provide workforce training focussing on trauma informed, 'child first' offender second approaches
- Commission intervention services and a clear "offer" which meets the specific needs of our children

Key achievements of the Contextual Safeguarding and Exploitation Group over the last year:

- Following on from a successful bid in December 2018 LBBDD were selected to work on a 3-year project with the University of Bedfordshire; intended to pilot contextual safeguarding approaches, tools and procedures, this work continues testing CS approaches to safeguarding children at risk of extra familial harm. Three pilots have taken place focussing on peer groups, businesses and alternative to child protection case conferences. The outcomes will inform our pathways and procedures going forward.
- Launch and delivery of 2 Lost Hours Campaign intended to educate parents and the community as a whole
- Step up stay safe programme held 2 Workshops highlighting the variety of services and interventions on offer evidencing clear positive impact on engagement and reducing risk eg YARM, Parent champions, Box-up Crime, Tootoot, Sparking purpose, Spark 2 Life, Ben Kinsella and Studio 3 Arts
- Training on Trauma informed practice has been rolled out and contextual safeguarding champions continue to disseminate learning and best practice.
- Engagement with BD Collective – Youth network delivering a workshop building bridges with our voluntary sector
- Coordinated police Operations focussing on risk to Romanian children and another on reducing incidents of SYV and knife crime over the summer months

Our priorities for the next 12 months are:

- Writing a LBBDD strategy to tackling Exploitation – drawing together the learning from the last 3 years whilst working with Uni of Bedfordshire. In addition, developing a single website with the "offer" from universal through to strategic interventions
- Improved single oversight and coordination of the various bids that are applied for, and we are delivering on – ensuring no duplication and they remain strategically linked and outcome focussed
- Embed the learning from the 3 Contextual safeguarding pilots – finalising referral pathways and ICS systems for contextual referrals
- Continued partnership delivery of Safe spaces work being led by Community safety partnership
- Schools contextual safeguarding summits to ensure voice and experiences of children are understood and acted on.

Chair's summary: Multi-Agency Missing and Sexual Exploitation (MASE) Children

MASE takes place monthly and is attended by a wide partnership; Police; Social Care; Education; Health; CAMHS; Subwise, Youth Offending Service, Community Safety, Early Help and Future youth zone. Since September 2018 the meeting is being co-chaired by the Detective Inspector (DI) from the Police Public Protection Desk (PPD) and the Operational Director for Children Care and Support.

The purpose of the group:

- To have tactical oversight of children at risk of CSE, information, intelligence and activity both across B&D and for B&D children placed out of borough.
- Co-ordinating a consistent and effective multi-agency response to Child Sexual Exploitation including the prevention, identification and disruption of child sexual exploitation as well as prosecution of perpetrators and making locations safer Privileging a contextual safeguarding approach
- To identify and deliver a partnership response to short, medium- and longer-term themes, trends and patterns emerging from these children's lived experiences.
- To direct resources and activity in response to identified trends or patterns
- To identify and remove blockages or obstacles impacting on safeguarding of children

What were our Priorities in 2020/21

- To safeguard LAC from exploitation, we will extend the Missing Children's Panel to address Looked After Children placed in LBBB by other LA's on a quarterly basis.
- To improve information sharing, the police and local authority partners across East Area (Havering and Redbridge) will align their MCOP procedures.
- To support local accommodation providers to act as "any reasonable parent" to safeguard children when they go missing, we will work with police partners and local accommodation providers to roll out the Philomena protocol.
- To support managers and multi-agency partners to have increased oversight to safety plans, we will refresh the CSE & CCE Risk Assessment tools.
- Improve referrals to the NRM (National referral mechanism) for children suffering sexual exploitation through modern slavery and county lines

Key achievements of MASE during the year are:

- This group has been influential in tackling some concerning cross borough issues such as children placed from out of borough.
- Monthly training sessions are delivered by the Child exploitation and missing manager and the CE champions group are tasked with disseminating research, new protocols, guidance, and lessons from serious case reviews.
- The average age of children known to us in this space is 14.4 and has continued to get younger over the last 18 months mainly due to increased prevalence of technology assisted abuse. Training has been delivered on on-line harm and young people from a local school have supported the delivery of the training.
- A joint education /social care response to responding to Everyone's invited website and the Ofsted review into sexual harm in schools that followed
- We have held care leavers open on the CSE list even though they are over 18yr until such time that the members are satisfied there is a robust support plan in place.
- Successful bid and implementation of an NRM panel – with a dedicated coordinator reporting more timely NRM conclusive grounds decisions
- Developed an evidence bank of "what works" - understanding what interventions and characteristics made a difference and diverted children from CSE
- Some successful disruption activities on locations of concern, including Make safe visits to hotels and issuing of CAWNs on persons of concern.

Our Priorities over the next 12 months are:

- To improve the return home interviews for missing children and ensure they are routinely undertaken, and the outcomes are influencing the risk assessments. This is an area of improvement as identified by Ofsted and MASE will oversee the progress.
- Multi agency response to technology assisted abuse including using the Lost hours campaign to educate the community and support parents to identify and respond to concerns
- Continuing to work with partners to ensure rich cross partnership data and intelligence is shared with the group so we can better understand our profile, including addressing disproportionality and intersectionality.

Chair's summary: Criminal Exploitation Group (CEG)

CEG takes place monthly and is attended by a wide partnership : Police; Social Care; Education; Community Safety; Health; CAMHS; Subwise ; YOS ; Youth zone ;CCG Rescue & Response. This meeting is chaired by the Operation Director for Children's Care and Support.

Purpose of the Group

The partnership agreed that meeting separate to MASE would be helpful in order to concentrate on the specific needs of children at risk of criminal exploitation (county lines, trafficking, modern slavery) particularly as the numbers were rising . Our data ensures we understand the cross over as we recognise some children can be criminally and sexually exploited at the same time. The purpose of the CEG meeting is:

- To have tactical oversight of children at risk of criminal Exploitation (CE), information, intelligence and activity both across B&D and for B&D children placed out of borough. Understanding the live experience of these children .
- To identify and deliver a partnership response to short, medium- and longer-term themes, trends and patterns emerging from child criminal exploitation through the application of the VOLT principle: Victim, Offender, Location, Trends . We continue to privilege a contextual safeguarding approach .
- To direct resources and activity in response to identified trends or patterns .
- To identify and remove blockages or obstacles impacting on the minimisation of risk

What were our priorities in 2020/21

- Increased outreach interventions throughout Covid lockdowns to keep contact and support to children at risk of CE
- Track our children being exploited through county lines drug networks and those with reasonable and conclusive NRM decisions through our multi-agency criminal exploitation group.
- Develop a profile of our children most at risk , better understanding the risk indicators and interventions needed to divert them from the risks
- Develop a Risk assessment tool to support practitioners to identify and response to risks associated with criminal exploitation
- Roll out the YARM (Youth at risk matrix) model of intervention more widely in schools

Key achievements of CEG during the year are:

- A successful bid for funding from the Home Office to appoint a National Referral Mechanism (NRM) coordinator based within social care . An exciting role that will ensure our children will receive NRM decisions in a timely way ensuring them the support and right considerations at court.
- Similar to MASE this group has been successful in escalating and resolving cross borough issues for out of borough children placed locally .
- Additional YARM workers appointed and interventions being rolled out to primary schools
- Better aligned to community safety partnership activities – focussing on locations of concern eg Barking station and Gascoigne
- Strengthened governance across the partnership network ensuring the operational activities feed into the strategic priorities
- Successful summer nights partnership response seeing decrease in SYV and knife activity over summer months .
- Development of a Parent champion network with parents being trained to offer parental peer support
- Barnado's Tande Project supporting children at risk of youth violence and CE
- CE risk assessment tool rolled out and contextual safeguarding pilot work focussed on businesses and peer group .

Our priorities over the next 12 months are:

- This is a challenging space to work within and whilst we have a dedicated vulnerable adolescent team , demand has staff retention has been challenging . We will look to re consider the structure of this service area.
- The current Early help improvement work needs to consider the early help offer for children at risk of criminal exploitation.
- Ensuring that the return home interviews for missing children are routinely undertaken and that outcomes are influencing the risk assessments. This is an area of improvement work that will be overseen by the MASE and reported into the CEG.
- Continuing to work with partners (health and police in particular)to ensure rich data and intelligence is shared with the group so we can better understand our profile , including being able to address disproportionality .

Chair's summary: Child Sexual Abuse (CSA) Safeguarding Delivery Group

The Child Sexual Abuse Safeguarding Delivery Group takes place Bi-monthly and is chaired by the Operational Director for Children's Care and Support (LBBD) and attended by a wide partnership; Police, Social Care, Education, Health, CSA Centre of Expertise Barnardo's, CAMHS, CCG, legal, Performance and Training and Development

The purpose of the group:

Sexual abuse can impact on every area of a child's development; psychological, cognitive, social, emotional, behavioural, physical, and sexual. Improving the professional response to child sexual abuse is a key priority in LBBD both in terms of reducing the long-term impact of sexual abuse on individuals and their families but also on public services and society as a whole. Our vision is to ensure that Barking & Dagenham children who are victims and survivors of sexual abuse receive the best possible medical, emotional, and social support, and advocacy to support them through their recovery and that they get justice for the crimes committed against them. To ensure appropriate prevention work and early identification, reducing CSA incidences by empowering children to speak out and perpetrators to seek help early on.

The priorities for 2020/2021

- To develop a partnership dedicated developing a Child sexual abuse strategy
- To roll out partnership training on child sexual abuse supported by the Centre of Expertise in Child sexual abuse
- Strengthen referral pathways (including a pathway for Sexually harmful behaviour) , improved multi agency attendance at strategy meetings ,and information sharing as the CSA investigations progress
- Pull together the "offer" of services and interventions from universal through to targeted early help and statutory threshold of need . Including a strengthened approach to prevention through work with schools
- Undertake audit activity to better understand the context in LBBD and areas of improvement
- Develop improved data capture and reporting functions to understand prevalence and profile
- Understand the child's lived experience by creating opportunities for their feedback

Key achievements of the CSA Delivery Group during the year are:

- Barking and Dagenham was one of three boroughs chosen to work with the Centre of Expertise in CSA on two separate pilots – the first delivered a multi-agency practice leads programme for 20 practitioners and delivery of two, one-day introductory multi-agency CSA training courses for our Safeguarding partnership. The second will involve LBBD implementing the new CSA pathway testing a set of tools and practice guidance they have developed
- Barking and Dagenham have been successful in a bid to Safer London who will collocate a Sexual harmful behaviours practitioner being in our children's services focussing on early identification and targeted early help offer.
- Securing the appointment of a Social Care Liaison Officer as a result of the partnership between NEL CCG and the LA. The role will be based on the Lighthouse Model.
- The Trained practice leads are now offering ongoing support and expertise to the wider workforce which includes consultation and lunch time briefing sessions
- An audit undertaken of 65 children .

Our priorities over the next 12 months are:

- We will continue to consider issues of intersectionality and how children from certain groups may be less likely to disclose the sexual abuse they are suffering - how do we provide all children a space to be heard
- Implementing the role of the Social Care Liaison Officer who will help improve outcomes for children and young people who have experienced CSA.
- Following disclosures on the Everybody's Invited blog and subsequent Ofsted review , work to focus on supporting schools in tackling young peoples perceptions, attitudes and everyday language with a zero tolerance to sexual aggression.
- Continuing to tackle and understand the complexities of technology assisted abuse (online harm).
- To improve data sharing amongst partners to understand prevalence , profile and outcomes
- Deliver the improvement work that comes out of the recent audit .
- Implement the new tools and practice framework arising from the second CoE pilot programme
- Write the CSA Strategy and Procedures documents

Chair's summary: Neglect and Early Help Delivery Group

The Neglect and Early Help Delivery Group is held monthly and chaired by the Strategic Director for Children and Adults. The Delivery Group has wide partner engagement, including LA officers from Education, Safeguarding, Targeted Early Help, Children's Care and Support, including Youth Offending, Specialist Intervention Services; Head Commissioners, Community Solutions, and partners: CCG, Police, NELFT, BHRUT, Refuge, (Housing/NRPF/Adult intake) and Schools.

What is the purpose of the group?

The N&E Delivery Group seeks to achieve four key objectives, which are as follows:

1. Early help is purposeful, safe, spots and manages risks, works in partnership with families and agencies, in line with meeting community needs and keeping children out of statutory support.
2. Children are safe and seen, in a timely way.
3. Children referred to Children Care and Support (MASH) get the right decision first time, and this is done in conjunction with partners, based on a good understanding of a child/family's lived experience.
4. There is a strong working interface across Early Help, MASH, Children in Need and Assessment as to stepping children up and down and consistent application of the thresholds.

What was achieved in the 12 months ?

Meetings took place from Oct 2021, in response to taking forward a neglect assurance review and the learning. Partners were asked to respond to the Safeguarding Executive group re the following:

- **What factors would influence a partnership response?**
- **What learning, and improvements have already been implemented?**
- **What is working well now and what still needs to be improved?**

The findings of the assurance review, lead to the development of an Early Help Improvement programme, which this group directs and oversees delivery. This has resulted in the Targeted Early Help service transferring from Community Solutions into the Social Care directorate, under the Strategic Director for Children and Adults. The findings from an Early Help, Safe and Seen exercise, that dip sampled over 300 Targeted Early Help cases, informed the practice improvement workstream of the programme, and the LA commissioned a practice improvement partner, Innovate CYP, to support and drive forward improved practice in getting the basic's right. Further work has commenced embedding improved practice standards, Lead Professional and Team around the family guidance, including more robust step up and step-down procedures between Targeted Early Help and MASH, CIN and Assessment services. The Graded Care Profile 2 (GCP2) neglect training was rolled out across the service.

The LA commissioned the Social Care Institute to Excellence (SCIE) to develop a new Early Help Target Operating Model, which involves establishing three Best Chance Family Hubs across the North, East and West localities, mirroring the same geographical boundaries of Education and Health.

The model sets out how the future Council's Early Help services is to operate, stretching across a number of directorates, to maximise the use of existing resource, to intervene earlier, deliver the improved outcomes for children and families. It also seeks to better integrate partner agencies through co-located working across the three hubs, so to strengthen the holistic offer of Early Help services to children and families, enabling much earlier identification and targeted intervention.

Increased investment into Targeted Early Help has been agreed, so to strengthen the services ability to deliver targeted interventions and respond to increasing demands. This group has also supported the mapping of pathways, a joint vision and joint priorities and actions informing the Early Help, Best Chance Strategy.

Priorities for 2021/22

1. Continue getting the basic's right, within Targeted Early Help, ensuring children are safe and seen and ensure there is consistency in practice and improved interface across Early Help with MASH, CIN and Assessment services.
2. Improve integrated working across all partners, across the wider Early Help landscape and start to develop locality-based governance and operating arrangements for establishing three Family Hubs, across three localities, coterminous with Schools and Primary Care networks, to enable families to receive a more co-ordinated and joined up offer, reducing the hand offs and enabling families to tell their story once.
3. Develop and roll out a whole system practice framework and strengthen the *Lead Professional, Team around the Family* approach across universal and early help services, so to ensure families are receiving more consistent and coherent service delivery.
4. Strengthen partners abilities to identify risk earlier and collective put in intervention in placed in time way.
5. Commission and deliver more joined up targeted and early interventions to prevent needs escalating.
6. Drive forward the Early Help Strategy and plan, across the multi-agency partnership
7. Strength our whole system offer as to domestic abuse, in accordance with the recommendations arising from the Domestic Abuse commissioning.
8. Establish an Early Help offer that outlines the range of services available to children and families, across the 0-19 Early Help partnership.

CDOP Managers Summary: Child Death Reviews (CDR)

In accordance with 'Working Together' (2018) guidance, responsibility for child death reviews shifted from Local Safeguarding Children Boards (LSCBs) to a joint partnership of local authorities and clinical commissioning groups (CCGs), named Child Death Review Partners (CDRP).

Every child death is subject to a thorough mortality review led by clinicians in the acute hospital or primary care setting, most involved in the care of that child, at a Child Death Review Meeting (CDRM). The output of CDRM meetings is shared with the Child Death Overview Panel (CDOP) a multi-agency panel set up to review the deaths of all children normally resident in their area.

In November 2021 a CDOP manager and CDOP Coordinator were appointed to manage the CDR process across Barking and Dagenham, Havering and Redbridge (BHR). Monthly BHR CDOP meetings began in March 2021, reviewing cases across the three boroughs.

Number of Child Deaths in Barking and Dagenham

Between April 2020 and March 2021, the CDOP was notified of 11 deaths of children who were resident in Barking and Dagenham which is a significant decrease in the number of deaths from the previous year, when CDOP was notified of 27 deaths of children who were resident in Barking and Dagenham.

The Panel reviewed and closed 10 cases across the BHR area at two panels. Of those cases, 2 were resident in Barking and Dagenham. Both of these cases were from the period April 2019-March 2020. There was reduction in cases reviewed in 2020-21 for two reasons; firstly, 2019-20 was a transition year and the newly appointed CDOP manager and CDOP coordinator did not come into post until November 2020. Secondly two panels were cancelled during 2020-21, due to the effects of COVID-19 and the redeployment of key members of staff.

Preventability/Modifiable Factors

Between April 2020 and March 2021, no preventable or modifiable factors were identified at the BHR CDOP regarding children resident in Barking and Dagenham.

Actions Taken and Key Priorities in 2020/21

- Monthly BHR CDOP panels are being held monthly.
- An After-Action Review has taken place reviewing the Child Death Review Systems across the Tower Hamlets, Newham and Waltham Forest, City and Hackney and Barking and Dagenham, Havering and Redbridge.

Key Priorities for 2021/22

- To take forward themed CDOP panels. A themed panel involves examining child deaths attributed to the same/similar cause of death at a CDOP meeting to support greater learning and promote the sharing of best practice.
- Continue to work closely with colleagues from neighbouring CDOPs, to develop a coordinated approach to sharing local learning.
- Implementation of the Tower Hamlets, Newham and Waltham Forest, City and Hackney and Barking and Dagenham, Havering and Redbridge Child Death Review Systems After Action Review.
- Maintain good working relationships with hospital-based CDR partners, to ensure the process is implemented efficiently.

Chair's summary: Young People's Safety Summit

The Young People's Safety Group (YPSG) meets annually as part of the large Young People's Safety Summit, which explores themes of contextual safeguarding, online, at school and in community settings. The 'mini-conference' with all Secondary Schools invited, acts as a consultation forum for the BDSCP, responding to need but also acts as a forum to challenge the Partnership and holds its members to account.

Outcomes are recorded via pledges that individual young people complete i.e. one thing they have learnt, one action they will take and one question they would like to post to the Partnership.

A Summit report is also produced and circulated widely to provide intelligence and for action by partners. The Partnership then responds to the key questions raised as well as individual agencies acting on the views and issues raised.

Next Steps

- In 2020 it was not possible to deliver a Young People's Safety Summit due to the closure of schools and national lockdowns.
- Data from the 2019 summit was still used with a variety of partners e.g. the Council's Step Up, Stay Safe programme which continues to focus on Young People's voice as a strand. A young people's steering group has been established to support the delivery of the Young Londoners' Fund Programme.
- A 2021-2022 Secondary School Young People's Safety Summit has been arranged for Friday 21st January.
- The Summit will again explore contextual safeguarding within online, community and school domains.
- Supporting the delivery of the summit will be the University of Bedfordshire's Contextual Safeguarding Programme, who will be exploring familial and peer group domains.
- A Primary School Safeguarding Conference is also planned for this academic year.

The format of the YPSG works well, with sessions able to tackle topical and priority issues of safety and safeguarding locally, and schools individually conducting follow up work as a result of sessions. The impact of lockdown during COVID has resulted in increasing concerns around online sexual and criminal exploitation. The feedback regarding online contexts from the Summit is not used as effectively as the school and community contexts.

Currently the YPSG only works with secondary schools and Barking and Dagenham College and there is not an equivalent format for the primary phase. This is a priority need. With primary phase schools increasingly identifying young people at risk, as well as dealing with the consequences of Adverse Childhood Experiences, methods to routinely engage primary phase children need to be considered.

It is important to note that the YPSG is not the only way in which the views of young people around issues of safety and safeguarding are captured and acted upon. However, more work needs to be done to formally link the work of the BAD Youth Forum, Skittlz (our Children in Care Council), Youth Independent Advisory Group (YIAG) and soon to be formed Young Londoners Fund young persons' steering group with both the Partnership and YPSG sessions.

Our priorities for the next 12 months are:

- Re-engage specific schools with the YPSG as part of the Summit.
- Deliver one event for secondary schools and one for primary phase schools linked to Contextual Safeguarding 2021-22.
- Ensure that the data gathered from the Young People's Safety Summit effectively informs contextual safeguarding strategy and practice in partnership with schools and Board members.
- Ensure data gathered through linked forums, such as the BAD Youth Forum, Young Londoners Fund young person' steering group, Youth Independent Advisory Group, and Skittlz (Children in Care Council) feed into the work of the BDSCP and YPSG.

Chair's summary: Practice, Development and Learning (PDL) Business Group

The Practice, Development and Learning Sub-Group takes place quarterly and is chaired by The Designated Nurse for Safeguarding and Looked After Children (Barking and Dagenham) at NEL CCG. Attendees from; Health; Prevent; Children's Commissioning, Safeguarding & QA, MASH & Early Help; Police; Education, and the Principal Social Worker for Children.

Purpose of the group:

This group comes together as a multiagency to establish where there is crossover from organisations and therefore joint learning opportunities. The Practice Development and Learning Group will lead on co-ordination of all reviews of practice (including case reviews) in line with our outcomes. It will link closely to the Child Death Review Group to ensure that learning from Child Death's (where relevant) is also incorporated, and the Performance and Quality Assurance Group to do similar with findings from audit activity. This will ensure there is a central point where quality of practice, critical analysis and learning is combined to feed into understanding safeguarding effectiveness, and into workforce development.

This group will also commission, design, deliver and monitor both attendance and impact of training and development.

What were our priorities in 2020/21

- Creating and recruiting to the role of a multi-agency safeguarding training coordinator who will then undertake an updated training needs analysis and begin to build and move forward a training offer for the partnership.
- Embedding the learning from local SCR's. And overseeing the single and multi-agency action plan from a recent Barking and Dagenham SCR (publication now due ahead of summer 2022). As well identifying the learning from other SCR'S; Child TQ and SCR David which were reviewed through the subgroup.
- Identify learning from the Neglect Assurance exercise and through the Neglect and Early Help group as well as evaluating the learning from the Graded 2 Care Profile Training (GCP2) training.
- Dissemination of learning from the SUDI work and Reports 20-21.

Key achievements of the PDL group during the year are:

- The PDL group has been instrumental the creation of a new post to support the work of this group; Multi-agency Safeguarding Children Training Coordinator.
- Continuing to oversee actions and evaluating the learning identified in single and multi-agency trackers for BD Serious Case Reviews .
- Graded Care Profile 2 (training) face to face was stood down due to the risk and restrictions of the COVID-19 Pandemic but was delivered virtually where possible in this period.
- A case of Neglect in a large sibling family triggered a multi-agency assurance exercise and the themes for unpicking and learning have been and continue to be explored.
- Learning from publications such as SUDI and other local SCR/PLRs have been explored for multi-agency learning and actions.

Our priorities over the next 12 months are:

- Following the appointment for the BD Multi-Agency Safeguarding Training Coordinator a comprehensive training needs analysis followed by a robust multi-agency training programme will be designed and start to be delivered including the evaluation of training.
- This will include training re what is covered in the SCP Priorities and based of what the 2 separate MA Audits observe for Neglect and Domestic Abuse.
- Present, identify and disseminate the learning from a BD Practice Learning Review and also a new Cross Borough PLR that is now underway.
- Roll out training identified through the Early Help Improvement strand such a Team around the Family (TAF) and Lead Professional and through DA; Safe and Seen.
- Oversee agreed 3-5 point action plan in response to challenges raised in the Myth of Invisible men work, published by the National Panel.
- Continue to embed GCP2 across the partnership, ensuring a common language between practitioners and partners.

Summary of findings from partner agency reports

Agency Priorities in 2020/21

In accordance with the Trust's Safeguarding Strategy 2018 - 2020, the key safeguarding priorities identified at national and local level continue to be progresses throughout 2020/21, focusing on:

- Think Family – including family when planning care
- Service user Agreement – plan services based on patient involvement and feedback
- Responsive Workforce - ask questions and think the unthinkable
- Harmful Practices – protect adults and children at risk of harm
- Bridging the Gap for 16-18 year old – preparing young people transitioning from children to adult hospital services
- Empowerment & Advocacy – adhere to the Mental Capacity Act and empower patients to make choices
- Learning from Practice – facilitate training and share lessons learnt from safeguarding incidents
- Information Technology – utilise IT to improve service user engagement and sharing of information

Key Achievements in 2020/21

- Developed a bespoke learning disability awareness training in the Emergency Departments, Critical Care and Assessment Areas
- Re-commenced the Transition Family Forum for children and young people moving into adult services
- Re-commenced the Learning Disability & Autism Working Group
- Planned a BHRUT's first Transition Conference
- Developed a Learning Disability Nurse Career Map project
- Purchased Photosymbols account and easy-read training arranged for key staff
- Produced a Learning Disability and Autism Policy
- Reintroduced a Learning Disability and Autism Survey for adults with learning disabilities

Key Achievements in 2020/21

- Learning from case studies shared and disseminated throughout patients summits, news bulletins, training and supervision
- Produced a new five-year Safeguarding Strategy – Poster and Narrative
- Produced a new five-year Learning Disabilities and Autism Strategy
- Embedded the Child Death Process throughout key clinical areas
- Implemented the Child Death Process training as an e-Learning package
- Implemented virtual Safeguarding Children Supervision to replace face to face sessions in light of COVID-19
- Introduced a monthly Maternity Safeguarding Supervision Bulletin, discussed at any face-to-face opportunities
- Implemented an e-Learning package for Safeguarding Children Level 3 training to replace face to face sessions in light of COVID-19
- Created and delivered a new Domestic Abuse training for staff

Priorities in 2021/22

- Launch a new five-year Safeguarding Strategy – Poster and Narrative
- Launch a new five-year Learning Disabilities and Autism Strategy
- Launch of a new Safeguarding Newsletter
- Commence a Task and Finish Project to pilot an Obesity ED Risk Assessment in support of a Community Pathway Establishment of a Young Person Forum within the Trust – in partnership with Patient Experience and Children Services
- Development of a Children Frequent Attenders Protocol – working in partnership with Children mental health services (Interact)
- Development of a survey aimed at capturing father's voice – in partnership with Maternity Services
- Involvement in planning a MH crisis suite/Cooling off unit – creating a suite aimed at 48 hours beds for CYP in crisis (12 to 18 years old)

Summary of findings from partner agency reports

Agency

North-East London Foundation Trust (NELFT)

Priorities in 2020/21

- **Contextual Safeguarding:** continues to be part of the multi –agency partnership with regards to safeguarding and promoting the welfare of children in the context of extra familial harm.
- **Exploitation:** Strengthen identification, assessment, interventions; Continue to support staff in recognising and protecting children and adults at risk; ensure effective risk monitoring and management oversight; commitment to working with partner agencies; contribute to the LBBB Child Sexual Abuse Safeguarding Strategy
- **Neglect and Early Help:** Roll out of GCP 2 training by 2021 - Ensure there is multi-agency workforce that have a common understanding of neglect; Neglect Pathways across the agencies will be mapped out in order to look at multi-agencies respective offer around neglect; understanding of each other’s pathways starting with maternity services through to universal and targeted Childrens services
- **Prevent:** Continue to be part of NELFT’s safeguarding priorities, in meeting its responsibilities as to Counter Terrorism and Security Act - Ensure timely allocation of all cases and robust case management.

What did we do to address?

Contextual Safeguarding – Co-participating in the pilot for contextual safeguarding conferences which recognises that young people are vulnerable to abuse beyond their front doors

Exploitation: NELFT provide exploitation training and specialist safeguarding support via trained safeguarding supervisors to staff working with children and adults. NELFT participate in the multi-agency meetings where children at risk of exploitation are discussed, and safety plans put in place for these children. Risk assessments are updated regularly and there is senior managerial oversight of complex cases.

Neglect and Early Help : Roll out of GCP 2 has commenced and will continue until all NELFT 0-19 children’s and targeted service staff have been trained. This assessment tool helps practitioners measure the quality of care a child is receiving and provides a common language regarding neglect across the safeguarding partners. Mapping of Neglect Pathways across the multi-agencies has started and the respective offers around neglect has been identified improve the understanding of each other’s pathways starting with maternity services through to universal and targeted Childrens services ,early help and statutory services. Support the development of the multi-agency Threshold document.

Prevent: NELFT are represented at the Channel Panel meetings and ensure timely allocation of all prevent cases and robust case management. Staff attend mandatory prevent training and there is a Prevent Lead within the organisation. There is an annual audit of Prevent cases identified by NELFT and learning is feedback to staff by safeguarding newsletters and is included in safeguarding and standalone training

Summary of findings from partner agency reports

Agency

Priorities for 2021/22

- **Improving children's mental health:** Nationally and locally we know there has been an increase in children and young people suffering from poor mental health, this has been exacerbated during the pandemic by schools being closed, on- line learning, lack of social contact and challenges for some young people with online consultations. NELFT want to ensure that all young people who are struggling with poor mental health are seen and assessed in a timely way, risk assessments completed, and care plans are put in place to support their journey to improved mental wellbeing. NELFT will have the Mental Health Support teams (MHST) to support CYP in schools from Jan 22. This will provide early interventions and support for CYP and will work closely with education, Universal 0-19 services, local community, social care and CAMHS to support the SEND Agenda.
- **Neglect and Early Help:** NELFT's commitment to identifying children and young people who are suffering from neglect continues with the additional training in using the GCP 2 assessment tool. Staff are working in a blended model (providing a range of intervention methods to meet the needs of our CYP in the community whilst balancing risks) and are now completing more face-to-face consultations which enable a more holistic assessment to be completed. Some families have struggled during the pandemic and the additional challenges with finances, social isolation reduction in support networks have increased the risk of neglect. NELFT are committed to working in partnership with safeguarding partners to strengthen the support offered to families, working jointly to improve the lives of children . The 0-19 services has also implemented a named Health Visitor for families up to the age of two. This will provide the consistency of service provision and ensure that Neglect or any deterioration can be identified sooner. For children who require Specialist Childrens Services, all children will sit under a specialist care pathway and will have a lead health professional, depending on their complexity and needs. This will ensure that CYP care is not fragmented and minimise any duplication across services. NELFT will also work with our partners to develop joint care planning.
- **Collaborative working in MASH:** Following the Barking & Dagenham Ofsted inspection in early 2021 the health offer (CYP and adults) in MASH has been strengthened by strategic support from the CCG as well as an improved understanding of the health role within MASH. Health representation improves the quality of information sharing and decision making, and this will be audited over the next year. Outcomes for children should be improved by agencies working together and bringing their expertise to the joint decision-making following referrals to MASH.
- **Serious Youth Violence :** NELFT recognise the impact of serious youth violence on the young people in Barking & Dagenham and have completed a thematic review and held a Youth Violence Conference in 2021 .Learning has been disseminated to staff through 7-minute briefings and a quarterly safeguarding newsletter. Staff will continue to be supported to work with young people affected by youth violence with recognition of the emotional impact on young people and staff. Staff continue to work together with safeguarding partners to identify, risk assess and support young people at risk from youth violence. NELFT is a core member and will continue to support NRM (National Referral Mechanism- Home Office pilot). NELFT will work closely with our partners including LBBD YOS team (providing supervision and thereby positively building resilience for the YOS and social care teams), CAMHS and third sector organisations to tackle youth re-offending through early identification and signposting of first-time entrants into the youth justice system and ensuring there is a comprehensive package of care to discourage re-offending behaviours.



Summary of findings from partner agency reports

Agency

HM PRISONS & PROBATION SERVICE

Priorities for 20/21

- Unification of the probation service was overarching priority for probation services during this period whilst still delivery on BAU
- Ensuring all staff have received mandatory safeguarding training at the appropriate level
- Ensure any child in the care of people subject to probation is identified and appropriate checks and actions are completed
- Improve probation engagement with Childrens services in particular attendance at child safeguarding conferences
- Be an active member in local MASH arrangements

What did we do?

- 20/21 was a significant challenge due to both unification of the probation service and covid 19.
- Early 2020 saw the probation services enter into an exceptional delivery model and the entire caseload be validated and risk assessed in line with a reduced frequency of face-to-face supervision.
- Prior to unification a role out of mandatory training via eLearning was completed with 95% of all staff in London undertaking the expected training including safeguarding level 1 to 3 as appropriate to function
- Continued engagement in daily safeguarding calls was undertaken by MASH single points of contact

Priorities 2021 - 22

- Mobilisation of the new unified probation service
- Move to blended mixed caseloads across the service
- Improved strategic engagement in BDH with Safeguarding boards and subgroups
- Improved number of safeguarding checks and referrals and improved information sharing.
- Improved transition from YOS to Adult services
- Management of Domestic abuse and Youth violence

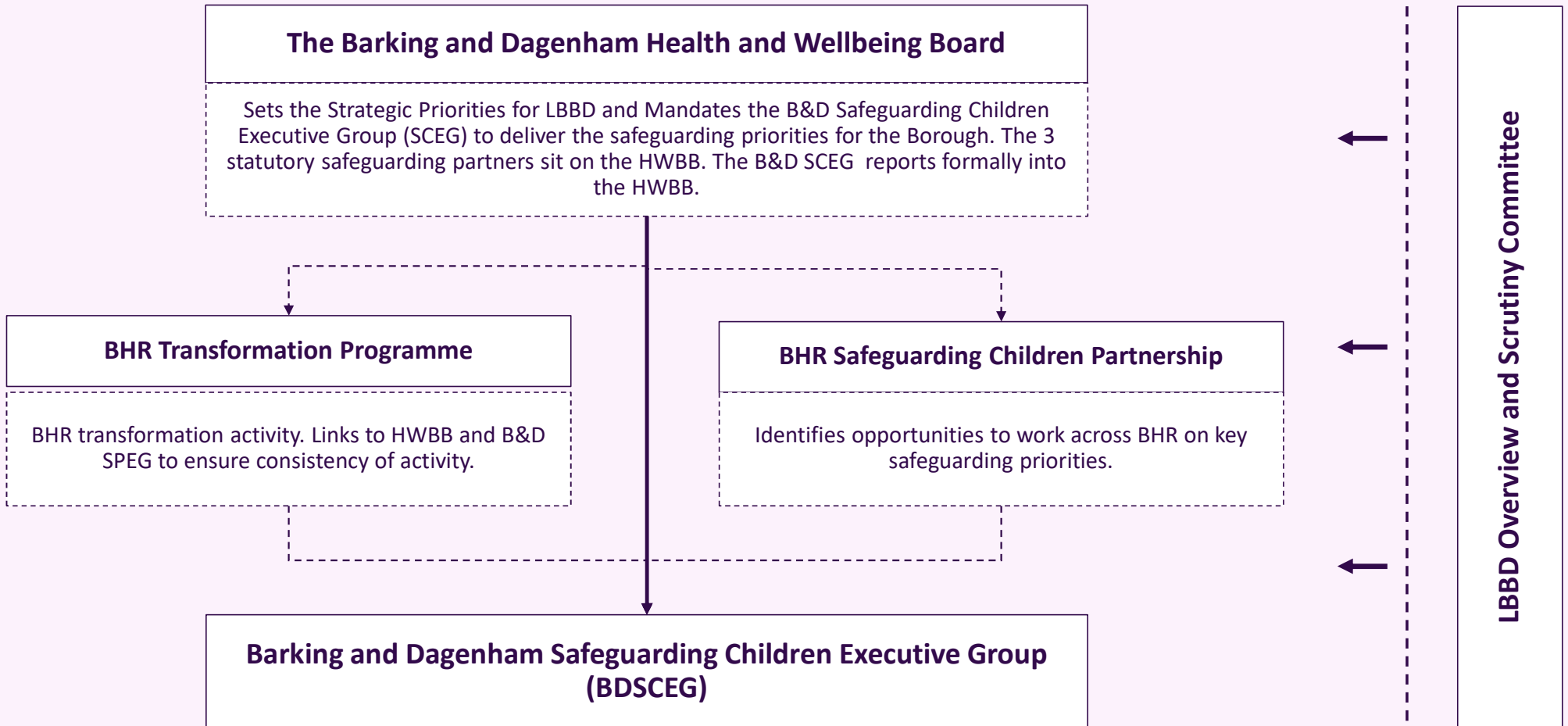


Priorities for the Barking and Dagenham Safeguarding Children Partnership 2021/22

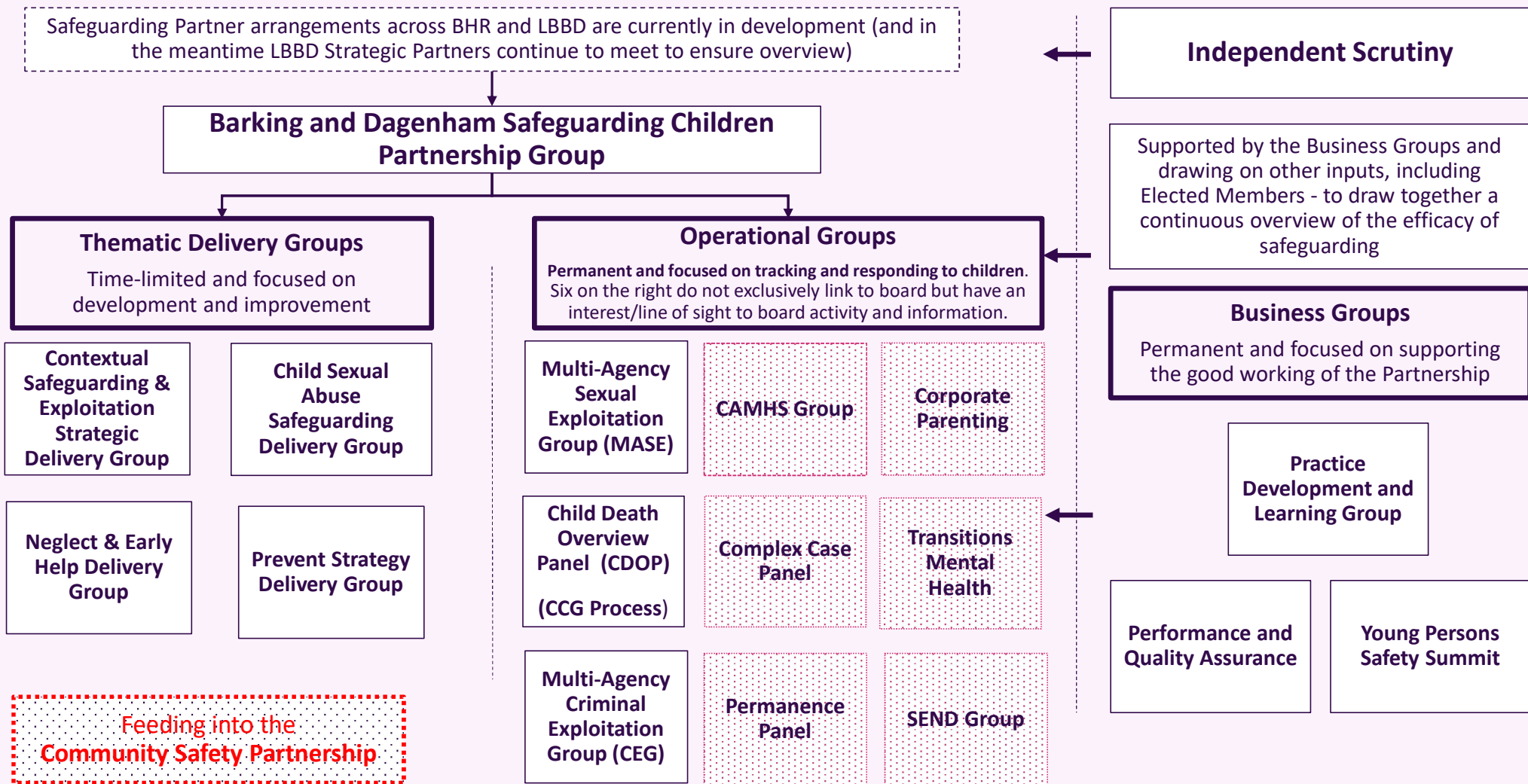
| | |
|--|--|
| <p>PRIORITY 1 Protect and safeguard vulnerable children and young people from all forms of exploitation with a robust MASH and Early Help Offer</p> | <p><i>Take a partnership approach to improving our offer across the Early Help landscape, from early identification, assessment, planning and interventions for children, including those with SEND, who are exposed to neglect, domestic violence and abuse, including physical abuse and chastisement. This is partly in response to the findings of the Neglect Assurance work, in response to a serious neglect case. Ongoing work includes improving our MASH service, strengthening the application of our revised thresholds document and escalation pathways and establishing early permanence. We will be developing a holistic improvement programme in part in response to the recommendations arising from the Independent Early Help Review and develop the of a new Early Help offer and Quality Assurance and Practice frameworks that also seek to address neglect and domestic abuse, two of our biggest issues in the borough.</i></p> |
| <p>PRIORITY 2 Safeguard children with additional needs and promote their welfare</p> | <p><i>Ensure that children with additional needs, such as those with learning disabilities and social, emotional and mental health issues are safeguarded and receive effective support as soon as a need is identified, especially in situations of parental non-compliance/disguised compliance with health care, or whilst children are out of school and not in regular line of sight of their school or health professional. Take forward the Think Family programme, strengthening a smooth transition into Adulthood. Improve links and joint working with the Voluntary and Community sector to identify vulnerable families that are not known to services. Continue to strengthen our Looked After Children and Care Leavers services and address the quality concerns as to unregulated provision in the borough.</i></p> |
| <p>PRIORITY 3 Protect vulnerable children and young people from sexual abuse</p> | <p><i>Continuing to work with the CSA Centre and ensure consistent and good identification, assessment, intervention and health and justice outcomes for children and young people who suffer sexual abuse, including their families. Prevent children being exposed to sexual abuse through online grooming and to work with the outcomes and findings of the Online Harms Bill in this space. This continues to be a significant need in our borough and we are developing more sophisticated interventions and work with young people who are sexually abused.</i></p> |

Getting the **BASIC's RIGHT** and hearing the **VOICE OF THE CHILD** are cross cutting priorities.

The Barking and Dagenham Safeguarding Partnership Governance Arrangements in 20-21



The Barking and Dagenham Safeguarding Children Partnership



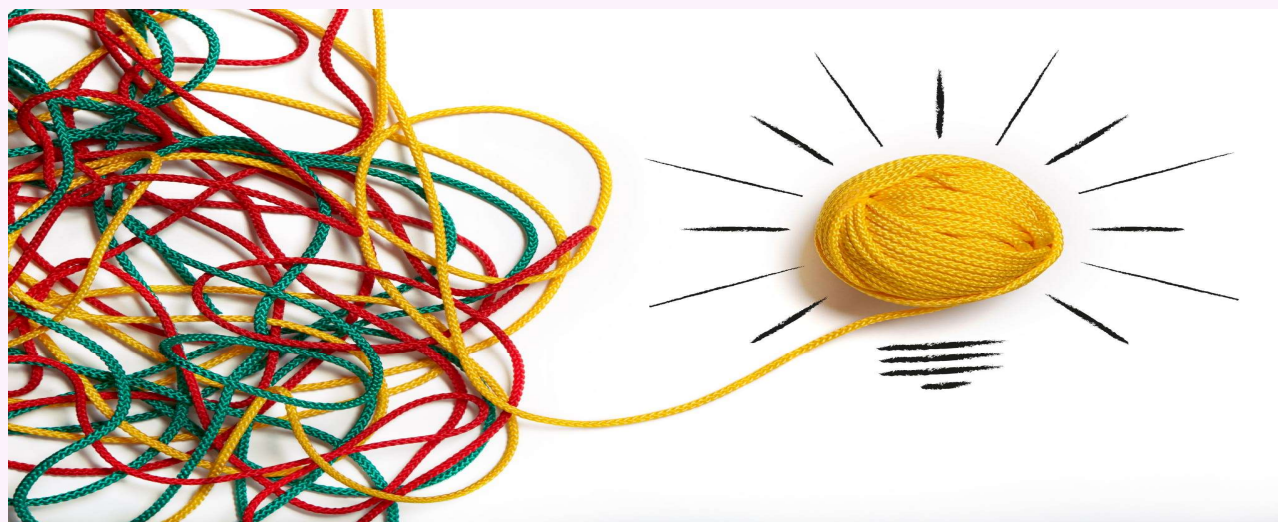
Our Approach for Safeguarding Governance

Safeguarding Children Partnership Executive

The Barking and Dagenham Safeguarding Children Partnership Executive is the key decision-making body and consists of the executive leads of the three statutory partners. The Lead Member(s) for Children Services may be invited to provide independent challenge but not in a decision-making role. They will meet as a minimum six times per year and will agree the local safeguarding arrangements; approve the annual report; agree the independent scrutiny arrangements and delegations; set the budget; agree priorities for the annual business plan; monitor progress mid-year and provide leadership to promote a culture of learning. This group will also ensure that other local area leaders promote these arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise and if functions or decisions are delegated, the Safeguarding Partnership Executive members remain accountable. The representatives, or those they delegate authority to, should be able 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; and hold their own organisation or agency to account on how effectively they participate and implement the local arrangements. *Membership will include: The Director of Children Services (DCS); NEL Clinical Commissioning Group Safeguarding Lead; Metropolitan Police Safeguarding Lead; Head of Safeguarding and Quality Assurance (LBBD); Partnerships and Governance Manager (LBBD). Optional: Cabinet Member for Social Care and Health Integration; Cabinet Member for Education; Independent Scrutineer.*

Safeguarding Children Partnership Delivery Group

Replacing the former LSCB, **this group will meet 6 times a year**, and have a clear focus on the delivery of the operational and thematic groups, who will be expected to report a workplan for their area (aligned to the Annual Report) at the start of each year and provide regular progress updates to each meeting. During 2021/22 this group will be chaired by the Independent Scrutineer. Membership will include **Independent Scrutineer (Chair)**; Senior Leaders from Statutory partner agencies, Director of Children Services; Chairs of Thematic and Operational Groups; Voluntary Sector representative; School and College representatives; Acute Health (BHRUT), NELFT, Probation Services. Other partners may be involved, receive papers or attend for specific items only.



Thematic Delivery Groups: Time Limited

Contextual Safeguarding & Exploitation Strategic Delivery Group

The Contextual Safeguarding & Exploitation Strategic Delivery Group, that also reports into the Community Safety Partnership, will oversee the implementation of our Exploitation Strategy to protect vulnerable children and young people from all forms of exploitation. This group will also ensure that the wider operational, performance and quality assurance systems are place before passing oversight to the Operational and Business groups. This group will also oversee and direct the work of the Multi Agency Criminal Exploitation Group (CEG) and Multi-Agency Child Sexual Exploitation group (MASE)

Early Help & Neglect Delivery Group

The Neglect and Early Help Delivery Group, is chaired by one of the Statutory Safeguarding Partners from the Executive group. This group has led on shaping Barking and Dagenham's response to addressing children and young people living with neglect. This group continues to ensure clear application of thresholds, referral pathways, multi disciplinary assessment tools and evidence-based interventions which are outcome focussed, thereby needing to oversee the development and implementation of our Early Help improvement programme and strategy that will be partnership wide. It will ensure children and their families receive the right help, and the right time, from the right people. The group will determine the distinction between targeted and wider Early Help and set the framework for our 'Team Around the Family' approach to delivering Early Help, as well as redesigning the Target Operating Model for Early Help services and recommissioning the 'offer' of provision.

Child Sexual Abuse Safeguarding Delivery Group

The Child Sexual Abuse (CSA) Safeguarding Delivery Group was set up after the London Safeguarding Partnership made CSA one of its priorities over the next 2 years. There is much to do to improve practice across the Boroughs to bring about consistent and good identification, assessment, intervention, health and justice outcomes for children and young people who suffer sexual abuse, including their families affected by CSA. The CSA Safeguarding Delivery Group will have the key role of producing the Child Sexual Abuse (CSA) Safeguarding Strategy, including systems and processes to ensure good quality practice, and will drive improvement work in partnership with the Centre of Expertise on CSA.

Prevent Strategy Delivery Group

The Prevent Strategy Delivery Group, that also reports into the Community Safety Partnership, will shape the development of our Prevent Strategy, and oversee the delivery. It will lead the response to the Prevent Peer Review. To do this, the group will bring together key individuals from across the partnership and oversee the work of the statutory Channel Panel and the delivery of Home Office commissioned partners and link in with our Prevent Account Manager from the Home Office.

Operational Groups

Multi-Agency Child Sexual Exploitation Group (MASE)

Co-ordinates multi-agency oversight and response to CSE cases, sharing information, intelligence across B&D and for B&D children placed out of borough applying the VOLT principle : Victim, Offender, Location, The MASE group also oversees the work the Missing children and vulnerable Adolescents working group.

Multi-Agency Criminal Exploitation Group (CEG)

Co-ordinates a multi-agency response to Child Criminal Exploitation including the prevention, identification and disruption of child criminal exploitation as well as prosecution of perpetrators.

Child Death Overview Panel

CDR partners ensure that the learning as to preventable child deaths is disseminated and this managed by the CCG

Independent Scrutiny and Business Groups

The Children and Social Work Act 2017 and Working Together (WT) to Safeguard Children 2018 set out the new arrangements for Safeguarding Children Partnerships. As a part of that, a requirement was to set up a system of conducive and robust Independent Scrutiny and constructive challenge for the effectiveness of those new arrangements described in WT 2018.

The Partnership agreed that the role of the Independent Scrutineer as part of the wider system of independent scrutiny has three main primary objectives.

1. The main purpose of this role is to act as the 'Safeguarding Champion' – providing challenge and support for our children, families, stakeholders and residents, working in partnership with others whose roles and activities contribute to the whole-system of independent scrutiny.
2. Supported by Safeguarding Partners and colleagues, to collaboratively lead activities, reflective of the voices of our children, young people and stakeholders as well as engaging with local children and families, providers, commissioners and community, voluntary and faith sectors.
3. To do this, the Independent Scrutineer will work in partnership with stakeholders to:
 - . Provide assurance to the safeguarding leaders of Barking and Dagenham on how effective our safeguarding arrangements are.
 - . They will also identify where these arrangements fall short of our aspirations, to provide constructive challenge and help us to identify how we can make lasting improvements.

The Independent Scrutineer was appointed in May 2021 and will undertake the following

1. Provide assurance in judging the effectiveness of services to protect children:
 - Report to Strategic Partners and Health and Wellbeing Board
 - Support the Annual Report/Plan
 - Review performance reports/serious and critical incidents reports from any partner agency
 - Overview of co-ordination and effective partnership working in safeguarding activity
2. Provide challenge to Safeguarding Partners on priorities and ensure the voices of our children, young people and stakeholders are at the heart of all we do. Ensure we are engaging with local children and families, providers, commissioners and community, voluntary and faith sectors, working with our Young People's Safety summit to take forward.
3. Support a culture and environment conducive to robust scrutiny and constructive challenge: - Contribute to Listen, Learn, Challenge activity as part of Partnership programme.
Engage in and support the "Safeguarding Champion's" initiatives and project work and work with our Practice Development and Learning and Performance and Quality Assurance Business Group to take forward.

Practice Development and Learning

The Practice Development and Learning Group continues to lead on co-ordination of all reviews of practice (including case reviews) in line with our outcomes. It will link closely to the Child Death Review Group to ensure that learning from Child Death's (where relevant) is also incorporated, and the Performance and Quality Assurance Group to do similar with findings from audit activity. This will ensure there is a central point where quality of practice, critical analysis and learning is combined to feed into understanding safeguarding effectiveness, and into workforce development. This group will also commission, design, deliver and monitor both attendance and impact of training and development.

Performance and Quality Assurance

Whilst every Working Group is expected to understand performance and assurance within its own remit, detailed multi-agency performance scrutiny across and within the system should take place in the Performance and Quality Assurance Group. With responsibility for implementing the Safeguarding Outcomes Framework, the group will bring together a range of evidence outlined in the framework and report by exception to the partnership. Information will be received from other sub-groups and agencies in the form of assurance reports, and areas for learning passed to Practice, Development and Learning Group.. The Performance And Quality Assurance Group will also be a key pillar of the Independent Scrutiny arrangements, ensuring that this function is provided with an appropriate range of intelligence to support their continuous assessment of the effectiveness of the system.

Young Persons Safety Summit

The Young People's Safety Group (YPSG) meets annually as part of the large Young People's Safety Summit, which explores themes of contextual safeguarding, online, at school and in community settings. The 'mini-conference' with all Secondary Schools invited, acts as a consultation forum for the BDSCP, responding to need but also acts as a forum to challenge the Partnership and holds its members to account.

Appendix A:
BDSCP
Partnership
Membership
2020-2021

| BDSCP membership | Named Representative | Role |
|---|--|--|
| Independent Scrutineer | Ian Winter | Independent Chair |
| Local Authority | Elaine Allegretti (N&EH Chair) ** | Strategic Director Children and Adults |
| | Chris Bush (Chair Prevent Strategic) | Commissioning Director |
| | April Bald (Chair CEG, CSE, CSA ,MASE) | Operational Director |
| | Erik Stein (Chair YPS) | Head of Participation, Opportunity and Wellbeing |
| | Vikki Rix (Chair PQA) | Head of Performance and Intelligence |
| | Heather Storey (HoS for Safeguarding Partnerships) | Head of Childrens Commissioning |
| Police (Met, East Area BCU) | John Caroll ** | Detective Chief Superintendent |
| North East London CCG | Gordon Henderson | Safeguarding Lead |
| | Mark Gilbey-Cross (CDOP Chair) ** | Director of Nursing |
| | Kate Byrne (Chair PDT) | Designated Nurse |
| BHRUT NHS TRUST (Acute Health) | Dr Richard Burack | Named GP for Safeguarding Children (BD) |
| | Gary Etheridge | Director of Nursing, Quality and Safeguarding |
| | Adam Seomore | Named Nurse, Safeguarding Children |
| | Daniela Capasso | Named Midwife, Safeguarding |
| North East London Foundation Trust (NELFT) | Melody Williams | Integrated Care Director |
| | Mohammed Mohit | Assistant Director, Children's |
| | Dr Sarah Luke (CDR) | Designated Doctor |
| Probation | Anthony Rose | Head of probation Havering & BD |
| Maintained Schools | David Dickson (Secondary) Wayne Pedro & (Primary) | Head Teachers |
| Non maintained special school | Cathy Stygal (PRU) | Headteacher |
| College | Amy DeCampos (BD College) | Safeguarding Lead |
| Voluntary Community and Faith | Avril McIntyre | Chief Officer, Community Resources |
| Lead Members | CLlr Maureen Worby CLlr Evelyn Carpenter | Councillors (participating observers) |
| Commuity Solutions | Mark Fowler | Director of Community Solutions |
| Additional members | | |
| London Ambulance Service | Lee Hyett-Powell | Safeguarding Lead |
| CAFCASS | Cornelia Fuehrbaum | Service Manager |
| Fire | Narinder Dail | Borough Commander |
| Advisors | | |
| Head of Safeguarding & QA | Teresa Devito | |
| Safeguarding Business Manager | Jemma Breslin | |
| Legal Advisor | Lindsey Marks | |

Appendix B: how much does it cost

All partner organisations have an obligation to provide the Local Safeguarding Children Partnership with resources and finance that enables the partnership to be well organised, functional, and effective.

In principle this means that partners should share the financial responsibility in such a way that a disproportionate burden does not fall on one or more partner agencies. There is no set formula on how Safeguarding Partnership is funded.. The tables show a breakdown of the income received from all partners during 2020/21.

Contributions: 20/21

| Agency | Contribution |
|----------------------------|-------------------|
| BHRUT | £3, 716.00 |
| NELFT | £3,716.00 |
| B&B CCG | £30,000 |
| Metropolitan Police | £5,000 |
| Council (LBBD) | £40,00 |
| Schools Forum | £13,422 |
| Total | £95,848 |

Appendix C: Glossary of terms

| | |
|-----------------------------|---|
| AILC | Association of Independent LSCB Chairs |
| BDSCP | Barking and Dagenham Safeguarding Children Partnership |
| BHR | Barking and Dagenham, Havering and Redbridge |
| BHRUT | Barking, Havering and Redbridge University Hospitals NHS Trust |
| CAF | Common Assessment Framework |
| Cafcass | Children and Family Court Advisory and Support Service |
| CAMHS | Child and adolescent mental health services |
| CCG | Clinical Commissioning Group |
| CDOP | Child Death Overview Panel |
| CSE | Child sexual exploitation |
| EH&P | Early Help and Prevention (working group) |
| FGM | Female genital mutilation |
| FII | Fabricated or induced illness |
| FJYPB | Family Justice Young People's Board |
| IRO | Independent reviewing officer |
| LBBD | London Borough of Barking and Dagenham |
| LCRC | London Community Rehabilitation Company |
| LSCB (LSCP) | Local Safeguarding Children Board – changing to Local Safeguarding Children's Partnership in September 2019 |
| MAPPA | Multi-agency public protection arrangements |
| MARAC | Multi-Agency Risk Assessment Conference |
| MARF | Multi-agency referral form |
| MASE | Multi Agency Sexual Exploitation Meeting |
| MASH | Multi-agency safeguarding hub |
| NELFT | North East London NHS Foundation Trust |
| NSPCC | National Society for the Prevention of Cruelty to Children |
| PDT | Practice Development and Training (working group) |
| PLR | Practice learning review |
| PQA | Performance and Quality Assurance (working group) |
| SCR – Local Learning Review | Serious case review (Changing to Local Learning review in September 2019) |
| YPSG | Young People's Safety Group |