

LOCAL SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT

SEPTEMBER 2019 – SEPTEMBER 2020



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FOREWORD BY THE CHAIR

I am delighted to introduce the first annual report of the three borough Local Safeguarding Children Partnership (LSCP). The new arrangements outlined in the Department for Education 'Working together to safeguard children' (2018) restructured arrangements so that Local Safeguarding Boards would be replaced with LSCPs and introduced the role of an independent scrutineer for the LSCP.

As the independent scrutineer I have continued to offer challenge and support across the Partnership, so that we can continue to be confident that the local arrangements are sufficiently robust to keep children safe from harm and neglect. The role of our Partnership is to bring together representatives of each of the main Safeguarding Lead Partners (Local Authority, Health and the Police) to promote and protect children from abuse and neglect in Hammersmith and Fulham, Kensington and Chelsea and Westminster. We need to provide assurance that our local safeguarding arrangements are effective, and all partner agencies work together to promote and protect children's welfare.

The Annual Report 2019/2020 highlights the commitment to safeguarding by the Partnership across the three boroughs and the excellent work undertaken every day (including during an unprecedented pandemic) by dedicated staff to protect and support the most vulnerable people of society. Staff in all agencies across the three boroughs work relentlessly to put children and young people at the very heart of everything they do and this can clearly be seen throughout the report.

COVID-19 has created a number of challenges for children, young people, their families, and communities. The LSCP has ensured that up to date information about service provision and procedures are available on the LSCP website. Throughout the pandemic the Partnership and its subgroups have continued to meet online. Regular extraordinary Partnership meetings have ensured that ongoing changes and updates have taken place providing opportunities for lead partner staff and chairs of LSCP subgroups to exchange information. Practitioners have been able to share information about undertaking online child protection reviews with families, children and young people where appropriate; about supporting children vulnerable to criminal exploitation and how to ensure that children who were entitled to attend school where safe and appropriate are supported to do so.

Going forward, the LSCP agreed that an independent review of its first year of operation under the new safeguarding children arrangements should be undertaken. The recommendations from the independent reviewer outlined in this report have been put to the Lead Responsible Officers for the three Safeguarding Partners. These recommendations will be ratified at the next three borough LSCP meeting in January 2021. With my departure as the Independent Scrutineer, I would like to take this opportunity to say thank you to all the multi-agency partners for their ongoing commitment to promoting the needs and safety of children and their families within the three boroughs. It has been a pleasure to work with partners, and I wish you all the best for the future.

Jenny Pearce
October 2020

WHAT THE LOCAL SAFEGUARDING CHILDREN PARTNERSHIP STANDS FOR

OUR VISION

Our vision is that children and young people in the three boroughs are effectively safeguarded, properly supported and their lives improved by all agencies working together.

We are guided by the following principles:

- Safeguarding is everybody's responsibility.
- To focus our work on safeguarding the needs of vulnerable children and young people and improving their outcomes.
- To have a culture of continuous review and learning with evidence-based practice.
- To be open to constructive professional challenge.

ROLES AND DUTIES

The Partnership's main objective is to ensure itself that local safeguarding arrangements and organisations act to protect young people from abuse and neglect. We do this by ensuring that children and young people in the three boroughs are effectively safeguarded, properly supported and their lives improved by all agencies working together.

We are guided by the following principles:

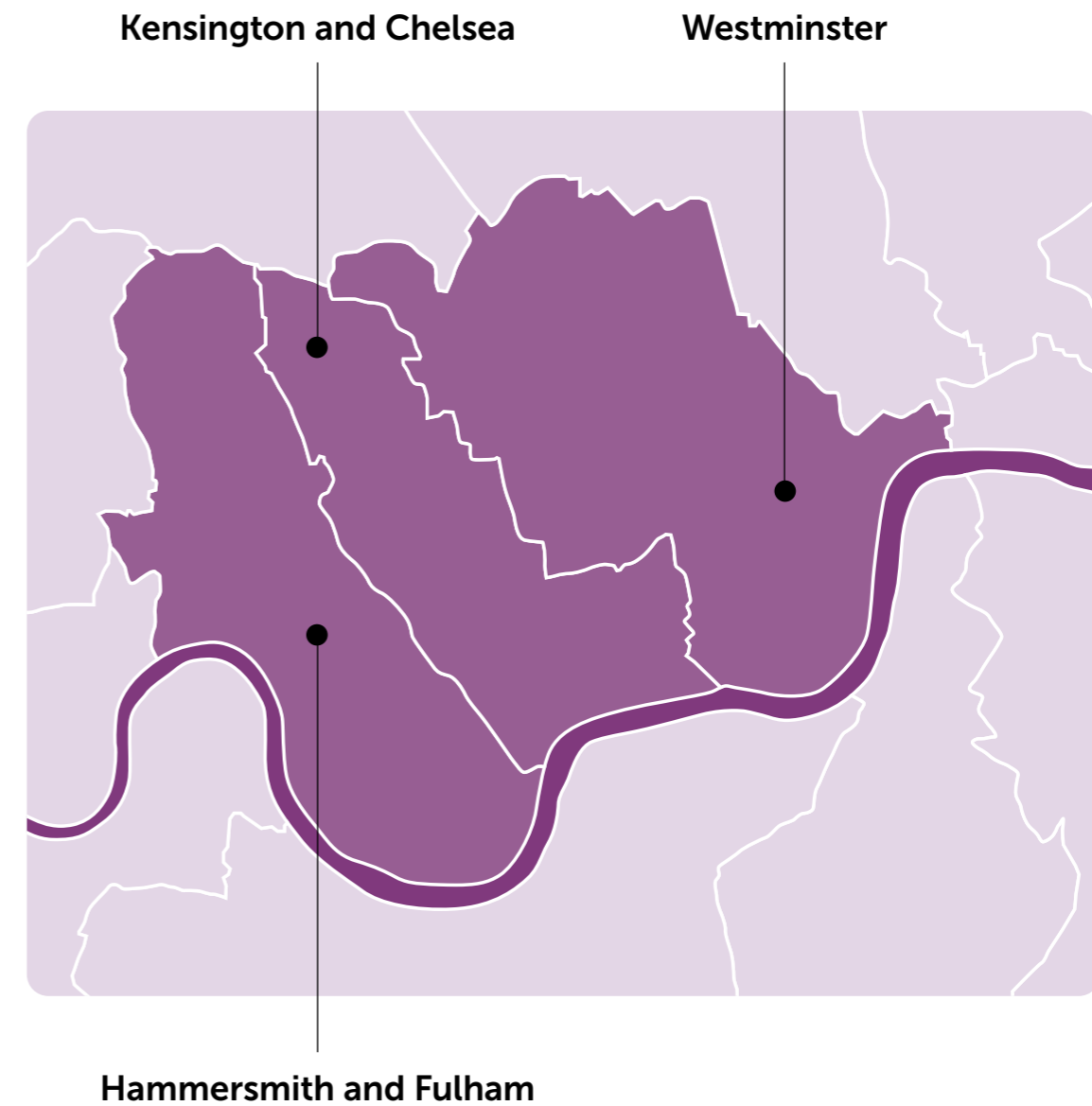
- All agencies and professionals have a shared vision to work together to improve outcomes for vulnerable children.
- We identify and address safeguarding issues and challenges early to effect positive change.
- Information is shared by professionals effectively to enable positive and timely decision making for children and their families.
- We continue to learn, to challenge each other and hold each other to account.

This year we introduced the role of 'independent scrutineer' to ensure that the three safeguarding partners are sufficiently engaged in their roles to prevent and protect children from experiencing abuse and neglect. The scrutineer holds agencies to account for their contribution, training and delivery of services to safeguard children and to challenge areas of practice where the standard falls short of expectations. Going forward there are opportunities to develop this role further.

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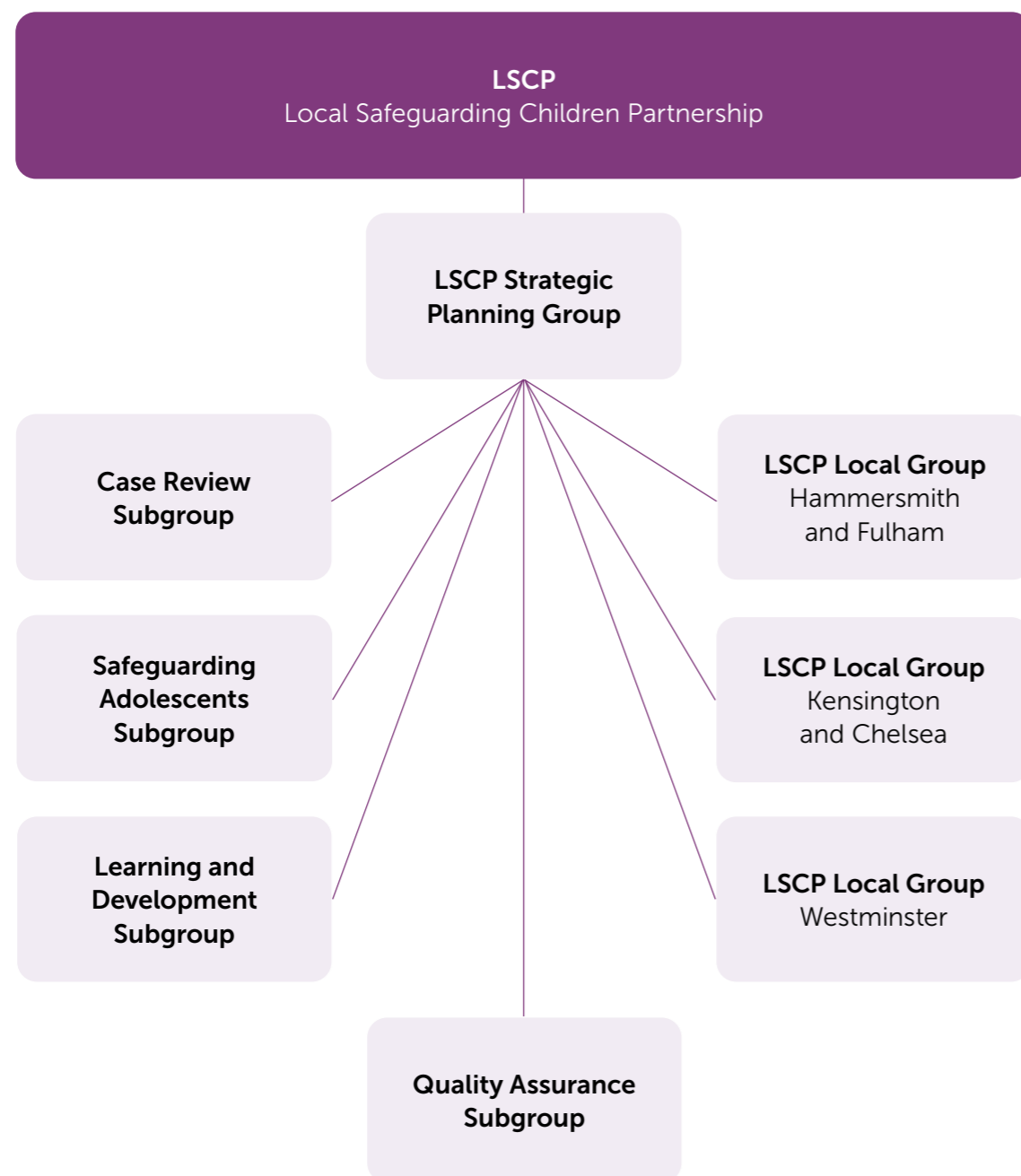
HOW DOES THE LOCAL SAFEGUARDING PARTNERSHIP WORK?

Our Local Safeguarding Children Partnership is managed on a three-borough footprint, across Westminster, Kensington and Chelsea and Hammersmith and Fulham. The Partnership is led by the three key safeguarding agencies; the local authorities, the clinical commissioning groups and the police.



The role of the Partnership is to assure that our local safeguarding arrangements are effective, and all partner agencies work together to promote and protect children's welfare.

The LSCP brings together representatives from each of the main Safeguarding Lead Partners (Local Authority, Health and the Police). It meets every three months for its main Partnership meetings, and the work is taken forward through subgroup and task and finish groups. The Partnership also part of a wider network of strategic Partnerships which exist in different forms in each of the three boroughs.



Other strategic Partnerships the LSCP will liaise with:



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SAFEGUARDING IN NUMBERS

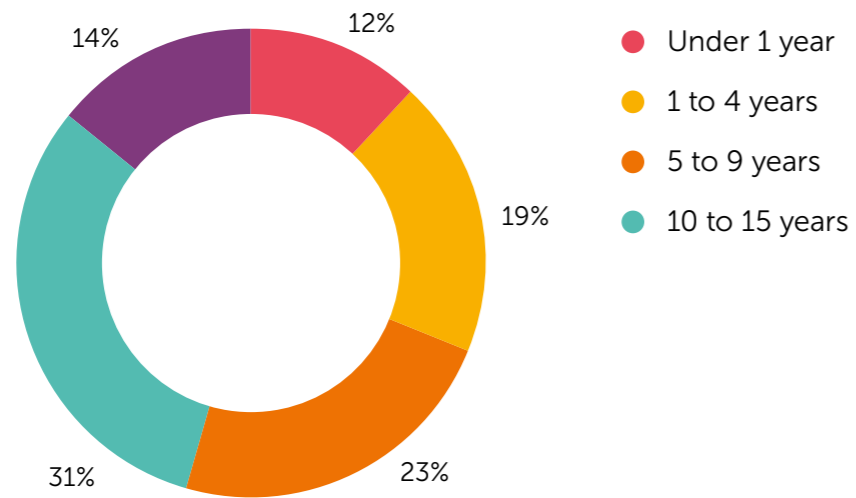
WESTMINSTER

Key facts

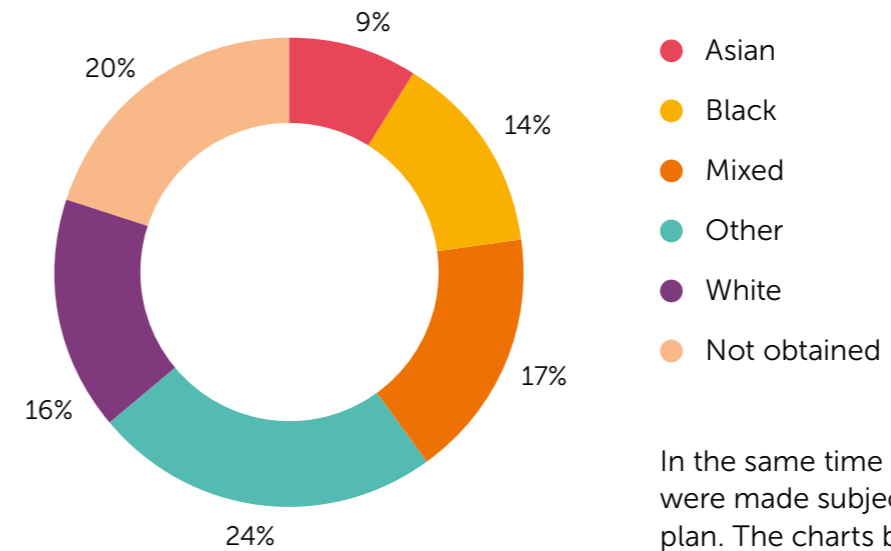
- The most common age group of children referred to children's social care in Westminster is 10 – 15 year olds. This is also the age group most likely to be supported through a child protection plan.
- The main referrer to children's social care is the police – this usually happens when police officers come into contact with children in the course of wider duties.

Between 1 April 2019 and 31 March 2020, 2012 referrals were made to children's social care. The charts on the following pages show who was making the referrals, the age and ethnicity of the children referred and the nature of the concern.

Westminster referrals 2019 – 2020 by age groups

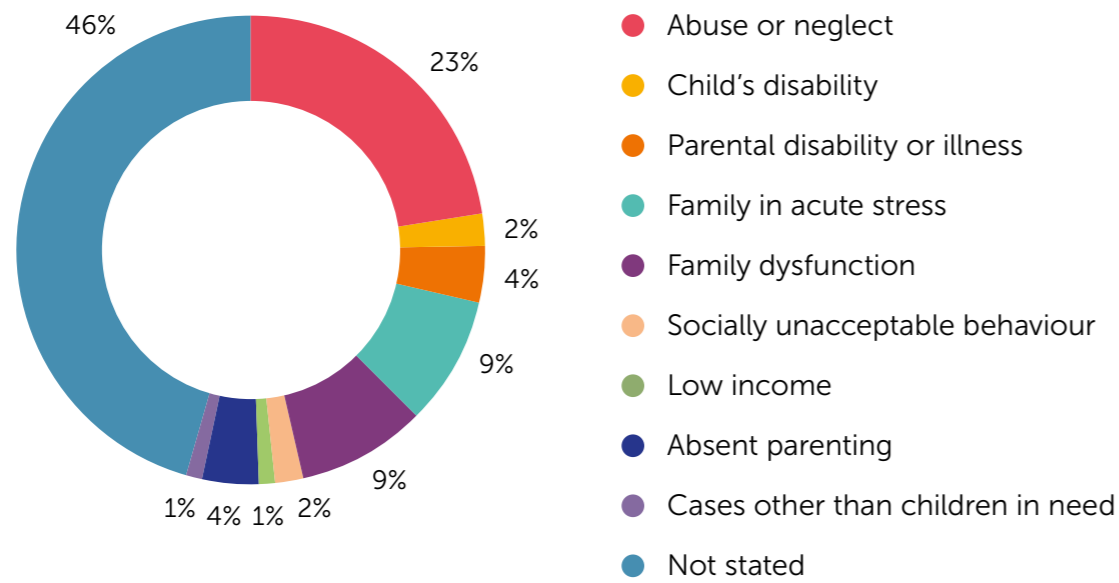


Westminster referrals 2019 – 2020 by ethnic groups

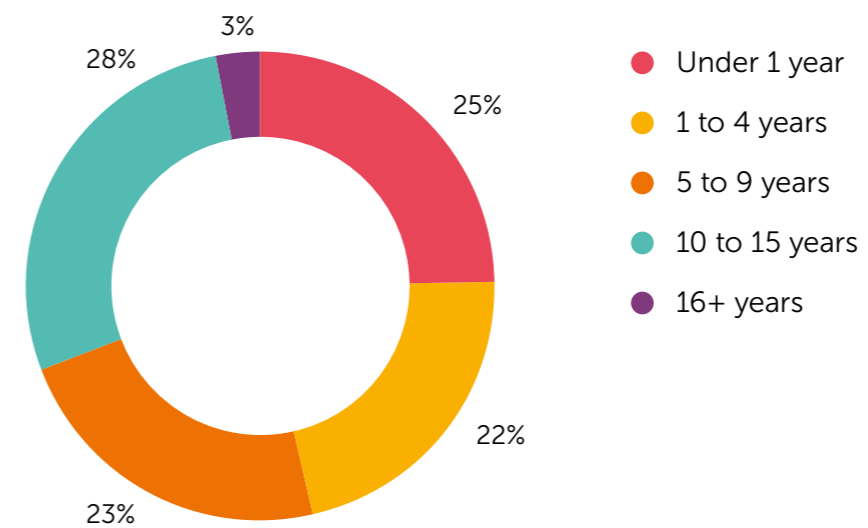


In the same time period 79 children were made subject to a protection plan. The charts below show the categories of the plans, the age and ethnicities of children subject to plans.

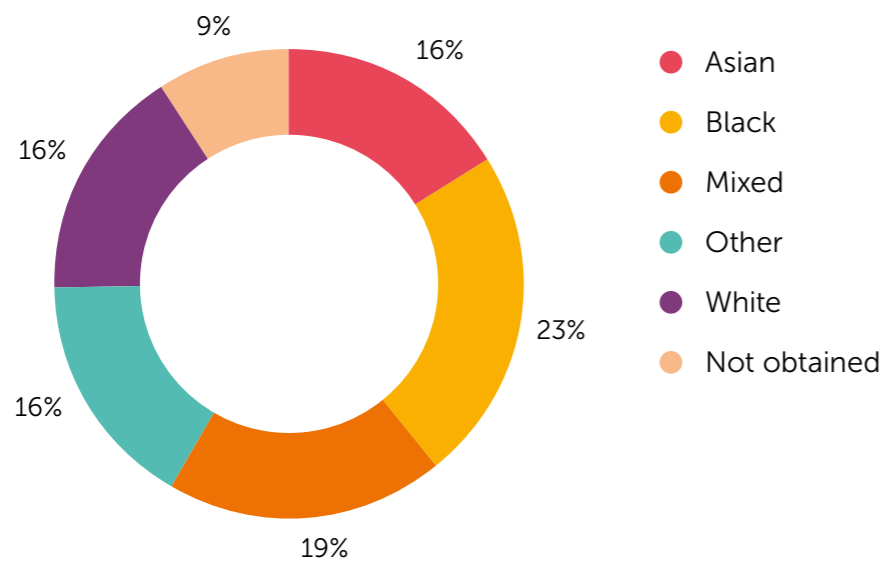
Westminster referrals 2019 – 2020 by primary need groups



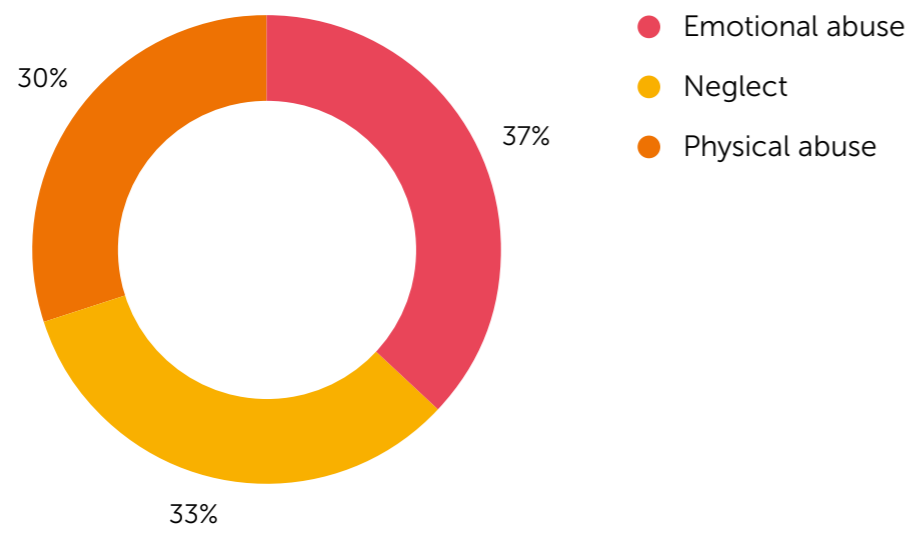
Westminster child protection plans registrations 2019 – 2020 by age groups



Westminster child protection plans registrations 2019 – 2020 by ethnic groups



Westminster child protection plans registrations 2019 – 2020 by initial plan category



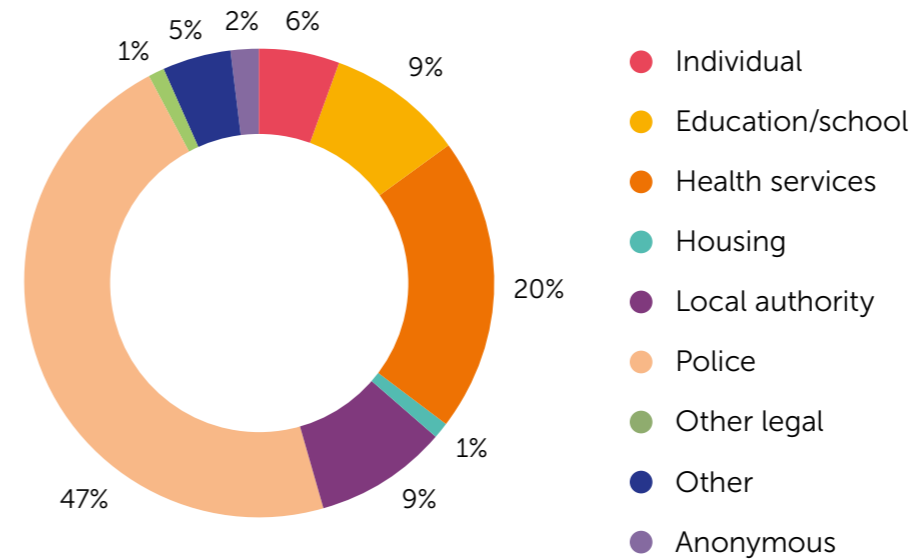
KENSINGTON AND CHELSEA

Key facts

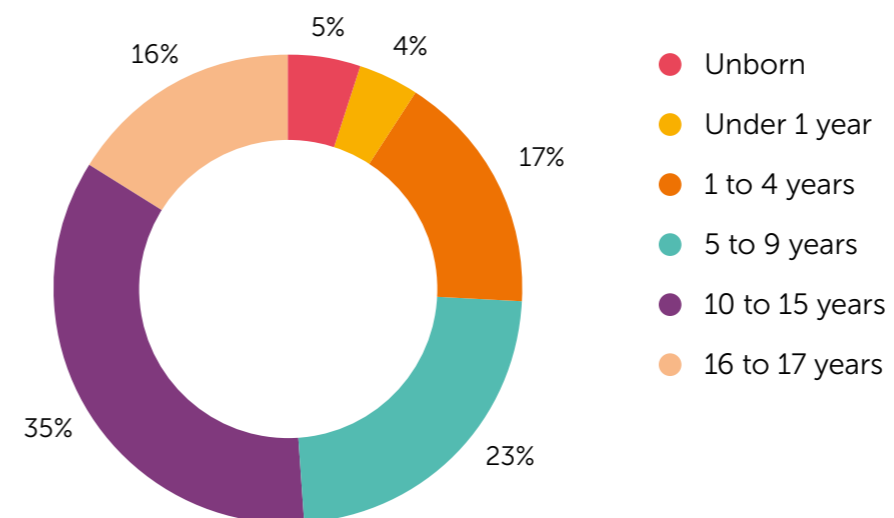
- In Kensington and Chelsea, six times as many children who have child protection plans are initially registered under the categories of emotional abuse or neglect, compared with the numbers categorised as experiencing physical abuse.
- Like Westminster, the main referrer to children's social care is the police – although the proportion of referrals from this source is higher in Kensington and Chelsea.

In 2019/2020, 2,368 referrals were made to social care. This referral figure covers all contacts and referrals. The charts on the following pages show who was making the referrals, the age and ethnicity of the children referred and the nature of the concern.

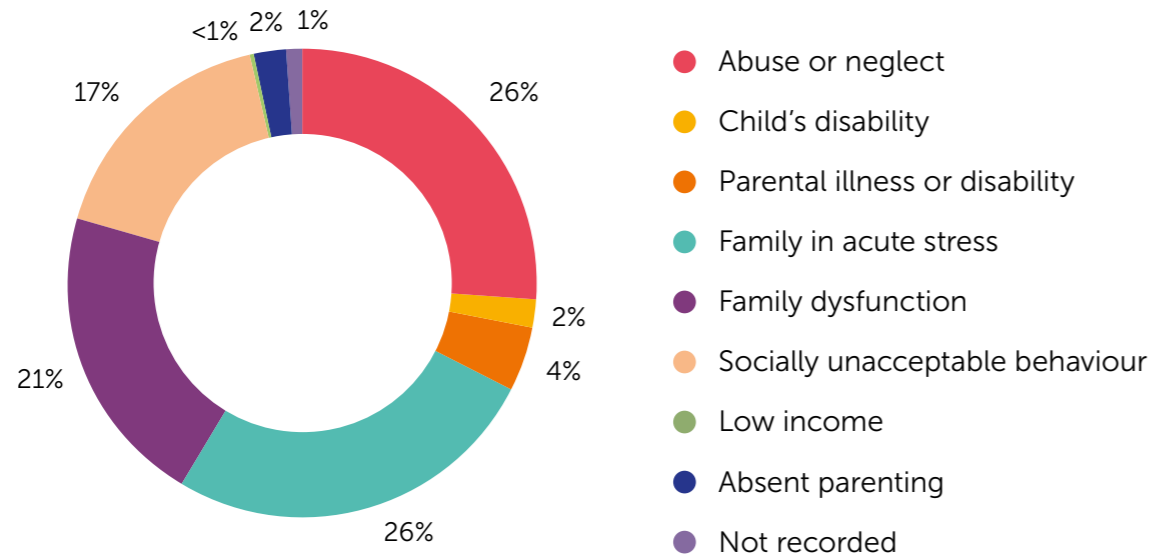
Kensington and Chelsea referrals 2019 – 2020 by source



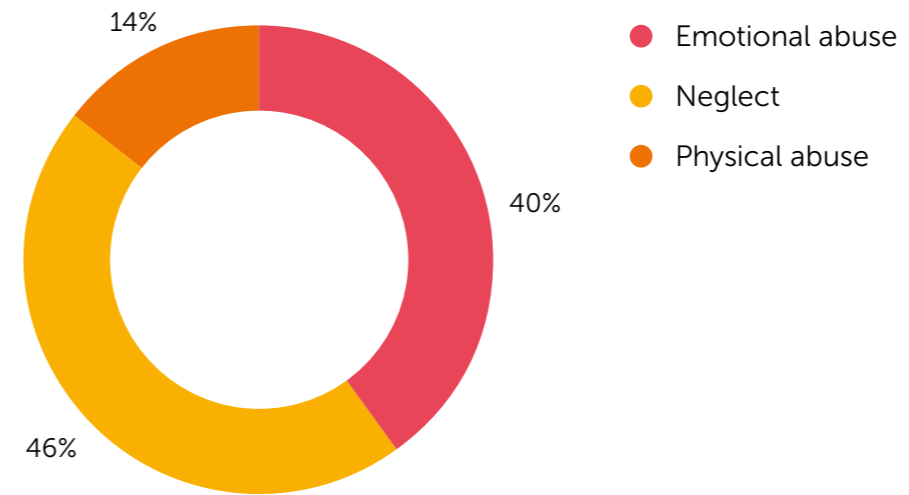
Kensington and Chelsea referrals 2019 – 2020 by age groups



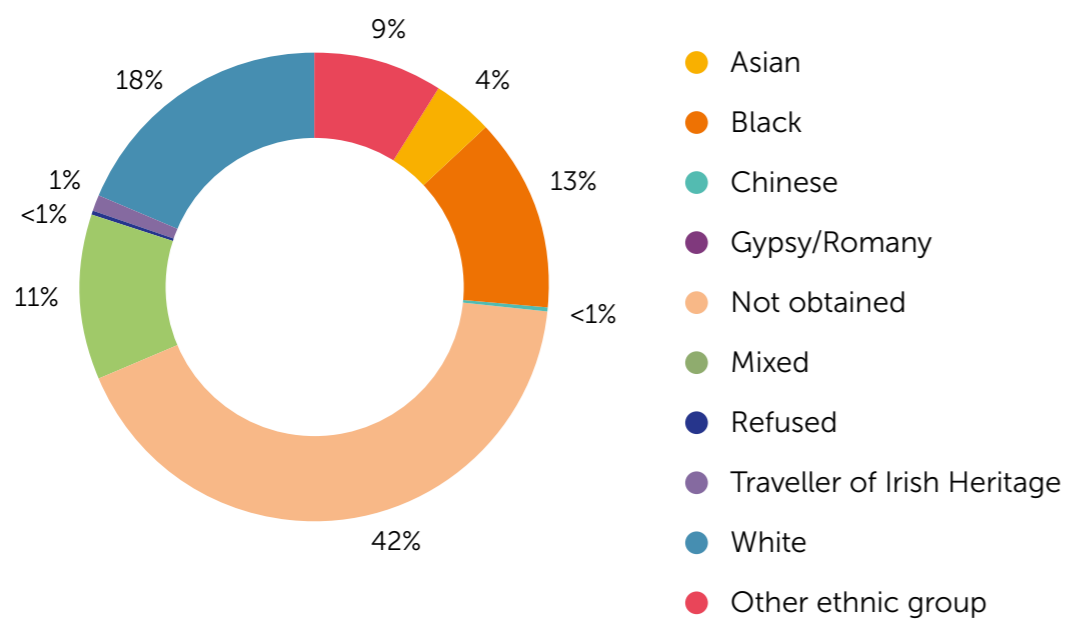
Kensington and Chelsea referrals 2019 – 2020 by primary need code



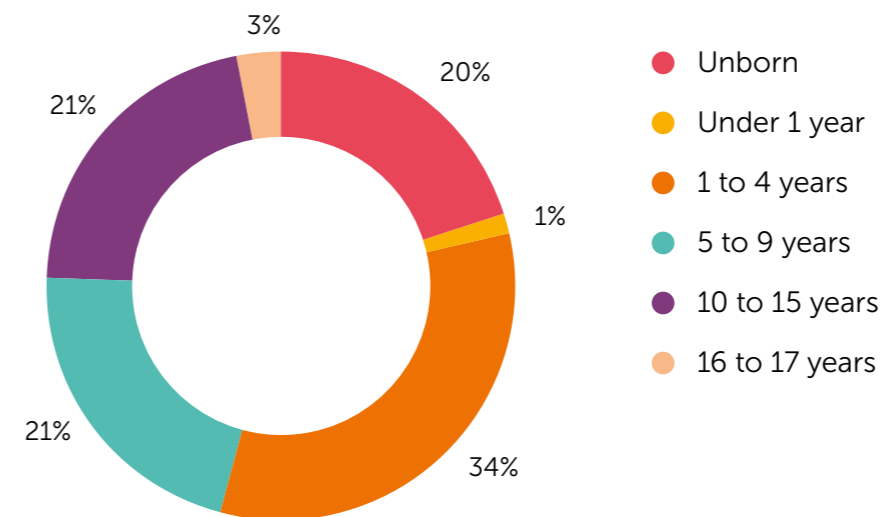
Kensington and Chelsea child protection plans 2019 – 2020 starting by category



Kensington and Chelsea referrals 2019 – 2020 by ethnic groups

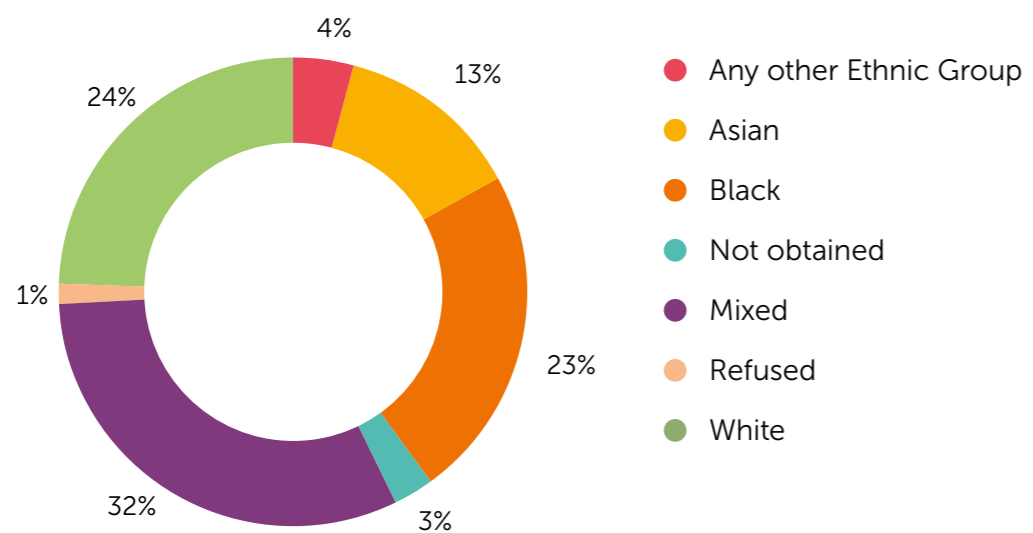


Kensington and Chelsea child protection plans 2019 – 2020 starting by age groups



In the same time period 70 children were made subject to a protection plan. The charts below show the categories of the plans, the age and ethnicities of children subject to plans.

Kensington and Chelsea child protection plans 2019 – 2020 starting by ethnic groups

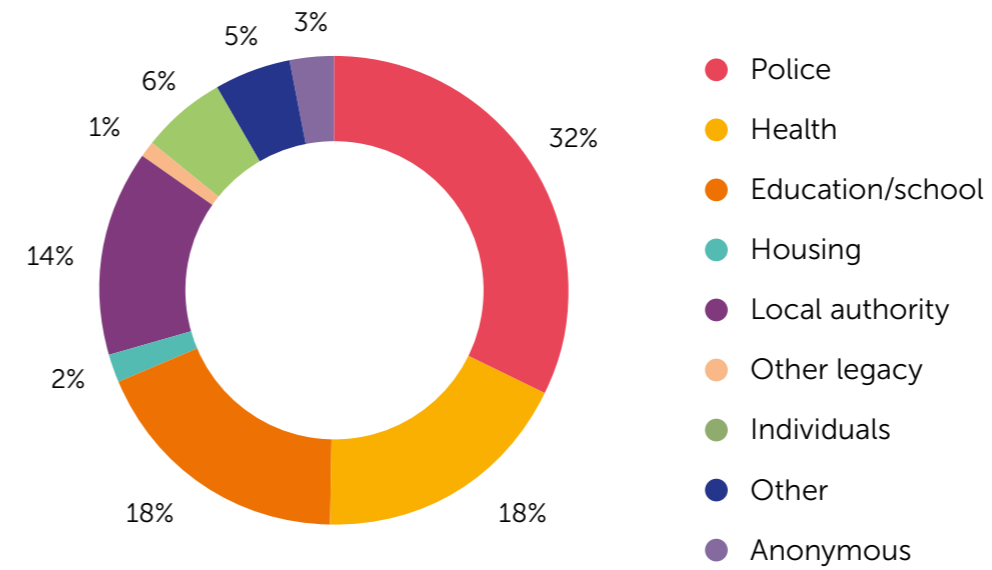


HAMMERSMITH AND FULHAM

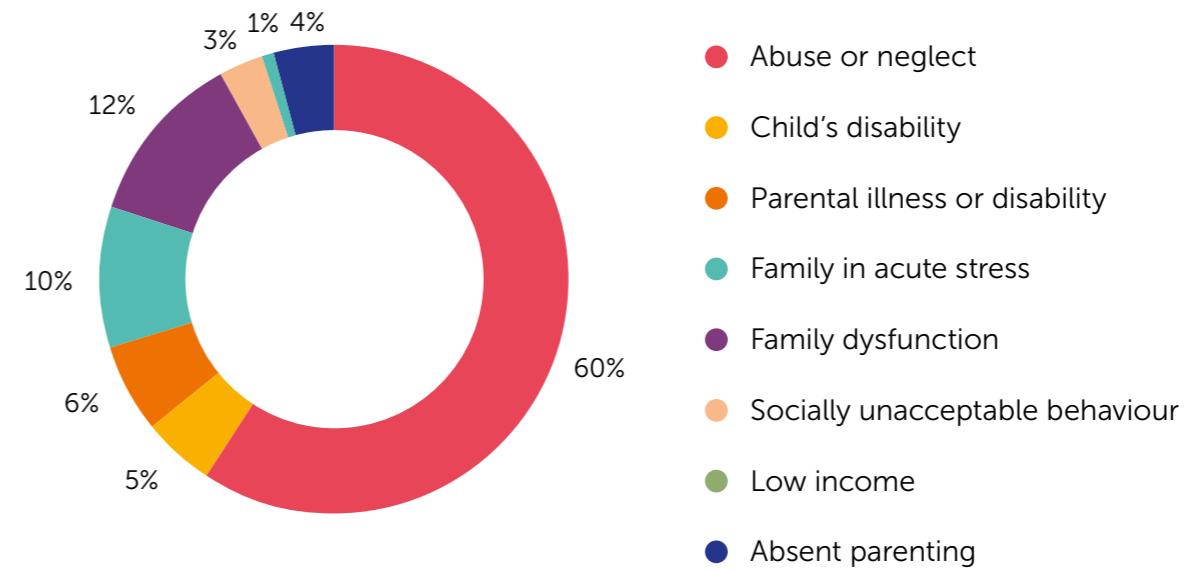
Key facts

- There were 1,670 referrals made to Children's Services in 2019/20.
- The majority of referrals came from the police (32%) and most referrals were made because of concerns about abuse or neglect.
- 81% of initial child protection registrations were under the category of emotional abuse or neglect.

Hammersmith and Fulham referrals 2019 – 2020 by source

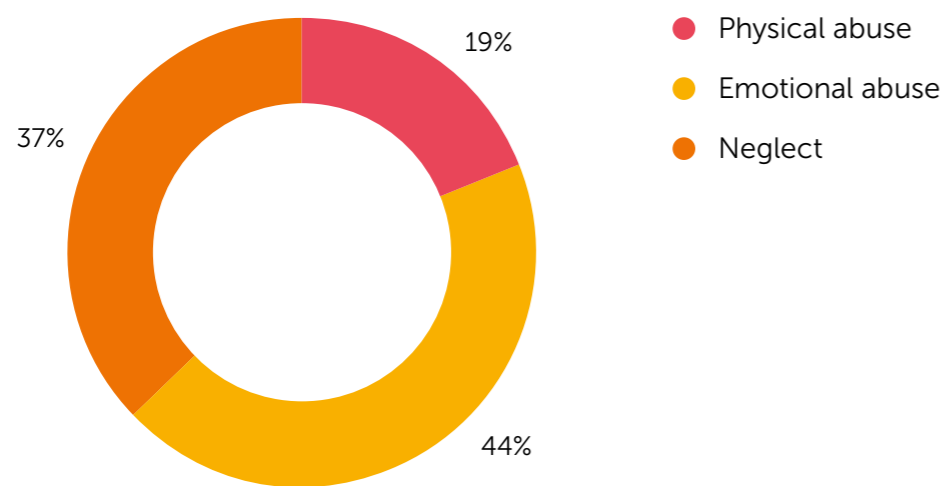


Hammersmith and Fulham referrals 2019 – 2020 by primary need group



In 2019 – 2020, there were 172 child protection registrations made in Hammersmith and Fulham with initial categories for registration as follows:

Hammersmith and Fulham child protection plans 2019 – 2020 by initial category



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WHAT THE LSCP HAS BEEN WORKING ON IN 2020/21

The Partnership's main function is to ensure that the local arrangements to keep children safe and protect them from harm is effective.

The Partnership has identified three priorities to improve the safety and wellbeing of children across the three boroughs:

- Reducing the harm from domestic abuse and coercive control.
- To identify and protect children vulnerable to exploitation.
- Listening to children and increasing community engagement.

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PROGRESS WITH OUR PRIORITIES

PRIORITY 1 – REDUCING THE HARM FROM DOMESTIC ABUSE AND COERCIVE CONTROL

This year, the Partnership has made progress against this priority as a result of our work on two key projects:

Operation Encompass

Operation Encompass is an initiative whereby the police will notify a child's school if they (the police) are called to an incident of domestic abuse at the child's home address. This then allows an opportunity to provide appropriate pastoral care for the child as he or she comes into school.

The Police and the Local Authority Safeguarding Leads for Schools have continued to work together to increase the sign up from schools (including independent schools). To date, the following numbers of schools are involved with Operation Encompass:

- 32 schools in Hammersmith and Fulham.
- 29 schools in Kensington and Chelsea.
- 27 schools in Westminster.

With this rapid provision of support within the school environment, children are better safeguarded against the short, medium and long-term effects of domestic abuse.

Views expressed by the Schools Designated Safeguarding Leads at their forum were that this initiative has enabled school staff to effectively support those families and children where domestic abuse is known. If any new or emerging situations arise, schools have the ability to seek new information and review what proactive safeguarding actions may need to be undertaken.

Keeping families safe and together

We have been working with the voluntary sector organisation 'Standing Together Against Domestic Abuse', to support families staying together and addressing the domestic abuse concerns – where it is safe to do so. Training has been delivered to social care practitioners and managers across the Partnership so that they can support victims, better intervene with perpetrators and support children remaining in the care of the non-abusing parent and further training will be shared with wider partners.

A significant number of referrals are made to children's social care to report concerns about domestic abuse. The Safeguarding Partnership has carried out an audit of casework to see how effective our interventions are in terms of keeping families together and improving outcomes for children. This exercise will be repeated next year so that we can understand the impact of the new Safe and Together approach.

During the first COVID-19 lockdown, there was significant concern across the Partnership about a potential increase in domestic abuse concerns. Local public awareness campaigns were rolled out, assisted by the LSCP, to ensure that more residents knew how to get support and that professionals who were in contact with families were aware of possible signs of abuse and how to seek the most appropriate specialist support. Police reports of domestic abuse incidents were monitored monthly by the Partnership so that relevant agencies could tailor the support offered to meet local needs. Across the three boroughs the police have not yet received an increased number of reported incidents of domestic abuse but this remains under close review.

PRIORITY 2 – PROTECTING CHILDREN VULNERABLE TO EXPLOITATION

Our second key priority, as a Partnership, has been to focus on tackling peer-on-peer abuse including child sexual exploitation, criminal exploitation, 'county lines' activity and serious youth violence. A Safeguarding Adolescent subgroup was set up, specifically to drive and coordinate the work.

Each borough now has a better understanding of their local context through the development of a local data set and has used this to explore and confirm the role that each agency can play in tackling the issues more effectively. An Exploitation Safeguarding Lead in each borough has instigated strategy meetings and reported back to the wider Partnership on the learning from this activity.

Over the year, through several targeted Partnership activities, we have improved our collective understanding and the effectiveness of collaborative approaches. Key projects include:

Operation Makesafe

Operation Makesafe is a police-led initiative to test and improve awareness of child exploitation amongst staff in hotels and licensed businesses. The initiative has been ongoing for a number of years locally and provides training to hotels, informed by local data and intelligence on areas or locations of concern in relation to exploitation. This training and awareness raising has led to a number of young people being positively identified as potentially at risk and ensured a robust police response. We have also learnt that due to the transient nature and turnover of hotel staffing, we need to ensure the training is on a rolling programme.

To ensure the effectiveness of Operation Makesafe, police cadets, supported by multi-agency partners, participate in active testing of hotels' safeguarding responses to potential exploitation scenarios. We receive regular updates on the activity and learning from the Police Safeguarding Lead and our LSCP Business Manager, to inform practice, interventions and develop the training offer.

Taith Project

In response to our shared concerns about a small number of children and young people who display harmful sexual behaviours, we partnered with Barnardo's to deliver the Taith project as a specific intervention to provide support. This is a 'trauma informed' service funded through the Mayor's Office for Policing Crime that works with young perpetrators, to reduce offending behaviours and provide therapeutic support. Referrals to the Taith project in all three boroughs have increased over the past year. The funding comes to an end in March 2021 and we are planning to include the learning from the project in our local offer provided through social work and health services.

GMACE (Gangs and Multi-agency Child Exploitation Panel)

Over the last year we have placed considerable attention on the purpose and effectiveness of the former Multi-agency Gangs and Sexual Exploitation Panel covering the three boroughs. In recognition of our evolved understanding of the lived everyday experiences of vulnerable children and young people, we have extended the panel's remit to include child exploitation and gang involvement. We have taken the decision to strengthen the function of this panel as a key strategic multi-agency group, with its work being overseen by the Safeguarding Adolescents Subgroup. The terms of reference have been updated, with a focus on addressing the needs of victims and perpetrators, areas and locations of concern, mapping trends and disrupting harmful behaviours. This will assist with the development of our strategic approach.

The Metropolitan Police have been developing a revised pan-London child exploitation protocol with feedback from a wide range of stakeholders and this will be circulated and shared with partners when published in 2021. As safeguarding partners, we will review the protocol to better understand the impact locally in relation to the identification of those in need of protection, the targeting of services and strategic planning.

Safeguarding Adolescents at Risk Panel (SARP)

In Hammersmith and Fulham, the SARP has continued to merge all panels which review at-risk young people into one comprehensive multi-agency panel. This has helped to streamline the current safeguarding practices and support for the better identification of risk and information sharing for some of the borough's most vulnerable children and young people.

Development of Gangs Violence Exploitation Unit (Hammersmith and Fulham)

The new Gangs Violence and Exploitation Unit in Hammersmith and Fulham has been initiated this year. This is a Partnership between the police and the local authority. The unit will work with Children's Services, Housing and other local authority departments, as well as the voluntary sector, in order to plan for better outcomes for young people who are vulnerable to involvement in serious youth violence. The service started in September 2020 and will provide regular updates to our Safeguarding Adolescents Subgroup.

Operation INNERSTE

This police-led initiative in Partnership with Immigration Enforcement aims to prevent the need for complex investigations of migrant children who go missing. It also provides an opportunity to identify and prevent modern slavery and child trafficking through an enhanced multi-agency response and stronger information sharing processes. A welfare check, together with photographs and fingerprints are undertaken at first contact with the police.

The initiative has led to a reduction in the number of times children go missing and the influence of traffickers as well as the prevention of re-exploitations of who are known to be particularly vulnerable. Local safeguarding guidance is being updated to reflect learning from this initiative and its potential impact across different partner agencies.

School inclusion projects

We recognise that schools and education settings are a key partner in the safeguarding of children. We know that after the family it is the school who often know the child best as they have daily contact over a number of years. We work with schools to promote a child's wellbeing and their protection. In recent years we have been aware of the growing local and national attention given to the impact on children of exclusion from school in terms of their education but also upon wider outcomes such as health, wellbeing and longer term life chances. Children who are excluded are also particularly vulnerable to all types of exploitation. Research and data suggests that boys, children who are looked after, living in poverty, or from particular ethnic minorities as well as those who have special educational needs, are all disproportionately excluded from schools.

All three local authorities are committed to reducing exclusion rates, particularly from secondary schools. A number of strategies and services have been established in each of the three boroughs in Partnership with schools, Children's Services inclusive of Early Help, the voluntary sector and children and parents. The strategies set out how we will all work together in the local area to promote positive engagement of children and families in education, reduce rates of exclusion and improve outcomes for young people who have been or are at risk of exclusion.

PRIORITY 3 – LISTENING TO CHILDREN AND YOUNG PEOPLE, AND COMMUNITY ENGAGEMENT

We as a Partnership recognise how vital it is for us to listen to children, their families and their communities about safeguarding issues that are important to them. The voices of the child, young person, family and community are central to our work as an effective Partnership. The multi-agency basis of the Partnership allows us to hear from a wider range of children and families and a key part of our role is to ensure that their views and experiences are understood, responded to and shape the way we develop and deliver our services.

Essential to our work in the last year has been the appointment of a Children and Community Engagement Officer, who started in the post at the beginning of the year. Despite the challenges of the COVID-19 lockdown the Officer has been successful in mapping and liaising with a range of relevant stakeholders and organisations in order to build relationships and seek the voice of children and young people. Our Engagement Officer has met with a range of young people, groups and professionals to shape the development of our work-streams, and inform our future safeguarding plans. This includes:

- Youth Councils.
- Children in Care Councils.
- Child Protection Advocates.
- SEND Participation Officer (Kensington and Chelsea and Westminster).
- Coproduction and Inclusivity Consultant (Hammersmith and Fulham).
- Young Healthwatch Westminster.
- Mind Youth Services (three boroughs).
- Young Hammersmith and Fulham Foundation.
- Young Westminster Foundation.

Our Engagement Officer has also initiated or supported a number of projects which specifically aim to develop understanding and practice around engaging children and families. The learning from these projects will inform our safeguarding priorities and work plans going forward.

This has included:

- Collaborating with the Youth Engagement Police Officers to develop their workshops with young people.
- Being a member of the steering group for Youth Voice Network Meeting (Hammersmith and Fulham).
- Attending the SEND Participation Network (Kensington and Chelsea and Westminster).
- Working with the Prevent Community Engagement Taskforce (Westminster).
- Raising awareness of updates about children and young people's projects to the LSCP Local Groups and the LSCP Strategic Planning Group.
- Updating the LSCP website and training materials.

Feedback received to date by the Engagement Officer from young people and organisations which represent them by the Engagement Officer has led to a number of service developments including:

- A workshop to support youth service providers to confidentially make referrals to children's social care.
- Tailored safeguarding training for supplementary schools in Hammersmith and Fulham and Westminster, with further workshops available.
- Improving awareness of and access to multi-agency training opportunities for smaller voluntary organisations.

A key role of this post is to further strengthen the safeguarding support provided to voluntary, community and charitable organisations within the boroughs. In building relationships and providing practical support, we are promoting greater awareness, improving practice and ensuring that referrals for support or safeguarding concerns are addressed in a timely way. To date, 18 such organisations have taken up offers of support to develop their Safeguarding Children policies. Our Section 11 regulatory auditing framework for agencies will ensure that we map the effectiveness of the delivery of these policies going forward.

In addition, we are aiming to recruit 'young scrutineers' to enhance the way in which the Partnership is scrutinised and challenged over the progress we are making against our priorities based on the views and experiences of local young people. This will enable us to truly reflect on how effective we are at meeting the needs of children and young people locally and how we can learn, listen and improve our services.

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SAFEGUARDING DURING THE COVID-19 PANDEMIC

Throughout the pandemic the partnership and its subgroups have continued to meet online. Regular extraordinary Partnership meetings have ensured that ongoing changes and updates have been communicated, providing opportunities for lead partner staff and chairs of LSCP subgroups to exchange information in a fast-changing environment.

COVID-19 Case Study: Hammersmith and Fulham

Overnight, COVID-19 challenged our operating model within Children's Services, increasing family pressures and making children more vulnerable to hidden and long-term harm. At the start of lockdown in March 2020, it was difficult to find ways to see children in their homes, and schools and health settings were generally not open. An early decision was made that there would be some children and families who would need to be visited due to safeguarding reasons. In order to identify the most vulnerable children, all open cases were individually risk assessed and RAG (Red, Amber, Green) rated in accordance with the level of risk. This information was recorded on a dynamic RAG register on MOSAIC (the Children's Services case management system) which allowed ongoing review of all children and families receiving support from Children's Services ensuring that those at greater risk receive adequate face-to-face support and monitoring.

A virtual model of work was introduced across all settings, and guidance was developed on how to engage with the families in this way.

In May 2020, the Vulnerable Children's Working Group was formed, to ensure robust oversight of the school attendance and education provision for the most vulnerable children during COVID-19 lockdown. The working group's objectives were to track and monitor vulnerable children's school attendance and to ensure that the school attendance and to ensure that the children and families received an appropriate offer in terms of education and support from children's social care. This ensured that there was a shared understanding of the needs of the wider vulnerable children's group, which informed ongoing service delivery.

COVID-19 Case Study: Kensington and Chelsea

Children's Centres are part of the new Family Hub model at the Royal Borough of Kensington and Chelsea (RBKC) and have adopted the 'whole family approach'. The joint focus and shared objectives of the children's centres, statutory and voluntary sector partners have been key in offering a holistic approach to supporting families during the pandemic.

During lockdown one centre remained open as an operational "hub" acting as a distribution or collection point for vitamins, food bank vouchers and over 2000 wellbeing/activity packs for families receiving brief interventions, those with new births, families from the Travellers community, refugee families, those living in women's refuges and other groups.

All face-to-face group work needed to cease so a virtual timetable of activities was delivered including sign & rhyme, targeted support, messy play and story times. Supported by Maternity Champions, pregnant mothers were able to take part in online interactive antenatal classes and coffee mornings.

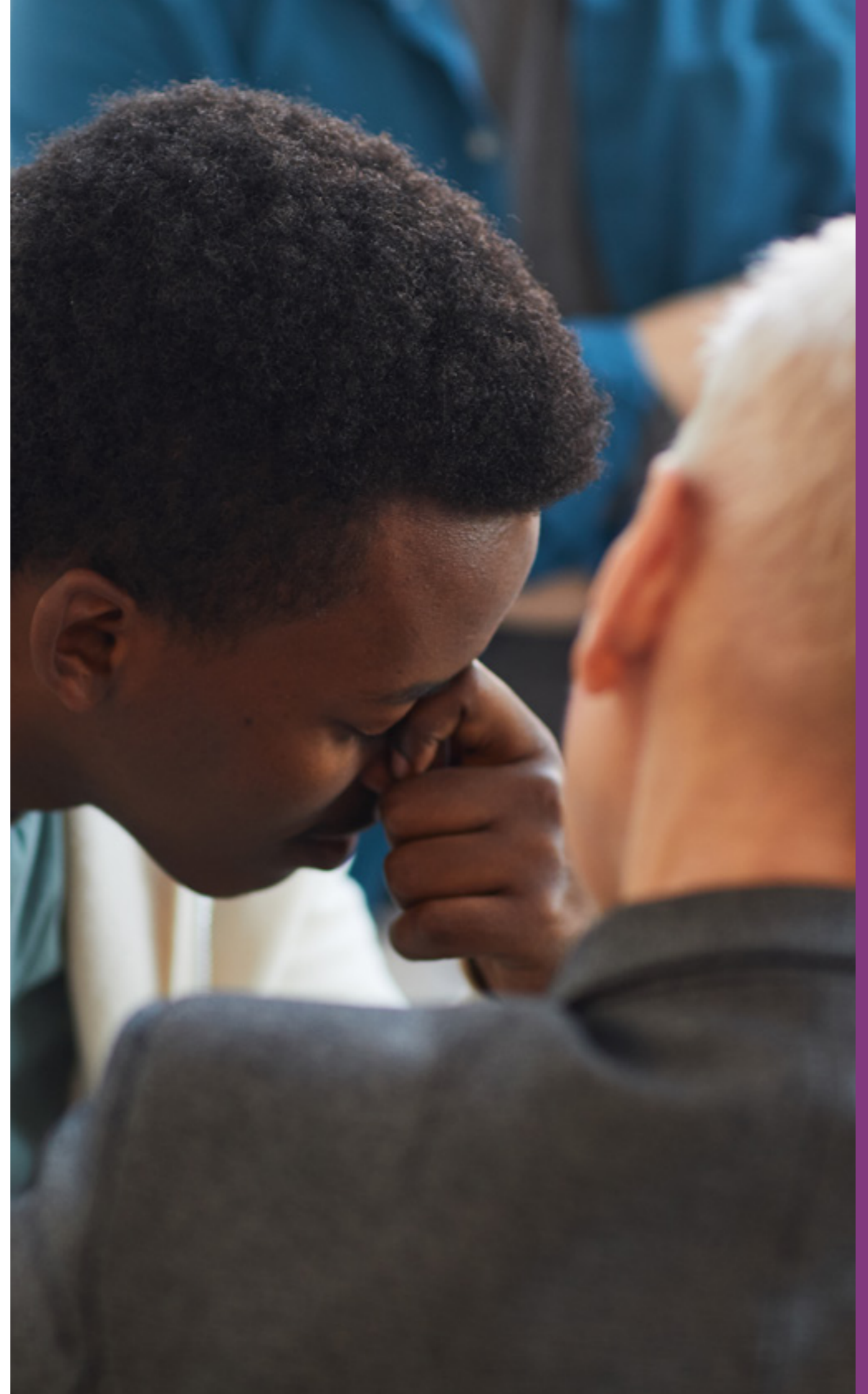
'Safe Space' opportunities were extended into schools, leisure and voluntary sector venues so that more families could receive targeted support through self-baby weighing, baby massage, developmental and communication assessments.

Through this experience, services across the borough have learnt that there is a clear place in future service provision for the use of technology alongside traditional, face to face groups when working with vulnerable families.

COVID-19 Case Study: Westminster

The local authority was very aware of the decrease in referrals to Children's Social Care during the pandemic, and that some vulnerable families were not taking up the school provision which was available to them.

To support the protection of children and young people during lockdown, Bi-Borough Children's Services worked with the local authorities' communication teams to develop a child abuse awareness campaign. This aimed to encourage residents to report any concerns they had that a child was being harmed or abused to Children's Services and was promoted through social media posts and flyers distributed in communities and in services, such as GP surgeries, pharmacies, parks, food banks, supermarkets and bus stops.



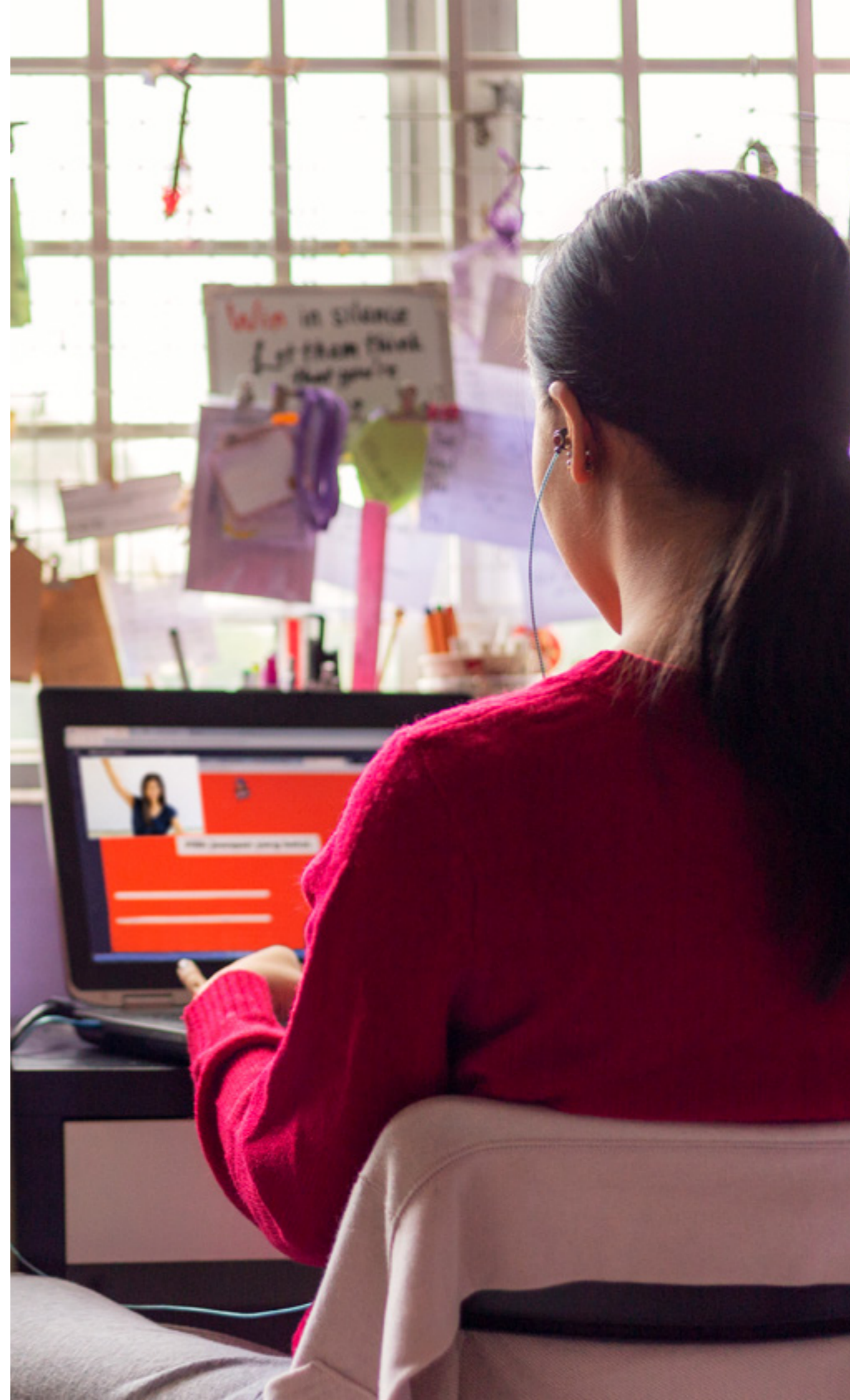
HOW DO WE KNOW WE'RE MAKING A DIFFERENCE?

OUR ACHIEVEMENTS IN THE PAST YEAR

This has been a unique and challenging year. The impact of the COVID-19 pandemic has been significant for children and their families. This has also come at a time when we were establishing our new partnership arrangements. Despite the challenges, it has been possible to make good progress in a number of areas including:

- The bringing together of three Safeguarding Leads from Health, Police and the Local Authority to coordinate, drive and oversee the work of the wider Partnership.
- Significant activity to progress our three safeguarding priorities.
- A growth in knowledge and joint responsiveness regarding child exploitation. Partnerships are working together more effectively to safeguard all vulnerable young people with safety plans in place which are regularly tracked and monitored.
- Listening and engaging with children, young people and communities has made significant progress this year with the work of the Engagement Officer, who has quickly established important networks and initiated key projects. Going forward, the Partnership will be better informed and guided by the needs, wishes and feelings of the children and communities we work for.
- Through our 'Think Family' approach, we have better connected the work taking place through children's and adult services. Joined-up working relationships have been strengthened to address domestic abuse. Joint learning events undertaken within the year have informed wider conversations about service arrangements and how they may be delivered in the future.
- Our training programme has adapted and evolved to meet changing demands and ensure all services on offer to children and appropriately refer families on for support.

- We have developed the common data-sets used to inform our Quality Assurance Subgroup activity, enabling compare and contrast and analysis of trends which may vary across the three boroughs. During COVID-19 lockdowns and restrictions we have built upon the long-standing professional relationships to communicate effectively and address challenges as they arose. The monthly COVID-19 safeguarding meeting provided a forum for sharing of concerns and how we can collectively respond. This work directed a range of activity to take place, including the continued delivery of medicals for children subject to child protection concerns and for children who are looked after. The refocused offer from health visiting, the proactive support for new mothers, and ongoing responses in respect to domestic abuse.
- Our social media profile has enabled us to communicate to a wider audience, and to highlight news and activity which is relevant for our Partnership and communities at robust pace. We will continue to explore how this avenue can be further used to communicate more widely and more effectively.



REDESIGNING CHILD PROTECTION CONFERENCES AND ALTERNATIVE PATHWAYS

As part of the three borough Partners in Practice programme we have championed innovation and models of best practice developed with key partners from Health, Police and Education settings. We are keen to improve our service offer so that it is more responsive to the needs of families while remaining committed to always promoting more effective safeguarding for children.

The Redesign and Alternative Pathways projects were part of a wider review of how our traditional child protection system was working. We looked at the early months of engagement with families and the child protection conference system through a systemic lens, reflecting on what happened and considering whether there are different ways of doing things that would bring greater benefits to families while keeping children safe. In response to this insight and review we have implemented:

- **Alternative Pathways** – this is a new model for strategy discussions (where child protection investigations are planned), the Front Door Family Meeting model, and the option whereby family group conferences could be used instead of initial child protection conferences for some families. It provides more flexibility to respond in different ways to considering and planning to address concerns about children’s safety.
- **The redesign of the initial child protection conference process** – this gave careful thought and planning as to what happens during and after a conference. The intention was to find ways to build relationships (during a period of stress) which could increase engagement for the sharing of information and co-production of safety plans with families and other professionals.
- **The redesign of the physical space** – to provide a more welcoming environment for conferences to take place. The before and after example opposite shows the significant improvements made to the conference room available in Westminster. The feedback from families and professionals about the improved facilities has been very positive.

Before



After



In the light of using virtual platforms to meet and engage with families during the pandemic, we are keen to develop these new ways of working, progressing to a more blended model of engagement going forward. Over the next year, across the three boroughs and with partners and families, we will be further developing a shared language and commitment to this new approach.

LEADING, LISTENING AND LEARNING

MULTI-AGENCY TRAINING

Since the launch of the new Partnership, we have continued to coordinate a comprehensive, multi-agency training programme, offering 63 workshops on a range of core, specialist and managerial workshops to all practitioners and volunteers across the three boroughs. The most popular workshop is 'Multi-agency safeguarding and child protection' and examples of courses include:

- Introduction to Safeguarding Children.
- Meet the Local Authority Designated Officer (management of allegations).
- Safer recruitment.
- Child sexual exploitation.
- Safeguarding children and substance use.
- Safeguarding children and domestic abuse.
- Female Genital Mutilation and Harmful Cultural Practices.
- Harmful sexual practices.
- Radicalisation (via the local Prevent Teams).

The LSCP continues to seek evaluation feedback from practitioners attending the multi-agency training, both immediately after the workshops have been held, and with follow up surveys to gauge the impact of training a few weeks after the workshops. This is taken into account when developing and refining the local training offer.

LEARNING FROM REVIEWS

The LSCP continues to have a key role in commissioning and coordinating learning from a range of reviews following a serious incident or in situations where children die. The two key mechanisms which help us to achieve this are through the Child Death Overview Panel (CDOP) and through Case Reviews.

Child Death Review

A new NWL Clinical Commissioning Group (CCG) Child Death Overview service was established in 2020 in response to the new Child Death Review (CDR) statutory guidance. The new Child Death Review Team, comprising five full time staff, became fully operational from 1 April 2020. The service assumed responsibility for coordinating and managing the child death review process across the eight boroughs of north west London in collaboration with the Designated Doctors for CDOP. This new arrangement splits NWL into two separate Child Death Overview Panels (CDOP) including the Flute CDOP for (Brent, Harrow and Hammersmith and Fulham, Kensington and Chelsea and Westminster) and Triangle (Ealing, Hillingdon and Hounslow) with these two CDOPs each review more than the sixty deaths per year, while also giving a larger overview of deaths, which should improve the ability to identify trends and learning.

The service has played a key role in keeping us updated on learning, themes and guidance on how to strengthen our collective safeguarding practices resulting from analysis of deaths of children in our boroughs and beyond. An annual report is presented to the Partnership to assist our learning. Prior to the new eight-borough service coming into effect, our local Child Death Overview Panel was responsible for coordinating the local service across the three boroughs and the data below:

The total number of child deaths reported per borough has been as follows:

Borough	Hammersmith and Fulham	Kensington and Chelsea	Westminster	Overseas Deaths	Total
2019/20	9	9	14	6	38
2018/19	14	7	9	10	40

CDOP formally reviewed 15 cases in the year 2018 – 2019 and 22 cases the following year 2019 – 2020. From this we are aware that 21% of the deaths reviewed from 2019 – 2020 had modifiable factors. Our understanding of such factors is important to understand as a combination of actions at national or local level can have a positive impact upon the risk of future child deaths.

Locally, significant factors have included chronic medical conditions, perinatal/ neonatal events, and chromosomal, genetic and congenital anomalies. Over the past year, there has been a national review of a number of deaths, leading to the identification of similar learning points. This has led to:

- Campaigns to increase public awareness of the signs of sepsis in children.
- Advocating for the development of a national safer sleep campaign for infants with resources for parents in multiple languages and formats.
- The need for increased awareness amongst 999 emergency staff and NHS 111 on the use of translation services for those with English as an additional language.

Learning from Case Reviews

One of our primary objectives in the delivery of our Partnership arrangements is to maximise every opportunity for learning in order to challenge ourselves and drive continuous improvement. Our Case Review Subgroup plays a role in this through its role in commissioning and responding to reviews of serious incidents. In the past year we have revised local guidance and procedures for serious incident notifications, the conducting of 'Rapid Reviews' as well as 'Child Safeguarding Practice Reviews' in relation to incidents of serious harm to, or death of, children and young people.

We have also completed three serious incident notifications to the National Panel, resulting in the holding of three Rapid Reviews.

To ensure continuous and timely learning, we immediately consider themes as they emerge from the Rapid Reviews and ongoing Child Practice Reviews. In the past year, such learning has included:

- The importance of professional networks recognising the impact of domestic abuse. Learning has led to changes in the content of our training programmes in relation to those vulnerable to exploitation, gang affiliation and serious youth violence.
- Return home interviews, carried out when children who have gone missing are found, are an important tool to the understanding of patterns of missing episodes. We are specifically monitoring the way that return home interviews are carried out as we develop our safeguarding responses to missing children.
- The importance of professionals recognising indicators of child criminal exploitation and the role that criminal enforcement can play in assisting with safeguarding victims.
- The importance of 'professional curiosity' when children are recorded as 'was not brought' after they have missed health appointments. Audits of this practice have taken place and the findings will be shared with the Case Review Subgroup. Together we are developing a video resource for professionals on 'was not brought' to highlight the awareness of potential safeguarding concerns that may be linked to this.
- There is a potential safeguarding gap in services for young people who need support from child and adolescent mental health services but are not eligible once they are 17½ years old. This is being addressed through wider strategic service conversations with Health Commissioners.
- Responding to a local need identified for further training on fabricated and induced illness, we are holding a learning event in early 2021 to be hosted by a leading paediatrician in this field. We are seeking to improve identification and enhance multi-agency Partnership working and communication to act effectively to safeguarding children where this is a potential concern.

The Case Review Subgroup aims to improve our communication about the learning points from Rapid Reviews so that these can be distributed more widely. There has been additional learning from four case reviews published out of area. This has led to us starting to develop a local protocol regarding incidences of bruising in non-mobile babies and children, as well as the development of a seven minute briefing around the 'Think Family' approach.



THE FUTURE

The independent review of our local safeguarding arrangements undertaken in August 2020 highlighted that there was an opportunity for us to rethink current arrangements. This was within the context of a single Partnership needing to maintain a clear overview of the effectiveness of safeguarding practice in three increasingly diverse areas. It also suggested that the Partnership should find ways to work more closely with frontline services and be responsive to variations in need across the localities. Therefore, a key recommendation was that two safeguarding Partnership arrangements could be established, one to cover the Hammersmith and Fulham area and another to cover the Bi-Borough areas of Kensington and Chelsea and Westminster.

The recommendations are expected to be formally agreed by the three Safeguarding Lead Partners in January 2021 with new arrangements in place from 1 April 2021. An activity plan is being established to take this forward.

With the departure of our Independent Chair in October 2020, we will be using flexibility under the Working Together guidance to develop a new approach to independent scrutiny. We are strengthening our scrutiny approach through the recruitment of an auditor to undertake multi-agency quality assurance work. This work aims to enable Partners to learn about and reflect on local safeguarding practice, aided by challenge and scrutiny from an independent safeguarding professional. We also want to develop a more incisive approach to understanding and actively responding to how different communities experience safeguarding activity and support in the local areas.

The work to address our three safeguarding priorities will continue until March 2021. Beyond then, the two new Partnerships will determine their own priorities.

JARGON BUSTER

Angelou Partnership	The Violence Against Women and Girls commissioned services to support victims of domestic abuse. Their work is over seen by the three Borough VAWG Strategic Group.
Barnardo's Taith model	A service to raise awareness of harmful sexual behaviours and help young people through a structured intervention to build a positive future. It aims to reduce offending behaviours and provides opportunities for therapeutic support.
CDOP	Child Death Overview Panel: A statutory panel for reviewing information on all child deaths, looking for possible patterns and potential improvements in services, with the aim of preventing future deaths.
Children	Anyone who has not yet reached their 18th birthday. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child protection	Part of safeguarding and promoting welfare. This refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm.
Child Sexual Exploitation	Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/ or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.
Clinical Commissioning Group (CCG)	A clinically led statutory NHS body responsible for the planning and commissioning of health care services for their local area.
Community Rehabilitation Company (CRC)	A private law enforcement agency that works alongside the National Probation Service to support offenders to complete their probation orders.

Community Safety Partnership	Community Safety Partnerships were set up under the Crime and Disorder Act 1998. They are made up of representatives from the police, local authorities, fire and rescue authorities, health and probation services, who work together to protect their local communities from crime and to help people feel safer. They address issues including anti-social behaviour, drug and alcohol misuse and re-offending.
Contextual Safeguarding Network	Network from the University of Bedfordshire that brings together practitioners, researchers and policy makers who are committed to protecting young people from harm outside the home. contextualsafeguarding.org.uk
Co-ordinated Community Response	An inter-agency approach for responding to domestic abuse, to help local police, law enforcement agencies, the courts and wider community to support victims and survivors of domestic abuse.
DfE	An inter-agency approach for responding to domestic abuse, to help local police, law enforcement agencies, the courts and wider community to support victims and survivors of domestic abuse.
Designated Safeguarding Lead	A practitioner, usually part of the management team, who takes the lead on safeguarding children matters in their team/agency.
Domestic Homicide Review (DHR)	A multi-agency review of the circumstances in which the death of a person aged 16 or over has or appears to have resulted from violence, abuse or neglect by a person to whom they were related, or with whom they were, or had been, in an intimate personal relationship, or a member of the same household as themselves
Early Help	Also known as early intervention, is the support given to a family when a problem first emerges. It can be provided at any stage in a person's life. Early help services can be delivered to parents, children or whole families, but their main focus is to improve outcomes for children.

FGC	Family Group Conference: A family-led planning meeting in which the whole family comes together to make a plan for a vulnerable child. Professional agencies will contribute and a 'family plan' will address the concerns and how the child/family can be supported.
FGM	Female Genital Mutilation: A harmful practice where the female genitalia are deliberately cut, injured or changed, but there is no medical reason for this to be done.
ICPC	Initial Child Protection Conference: Convened to consider the risks and safety plan for our most vulnerable children.
IDVA	Independent Domestic Violence Advisor.
IRIS	IRIS is a general practice-based domestic violence and abuse (DVA) training support and referral programme, including training and education and enhanced referral pathway to specialist domestic abuse services.
IGU	Integrated Gangs Unit: A multi-agency unit, aiming to reduce serious youth violence. It consists workers from the local authorities, Met Police, Probation and St Giles Trust, a mental health nurse and employment coach, working together to support young people aged 10–24 who are involved in group violence, or on the periphery of gangs. The team also works with neighbouring boroughs to tackle cross border gang violence.
LADO	Local Area Designated Officer: Local authorities should have designated a particular officer, or team of officers to be involved in the management and oversight of allegations against people who work with children. Any such officer, or team of officers, should be sufficiently qualified and experienced to be able to fulfil this role effectively, for example qualified social workers. Arrangements should be put in place to ensure that any allegations about those who work with children are passed to the designated officer, or team of officers, without delay.

LSCP	Local Safeguarding Children Partnership (replaces the LSCB from October 2019).
MARAC	Multi-Agency Risk Assessment Conference: A victim focused information sharing, and risk management meeting attended by all key agencies, where high risk cases domestic abuse cases are discussed.
MASE Panel	Multi-Agency Sexual Exploitation Panel: A multi-agency panel to develop a strategic overview of child sexual exploitation and reduce the risk of harm to children and young people at risk.
MOPAC	Mayor's Office for Policing and Crime.
Multi-Agency Safeguarding Hub (MASH)	The MASH is a team made up of co-located staff from Children's Social Care, Police and Health from across the three boroughs with links to Probation, Housing and Youth Offending Teams. The MASH provides the capacity, skills and the practical arrangements to collect, analyse and securely store the information held by all partners about children and families that is relevant to an assessment of safeguarding risk. It does this in defined timescales that reflect the level of risk identified.
Private Fostering Arrangements	Private fostering is an arrangement made where someone other than the child's immediate family is looking after a child for longer than 28 days. Examples of private fostering situations include children with parents working or studying elsewhere; children whose parents are overseas; children on holiday exchanges. Private fostering arrangements should be notified to the relevant local authority children's social care team.
Section 11 Audit	A Self-Assessment audit to allow partner agencies to demonstrate how they meet key safeguarding standards.

Serious Case Reviews (SCR)	A statutory review, required under Working Together to Safeguard Children 2015 when abuse or neglect of a child is known or suspected; and (b) either – (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.
Safe and Together Model	This child-centred model provides a framework for multi-agency practitioners to work alongside survivors of domestic abuse, and better intervene with perpetrators, in order to keep the child/ren safe and together with the non-abusing parent.
Safeguarding Partner	A safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as: (a) the local authority, (b) a clinical commissioning group for an area any part of which falls within the local authority area, (c) the chief officer of police for an area any part of which falls within the local authority area.
Standing Together Against Domestic Violence (STADV)	Standing Together support organisations, including the Police, criminal justice partners, social services, healthcare workers and charities, to identify and respond effectively together to domestic abuse.
Think Family	A Think Family approach is the steps taken by practitioners to identify wider family needs which extend beyond the individual they are supporting.
Transitions	This Term relates to the transition between children's and adults' services. Young people may still need support when they turn 18. 'Transition' is the period of time when young people are moving from childhood into adulthood. Services for adults are different from those for children, so it's important that young adults get the services they need to live a full life.
Violence Against Women and Girls Partnership (VAWG)	A local strategic Partnership that oversees the response to domestic abuse and harmful practices such as FGM.

BUSINESS PLAN 2019/20

LSCP SAFEGUARDING PLAN 2019-2021

Priority 1 – Reducing the Harm to Children and Young People from Domestic Abuse and Coercive Control

Outcome	Action	Who	When
Children are appropriately supported following witnessing or experiencing domestic abuse and coercive control.	Roll out Operation Encompass to local schools, including schools in the independent sector:	Police/ Education Leads	From May 2019 onwards
	<ul style="list-style-type: none"> • Schools to sign up to the operation. • MASH to ensure schools have access to the 'BOX'. • Ensure schools have support staff/pastoral care to support children impacted. • Feedback on progress due after first full term. 		January 2020
	Update August 2020:		
	<ul style="list-style-type: none"> • 32 schools LBHF signed up. • 29 schools RBKC signed up. • 27 schools WCC signed up. 		

Outcome	Action	Who	When
Ensuring perpetrators of domestic abuse are better held to account for their actions.	Roll of out Safe and Together model for tackling domestic abuse across the Partnership:	VAWG / LSCP	July 2019
	<ul style="list-style-type: none"> • Overview day to be held July 2019 to introduce the model. 	VAWG / LSCP	September 2019
	<ul style="list-style-type: none"> • Learning event with David Mandel to raise awareness of the model with managers. 	VAWG / LSCP	October 2019
	<ul style="list-style-type: none"> • Delivery of Safe and Together e-learning modules to Children's Social Care and partners. Single agency training for children's social care – cost implications/ social care staff. 	Quality Assurance Subgroup	Ongoing – review quarterly
	Other partners: LSCP multi-agency domestic abuse audit re/post roll out of Safe and Together to test impact of learning on case recording an decision making		Started September 2020 – end date January 2021
	Audit template: shared with health providers to enable their participation.		Completed

Outcome	Action	Who	When
Multi-agency workforce well informed of best practice around domestic abuse.	LSCP training offer to include training on or signpost to:	Learning and Development Subgroup	Review quarterly by LSCP Learning and Development Subgroup
	<ul style="list-style-type: none"> • Domestic abuse awareness. • Learning from applicable Domestic Homicide Reviews. 		Complete
Seek the voice of practitioners – what are the issues they grapple with regards to effective interventions around domestic abuse.	Ensure that LSCP Local Groups in LBHF/RBKC/WCC give an opportunity to frontline practitioners and managers to share challenges and successes from the front line.	LSCP Local Groups	RBKC achieved in February 2020
			LBHF/WCC postponed due to COVID-19 – WCC discussion September 2020
			LBHF – December 2020 Local Group Meeting
Ensure LSCP is sighted on development of VAWG Partnership projects such as:	Developing best practice regarding domestic abuse in acute health trusts/ mental health trusts/ general practices.	VAWG Strategic Lead	Attendance of safeguarding leads in LSCP and VAWG strategic workstreams
	<ul style="list-style-type: none"> • Pathfinder project and IRIS project. 		Developing best practice regarding domestic abuse in general practice
			Information shared at quarterly Partnership Meeting and Local Group meetings
			Completed

Priority 2 – Tackling Peer on Peer Abuse

Outcome	Action	Who	When
LSCP develops best practice on safeguarding adolescents.	<p>Development of LSCP Safeguarding Adolescents Subgroup .</p> <p>Identify subgroup co-chairs and draft terms of reference for Safeguarding Adolescents Subgroup to cover the following:</p> <ul style="list-style-type: none"> • Child sexual exploitation. • Harmful Sexual Behaviours. • Missing. • Online Safety. • Knife/gun/ acid crimes. • Adolescent Neglect. • Modern Slavery. • County Lines. • Gangs. • Radicalisation. 	Independent Chair	Completed

Outcome	Action	Who	When
Frontline workers updated around Contextual Safeguarding.	<p>Delivery of Contextual safeguarding workshops via LSCP training programme.</p> <p>Local authority contextual safeguarding training for social care staff.</p>	<p>CSE Leads/ LSCP trainer</p> <p>CSE leads</p>	Ongoing – to be reviewed at by Safeguarding Adolescents Subgroup December 2020
Development of updated GMACE.	<p>MASE Panel to be updated to become GMACE (Gangs, Multi-Agency Child Exploitation Panel) to reflect overlap between different areas of harm.</p> <p>Revised Terms of Reference to be developed.</p> <p>CSE/CE/Missing data to be shared with Safeguarding Adolescents Subgroup.</p>	<p>MASE co-chairs</p> <p>GMACE Co-chairs</p> <p>GMACE Co-chairs</p>	<p>Completed June 2020</p> <p>Completed September 2020</p> <p>Reviewed quarterly by the Safeguarding Adolescents Subgroup</p>
Better engagements of local hotels in tackling child sexual exploitation (CSE).	<p>Roll out of Operation Makesafe training to local hotels.</p> <p>Operation Makesafe test operations in local hotels.</p> <p>Learning event conferences for local hotels to share feedback on results of test operations and raise awareness of CSE.</p>	<p>Police</p> <p>Police and LSCP members</p> <p>Police and Children’s Social Care and Health</p>	<p>Ongoing</p> <p>Twice a year (March 2020 delayed due to COVID-19)</p> <p>Next operation October 2020</p> <p>Once a year</p>

Outcome	Action	Who	When
Further activity around 'One Life, No Knife' activities in all three local authorities.	Links to community safety Partnerships/ coordinate this work/HWBB/Adults. Development of OLNK event in LBHF – paused due to venue availability. Development of OLNK event in RBKC – paused due to COVID-19.	LA/CCG/Police/ Vol orgs	Activity ongoing (paused due to COVID-19)
Learning from national reviews.	Sharing learning from reviews published by other LSCPs and informing next steps.	Safeguarding Adolescents Subgroup	Ongoing – quarterly review by both Safeguarding Adolescents Subgroup and Case Review Subgroup
Engaging with schools.	Termly Designated Safeguarding Lead forums – sharing best practice and key learning points.	Safeguarding Leads for Schools and Education/LSCP Business Manager	Usually termly in each borough – frequency increased due to COVID-19

Outcome	Action	Who	When
Reducing Harmful Sexual Behaviours.	Taith project working in all three boroughs to engage children and young people who have engaged in harmful sexual behaviours. Beyond Referrals research project (with Contextual Safeguarding Network) working in five RBKC / WCC schools to explore barriers to addressing harmful sexual behaviours in schools.	CSE leads/SRQA managers Safeguarding Lead for Schools and Education (Bi-Borough) and Senior Inclusion Lead (Bi Borough)	Ongoing – quarterly reporting by Barnardo's LSCP Local Groups to review paused due COVID-19 and maternity leave of University of Bedfordshire project lead– to be recommenced

Priority 3 – Voice of the Child

Outcome	Action	Who	When
Ensure LSCP members prioritise and understand the voice of the child across their key work with children and young people.	Ensure voice of child is reflected in work of all partner agencies (on case files) through multi-agency audit work and single agency audits.	QA subgroup	Ongoing Presentation by Engagement Officer at LSCP Strategic Planning Subgroup, LSCP Local Groups June and September 2020, and LSCP Partnership Meeting October 2020
The LSCP and subgroups understand the safeguarding concerns of all children and young people, including vulnerable groups such as children looked after and care leavers.	Recruit community and children and young people engagement officer. Identify what engagement forums already exist such school councils in the three boroughs, children in care councils, reps from independent schools, youth MPs, youth mayors, possibly selecting on a rolling rota.	LSCP Business Manager LSCP Children and Community Engagement Officer	Completed – January 2020 Completed – part of continuing work plan

Outcome	Action	Who	When
Children and young people across the three local authorities hear key messages from the LSCP. To improve direct communication pathways with children and young people.	Consult Children and Young People about LSCP website format and content. Consult children and young people about effective engagement methods that suit their needs. Develop annual plan of targeted activities with children and young people across the three authorities.	Children and Community Engagement officer	Sept/Oct 2020 – completed – part of ongoing work Being undertaken throughout the year
Children and young people are able comment on progress of work of the LSCP – developing the role of young scrutineers.	Ensuring LSCP meeting and sub group and Partnership meetings content are shared with children and community engagement officer and any children and young people are representatives /advocates where appropriate. Ensuring children and young people are able to comment on progress and that this feedback is incorporated within the LSCP annual report / LSCB Board meetings / Subgroups where appropriate.	LSCP Business Manager /LSCB Children and Community Engagement Officer Children and Community Engagement Officer	Completed Outstanding – part of the Engagement Officer's work plan to further develop – January 2021

Priority 4 – Joint work with other Strategic Partnerships

Outcome	Action	Who	When
Identify joint priorities with SAEB/HWBB/Community Safety Partnerships.	Meeting with Chairs September 2019.	LSCP Chair/LSCP Business Manager	Completed September 2020
	Joint LSCP/ AEB/ HWBB Event planned March 2020 – theme of Transitional Safeguarding – delayed due to COVID-19.	LSCP Chair/ Safeguarding Adolescents Subgroup Chair/ LSCP Business Manager and Chairs of Community Safety Partnerships	GMACE re-established to oversee strategic work – June 2020 Feedback into the Safeguarding Adolescents Subgroup
	Completed in September 2020 with online webinar from Dez Holmes – Research in Practice.		
	Development of joint approach to working with young victims and perpetrators of County Lines.		
Identify joint priorities with VAWG Partnership.	Angelou Partners invited to present at LSCP October 2019.	LSCP Business Manager/Standing Together Partnership Manager	October 2019 Complete

Priority 5 – LSCP Business as Usual

Outcome	Action	Who	When
Maintain LSCP website.	Ensure LSCP website is updated with changes in LSCP membership/key updates/multi-agency guidance.	LSCP Business Team	Completed – reviewed quarterly
	Work with RBKC Web team to update LSCP microsite template to ensure access to news carousel and update to LSCP logo on front landing page.	LSCP Business Team	Continuing – Accessibility audit of LSCP microsite due September 2020 Work to commence late 2020
Maintain LSCP multi-agency training programme.	Ensure LSCP offers a multi-agency training programme for practitioners across a range of agencies and supports signposting to appropriate training for single agency training needs.	LSCP Multi-agency Trainer	Ongoing monitoring by the Learning and Development Subgroup on quarterly basis Adapting face to face training programme to online delivery via Microsoft Teams in light on COVID-19 – priority on Domestic Abuse training, Safer Recruitment following requests from partners

Outcome	Action	Who	When
Ensure LSCP maintains an oversight of Child Death Review Processes.	Ensure that Local Authority and CCG partners contribute to new North West London Child Death Review procedures including Joint Agency Response Meetings and Child Death Review Meetings, as well as Child Death Review Panels.	LSCP Business Manager	Completed actions Activity ongoing
	Ensure that LSCP is sighted on key issues emerging from North West London Child Death Review Panels and Strategic Meetings.	LSCP Business Manager / LA Safeguarding Managers and Designate Nurses.	Relevant Local Authority members attend the CDOP panel and Strategic CDOP.

NOTES
