



2017-
2018

LSCB ANNUAL REPORT



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Local Safeguarding Children Board
2017-18

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1.0 Foreword: Independent Chair Steve Ashley



This annual report fulfils a statutory requirement that the safeguarding children board has, which is to produce a report providing a summary of the work undertaken by agencies and most importantly commenting on how well children in the borough are safeguarded.

This year is unusual for two reasons. Firstly, it is the last annual report of the safeguarding board in its current form. The changes to local

safeguarding children boards, brought about by the Children and Social Work Act 2017, will be implemented by this time next year. As a result Hillingdon will have new safeguarding arrangements.

This will be overseen by the safeguarding partners who consist of the local Borough Police Commander, Chief Operating Officer of the Clinical Commissioning Group and the Chief Executive of the local authority. Next year's report will be produced by the independent person who will have overseen the safeguarding arrangements and made sure they are fit for purpose and being effectively implemented.

The second reason concerns the OFSTED inspection that took place in Hillingdon in April 2018. This report has been slightly delayed to allow time for results of that OFSTED inspection to become public. The OFSTED inspection process provides the best evidence of the state of safeguarding in the borough. Whilst OFSTED only inspect children's social care, the work of partners supports their work and so the OFSTED inspection is a reflection of the state of play of safeguarding here in Hillingdon.

The fantastic news is that OFSTED decided that Hillingdon is graded as 'good' with outstanding features in terms of Leadership. "

"The willingness and curiosity to constantly learn from new ideas result in positive outcomes for children. Leaders have implemented actions quickly and effectively following external peer review and the Hillingdon Safeguarding Children Board diagnostic".

Source: OFSTED Inspection Report of London Borough of Hillingdon Council's Children's Services. Published 30th May 2018

It is difficult to express just how important this finding is. At a time when so many boroughs are being graded as inadequate, Hillingdon has shown that its children's services are providing the level of protection you would expect and in many areas is providing exceptional service. This result is a testament to all of those involved on the front line of child protection.

"Partners have a good understanding of thresholds when making referrals, and these are consistently applied for children in need of help and protection. Decisions are timely, with good evidence of management oversight."

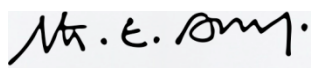
Source: OFSTED Inspection Report of London Borough of Hillingdon Council's Children's Services. Published 30th May 2018.

It also highlights the level of commitment by politicians, who have supported safeguarding both financially and with a passion and enthusiasm I have not seen elsewhere. I should also say that over the last two years, Tony Zaman, Corporate Director Adult, Children and Young People services and Anna Popovici, Deputy Director Children and Young People Services, have led from the front and supported and directed their staff to help them achieve this fantastic result.

Of course, the OFSTED report is only part of the picture. Safeguarding is a partnership business. The police have had a difficult year in terms of the work they have dealt with and the reorganisation of their resources. They have continued to ensure that safeguarding services are delivered. In fact, the new Commissioner has made it clear that safeguarding is a top priority for the Metropolitan Police and this is reflected in the work of all those officers who work in safeguarding across the borough. Equally, our health colleagues are prepared to engage with the partnership to ensure that everyone involved in health, from midwives and health visitors through to accident and emergency staff and school nurses, have safeguarding as a priority. There has been a real change in how those children with mental health issues are being helped. Whilst there is still much work to be done in this area there is a significant improvement in the offer that is being made by Children and Adolescent Mental Health Services (CAMHS).

As I have said this will be the final LSCB annual report. It has been a real pleasure being involved in safeguarding work over the last few years in this borough. We have seen significant improvements and whilst there is always more work to be done, I am pleased to say that there is evidence that safeguarding children is not only a priority for agencies, but is at a highly effective level.

I would like to thank all of those who are engaged in looking after and protecting our children, whether as a leader, front line worker or member of the third sector. Your work might often go unseen, but it is the most vital work there is; children after all are our future. Thank you.



Steve Ashley

Independent Chair

Hillingdon Local Safeguarding Children Board

2.0 Hillingdon LSCB Governance & Accountability

Hillingdon LSCB is comprised of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Youth Offending Service and the Voluntary Sector.

Our main role is to co-ordinate what happens locally to protect and promote the welfare of children and young people in Hillingdon and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The efficacy of Hillingdon LSCB relies upon its ability to champion this safeguarding agenda through exercising an independent voice.

Our purpose is to ensure that all children and young people in our authority are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow guidance and procedures based on best practice and are well-informed and trained.

Safeguarding is action taken to ensure the safety and wellbeing of children to protect them from harm. Safeguarding means:

- Protecting children from abuse and maltreatment;
- Preventing harm to children's health or development;
- Ensuring children grow up in a safe and caring environment;
- Taking action to enable [all](#) children and young people to have the best possible outcomes.

Child protection is part of safeguarding. It focuses on protecting individual children identified as suffering or likely to suffer significant harm. All organisations working with children and families in Hillingdon provide support to ensure children are effectively safeguarded (doing the right things to make them safe).

Regulation 5 of the Local Safeguarding Board Regulations (2006) sets out the functions of the LSCB as per section 14 of the Children Act 2004.

2.1 Future Safeguarding Arrangements

The Children and Social Work Act (2017) received Royal Assent in April 2017. Chapter 2 of the Act, entitled 'Safeguarding of Children' will affect the Board in three ways:

- The establishment of a Child Safeguarding Practice Review Panel. This panel will replace the existing national panel that looks at serious case reviews and in essence, abolishes Serious Case Reviews as they currently work;

- Abolition of Local Safeguarding Children Boards;
- Changes to Child Death Overview Panels.

The Children & Social Work Act (2017) abolishes the statutory requirement for an LSCB and deals with safeguarding arrangements under section 16 - "Local arrangements for safeguarding and promoting welfare of children". This section states that:

"The safeguarding partners for a local authority area in England must make arrangements for—

(a) The safeguarding partners, and

(b) any relevant agencies that they consider appropriate,

to work together in exercising their functions, so far as the functions are exercised for the purpose of safeguarding and promoting the welfare of children in the area."

The safeguarding partners are clearly identified as:

- *"the local authority;*
- *a clinical commissioning group for an area any part of which falls within the local authority area;*
- *the chief officer of police for a police area any part of which falls within the local authority area."*

In terms of what this means in practice, the *Children & Social Work Act (2017)* firstly provides details on how the *"local arrangements"* are required to deal with local child safeguarding reviews. In a separate section, it provides some detail on how the safeguarding partners put in place *"local arrangements"*.

It states that local safeguarding partners must publish these arrangements. In terms of what the arrangements might look like, the only statutory requirements are:

- there must be arrangements for scrutiny by an independent person of the effectiveness of the arrangements;
- a requirement that all safeguarding partners and relevant agencies for the local authority area act in accordance with the arrangements;
- at least once in every 12 month period, the safeguarding partners must prepare and publish a report on what the safeguarding partners and relevant agencies for the local authority area have done as a result of the arrangements, and how effective the arrangements have been in practice.

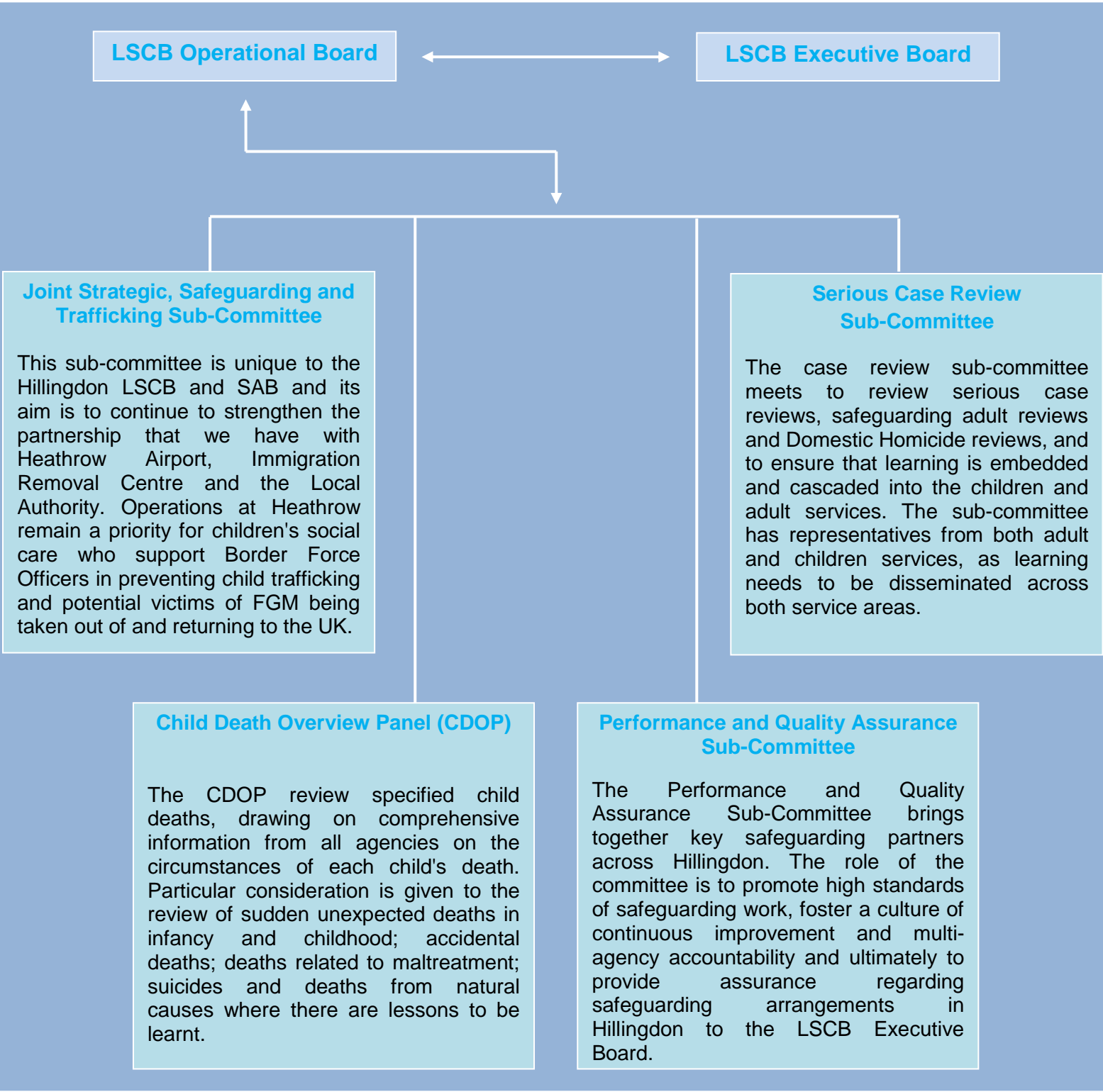
There are further statutory requirements regarding the provision of information by agencies, and the requirement to follow directives of the Secretary of State; but these are largely standard clauses.

The final two areas that the Children & Social Work Act (2017) covers are relevant. In terms of funding, the Act states:

"The safeguarding partners for a local authority area in England may make payments towards expenditure incurred in connection with arrangements: by making payments directly, or by contributing to a fund out of which the payments may be made."

The next step will be for the key partners to meet and agree how this will move forward in line with the new legislation.

3.0 Hillingdon LSCB Structure Chart 2017-18



4.0 LSCB Task & Finish Groups

The LSCB had two ongoing Task & Finish (T&F) Groups over 2017-18. These included:

4.1 Risk & Vulnerability Task & Finish Group

A Chair's Challenge was issued in mid-2017, asking agencies to outline the individual and multi-agency challenges of working to address Child Sexual Exploitation (CSE), Missing Children and Serious Youth Violence (SYV) in the borough. The Risk & Vulnerability T&F Group was set up in response to the findings of the Chair's Challenge, which indicated a clear need to work on bringing agencies together, but also - crucially - to develop a framework where these frequently inter-linked risk areas are considered and responded to holistically for each child, rather than directing services at CSE, Missing or SYV individually.

After a scoping exercise to understand the nature of these issues in Hillingdon and considerable work in reviewing the structures in place, the T&F Group drafted terms of reference for the new Vulnerable Young People Risk Management Group (VYPRMG). This panel meeting will -

- review all high and very high risk cases that come to the attention of safeguarding services in Hillingdon,
- review groups of children that may have been pulled into organised exploitation and/or crime;
- consider borough-wide intelligence around exploitation and organised crime involving children and develop multi-agency tactical responses (including disruption activities or joint operations with Police) beyond the scope of individual cases, to safeguard children and families in Hillingdon.

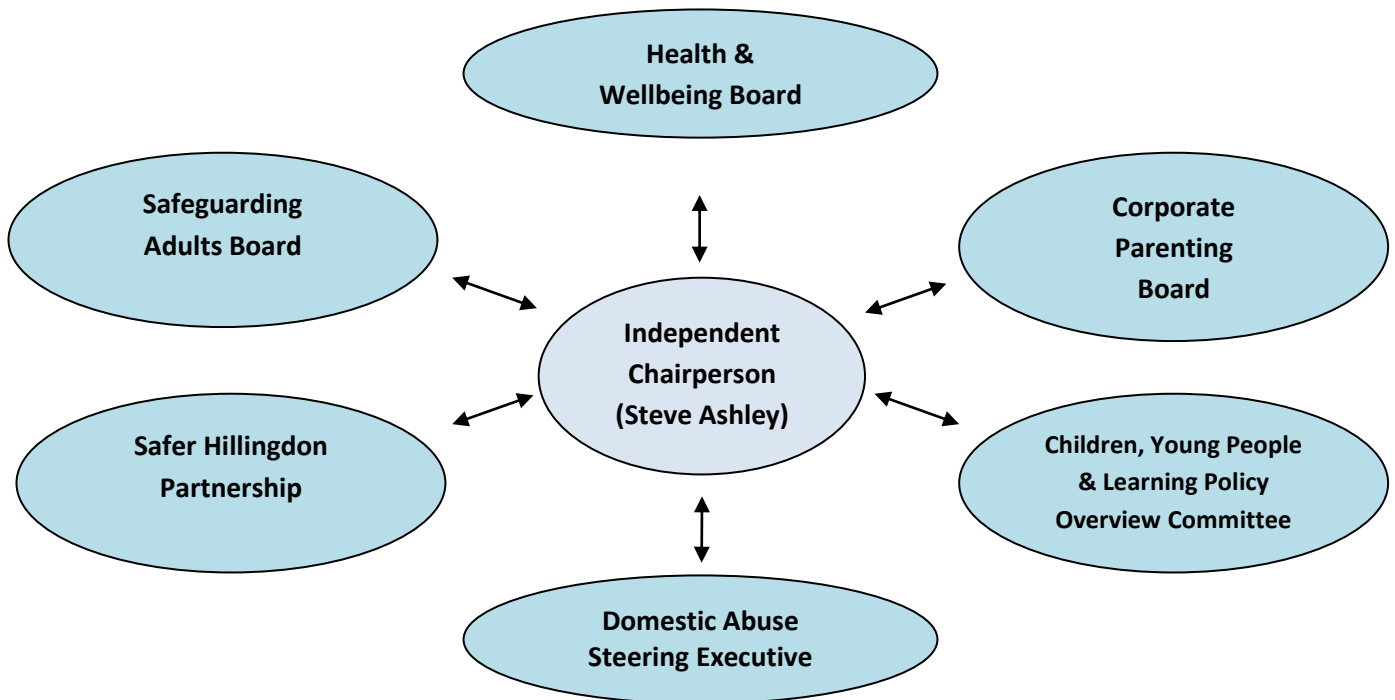
The new VYPRMG panel is due to meet for the first time in May 2018, incorporating and expanding upon the previous MASE model. The VYPRMG Panel has also be designed to be flexible in being able to review and respond to other safeguarding needs as they arise, for example the burgeoning area of Child Criminal Exploitation (CCE - also known as 'County Lines') going forward.

4.2 Harmful Sexual Behaviour Task & Finish Group

The LSCB has remained aware of the developing area of research and practice on Harmful Sexual Behaviour, and in late 2017, partner agencies completed the NSPCC Harmful Sexual Behaviour Audit Tool. This audit raised a number of areas of development, in terms of the borough's understanding of and response to Harmful Sexual Behaviour across multi-agency partners.

As a result of this audit, a data-gathering exercise is due to begin in May 2018. Partner agencies will collect specific data on the number of cases Harmful Sexual Behaviour identified in a three month period, to understand the scope of the issue in Hillingdon, with a view to considering current and future service provision in this safeguarding area.

5.0 LSCB Partner Members & Linked Strategic Boards



Hillingdon Safeguarding Adults Board:

The Safeguarding Adult Board is a statutory requirement for local authorities. Its focus is to ensure that adults, and especially vulnerable adults, are protected and partners work together to make sure this happens.

There are areas of overlap with the LSCB in areas such as Domestic Abuse, Modern Slavery and the Prevent agenda, for example, making it imperative that there are strong communication links between both Boards.

Hillingdon Domestic Abuse Steering Executive:

The domestic abuse executive board brings together statutory and non-statutory agencies in order to ensure that the Mayor of London strategy, 'Violence against Women and Girls' is implemented.

Safer Hillingdon Partnership:

The Community Safety Partnership Board is required by law to conduct and consult on an annual strategic assessment of crime, disorder and anti-social behaviour, substance misuse and re-offending within the borough. The findings are then used to produce the Safer Hillingdon Partnership's community safety plan.

Hillingdon Children, Young People & Learning Policy Overview Committee:

The Policy and Overview Committee provides scrutiny and challenge to the Board by elected members.

Hillingdon Health and Wellbeing Board:

The Health and Wellbeing Board is a statutory requirement for local authorities. The board brings together the NHS, the local authority and Health Watch to jointly plan how best to meet local health and care needs in order to improve the health and wellbeing of the local population, reduce health inequalities and commission services accordingly.

6.0 Local Demographics

The health and wellbeing of children in Hillingdon is mixed compared with the England average.

The level of child poverty is similar to the England average with 19.9% of children aged under 16 years living in poverty.

In Hillingdon, 43.1% of the 0 to 19 population are White British, 33.1% are from Asian or Asian British groups, 16.0% are from Black or Black British groups and 7.8% in mixed ethnic groups.

21.7% of the borough's population is under 16 years old.

(Source: Hillingdon Council website.)

There are over 80,000 children and young people aged 0-19 living in Hillingdon which represents 26.5% of the total population, compared with 24.5% in London as a whole. There are slightly more boys than girls at all ages, similar to the national picture. (Source: Joint Strategic Needs Assessment (JSNA) Children and Hillingdon Council website, Young People Demographics).

Hillingdon is situated in North West London and is the second largest borough of London's 33 boroughs.

Hillingdon sits on the outskirts of Greater London and is made up of 3 localities and 22 wards.

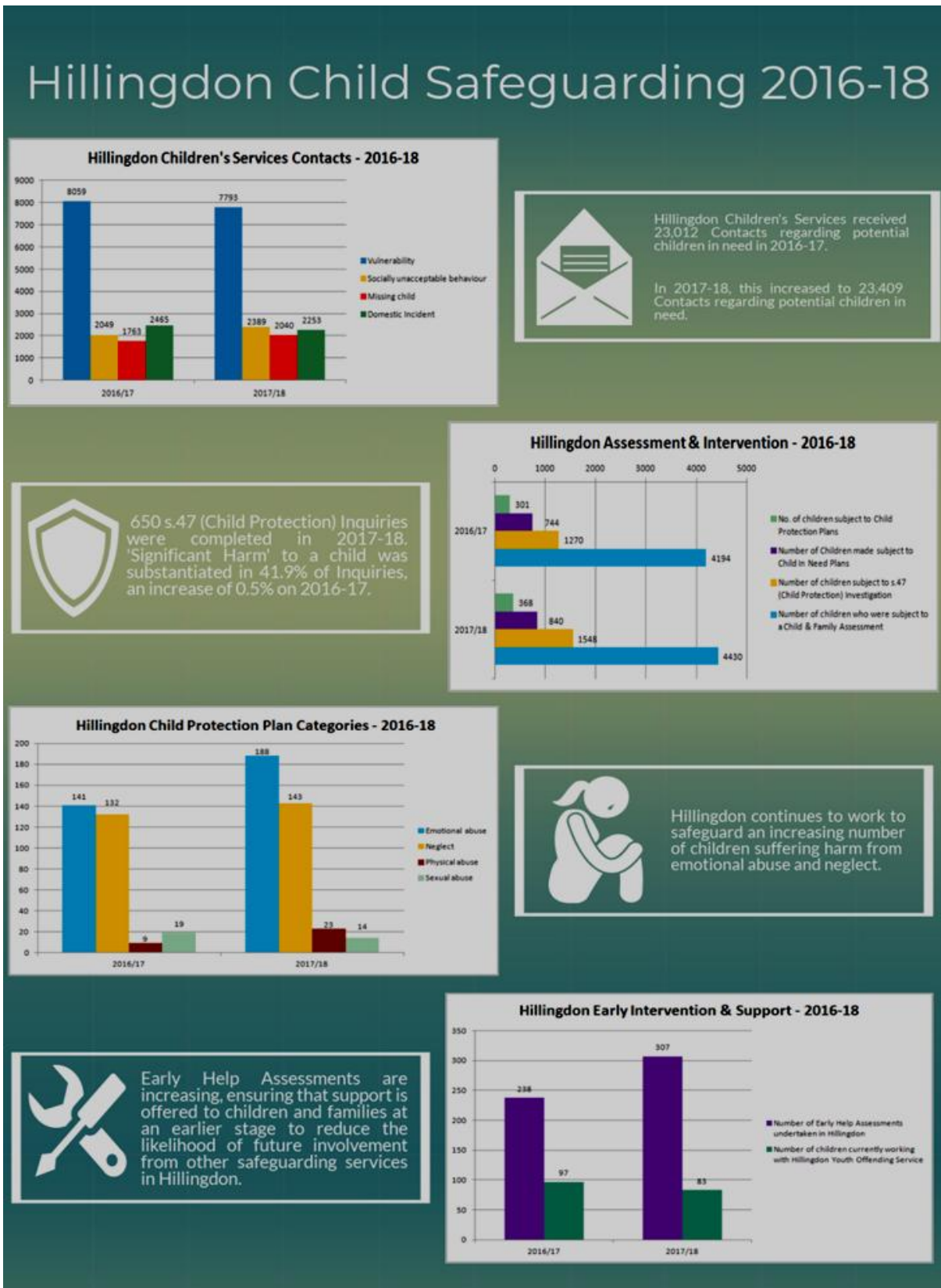
Hillingdon looked after 85 children who were seeking asylum in 2017.

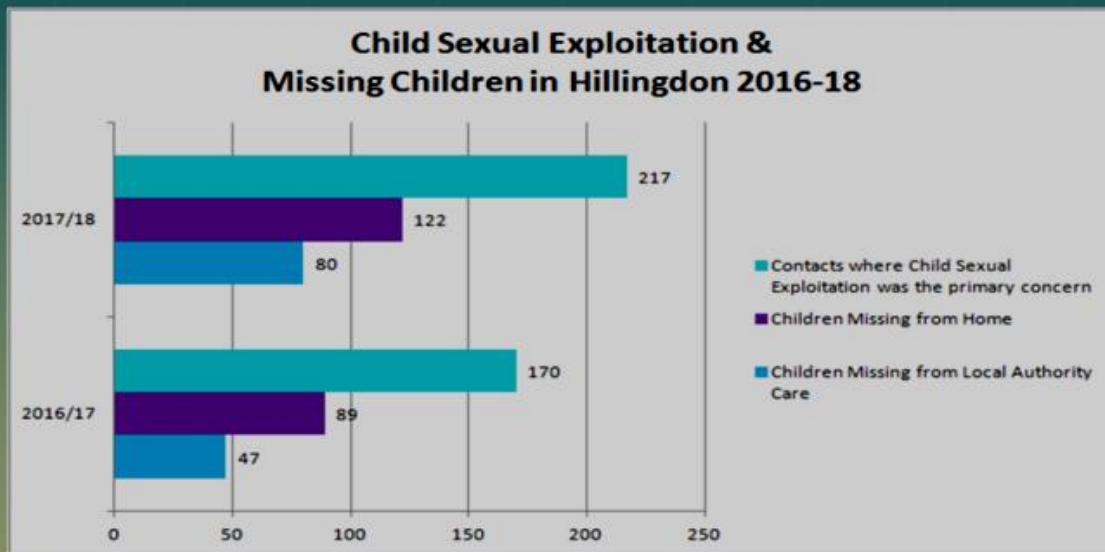
Croydon (390) was the only local authority to care for more children seeking asylum in the UK in 2017 in the greater London area.

The largest single group of children (23,073) in Hillingdon are aged between 0 and 4yrs. In 2016, this group of children made up a projected 7.6% of Hillingdon's total population and approximately 28% of all children in the borough.

(Note - projected statistics include 18-19yr old Hillingdon, residents in the same group as 15-17yr old children, which may mean that children aged 0-4 actually comprise a % of all children in Hillingdon).

7.0 Safeguarding Children Performance Data





Hillingdon Children's Services has devised a new 'Missing Policy' which contains active measures to support and safeguard children who go missing from home or local authority care, which may have contributed to the lower rate of combined total missing incidents in 2017-18.

Hillingdon LSCB has supported Children's Services and the multi-agency safeguarding partnership in developing the multi-agency Vulnerable Young People Risk management Group (VYPRMG) - a monthly 'tactical' group that has taken on the functions of the previous Multi-Agency Sexual Exploitation (MASE) Panel whilst also examining cases and intelligence trends regarding serious youth violence, missing children and children at risk of sexual exploitation.

The VYPRMG also has the capacity to respond directly to developing risks for young people by carrying out multi-agency investigative and disruption operations in conjunction with Police and safeguarding partners.

Looked After Children in Hillingdon

310 → 290 The number of children in the care of Hillingdon Children's Services dropped by approximately 6% in comparison to 2016-17.

86% → 91% The number of children in the care of Hillingdon Children's Services at the end of 2017-18 with an up-to-date health assessment increased approximately 5% on 2016-17.

35 → 39 Hillingdon is working to stabilise and reduce the number of children who experience multiple 'placement moves' whilst in local authority care. An increase was noted in 2017-18; Children's Services are working to ensure children do not move unless absolutely necessary.

10 → 17 Hillingdon has focused on the identification and support of children who are Privately Fostered. The number of children identified as Privately Fostered increased by 70% over 2017-18.

8.0 LSCB Multi-Agency Audits

The LSCB completed a range of multi-agency audits in 2017-18. These included:

8.1 Joint Midwifery/Children's Services Audit

This audit sought to understand the role of Community Midwifery within the Child Protection Case Conference process and identified areas where both Community Midwifery and Children's Services could work more effectively to ensure meaningful input into case conferences and that Child Protection Plans adequately reflect the role of midwifery in safeguarding unborn and newly-born children. This audit assisted Hillingdon CCG in developing a safeguarding midwifery team going forward.

8.2 Joint UKBF/Children's Services Audit

This audit sought to understand the journey of unaccompanied children from port of entry to local authority care, including some children who were suspected victims of trafficking. Both UKBF and Children's Services found this audit to be extremely useful in identifying process issues that may be impacting upon children, both at Heathrow Airport and in care; in particular issues that may lead to children being vulnerable to further exploitation once they came into local authority care. UKBF have made a number of changes to their processes at Heathrow on account of this audit, whilst Children's Services are currently developing a Modern Slavery protocol for their staff. A re-audit of this area is planned for summer 2018.

8.3 Multi-Agency Neglect Audit

This exercise was still in progress at the conclusion of 2017-18 and seeks to look at the multi-agency responses to children aged 8-16, where they have come to attention of safeguarding services primarily due to Neglect reasons. The audit seeks to understand how the multi-agency network has responded to these concerns over time, whether support and intervention has been timely enough and what action is being taken to ensure that opportunities are not missed to safeguard children.

8.4 LSCB MASH Review Process

As part of preparations for an anticipated OFSTED inspection (completed April 2018), the LSCB Quality Assurance & Training Officer undertook a wide-ranging review of Hillingdon's Multi-Agency Safeguarding Hub (MASH) Service between September and December 2017. This review process included:

- Completion of over 50 case audits;
- Examination and mapping of the entire MASH process with MASH staff;
- Review of the MASH Management model;
- Distribution of an online survey to all MASH staff of over 100 questions examining process, thresholds, outcomes and the experience of working in the MASH;

- Review of over 3000 pieces of data from the MASH 'Guardian' system to understand MASH thresholds, how partner agencies provide the MASH with safeguarding information and what this data indicated regarding safeguarding trends in Hillingdon;
- Qualitative discussions with a range of MASH staff members.

This process was integral in Children's Services re-appraising and re-organising aspects of the MASH, with the review process contributing to:

- a change in MASH management style (rotating MASH Manager to fixed MASH Manager);
- cessation of some inappropriate risk assessment processes, whilst highlighting strengths in other aspects of how the MASH triages and assesses safeguarding Notifications;
- developing an understanding of how and when the MASH has sought multi-agency information from the Guardian system from its safeguarding partners over its 3+ years of operation and what this means in terms of the threshold where MASH Managers decide whether or not to seek information from multi-agency partners on particular safeguarding concerns when they present (eg. domestic abuse, substance misuse, neglect);
- developing an understanding of how MASH workers feel invested in the MASH and understanding how they see their role in safeguarding children in Hillingdon;
- an understanding of the need to immediately resolve long standing ICT issues that have prevented partner agencies from using the Guardian system to directly share information and thus reduce delay and risk that may arise from not being able to share this information directly;
- the need to 're-launch' the MASH to re-involve satellite partners (those agencies who share information with the MASH but are based outside of the MASH Hub on a full-time basis) in the purpose of the MASH and thus strengthen multi-agency relationships;
- highlighting of the need for MASH workers to actively consider the issue of Consent on all safeguarding Notifications and actively challenge referring agencies when Consent may not have been properly addressed prior to a Notification being sent in to the MASH;
- highlighting the vast potential of the MASH and its Guardian system in developing a deeper understanding of safeguarding trends and issues within Hillingdon, which it could then share with partner agencies to ensure enhanced, coordinated responses to safeguarding on an operational and strategic levels.

The LSCB MASH Review was felt to be an integral part in assisting Children's Services in reorienting their MASH to meet safeguarding needs in Hillingdon, with the process being directly recognised within the recent OFSTED ILACS inspection.

9.0 Safeguarding Children Training Programme

The LSCB increased its ability in 2017-18 to quality assure the work of partner agencies, whilst also ensuring access to a varied, multi-agency safeguarding training for professionals in Hillingdon. This has been achieved via:

- An improved multi-agency auditing programme with active participation and support from partner agencies;
- An expanded multi-agency training programme that has sought to provide information and learning about a wider range of safeguarding issues, including developing areas of concern such as modern slavery and honour-based abuse;
- Conducting specialist learning events, such as the Sepsis Masterclass and s.175 Schools Audit Launch event;
- Continued development of multi-agency statistical measures such as the 'scorecard' developed by the Performance & Quality Subcommittee. This ever-developing document continues to gather a range of safeguarding indicators from partner agencies and seeks to understand and challenge trends and concerns that arise in safeguarding children within Hillingdon;
- Active Task & Finish (T&F) Groups - most notably in 2017-18 this included the Risk & Vulnerability and Harmful Sexual Behaviour T&F Groups, which had direct implications for safeguarding practice;
- Supporting partners by way of direct oversight, such as the LSCB MASH Review process, which had a direct influence upon safeguarding practice at the entry-point for children coming to the attention of Children's Services.

9.1 Training Attendance & Impact upon Practice

Over the 2017-2018 year, 1108 multi-agency places were made available to safeguarding professionals and members of the public in Hillingdon, leading to over 770 delegates accessing face-to-face training for the year, an increase of 119 persons trained in comparison to 2016-17. In addition to this, a further 330 E-Learning places were taken up in 2017-18.

The LSCB Multi-Agency Training Programme is self-sustaining on account of a modest-charging structure for delegates who are not part of a LSCB partner agency. This meant that in 2017-18, the LSCB was able to offer specialist awareness-raising training in emerging areas of safeguarding concern, such as Modern Slavery, Honour-Based Abuse (Violence), Forced Marriage and Female Genital Mutilation alongside other established multi-agency safeguarding courses. Feedback from these sessions in particular suggests that the LSCB has been effective in disseminating knowledge and developing expertise in areas that delegates have indicated they have received little or no previous training.

There are a range of measures across the training programme that have outlined its impact upon attendees, including -

- 93% of delegates left an LSCB course with at least a 'Good' level of knowledge about the subject area they had learned about, up from 48% prior to attending training;

- 85% of all delegates at LSCB courses left feeling at least 'Confident, need guidance in complex situations' in working with the subject area that they had learned about, up from 46% prior to attending training.

This suggests that LSCB courses had a considerable impact in boosting practitioner knowledge about safeguarding issues and confidence in working with safeguarding issues in the community.

9.2 Specialist Learning Events

The LSCB has conducted 2 specialist learning events in 2017-18:

- **Sepsis Masterclass** - Hillingdon Local Safeguarding Children's Board (LSCB) convened a Child Death Overview Panel (CDOP) meeting in late 2017, where a small number of children in Hillingdon were noted to have passed away either due to Sepsis, or where Sepsis was identified as a contributing factor to the child's death.

Given the severe implications Sepsis has for the health of all members of the community (particularly for young children and older adults) and the limited knowledge of the condition within the wider safeguarding network, preparations were made in partnership with Hillingdon Clinical Commissioning Group (CCG) to hold a Sepsis Masterclass. The aim of this masterclass event was to provide a local platform for medical practitioners (local and national), allied health professionals and those with personal experience of Sepsis to share their knowledge and expertise in identifying, responding and supporting service users who may be at risk of developing Sepsis.

This half-day learning event was convened on Tuesday, 30.01.2018 with 118 safeguarding and care professionals working with both children and adults in attendance. Over half of all delegates in attendance rated the range of speakers they experienced as 'Great' and a range of positive comments were received indicating that the mix of medical knowledge and a personal account of Sepsis (as relayed by the UK Sepsis Trust) led to a powerful day where awareness of Sepsis, its symptoms and how to address this condition was raised substantially. Planning is underway for an expanded, full-day event to further expand upon the 'Just think Sepsis' message in Hillingdon.

- **s.175 Schools Audit Launch Event** - The LSCB is due to administer the bi-annual s.175 Schools Audit in 2018. Therefore, a learning event was held in December 2017 to revisit the previous audit findings and framework, whilst also seeking feedback from the safeguarding community to develop a new s.175 audit tool for 2018. This day was also a considerable success, with over 50 teachers and delegates from education in Hillingdon in attendance. The s.175 audit is due to commence in May 2018.

9.3 Hillingdon LSCB Safeguarding Children Training Program Data

Course Title:	Total Attendees:	Total Places Offered:	%
Initial Working Together to Safeguard Children (Level 3)	282	283	99%
Refresher Working Together to Safeguard Children (Level 3)	142	200	71%
Early Help in Hillingdon	18	50	36%
Introduction to Child Sexual Exploitation: What do professionals need to know?	82	101	81%
Child Sexual Exploitation: A Trauma-Focused Approach	37	48	77%
Core Groups & Child Protection plans	29	75	39%
Domestic Abuse Awareness & Impact on Children & Young People	62	100	62%
Child Protection Case Conferences: A Signs of Safety Approach	33	50	66%
Missing Children from Home/Care	58	60	97%
True Honour: Female Genital Mutilation	42	50	99%
True Honour: Modern Slavery	39	50	99%
True Honour: Honour-Based Violence/Abuse	40	50	99%
True Honour: Forced Marriage	43	50	99%
Direct Delivery Training Sub-Total:	907	1167	78%
Introduction to Safeguarding eLearning	314	--	--
Refresher Safeguarding Children eLearning	8	--	--
Early Help Assessment & Team Around the Family eLearning	13	--	--
E-Learning Subtotal:	335	--	--
Grand Total - Training Places Accessed:	1242		

10.0 Hillingdon LSCB Partners' Achievements 2017-2018

10.1 London Borough of Hillingdon - Children's Services

This has been an eventful year for Hillingdon Children's Services Department. In December 2017, we invited peer reviewers from the Local Government Association (LGA) to provide us with a candid view of the services we provide for children and their families. The feedback overall was positive. They concluded that Hillingdon social workers use a strength-based model of practice; children are kept at the centre of decision-making, with good examples of child-centred practice. They commented on the high level of commitment from staff that will 'go the extra mile' to do the right thing regarding children and their families. In the majority of cases reviewed, children were deemed to be receiving the right service at the right time. Areas for improvement were those already identified and referenced in our self-evaluation as being actively worked on. The review provided affirmation that our self-evaluation of the services we provide was correct and that our improvement journey was on an upward trajectory.

In April 2018, Hillingdon was the first London Borough to be inspected under the Inspection of Local Authority Children's Services framework (ILACS). We received grades of 'Good' across all areas and 'Outstanding' for leadership. This Inspection reflected the significant improvement in services for children that has been achieved since the previous OFSTED inspection in 2013. It found evidence of a shared determination to improve outcomes for children, services of consistently high quality, delivered by committed and highly motivated staff. This was observed in practice from first contact with children and families in early help and the MASH, through to child protection, child in need, looked after children's services, leaving care and safeguarding services. The inspection findings indicated that children's needs are promptly assessed and that reports are comprehensive and of good quality. They provide clear analysis of risks to children and are regularly updated to reflect changes in children's circumstances.

The inspection also found -

- evidence of a child-centred approach with good direct work with children and young people, using evidence based approaches and tools;
- Children being at the centre of practice was also found to be evident in strategic and operational decision-making;
- Children's Services' audit process was deemed effective in identifying standards and trends within practice and evidenced that in the majority of cases, children were provided with the right response at the right time. Audit findings are linked to service development and practice improvement. Themed audits enable the service to focus on specific aspects of practice and learning is cascaded to the social work practitioners through a weekly practice newsletter from the Principal Social Worker.
- Training needs are identified and responded to for the whole children's workforce and individual practice support is delivered by the Practice Improvement Practitioner, as a commissioned service from the Safeguarding & Quality Assurance Team. This year has seen

social workers trained in the strength based Signs of Safety approach and the neglect assessment tool, Graded Care Profile 2.

- Effective partnership working is seen as a strength and there is a clear understanding of thresholds for intervention.
- The impact of senior leadership was commended and deemed 'Outstanding'. OFSTED Inspectors found that this has been integral to maintaining a highly motivated workforce with a shared determination and commitment to improve outcomes for children. They found that leaders knew their services well and were already aware of and acting on the small number of weaker aspects of the service, noted by inspectors.

10.1.1 Future Safeguarding Initiatives

The plan for the next 12 months is to continue to build on and further develop the improvements that have already taken place. Key areas are those identified by the inspection. These are:

- Improve the quality of strategy discussions to ensure that partner information is included to inform decision making;
- Improve the timeliness and quality of return home interviews when children are missing from care or home;
- Ensure that children in care understand their rights to complain and have independent advocacy;
- Improve timely and effective permanency plans for all children including those who live in long-term foster placements.

The responses below demonstrate the value of having a consistent, motivated and skilled workforce:

- *'I would like to say thank you for always being supportive, even when I feel like I can't do it.'*
- *'You always are encouraging me, not putting me down. You constantly check in with me to make sure I am doing OK, not only academically as well as physically and emotionally''.*
- *'For me as a young person the most important support that I received from M is how she behaves with me like an adorable friend. I went through lots of hard time last year and she tried her best to calm me down and remind me I'm strong and I can do it. She's given me self confidence when I really needed it.'*

10.1.2 Looked After Children, Care Leavers and Asylum-Seeking Children

The Children and Social Work Act 2017 has extended local authority responsibilities for the population of looked after children who leave care to the age of 25 years. The leaving care service

has already implemented a strategy in response to this and contact has been made with those young people who have been identified as being eligible for a service.

The OFSTED inspection highlighted this proactive response as an area of strength. It is acknowledged that we need to improve our permanency plans for children, particularly those in long term foster care. Work is underway to review a number of cases of children who became looked after during a set period. It will focus on why they came into care, the impact of social care intervention prior to and whilst being looked after and the exit strategy for young people leaving care. This will assist in identifying how effective our care planning is in this area and inform what improvements are required, as well as reinforcing what works well.

As a port authority, we are uniquely positioned to encounter a higher level of unaccompanied asylum seeking children. We meet with UK Border Force for strategic meetings related to safeguarding children that enter the UK via Heathrow. A joint audit is planned between Children's Services and UK Border Force to measure the effectiveness of the safeguarding procedures, which will focus on the child's journey from landing, through to becoming looked after.

Work has commenced on developing safeguarding protocols between UK Border Force and children's Out of Hours Service. This will ensure that referrals are screened appropriately and children are not kept at the airport for unnecessarily long periods. In addition, there is a review of our Out of Hours Service, with more flexible working arrangements being introduced to ensure that the response to children requiring a service is more robust and transitioned more effectively to the day teams.

Contextual safeguarding is an approach that has been devised to recognise the abuse and harm that can be suffered by young people beyond their families. It recognises that this can occur within the context of a neighbourhood, in schools and online and that the influences experienced by children and young people often undermine parental and carer relationships.

In response to these issues, we need to consider child protection in the wider context from both a strategic and operational perspective. The multi-agency Vulnerable Young People's Risk Management Group commenced in June 2018. The group meets monthly and provides a strategic focus and overview of children and young people who are deemed high risk by their associations or actions linked to child sexual exploitation, drugs (including county lines), radicalisation (including far right views), sexually harmful behaviour and missing episodes. Emerging themes and trends will be shared and analysed with partner agencies to form a profile of the borough. This will inform strategic plans for interventions to reduce risks.

A newly commissioned children's advocacy service will improve the quality and analysis of our return home interviews following children's missing episodes. Improving the frequency and quality of strategy meetings involving key agencies will also enable a greater understanding of risks and shared responsibilities. This will inform how we need to tailor services to ensure that vulnerability is reduced and children are adequately safeguarding when required.

10.1.3 OFSTED ILACS Inspection 2018

Following the successful outcome of our OFSTED inspection, Hillingdon has been approached by a number of other local authorities to provide advice on preparation for their inspections. OFSTED

have also returned, having asked us to host a focus group where they obtained feedback on the ILACS framework from practitioners across the service.

During the inspection, OFSTED inspectors met with a group of our young people who were representatives of our Children in Care Council. One young person put forward a challenge, by asking the inspectors why they were not meeting more young people. Following the inspection, OFSTED wrote to the young people, describing them as an impressive group of young people and saying how much they enjoyed hearing about the work of the groups. The inspectors thanked them for sharing their views and experiences and said that this had helped them to understand what is working well and what needs to improve. We have since established that OFSTED are requesting to meet children and young people from other children in care councils as part of their inspection methodology.

Please click the link below to access Hillingdon Council's OFSTED ILACS Inspection report:

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/hillingdon/070_%20Hillingdon_Inspection%20of%20local%20authority%20childrens%20services.pdf

10.2 Hillingdon Clinical Commissioning Group (CCG)

NHS Hillingdon Clinical Commissioning Group (CCG) is a statutory NHS body with a range of statutory responsibilities, including safeguarding children and adults. Like all CCGs, it is a membership organisation that brings together general practices to commission local health services for Hillingdon's registered and unregistered population. One of the advantages of being a clinically-led organisation is that the CCG is in the unique position of being able to take account of the experience of patients who are best placed as service users, to know the right services for the area and can comment objectively when new services are commissioned.

The CCG ensures that safeguarding is included in all contracts of the services from which it commissions NHS services and requires and obtains assurance from all provider organisations that they are meeting safeguarding requirements. This is interrogated through its contracting arrangements and is monitored at monthly contract, quality and risk meetings.

Safeguarding training for all CCG staff is monitored as part of the Brent, Harrow and Hillingdon (BHH) Mandatory training arrangements.

- The CCG's Safeguarding Leads are compliant at the required Safeguarding Children training level (Named GP at 4; Designated Nurse and doctor at Levels 4 and 5).
- The Named GP has delivered Level 2 training to CCG staff as well as GPs and Practice staff.

10.2.1 Regulatory Inspection

Following the joint Hillingdon inspection (2016-17) by CQC and OFSTED for Children and Young People with Special Education Needs and Disability (SEND), as set out in the Children and Families Act 2014, a Designated Clinical Officer (DCO) is now in place to complement the SEND Designated Medical Officer (DMO). The CCG regularly reviews and monitors Safeguarding Children activities of its Provider organisations and will interrogate and review any gaps.

10.2.2 Challenges in the Reporting Period

Child Protection Information System (CP-IS) has proved to be challenging for unscheduled care providers. However, with regular meetings with the Designated Nurse and the NHS London Digital lead, these issues have been resolved and all unscheduled care providers are now compliant by having the required systems and processes in place.

Child Sexual Abuse (CSA) Hub – following a commissioned Review (by NHS England) plans (led by Hillingdon CCG) are now in place to make a North West London CSA Hub a reality in the next financial year.

10.2.3 Progress on Safeguarding Priorities in the Reporting Period

- All Provider Trusts are organising or have systems and processes in place for Safeguarding Supervision for relevant staff (e.g. Policies and guidelines, training). Safeguarding Children training has been updated and includes Child Sexual exploitation (CSE); Female Genital Mutilation (FGM) and PREVENT and Domestic Abuse.
- All relevant members are encouraged to attend training, provided by the Local Safeguarding Children Board (LSCB), at the level that is suitable for their role. We continue to encourage recording and reporting of Interventions with victims of Domestic Violence and Abuse and like training, this is reported in the quarterly Safeguarding (Children) Health Outcomes Framework (SHOF).
- Safeguarding Children profile continues to be raised within the CCG and all relevant management and quality meetings. The CCG is represented on the LSCB (executive and operational) and LSCB subgroups, key pan-Hillingdon groups as well as relevant patch, regional, pan-London and national groups.

10.2.4 Safeguarding Priorities for 2017/18

- Safeguarding Training – maintain and update single and multi-agency training (including specific training for Commissioners).
- Engagement of all Primary Care staff;
- Reinforce recording and reporting of interventions with victims of Domestic Violence and Abuse, CSE and FGM;
- Continue to seek assurance from provider organisations regarding safeguarding requirements, arrangements and priorities (e.g. Section 11 arrangements) and those set by the LSCB;
- Compliance with the national changes of the functions and duties of CDOPs and LSCBs;
- Continue to work towards the delivery of a North West London CSA/CSE Hub services for local children.

10.2.5 Good News Stories

- Domestic Homicide Review Learning event was well-attended by our Safeguarding NHSE representative, some of our GP Safeguarding leads and Practice staff;
- A successful Sepsis Masterclass (learning from our Child Death Overview Process) with national and local speakers including the Sepsis Trust, Child Death Overview Process Lead, our acute Hospital and Local Primary Care lead GP for Education;
- Increased and improved contact from Primary Care regarding all aspects of Safeguarding Children, including the impact of Domestic Violence and Abuse;
- Child Sexual Abuse (CSA) Hub plans are being progressed;
- Increased compliance with CP-IS from all of our unscheduled care providers;
- The CCG pilot of a paediatric community integrated clinic (in Hayes & Harlington), where a local consultant paediatrician works alongside a local GP to see children in the community as oppose to referring them to the hospital. All GPs across the borough can refer children to this clinic. The success of this 'Pilot' is leading to further clinics in the middle and north of the borough.
- Investment in the increase in paediatric consultants at the Hospital continues to meet the waiting times at the Paediatric A&E.

10.2.6 Good Practice Examples

- Better communication links with GPs and Practice Staff – the Designated Nurse attends GP Practice meetings as requested.
- Visits to GP Practices to discuss safeguarding needs/gaps are well-received;
- We have established a safeguarding meeting/supervision forum for Safeguarding GP Leads and relevant Practice staff;
- Safeguarding and Early Help Referral forms and a Case Protection Conference Report template are now accessible to GPs via their electronic recording system;
- Successful monitoring of provider participation and completion of the DHRs and SCRs Action Plans;
- Relevant safeguarding children information continues to be cascaded to staff via CCG newsletter;
- Safeguarding children is now a standing agenda item at all Contract Quality Monitoring and Quality, Safety and Clinical Risk meetings;
- Safeguarding (requirements and assurance) is being included in all contracts.

10.3 Metropolitan Police Service

The Metropolitan Police Service have policies in relation to regular supervision of investigations; additional reviews conducted on more serious investigations such as rapes and GBHs which include the requisite timeframes and rank to conduct those reviews. Additionally, we have daily Pacesetter meetings where all crimes of risk are discussed and these meetings are normally chaired at CASO (Child Abuse & Sexual Offences Command) Detective Superintendent level. Metropolitan Police Policy also covers Police Protection and defines the Designated Officer as the CAIT DI who has oversight and responsibility for the Police Protection. Additionally, we have other measures in place through the hierarchy of supervision, which manage the risk where we have outstanding offenders.

The Metropolitan Police Service is entering a period of significant change, which includes a restructure of Territorial Policing. CASO (and therefore CAIT teams) will not exist under the new model and it is anticipated that this will come into effect in approximately October 2018. The officers who currently work in Child Abuse Investigation Teams and the work itself, will fall under the responsibility of the new BCUs (Basic Command Units).

The Safeguarding Lead for the new West Area BCU, which will include the London Borough of Hillingdon, is Detective Superintendent Robert Mahoney. Under the new Safeguarding model, there will be closer working between CAIT, CSU and Sapphire staff.

10.4 CNWL NHS Foundation Trust

CNWL provide assurance on Leadership and Workforce, Training, Safeguarding Children Supervision, Partnership Working, Wider issues and Vulnerable Groups, Adult Issues and Early Help, Learning from incidents and staffing to the CCG every quarter. Safeguarding children is a standing agenda item on all levels of board meetings.

Safeguarding updates are communicated to staff via the Trust's Weekly Bulletin, which is circulated to all employees. There is a designated safeguarding section within the Trust's intranet site, which is regularly updated with any new developments and guidance pertinent to safeguarding. Where Trust employees attend LSCB subgroups, relevant information is cascaded to the wider services, contributing to increased frontline knowledge and awareness. This is evidenced in the number of calls to safeguarding children leads in the Trust seeking advice about a child.

10.4.1 Safeguarding Learning Methods

Learning from safeguarding children cases is shared in a variety of ways:

- Bespoke CNWL face to face learning sessions;
- Shared multi-agency learning;
- Briefings via email and Trustnet;
- Inclusion of learning in Safeguarding Children Training.

10.4.2 Integration of Learning into Practice

- In Hillingdon, learning from relevant SCRs outside of CNWL is shared via the Children Service Leads monthly meeting or during group CP supervision sessions;
- CNWL is represented at MARAC and MASE meetings, where we have a system of sharing relevant information from the meeting with key health professionals. This results in targeted work with these vulnerable children and young people;
- Safeguarding children supervision for Community Health Services in Hillingdon is provided on a one to one basis for health visitors and school nurses every 12 weeks, as a minimum. The compliance rate for safeguarding children supervision is consistently over 90%. High quality supervision is the cornerstone of effective safeguarding of children and young people and CNWL rightly prioritises releasing staff from clinical duties to attend their supervision sessions;
- The impact of this commitment is that supervisors are aware of cases that require escalation in good time and can effectively support staff with the process.
- CNWL adult mental health services line managers are expected to discuss safeguarding as part of their monthly supervision. Additionally, the Safeguarding Children Team facilitates

group supervision sessions on a three monthly basis, where the focus is on safeguarding children topics. CNWL provide safeguarding children supervision to staff working in substance use settings and offender care.

- Compliance with all levels of safeguarding children training is consistently over 95%. CNWL clinical staff are trained to level 3 and the course delivered incorporates a wide variety of topics including FGM, CSE and modern slavery;
- Domestic Abuse training is included in all CNWL mandatory Safeguarding Children and Adult training;
- CNWL contributed to two multi-agency audits for the LSCB - MASH and neglect. CNWL community staff completed two audits - evaluation of safeguarding children supervision and record quality of children subject to child protection plans. There were no recommendations from either of those audits as the practice standards were met;
- CNWL continue to work with 'Standing Together' (specialist voluntary sector domestic abuse service) to provide additional in-house domestic abuse training throughout mental health services in the Trust. Currently, over 45 services have been trained. Training will be available until at least March 2018, when funding for the Standing Together mental health worker will be reviewed. In order for training to be sustainable, there is a plan for CNWL safeguarding leads/champions to complete "train the trainer" sessions to facilitate this programme in future. Standing Together are also in the process of liaising specifically with Improving Access to Psychological Therapies (IAPT) services around what support might be of benefit with regard to domestic abuse, with a view to seeking external funding for this work.

10.4.3 Future Safeguarding Initiatives

- The CNWL Domestic Abuse Policy has recently been ratified. This includes clear guidance around 'routine enquiry' – when every woman entering CNWL services will be asked about their experiences of domestic abuse. There will be a number of workshops/briefings throughout the Trust leading up to a launch event later in the year for this policy (learning event);
- CNWL Hillingdon Crisis Team - The three hub model for the Crisis Team was established. The savings from the New Models of Care Project were invested in additional clinicians, to add to existing staffing numbers to continue to build the 24/7 crisis pathway across North West London. This team supports young people and their families for intensive short spaces of time, to avoid the need for hospital admission or to support early discharge. The 3 clinical leads for the hubs have been identified, and are being supported through additional NHSE monies to facilitate quick start-up of the service. A launch for the CNWL service is planned for April 2018.

10.5 The Hillingdon Hospital

10.5.1 Enhanced Safeguarding Awareness

There has been an increase in staff knowledge and awareness of safeguarding/child protection risks which can be evidenced via:

- Audit of Interagency Referral (IAR) forms;
- An increased number of referrals to Children's Services;
- All referrals to Children's Services are reviewed by the safeguarding team and feedback given to staff. This has resulted in an improvement in quality of information shared with Children's Services;
- Fewer incidents of missed referrals to Children's Services and other relevant agencies.

There has been increased awareness that 16-17 year olds being cared for in adult areas should receive safe and effective care in accordance with statutory guidance. This can be evidenced via:

- Safeguarding Children Training Level 1 to 3 includes the welfare of 16 and 17 year olds;
- The Children and Young People's Board at the Trust is working to improve the care given to the young people. This board is chaired by an Executive Board Member for the Trust;
- Alerts are sent to the safeguarding children team regarding all 16 and 17 year olds admitted as an inpatient.

10.5.2 Safeguarding Learning Responses & Planning

Learning from audits and serious case reviews continues to improve care for children and their families.

- Following Serious Case Review Baby W and a LSCB Audit, the Trust has expanded the midwifery team and there has been an introduction of the Topaz Complex Needs Team. Topaz will care for women with complex needs from the antenatal to the postnatal stage;
- There has been an appointment of a part time Named Midwife for Safeguarding Children.

Plans for the next 12 months to maintain or improve safeguarding practice:

- Improve the care of 16-17 year olds within the organisation by ensuring in their discharge of duties, that staff safeguard and promote their welfare. There is work underway looking at the transition of children from paediatrics to adult services;
- To fully implement safeguarding children supervision in practice;

- Work with partner agencies to review and improve the care of children and young people presenting Mental Health and related needs;
- To fully implement the NHS England Female Genital Mutilation Information Sharing system. This system aims at alerting GPs of pregnant/postnatal women who have suffered FGM and are expecting a female infant.

10.6 London Borough of Hillingdon - Youth Offending Service

The Youth Offending Service is in on a journey of continuous improvement. There is evidence of good joint working with social care colleagues on shared cases, as noted by OFSTED in their recent report. All practitioner staff have completed mandatory training. Assessment audits have been undertaken, along with case file audits. The counter signatory process requires managers to validate assessments of risk and safety and well-being concerns. There is a quality of discussion at internal risk management and case planning meetings and contact recording template requires staff to actively consider safeguarding issues identified in sessions with young people.

10.6.1 Safeguarding Practice Improvement Initiatives

In the next 12 months, YOS will undertake the following plans to maintain or improve safeguarding practice:

- Maintain mandatory training for staff;
- Whole team training on the impact of trauma through a youth justice lens;
- Embedding the recently developed Champions programme where individual staff take a lead role on practice themes and issues, such as CSE, Serious Youth Violence, County Lines, FGM;
- Work to align YOS review processes with CIN, CP and LAC forums;
- Refresher Training on AssetPlus assessment based on aggregate findings of the assessment audits;

10.6.2 The AXIS Project

In addition to the safeguarding practice improvements outlined above, further development of the AXIS project to facilitate early identification and mapping of local young people at risk of Serious Youth Violence, CSE and Missing, is a key priority. Since its inception in October 2017, the AXIS Project has identified over 200 young people who appear vulnerable to these risks.

The information developed by AXIS is shared with existing lead professionals to inform their risk assessments and risk management plans. Those with no lead professional are encouraged to participate in an Early Help Assessment and short-term interventions which involve facilitating and sustaining their engagement in appropriate, ongoing support services.

The AXIS team meet the Hillingdon Police Gangs Unit on a regular basis and attend multi-agency forums to share and analyse information. This has resulted in a visual mapping of key themes, areas and individuals of concern, used to inform operational and strategic response.

10.7 Prevent

We continue to deliver a programme of training and engagement with local agencies raising awareness to local referral pathways and support. Over 4000 staff have now received WRAP training delivered by the local authority.

- The Channel panel in Hillingdon is well established. The panel is chaired by Hillingdon's Prevent Lead and has representation from health, mental health, children's services, early intervention, LADO, police, housing, youth offending, probation, schools/education and others as appropriate. As a port authority, we manage any referrals relating to the safeguarding of children that come through the airport, including those relating to counter terrorism. We have introduced a protocol with the counter terrorism police at Heathrow airport, to ensure timely sharing of information, in order to best assess needs. This protocol is currently being tested, with the intention to be adopted as a model for 'port authorities' nationally;
- Sadly, during this past year we have experienced a number of terrorist/violent extremist related incidents in the UK. Subsequently, we have seen an increase in the number of referrals being made. This is reflective of the national picture and local agencies have worked effectively, in partnership, to manage the increase in concerns stimulated by these incidents, and identify those who might be vulnerable;
- Schools and education establishments in the borough are the main source of referrals received in relation to radicalisation. The Prevent lead provides training for school staff and attends the school safeguarding leads hub meetings on a regular basis to ensure schools are supported and equipped in relation to the Prevent Duty. Feedback from schools locally has been very positive and they very much value this support;
- We work with local partners through the Strong and Active Communities Partnership to build resilience. Engagement with the community is a key aspect of the Prevent work. Local schools, the college and Brunel University London are pro-active partners in delivering against the aims of Prevent and the wider duty in relation to promoting British values;
- We are running a 2-year, MOPAC funded programme in collaboration with schools, the college, University and community, aimed at tackling hate crime and extremism. The aim is to equip young people and members of community groups to challenge hate crime and extremism, keep themselves safe from negative influence, develop critical thinking skills, increase understanding of others and build positive relationships.

10.8 London Borough of Hillingdon - Children's Rights & Participation Team

London Borough of Hillingdon has three established and well-attended children in care council's (CiCC) - Talkers, Step Up and Stepping Out, who meet monthly and are part of the regional Children in Care Council Network and whose views are presented at Corporate Parenting Board.

In 2017/18 we have been involved in:

- A Participation Day for Looked After Children aged 7-11 years old;
- Contributed input to the development of marketing materials in fostering recruitment;
- Consultation on the licence agreements for Staying Put;
- Development of a leaflet for care leavers to accompany the new financial policy;
- Consultation with the Children in Care Council (CiCC) resulted in Operation Make Safe, a joint Social Care/Police operation to make Hillingdon's high streets safer.

The Children's Rights & Participation Team also supported the design and delivery of the Annual Care Leavers Conference, choosing the theme, "Chasing Your Dreams - Education, Training and Employment". The event, supported by Brunel University London had 9 education, training and employment providers, with 100% of attendees stating that the event was enjoyable, useful and helpful.

192 children and young people were nominated for KICA (Kids in Care Awards) 2017, with 21 young people being actively involved in the preparation, support, presenting and performing at the red carpet awards evening.

10.9 London Borough of Hillingdon - LADO and Schools Child Protection Lead

- Number of Referrals from April 2017 - March 2018 - 157. This is higher than previous years, demonstrating that the role of the LADO is becoming better known;
- Staff and Volunteers referred include - child minders, nursery staff, school staff, sports coaches, police staff, religious staff, fire service staff, ambulance drivers, youth group staff, foster carers, drivers and passenger assistants. This demonstrates the wide range of organisations that are aware of the LADO role;
- Third largest cohort of staff that were referred in 2016 were drivers and passenger assistants of children with special needs. 210 staff have now been trained in Level 1 safeguarding - previously this cohort did not receive any training and thus, the referral rate of allegations has greatly reduced;
- New system in place to manage complaints from OFSTED, joining up LADO Service, Safeguarding children in Education and the School Improvement Service, being overseen by the Complaints Service;
- Over 25% of schools/education establishments in Hillingdon have had face-to-face level 1 safeguarding training delivered by the Lead CP Schools Adviser;
- Increased confidence in DSL to deliver the Level 1 safeguarding training to their school staff by providing them with the PowerPoint Slides used by Lead CP Adviser;
- All Schools participating in the safeguarding clusters have received the PowerPoint Slides developed by the CP Lead, so that DSL can deliver the training to school staff.

10.10 London Borough of Hillingdon - Early Intervention & Prevention Service

10.10.1 Case Recording & Evidence of Impact

The quality and impact of safeguarding practice can be evidenced via:

- Each open Key Work and TAF case within the Key Work Service being scrutinised monthly during Supervision;
- March 2018 saw 58% of Key Work referrals come from Children's Social Care teams and MASH/Triage.

All Key Work cases are recorded on a common system shared with Social Workers against presenting concerns, which are identified from the following characteristics:-

- Anger Management, At Risk/Occurring Family Breakdown;
- At Risk of Exclusion, Behaviour and/or Emotional Difficulties, Bereavement/history of Bereavement;
- Brink of Care, Bullying, Child on Adult Abuse;
- Children Missing Education, Children with SEND, CSE;
- Debt Problem, Domestic Abuse history, Emotional and/or Physical Abuse;
- Harmful Sexual Behaviour, Housing, Learning Difficulties and Disabilities;
- Long term Illness (Child Parent), Low Confidence / Self-Esteem, Mental Health, NEET;
- Youth Offending / ASB, On Benefits, Parental Conflict;
- Poor Attendance, Pregnancy, Refugee/Asylum Seeker (not yet citizen);
- Reunification from care, Sexual Abuse, Sexualised Behaviour, Substance Misuse;
- Support with Parenting Skills / Strategies, Teenage Parent, all 6 Troubled Families criteria, Truancy Sweep.

10.10.2 Evidence of Safeguarding Audits & Training

- Six Key Work cases per month are audited for quality assurance purpose;
- 2 external Early Help Assessments and all external TAFs are audited per month. Development and training opportunities are identified and actioned as a consequence;
- Children Missing Education processes and practices were subject to Internal Audit scrutiny during the summer of 2017;
- CME was a key line of enquiry during the recent OFSTED inspection, as was Early Help and the interface with MASH/Triage.

- All Key Workers are signed up to the Graded Care Profile 2 programme training;
- Several have completed the Mental Health First Aid training; all are current with Working Together training;
- The Participation Key Work Team has delivered on two Attendance Network events for Key Workers and school colleagues. Through this route they have received updated training on Prevent and Axis (Serious Youth Violence project);
- The Key Work Service is a partner in MAP/MASE, SYVV Panel, MARAC, Managed Moves and Fair Access Panels;
- The Key Work Service has informed the LSCB Neglect Audit and Newton review.

10.10.3 Future Safeguarding Practice Initiatives

Plans for the next 12 months to maintain or improve safeguarding practice include:

- The Key Work Service will be a partner at the newly merged MAP/MASE/SYVV Panel;
- All Key Workers will have completed the Graded Care Profile 2 programme;
- Harmful Sexual Behaviour will be a key focus, as that working party delivers on outcomes;
- Truancy Sweeps to protect the most vulnerable are planned with Safer Schools Police colleagues for the forthcoming year;
- One team leader in the service is pursuing the Gateway to Social Work programme with WLA;
- When the City & Guilds level 4 Working with Vulnerable Children and Families is wrapped into the Apprenticeship Gateway, the remaining 6 Key Workers not yet qualified will be afforded the opportunity;
- Review and further development of the Pre-Exclusion Project to drive down permanent exclusion rates.

10.10.4 Forthcoming Events

- A further Attendance Network was booked for July 2018, with School Refusal as the keynote address.

10.10.5 Positive Feedback from Service Users

- *"Mr [redacted] said that after speaking to you that he and his wife felt so much better and appreciated your help and advice. They did not know that we existed until his Mum told him about us. He said that you gave great advice."*
- *"Your team was very helpful with a difficult situation that school decided was not gonna be helpful or understanding. Just keep doing what you're doing was so helpful to know someone was on our side".*
- *"Thank you for your caring nature, professional, refreshing."*
- *"Look how well Axxx did. If it wasn't for your help she would never have achieved this. Tks once again xx"*

"I would like to thank you for your support alongside the school in relation to my son KJ educational progress. You have been punctual and focused on the matter particularly very communicative. You had shown a hard working approach with clear positive vision. I will definitively recommend you for hard work recognition and wish your line manager to look at my email."

10.11 London Borough of Hillingdon - Domestic Abuse Steering Executive

- In Hillingdon, we are all too aware of the devastating consequences of domestic abuse and other forms of violence and abuse on victims and their children. On average, there are in excess of 5000 domestic abuse crime and incidents recorded by the police in Hillingdon. Many more go unreported. Tragically, the domestic abuse crime statistics also relate to 16/17 year olds who are in intimate partner abusive relationships too;
- The number of high-risk domestic abuse cases being managed by the Multi-Agency Risk Assessment Conference (MARAC) has been increasing. In the last 12 months, 297 cases (and increasing) have been referred to MARAC and at least 443 children have been part of those abusive households;
- A rejuvenated and re-focused Domestic Abuse Steering Executive is providing the governance, direction and leadership to prevent and tackle the many crimes and abuses associated with Violence Against Women and Girls including Domestic Abuse, Modern Day Slavery, Honour-Based Abuse, Forced Marriage, Female Genital Mutilation, Sexual Violence and Stalking. This strategic group is supported by 5 operational delivery groups, made up of a diverse range of local professionals who will soon be supported by independent members from the local community.

10.11.1 Hillingdon Violence Against Women & Girls Strategy

The Steering Executive has developed Violence Against Women and Girls Strategy, which has set out its Vision as:

'Preventing and eradicating all forms of violence and abuse against women, children and men in Hillingdon Borough and support those so victimised to achieve their full potential in life'.

The work towards achieving this vision is underpinned by the 4 key priorities of:

1. Prevention and Early Intervention;
2. Service Provision;
3. Pursuing Perpetrators;
4. Partnership Working.

We have worked hard to listen to victims and survivors of domestic abuse and local statutory and voluntary sector professionals. This has allowed us to better shape:

- Our responses to domestic abuse;
- Our understanding of the whole range of organisations and agencies to providing support to victims/survivors and their children;
- Our services to prevent domestic abuse and ensure early intervention to prevent the abuse worsening;

- Our training provision to local multi-agency statutory and voluntary sector professionals:
 - In the last year, we had 7 multi-agency training events focussed on domestic abuse and the wider subject of Violence Against Women and Girls, which has seen approximately 430 professionals trained;
 - It is great to see that this cycle of regular training will continue.

10.12 Health Watch Hillingdon

10.12.1 Mental Health, Wellbeing and Life Skills Pilot Summary

Between November 2017 and March 2018, Healthwatch Hillingdon delivered a Mental Health, Wellbeing and Life Skills Pilot Programme to a group of Year 12 and Year 13 students at Barnhill Community High School. The aim of the programme, which was funded in part by Hillingdon Community Trust, was to support the school to develop a whole school approach to promoting students' emotional wellbeing. Participating students took part in 12 weeks of mental health and wellbeing awareness and life skills sessions, which culminated in them creating a mental health awareness and signposting campaign to benefit the whole school community.

10.12.2 Mental Health, Wellbeing and Life Skills Pilot Full Description

- In 2015, Healthwatch Hillingdon produced 'Seen & Heard – Why not now?' a report about children and young people's experiences of Hillingdon's mental health and wellbeing services;
- As part of our recommendations to commissioners on how services could be improved, we outlined several initiatives which were required in schools, including action to develop children and young people's social and emotional skills;
- We wanted to help schools build on their existing good work, so we developed the Mental Health, Wellbeing and Life Skills programme to be delivered with groups of students at Key Stage 4 and above;
- We successfully applied for funding from Hillingdon Community Trust and delivered the programme as a pilot at Barnhill Community High School between November 2017 and March 2018.

The programme is designed to support schools to develop a whole school approach to promoting children and young people's emotional wellbeing by:

- Developing students' confidence, knowledge and skills – important for emotional resilience;
- Increasing whole school understanding of mental health issues, contributing to reduced stigma and discrimination and a more open and accepting school environment;
- Increasing whole school knowledge of how to access appropriate wellbeing and mental health information and support;

- Eighteen Year 12 and Year 13 Health and Social Care students participated in the programme and learned about:
 - Mental health awareness;
 - Stigma and discrimination;
 - How to improve and protect their own wellbeing;
 - How to help others access support;
 - Life skills such as project planning, research, teamwork, negotiation, data management and public speaking and presentation skills.
- In February, students delivered a presentation to key stakeholders about what they learned during the programme, the results from a whole school mental health survey and their plans to develop a campaign to benefit the whole school community.

The programme culminated in the students creating a campaign to raise awareness of mental health and wellbeing throughout the school community and ensure fellow students know where to go for advice and support. The final impact is currently being assessed (March 2018) but to date, as a result of the programme, several students have reported mental health difficulties and using self-harm and other potentially harmful mechanisms to cope with their emotions and have reached out for help within the school.

Both the school leadership and Hillingdon Community Trust are very impressed with the programme and pupils have reported a greater understanding of mental health and related stigma and discrimination. After the successful outcomes and learning from the pilot programme, Health Watch Hillingdon is actively seeking funding to be able to extend the programme to other schools in the borough.

10.13 Child Death Overview Panel (CDOP)

10.13.1 CDOP Processes & Outcomes

- CDOP is one of Hillingdon LSCB's four sub-groups and is chaired by the Director of Public Health. The Vice Chair is the Designated Paediatrician for child deaths in Hillingdon. The panel consists of multi-agency representation;
- The CDOP is notified of all deaths of children (expected and unexpected) who are residents within the London Borough of Hillingdon. Relevant information is collated for each case and is discussed to determine if the death was preventable;
- Where a death is unexpected, a rapid response meeting is convened. These meetings are held to ensure that all the relevant information is gathered as soon as possible and relevant actions are recommended. The current process for managing unexpected child deaths in Hillingdon is detailed on the [LSCB Website](#);
- The panel also has the role in identifying patterns or trends in local data and reporting these to the LSCB. The lessons and trends identified from the reviews are compiled and reported to the Board on an annual basis;
- The CDOP met 3 times during 2017/18 to discuss and review child death cases and the group had good attendance and engagement from key partner organizations;
- Between 1 April 2017 and 31 March 2018, the CDOP were notified of the deaths of 24 children who were residents of Hillingdon at the time of their deaths. The panel reviewed a total of 22 deaths during this period;
- Since March 2017, bereaved parents have been sent an information leaflet about the Hillingdon CDOP review process inviting them to contact CDOP to share any information, which may help the review process. No families have contacted CDOP to share information.

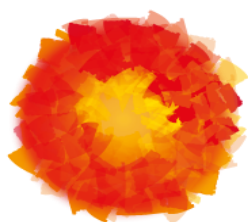
10.13.2 CDOP Responses

A close working relationship between CDOP and the SCR sub-group continues. A process is in place to allow cases and concerns to be shared between both groups. Actions that have been implemented as a consequence of Hillingdon child deaths during this period include the following:

- A Sepsis Masterclass was held in January 2018, following a significant rise in the number of cases reviewed at the CDOP panel where Sepsis had been the cause of death;
- Minutes from Mortality Review meetings held at The Hillingdon Hospital are now shared with the CDOP;
- A quarterly CDOP newsletter has been developed for professionals, highlighting concerns from child deaths that practitioners need to be aware of and inform

parents. This is published on the LSCB website.

- A common theme that has been identified through child death reviews in Hillingdon is the risk of co-sleeping (parents/carers sharing a bed or sofa with their baby). Hillingdon LSCB has promoted the work of [The Lullaby Trust](#), who provide expert advice on safer sleep for babies, emotional support for bereaved families and raises awareness of Sudden Infant Death Syndrome.



THE UK
SEPSIS
TRUST



11.0 Serious Case Reviews (SCR)

In England, a Serious Case Review (SCR) takes place after a child dies or is seriously injured and abuse or neglect is suspected to be involved. It identifies lessons that can help prevent similar incidents from happening in the future. Hillingdon LSCB follows statutory guidance set out in [Working Together to Safeguard Children 2015](#) for conducting a serious case review. The Hillingdon LSCB SCR sub-group met 3 times during the 2017-18 year. It reviewed actions from previous local SCRs and national reviews to ensure any lessons learnt are implemented. Hillingdon LSCB did not initiate any SCRs during 2016/17.

11.1 Briefing Note for Practitioners and Managers, Operation Baker

The Briefing Note for Practitioners and Managers, Operation Baker is being circulated following the publication of a recent serious case review. The review examined a period between 1st January 2011 and 6th August 2014. The report concerned four children.

In September 2013, the London Borough of Hillingdon identified that organised child sexual exploitation was taking place in the borough linked to drug taking and criminal activity. A joint police and children's social care investigation was launched called Operation Baker. The investigation led to the arrests and successful prosecution of five individuals. Four of those individuals received custodial sentences for serious sexual offences and the fifth, a suspended sentence for drugs offences.

A link to the Briefing note can be found below:

<https://hillingtonlscb.org.uk/wp-content/uploads/2018/03/Operation-Baker-Briefing-Note.pdf>

12.0 Hillingdon LSCB Priorities 2018-2020

- To ensure that partners work together to protect Hillingdon's children from identified risks to their safety and welfare;
- To oversee the implementation of the Early Intervention and Prevention Service in Hillingdon;
- To ensure that Hillingdon LSCB can evidence the effectiveness of single agency and multi-agency safeguarding arrangements, in order to satisfy ourselves that risks to children and young people are identified early to protect them from harm;
- To ensure that arrangements for assessing the safety of home-educated children and young people are robust;
- To assess the safety of children and young people with a disability. This will include an audit and analysis of training undertaken by professionals working with children with disabilities;
- To assess the effectiveness of safeguarding in the various communities of the borough.

13.0 LSCB Good News Stories

The LSCB's training programme is continually reviewed. We now have courses on FGM, Honour based violence, Forced Marriage and Modern Day Slavery. Training is currently in development for County Lines and Neglect.

Our Twitter account now has 750 followers. We Tweet each day and actively follow National safeguarding and charity twitter accounts.

Hillingdon LSCB held a CDOP meeting in late 2017, where a number of children in Hillingdon were noted to have passed away either due to Sepsis, or where Sepsis was identified as a contributing factor to the child's death. In partnership with Hillingdon Clinical Commissioning Group a Sepsis Masterclass was arranged which over 100 professionals attended.

The LSCB Multi-agency Auditing Program has supported enhanced safeguarding resources for children, such as the specialist safeguarding midwifery team at The Hillingdon Hospital.

The LSCB has sought to engage directly with education partners in order to implement an effective, education-focused s.175 Schools Audit in 2018-19.

14.0 Appendices

14.1 - Appendix 1 - Glossary

Acronym	Meaning	Acronym	Meaning	Acronym	Meaning
ASB	Anti Social Behaviour	DHR	Domestic Homicide Review	SAB	Safeguarding Adults Board
BCUs	Basic Command Units	DSL	Designated Safeguarding Lead	SCR	Serious Case Reviews
CAIT	Children Abuse Investigation Team	FGM	Female Genital Mutilation	SHOF	Safeguarding (Children) Health Outcomes Framework
CAMHS	Child & Adolescent Mental Health Service	(H)LSCB	(Hillingdon) Local Safeguarding Children Board	SEND	Special Educational Needs and/or Disabilities
CASO	Child Abuse & Sexual Offence Command	IAR	Interagency Referral Form	SYV	Serious Youth Violence
CCE	Child Criminal Exploitation	ILACS	Inspection of Local Authority Children's Services	SAB	Safeguarding Adults Board
CCG	Clinical Commissioning Group	IRO	Independent Reviewing Officer	T & F	Task & Finish Groups
CDOP	Child Death Overview Panel	LAC	Looked After Child	THH	The Hillingdon Hospital NHS Foundation Trust
CICC	Children In Care Council	LGA	Local Government Association	UKBF	United Kingdom Border Force
CIN	Children in Need	LADO	Local Authority Designated Officer	VYPRMG	Vulnerable Young People Risk Management Group
CNWL	Central & North West London NHS Foundation Trust	LBH	London Borough of Hillingdon	VAWG	Violence Against Women and Girls
CP - IS	Child Protection Information System	MARAC	Multi Agency Risk Assessment Conference	YOS	Youth Offending Service
CP	Child Protection	MASE	Multi Agency Sexual Exploitation		
CPPs	Child Protection Plans	MASH	Multi Agency Safeguarding Hub		
CSE	Child Sexual Exploitation	MOPAC	Mayor's Office for Policy & Crime		
CSE Hub	Child Sexual Abuse Hub	MPS	Metropolitan Police Service		
DA	Domestic Abuse	OFSTED	Office for Standards in Education		

14.2 Appendix 2 - Hillingdon LSCB Budget Summary 2017-2018

Income 2017/2018	
London Borough of Hillingdon	£138,568
NHS	£61,200
Contributions from Partner Agencies	£2,550
Revenue from Training Courses	£38,762
Total	£241,080
Outgoings 2017/2018	
Staffing	£181,741
Non-Staffing	£4,741
Training	£16,528
Chairman	£39,842
Total	£242,852
Variance: £1,772 overspend	

14.3 Appendix 3 - LSCB Annual Report Contribution Questions

Questions asked to statutory and non-statutory Hillingdon Local Safeguarding Children Board re their contribution to the LSCB Annual Report:

1. What do you know about the quality and impact of safeguarding practice in your setting/organisation?
2. How do you know? (Audits, training, inspections etc)
3. What are your plans for the next 12 months to maintain or improve safeguarding practice?
4. Any good news stories, positive feedback from service users (direct quotes if possible) and events you are planning to hold.