



2018-  
2019

# LSCB ANNUAL REPORT



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Local Safeguarding Children Board  
2018-19

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## 1.0 Foreword: Independent Chair Steve Ashley

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This is the final annual report that will be produced by the Local Safeguarding Children Board. The Children and Social Work Act 2017 is now in force and new arrangements will be in place from July this year. These new arrangements mean that a senior member from the Local Authority, Police and Clinical Commissioning Group will be responsible for ensuring that child safeguarding in the borough is maintained at the very high standards we have come to expect. At this time next year, a report will be published by an independent scrutineer detailing the work conducted by partners in safeguarding and commenting on the standards achieved and where improvements may be required.



This year the partnership has continued to work on our priorities. Neglect of children remains a real concern and I am pleased that the partners have developed a neglect strategy with the appropriate tools to enable front line professionals to identify cases of neglect and put resources in place to support and help families and children. In order to achieve this there needs to be a clear Early Help offer. There is evidence that progress has been made in this area. It remains a critical area of business and there needs to be more partnership engagement if we are to make further progress.

Preventing the criminal exploitation of children and young people remains a priority for the borough. There has been progress in the way partners are working together. In particular, a multi-agency group are able to identify vulnerable young people and put protection in place for them. We have made progress in this area, but it remains a critical area of safeguarding business and should be a focus for all partners over the next year.

This report provides details of all the work undertaken by the partnership over the last year. I hope that it provides an interesting and informative view of safeguarding in the borough.

At the end of June, the LSCB will be dissolved and replaced by a new safeguarding partnership. The work undertaken by partners over the last three years has been remarkable and I take the view that Hillingdon stands out as one of the most effective boroughs in London, in terms of the way it safeguards its children. I have no doubt that the new partnership arrangements will result in further progress.

I would like to finish with thanks to all of the partners who have been engaged in our work over the last three years. I would also like to thank all of those who have helped and supported me on this journey. I am very proud to have been associated with such an effective group of professionals.

A handwritten signature in black ink, appearing to read 'Mr. E. Ashley'.

**Steve Ashley**

**Independent Chair**

**Hillingdon Local Safeguarding Children Board**

## 2.0 Hillingdon LSCB Governance and Accountability

**“Multi-Agency working is well developed and contributes to achieving good outcomes for children” (Ofsted, May 2018).**

The Hillingdon Local Children Safeguarding Board includes statutory and voluntary representatives from the Police, Health, Schools, Children Social Care, Early Help, Probation, the Youth Offending Services, the Fire Service, the Domestic Abuse Steering executive and the voluntary sector with the aim to provide bittersweet challenge to strengthen the partnership and achieve good outcomes of all our children.

Our primary role is to learn from strengths and developments locally and nationally to protect and promote the welfare of all children and young people in Hillingdon. We monitor the effectiveness of safeguarding arrangements and put things right when we identify areas for improvement. This is achieved through policy development, best-practice guidance and procedures, training and building stronger relationships.

### Introducing changes to Local Safeguarding Children Boards

In 2015 the Secretary of State for Education and the Minister of State for Children and families commissioned Alan Wood to lead the review of the role and functions of Local Safeguarding Children Boards (LSCBs). The review recommended a fundamental reform of safeguarding arrangements, placing equal responsibility on the Local Authority, the Police and the Clinical Commissioning group and giving freedom to organise local arrangements according to local need.

### Children and Social Work Act 2017

The Children and Social Work Act 2017, Section 30, makes these recommendations statutory. Sections 16 to 23 introduce an equal duty on Local Authorities, Police and Clinical Commissioning Groups to make safeguarding arrangements for children based on local need.

### Working Together 2018

Working Together to Safeguard Children 2018 sets out the requirements for safeguarding partners, allowing them freedom to determine how they organise collaborative working to meet statutory requirements and improve outcomes for children locally.

### Hillingdon’s future Governance and Delivery Model

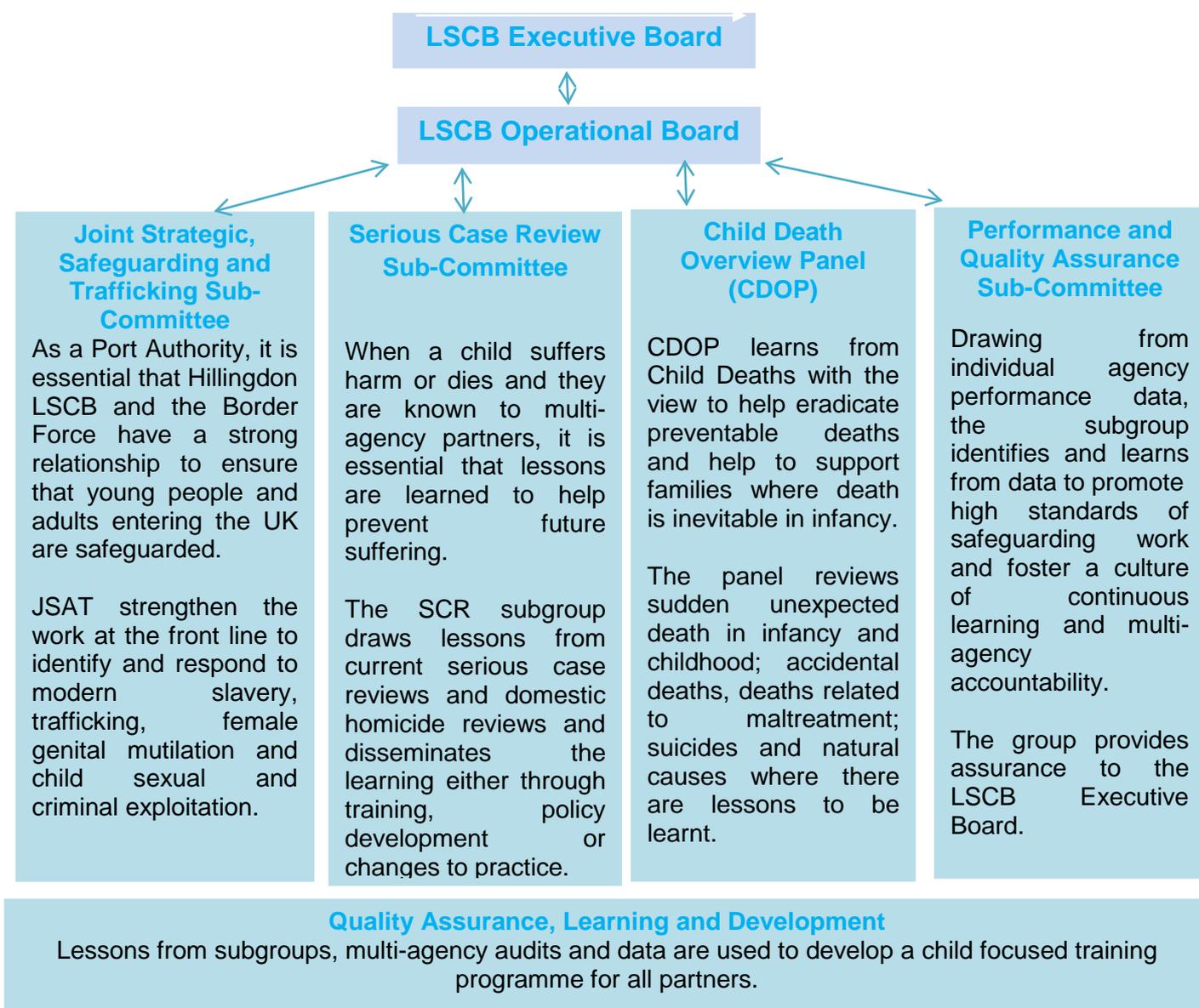
The Chief Executive, London Borough of Hillingdon, the Police and the Accountable Officer Clinical Commissioning group agreed on the governance structure of the Safeguarding Partner Arrangements in September 2018. Agencies are now in the process of finalising internal safeguarding arrangements for the structure to be published. The final LSCB will take place in April 2019. The new Hillingdon Safeguarding Partnership will be fully operational by the end of September 2019.

### Geographical Boundaries

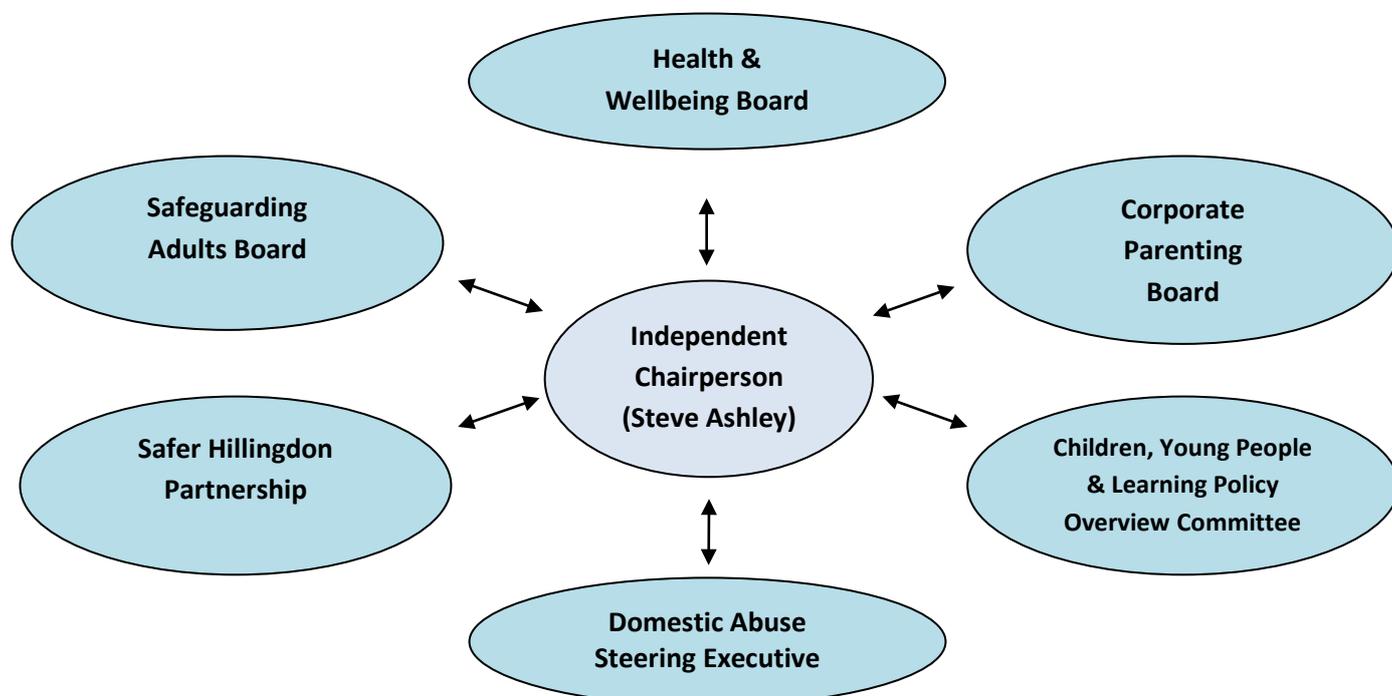
These Safeguarding Partnership Arrangements cover one local authority area, Hillingdon.

This annual report covers the period 2018/19 that was managed under the existing LSCB Governance. This will be the last annual report of the Hillingdon Local Safeguarding Children Board.

### 3.0 Hillingdon LSCB Structure Chart 2018-19



## 4.0 LSCB Partner Members and 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.

## 5.0 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.

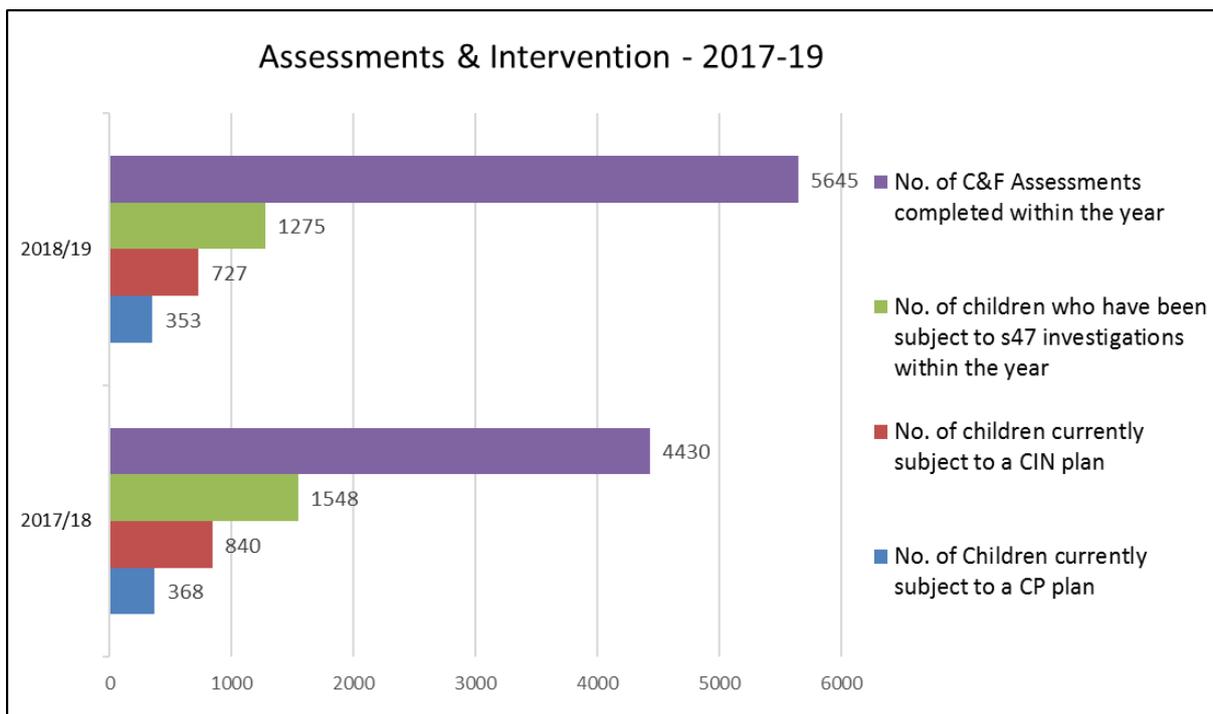
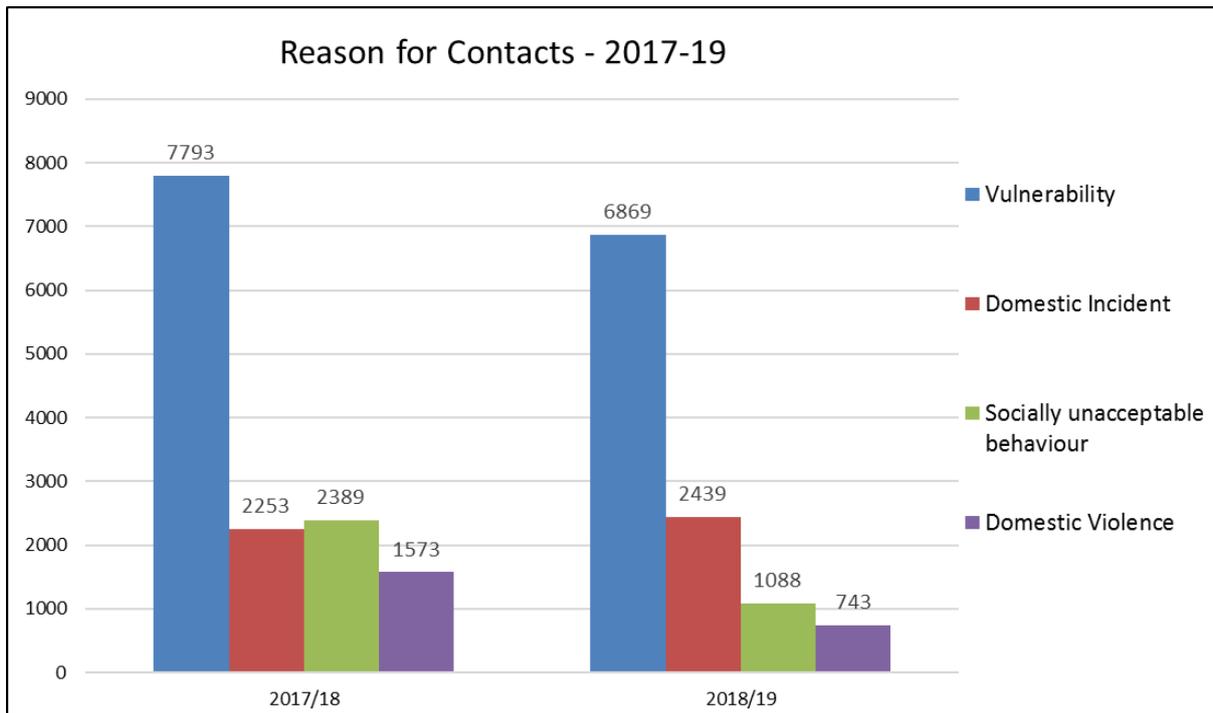
Hillingdon looked after 85 children who were seeking asylum in 2017.

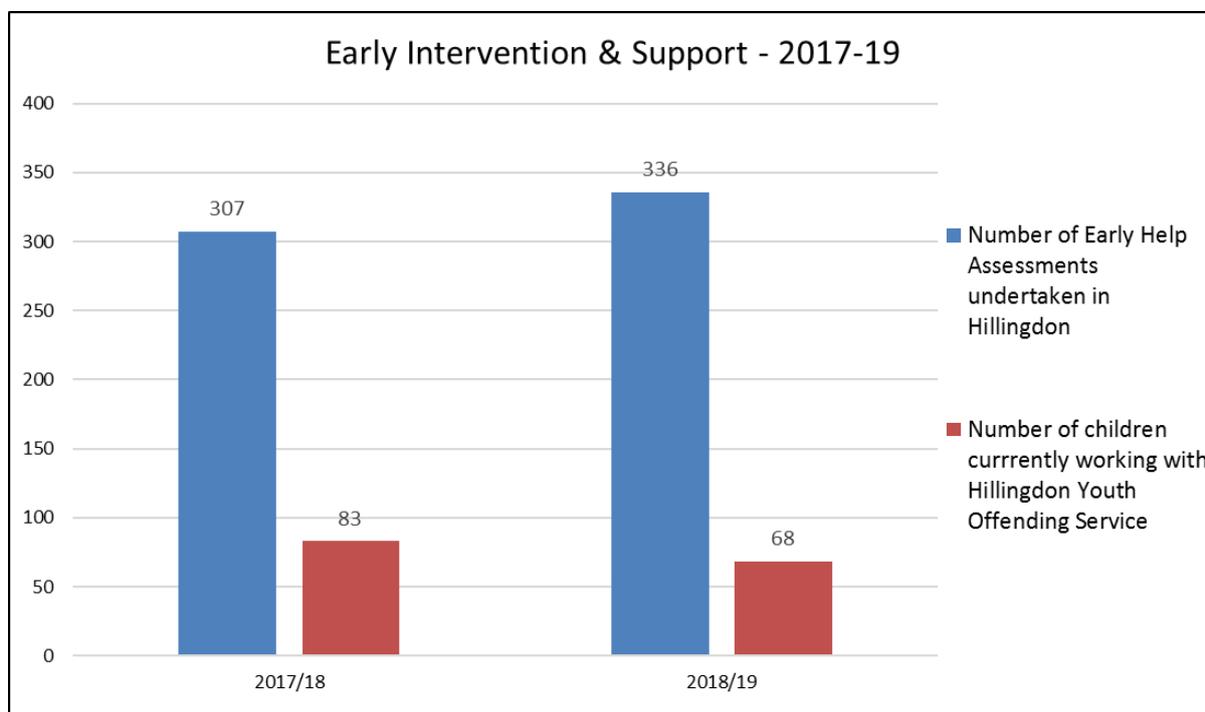
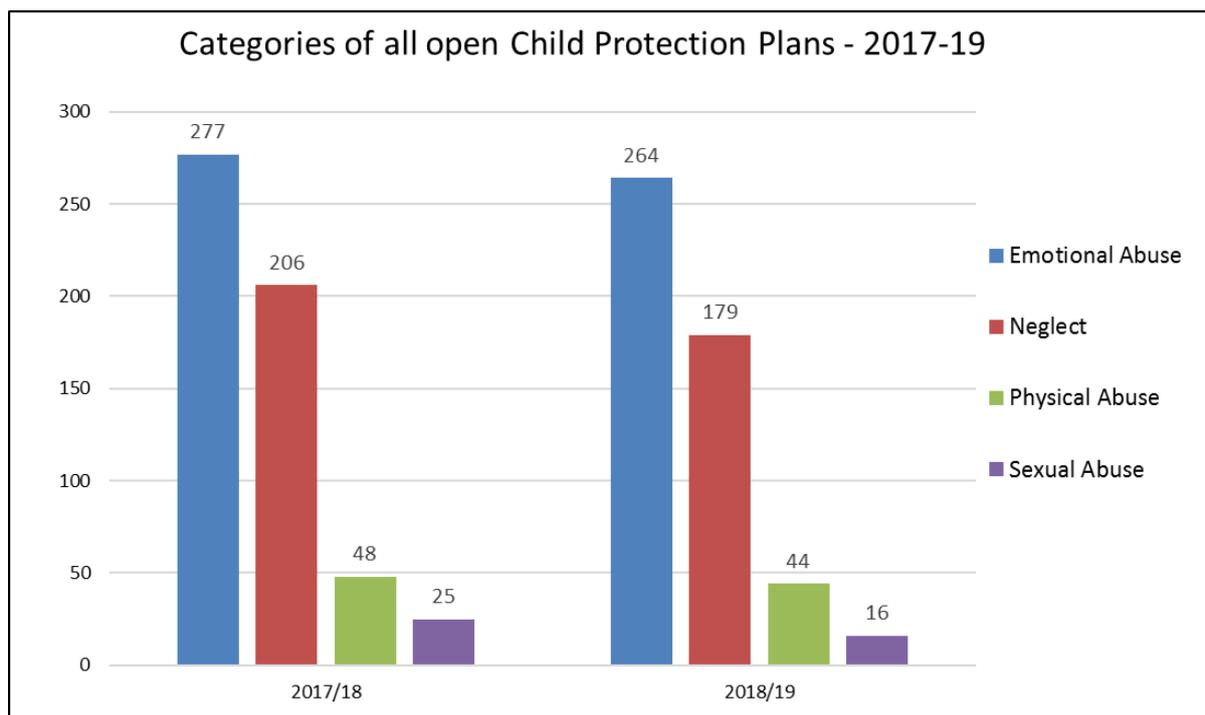
Croydon (390) was the only local authority to care for more children seeking asylum in the UK in 2017 in the greater London area.

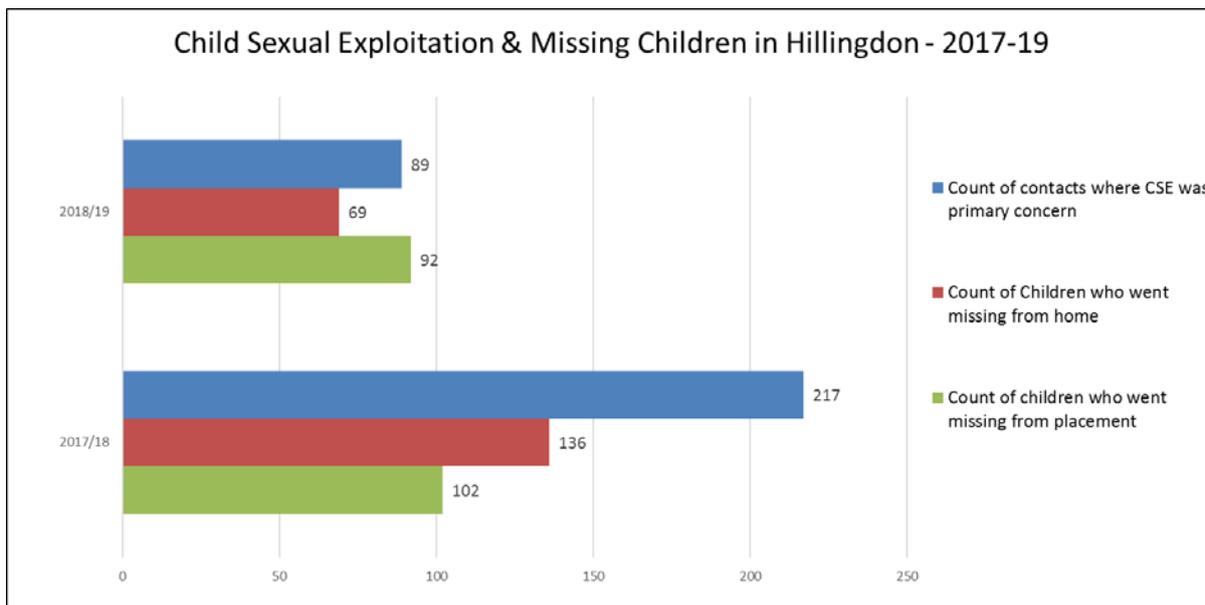
The largest single group of children (23,073) in Hillingdon are aged between 0 and 4yrs. In 2016, this group of children made up a projected 7.6% of Hillingdon's total population and approximately 28% of all children in the borough.

*(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).*

## 6.0 Safeguarding Children Performance Data









Hillingdon Children's Services received 23400 Contacts regarding potential children in need in 2017-18.

In 2018-19, this decreased to 15741 Contacts regarding potential children in need.



1275 children were subject to s47 (Child Protection) investigations in 2018-19.



Hillingdon continues to work to safeguard a number of children suffering harm from emotional abuse and neglect



Early Help Assessments are ensuring that support is offered to children and families at an earlier stage to reduce the likelihood of future involvement from other safeguarding services in Hillingdon.

## 7.0 LSCB Multi-Agency Audits

*Multi-Agency Audits are undertaken, either based on statutory requirement or when the LSCB identifies areas where we need to celebrate good practice or identify learning in multi-agency working.*

### Section 175 Schools Safeguarding Audit

s.175 of the Education Act (2002) notes that -

"The governing body of a maintained school shall make arrangements for ensuring that their functions relating to the conduct of the school are exercised with a view to safeguarding and promoting the welfare of children who are pupils at the school."

Hillingdon has 103 state-funded school settings. Hillingdon LSCB has an agreement to undertake bi-annual s.175 Safeguarding Audits in schools. The last audit was completed in 2016 with a 50% response rate. To improve on the response rate, the LSCB consulted with the schools during September 2018 and provided training on the audit tool. Forty three schools responded.

Of the forty three schools, all have trained Designated Safeguarding leads and Deputies. All regularly reviewed their safeguarding procedures and provided regular training for existing staff and new staff inductions. Schools had robust whistle blowing policies and were aware of the role of the Local Authority Designated Officer. Site security was outstanding in more than 50% of responses with all schools rating their record keeping as good to outstanding.

Our new Safeguarding in Education lead started in December 2018 with energy and vigour to re-ignite the buy in from schools. She has attended two terms' of cluster meetings and agreed additional work with schools around the role of Children's Social Care, having difficult conversations around safeguarding and improvement of child protection referrals. The Safeguarding in Education Lead, the LADO and the Head of Partnership and Quality Assurance make regular contributions to the Head Teacher's Newsletter.

Having greater visibility should help schools to actively participate in section 175 audits in the future.

### Joint UKBF/Children's Services Audit

The audit helped border agencies and social care staff to understand children's journeys into the country. It captured their experiences of being trafficked, harmed or displaced and creates empathy for their vulnerability. The audit helped to identify key points of intervention and the secondary trauma children experience through questioning and helps staff to be sensitive to their ongoing and future needs. The UKBF and Children Social Care are confident in identifying trafficking, modern slavery and exploitation and confidently make referrals to the National Referral Mechanism to avoid ongoing exploitation. Hillingdon led on developing a welcome pack in different languages as a result of the audit.

### Multi-Agency Neglect Audit

Further to the roll-out of a new multi-agency neglect policy, and associated training and tools, this audit sought to establish the effectiveness of implementation in practice. The audit is completed and the report is being prepared and will be published by June 2019.

## 8.0 Safeguarding Children Training Programme

*To ensure that partners have the most relevant and up to date opportunities for ongoing development, the LSCB based its training programme on:*

- An improved multi-agency auditing programme;
- An expanded multi-agency training programme providing learning about a wider range of safeguarding issues;
- Specialist learning events, such as the Sepsis Masterclass 2 and Safer Sleeping Practices based on learning from CDOP,
- Immediate Learning events based on learning from learning reviews and domestic homicide reviews,
- Continued development of the multi-agency scorecard to ensure that learning reflects the safeguarding needs in Hillingdon.

### Training and Impact upon Practice

1050 Multi-Agency Professionals and foster carers attended classroom based training offered by the LSCB, an increase by 288 people from 2017/18. An additional 277 E-learning courses were completed in the last year.

Our Multi-Agency Training Programme is self-sustaining. Non partner agencies make a modest contribution. This enables us to commission specialist training in emerging areas of safeguarding needs, for example the bespoke Trauma Informed Practice, Recognising and working with Child Neglect, the Impact of Domestic Abuse and established safeguarding courses. Feedback suggests that the LSCB has been effective in developing expertise in areas delegates have received little or no previous training.

The LSBC offers a varied training programme alongside the Council's Learning and Development Service, The West London Alliance, the West London Teaching Partnership and agency specific training. A review of different training offers will be undertaken by the new Safeguarding Partnership to ensure that training is cost-effective, avoids duplication and share resources with other Local Authorities with the aim to widen the training offer.

### Hillingdon LSCB Safeguarding Children Training Program Data

Course Title:	Total Attendees:	Total Places Offered:	%
Initial Working Together to Safeguard Children (Level 3)	300	300	100%
Refresher Working Together to Safeguard Children (Level 3)	182	200	91%
Early Help in Hillingdon	38	75	50%
Child Sexual Exploitation: A Trauma-Focused Approach	43	48	90%
Core Groups & Child Protection plans	48	75	64%
Domestic Abuse Awareness & Impact on Children & Young People	110	120	92%
Recognising and Working with Child Neglect	80	100	80%

Trauma Informed Practice	50	50	100%
True Honour: Female Genital Mutilation	58	60	97%
True Honour: Modern Slavery	46	60	77%
True Honour: Honour-Based Violence/Abuse	51	60	85%
True Honour: Forced Marriage	52	60	87%
<b>Direct Delivery Training Sub-Total:</b>	<b>1058</b>	<b>1208</b>	<b>87%</b>
Introduction to Safeguarding eLearning	240 complete	--	--
Refresher Safeguarding Children eLearning	20 complete	--	--
Early Help Assessment & Team Around the Family eLearning	17 complete	--	--
<b>E-Learning Subtotal:</b>	<b>277</b>	--	--
<b>Grand Total - Training Places Accessed:</b>	<b>1335</b>		

## 9.0 Hillingdon LSCB Partners' Achievements 2018-2019

For this year's annual report, each agency completed a self-assessment to evidence the greater achievements of the LSCB. The feedback below is a collation of individual agency self-assessments.

### **LONDON BOROUGH OF HILLINGDON - CHILDREN'S SERVICES**

*“Services for children in Hillingdon are good and have significantly improved since the previous inspection in 2013. A child-centred approach is woven into strategic and operational decision-making. The shared determination to improve outcomes for children is demonstrated by an impressive pace of change. This has resulted in services of consistently good quality provided by skilled and highly motivated staff, supported by purposeful corporate investment and commitment. Leaders know their services well and were already aware of and acting on the small number of weaker aspects of the service noted by inspectors.” (Ofsted, May 2018)*

Following the ‘Good with Outstanding Leadership’ rating, Children Services has the ambition to deliver a consistently outstanding service to every child and their family.

Children Services have reshaped the structure across the wider directorate to have it represent a single pathway to ensure a wraparound for children and families presenting needs. As well as the improved practice impact we consolidated improvements to ensure that key staff are retained, maximise opportunities to attract new staff following the positive inspection, and ensure we are well equipped to address the challenges of changes in children's primary legislation.

Two Assistant Director posts were created. One to oversee the safeguarding function; this area is concerned with assessment and intervention, which includes Children in Need, Child Protection and the Referral and Assessment Service including the Out of Hours Social Care function. This area also includes Partnership and Quality Assurance, which spans across both clusters. The other Assistant Director oversees the delivery of the corporate parenting functions and agenda. This area includes Looked after Children, Court Proceedings, Leaving Care, Fostering and Adoption. Both AD appointments were internal promotions.

Under the two Assistant Directors, the two core functions align to increase consistency and continuity in the children's pathway. As a result, local practice leadership structure has been strengthened.

Children Services' audit programme has continued with an evolving methodology. It is designed to address areas specifically identified by Ofsted, local need, and national themes. Bespoke audit questions alongside the existing framework help staff learn from history and make the necessary changes to achieve more ambitious outcomes for children. This financial year a total of 257 Case Management Audits (CMAs) have been completed. Overall, the quality of social work practice has remained consistently good with very little identification of inadequate work. Our last report, for October 2018, demonstrates that 59% of the work is good or better with 3% of the work requires improvement. Action on this work is monitored to ensure improved outcomes.

The Principal Social Worker has continued to develop the High 5 newsletter, now on its 42<sup>nd</sup> edition. It is shared with Brunel and Royal Holloway university students, Children Centres, Early Help, Community Safety and the Principal Social Work network. The High 5 includes information about national and local developments, learning from audits and serious case reviews, services available to children and their families and services for social workers to promote emotional resilience. 86% of

Social Care staff always read the High 5 of whom 97.2 find the content highly useful to outstanding. The top reason for reading High 5 are practice updates and research and 70% of staff felt it had a significant impact on their practice.

Through the Teaching Partnership, our team managers worked alongside the Royal Holloway University to develop teaching materials for practice educators, which will be available on their website. Advanced practitioners and team managers were trained in Reflective models of practice and team managers and social workers have been offered various opportunities to work with the University focussing on practice and research. Leaders have delivered training to Brunel university social work students on analytical assessments, Female Genital Mutilation, therapeutic intervention in neglect cases and court skills. All managers undertook training for on adaptive leadership.

25 social workers across all service areas are trained to undertake PAMS assessments. This ensures that they meet the needs of learning-disabled carers and parents, whilst keeping children central to safeguarding. Children Services are building on Signs of Safety to incorporate robust risk assessment, child impact analysis and parental capacity to change, to address the systemic breakdown of family functioning. 157 members of staff have completed training in the NSPCC Graded Care Profile 2 to ensure robust and thorough multi-agency assessment and intervention when children experience neglect. The Domestic Abuse Practice Approach further enhances evidence informed practice and multi-agency responses to the needs of our children.

In March 2019, Children Services invited an independent peer to audit the council's fostering activity. An 'Outstanding' Ofsted rated fostering provider audited fostering files, interviewed foster carers, supervising social workers and the fostering panel to help Children Services strengthen the multi-agency response to children in care.

As a 'Port' Authority, Children Services remain committed to intervening and safeguarding children and their families at their point of entry into the UK. The National Transfer Scheme remains a challenge for Hillingdon, with a slow update of dispersal by other Local Authorities. This means that Hillingdon continues to discharge corporate parenting duties to a high number of unaccompanied asylum seeking children (UASC). Hillingdon's population of looked after asylum seeking children is consistently above the nationally agreed limit, in part due to the challenges faced by the voluntary national transfer scheme.

Our Joint Strategic Safeguarding Children and Vulnerable Adults and Trafficking Committee (JSSAT), continue to meet quarterly to scrutinise multi-agency safeguarding arrangements for children and vulnerable adults arriving at Heathrow. Our Director of Children's Services has been invited to support EKPAT UK and Central Government in a programme of good practice exchange in working with authorities in Vietnam on issues linked to child trafficking. A delegation from Vietnam visited Hillingdon in April 2019 to further strengthen our practice in tackling child trafficking and exploitation.

Children and families continue to have access to universal and targeted early help. Action was taken to review the current provision and a program of modernisation is under way. Experts in the field are helping to transform children's centres into bespoke family hubs to meet the needs of different communities. The Ministry of Housing Communities and Local Government is satisfied that Hillingdon and its partners embrace the 'whole family approach' as part of transition planning under the Troubled Families Agenda.

Ofsted recommended better multi-agency participation in multi-agency meetings. Children Services have strengthened capacity to undertake initial strategy meetings by utilising technology such as POWWOW, to allow greater participation. In February 2019, the Child Abuse Investigation Team co located with the Multi-Agency Safeguarding Hub (MASH) and this will further strengthen the quality

and capacity for sit down strategy meetings. Further work is being done to increase multi-agency participation throughout the child's journey and where Children Services have been unable to address gaps, i.e. attendance of health, police and voluntary organisations at Review Child Protection Conferences, it has been escalated to the LSCB and Executive Leadership.

MASH performance continues to evidence swift multiagency decision making at the front door. The new Domestic Abuse Hub includes screening, Safer Lives and Perpetrator assessments prior to decision making. One of the Think Family Employment Advisers is linked to provide early support to 'lower-level' abuse victims or perpetrators, where financial exclusion may be a motivating factor for escalating violence. Children's Services secured a DfE training budget to provide key workers, children's centre staff, school staff and targeted support services with the knowledge and skill to manage cases of high parental conflict and prevent an escalation to domestic abuse.

In October 2018, Children Services undertook a thematic audit into risk and vulnerabilities of affecting adolescents. 40 case files were reviewed. Key learning around strategy meetings for missing children, as well as the use of risk and vulnerability assessments, and the impact of the young people risk management group led to an innovative Adolescents Team, trialling alternative models of engagement and intervention supported by the What Works Centre (WWC). This includes, but it is not limited to, young people choosing their social worker from profiles of the team, use of personal budgets, co-production of care plans, and young people chairing their own meetings.

An Operational High Risk Panel strengthens multi-agency activity to safeguard this group of young people. Operationally, most children known to this panel sit with the Adolescent team that provides greater oversight of the links the young people make with each other, and therefore provides greater opportunity to disrupt dangerous and harmful exploitation of children. The Strategic Panel remains and reviews emerging themes and patterns with a view to jointly commission intervention, support services and audits. This will further strengthen inter agency and cross boundary working. The Strategic Panel has launched cross-boundary partnerships with Hounslow and Ealing to ensure that young people are captured when they move between Local Authority areas, especially when they are not known to Children's Social Care or YOS. In response to emerging themes identified by the Strategic Panel around contextual safeguarding task and finish groups have been actioned to focus on a number of key areas. These include the needs of young people and their families who are rehoused into Hillingdon to protect them; education provision and safeguarding children at risk of contextual risk factors in our children's homes.

Children Services and the Youth Offending Service work closely to safeguard young people in their communities, manage the risk of harm young people may present to others, and co-ordinate interventions to divert young people from offending. The strategic management of the Youth Offending Service moved to Children Social Care in February 2019. This further enhances the opportunity for joint assessment, planning and decision making.

Prevent continues to fulfil its functions, with strong engagement of schools and local community groups. A trend in referrals relating to children and young people with learning disabilities, autistic spectrum disorders and mental health needs have been identified and the CNWL actively contributes to Channel Panel. The LSCB continue to offer and deliver WRAP training to LBH staff and partner organisations including updates and refresher sessions. The newly launched Home Office e-learning packages relating to referrals and Channel have been rolled out. A 2 year MOPAC (Mayor's Office for Policing and Crime) funded programme in collaboration with schools, the college, University and community, aimed at tackling hate crime and extremism is ongoing. This enables young people to have their say on these issues and develop materials to raise awareness and encourage further dialogue.

Senior Social Care managers attend MARAC (Multi Agency Risk Assessment Conference) and social workers contribute to decisions to safeguard children. MATAAC was introduced to map, intervene and disrupt high risk offenders of domestic abuse. The location of an additional Domestic Abuse Adviser (HIDVA) at Hillingdon Hospital A&E identified 15 women and girls who were in need of support in just two months (compared to 20 referrals from the hospital in the whole previous year), raising domestic abuse awareness at the point where it is needed most. HIDVA referrals have increased from 119 (Q3 2017/2018) to 173 in this financial year, evidencing a multi-agency response to domestic abuse. A newly appointed Domestic Abuse Adviser in Education starts in April 2019 to develop a cohesive response in schools where Encompass has been rolled out.

Our Family Group Conference (FGC) Service remains contracted to DayBreak. 88.83% of referrals lead to a successful FGC. Young people reported that they felt listened to. 89% of families felt that the FGC addressed their concerns. To support families at an earlier stage, Referral and Assessment social workers are considering FGC at the point of completing their assessments. FGCs are being used for Care Leavers to ensure that our young people have a community safety net around them as they develop independence. FGCs are offered as part of a support plan for kinship placements to promote placement stability and we are exploring a fostering FGC to support respite and placement stability.

CORAM VOICE was awarded the contract for return home interviews to help us develop a multi-agency response to children going missing from home, care and education. This contract has been in place since July 2018. Work with the Met Police is ongoing to ensure that children at highest risk are prioritised. The aim is to identify community 'hot spots' and disrupt potential exploitation.

In 2018/19, Children services received 15741 contacts relating to children. There was an increase in Early Help Assessments (336 in 2018/19). 5645 Child and Family Assessments lead to 1275 Child Protection Investigations and 353 children being made subject of Child Protection Plans. There are currently 727 children subject to Child in Need plans. The number of children receiving statutory intervention from the Youth Offending Service has decreased from 83 to 68 in 2018/19.

264 Children are the subject of child protection plans in the category of emotional abuse, due to witnessing domestic abuse, a slight reduction from 277 last year. This remains the highest level of risk to children in Hillingdon. Children experiencing neglect has increased from 179 to 206 in the last year. Sexual abuse and physical abuse have slightly decreased. The changes in Child Protection numbers may be due to more robust assessment at the front door and further work is being undertaken to understand the high levels of Child Protection Investigations not resulting in Child Protection plans.

More children are involved in developing their own plans and attending meetings. In the last year, 192 children were invited to their Child Protection Conference and 54 chose to attend and meet with the chair. This is something we are building on based on the feedback from the Child's Outcome Programme.

Children with disabilities (CWD) remain embedded within the wider children's social work service. We are engaged in further transformation work to improve upon the pathway for children and young people with disabilities and ensure meaningful transition planning. Our Think Family Coordinators work alongside CWD and SEND to help young people with disability needs achieve within employment, education or training.

Hillingdon is corporate parent to 332 children, an increase from 290 this time last year. The team of Independent Reviewing Officers (IROs) remains stable and the average caseload is much lower than the national average at 55. All IROs are permanent and have been in post for four or more years. 100% of our LAC have had the same IRO for 12 months or more. IROs have raised 19 informal

escalations to improve early permanence. Three formal escalations were resolved at stage 2 (Head of Service).

100% of LAC Reviews are on time. In the last 6 months there were 350 LAC reviews, 205 children attended the reviews in person, 47 were under the age of 4 years, but shared their views through direct work with their social worker. 98 children who chose not to attend were able to provide their views indirectly either in writing or via an advocate, and 179 children chaired their own LAC review.

Hillingdon's in-house specialist Multi-Agency Psychological Support (MAPS) team provides direct and indirect support to children, their key workers at our children's homes, foster carers, adoptive parents and social workers to help manage the emotional and behavioural difficulties of children aged 0-17 years old that are placed under the care of LBH.

Improving attendance continues to remain a priority for us, with more focussed work undertaken with Welfare Call, to ensure accurate data is available to inform practice and bring about the required improvements. Within the current academic year, average attendance for statutory school age LAC is 92%. A dedicated Virtual School Officer has oversight of attendance and is working with all professionals to address our concerns (Virtual Head Annual report to Corporate Parenting Board). To further support this work, all Virtual School Officers have LAC attendance as a professional target, with the intention to impact on attendance of young people on their caseload.

Through increased capacity, work has been undertaken to reduce the number of young people whose employment, education or training status is 'not known' with clear success resulting in a 15% reduction in 'unknowns' between August 17 and August 18 (NEET statistics as published by West London Partnership). However our current performance in relation to certain aspects of 16/17 NEET, in particular attendance and exclusions, identified a need for improvement in comparison to national, London and statistical neighbours, albeit marginal in some cases.

The Permanence Planning Meeting (PPM) process is now well understood by staff, PPMs are timely, purposeful and consistent. The PPM strategy include 14-16 year old young people. PPMs are chaired by a Head of Service. A positive impact has been evidenced in Agency Decision Maker meetings and feedback from panel.

The care leaver population stands at 387. All of our care leavers have a pathway plan and some are produced with young people. The timeliness and quality of the plans is a key focus for the leaving care service. PAs actively try to engage our care leavers to co-produce their pathway plans but this is not always possible and is dependent upon the level of engagement by the young person. Our aspiration remains that all pathway plans are co-produced and owned by young people. We are very proud of the academic achievements of our care leavers. 62 care leavers undertaking degree courses in universities.

### **Key Priorities for 2019/2020**

- Over the next 6 months we are embarking on a review of targeted services, which provide intensive support to families, in recognition and response to changing demographics and increased complexity.
- Strengthen multi-agency contribution to strategy meetings and child protection conferences throughout the duration of the child's involvement with Children Social Care.
- Strengthen multi-agency plans for children and their families, towards a whole-family approach, (one family, one plan with a clear pathway) reduced duplication and easy access to the right services at the right time.

- Strengthening Early Permanence for children, at home, with connected people or when needed, with foster carers and adopters.
- Ensuring that all children are aware of their right to participation and their right to complain.
- Participation and contribution to Child Practice Learning Reviews, Domestic Homicide Reviews and Child Death Reviews, including dissemination of learning as lessons become known.
- Chair the Strategic Risk and Vulnerability Panel to ensure that young people in Hillingdon are safe.
- Contribute to and participate in task-and-finish groups identified by the Safeguarding Partnership to enhance safeguarding across the partnership.

### **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 North West London Collaboration of CCGs 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 newly recruited Named GP is planning to deliver Level 2 training to CCG staff as well as GPs and Practice staff.

### **Commissioned Services Reviews**

The CCG regularly reviews and monitors Safeguarding Children activities of its Provider organisations through the Safeguarding Health Outcome Framework (SHOF) and will interrogate and review any gaps. It is expected that where there are gaps/concerns that a robust and SMART action plan is monitored at the monthly Contract Quality Group meeting.

### **Challenges in the Reporting Period**

*Child Protection Information System (CP-IS)* is now being used by all of unscheduled care providers as well as Maternity and Paediatric Units. However, a 'go live' date from a neighbouring borough (whose population of children and young people and ante-natal mothers use our Paediatric and Maternity Services) is awaited.

*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. The establishment of the Hub for medical assessment of non-acute sexual abuse cases, has presented many challenges

with the 'go live' date being delayed. However, alternative arrangements for this service, are in place. Linked to this new service, the CCG has secured a Mental Health and Wellbeing Service (provided by Barnardos) for the children.

### **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); Child Criminal exploitation (CCE); Female Genital Mutilation (FGM); PREVENT and Domestic Abuse.
- All relevant staff 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) which has been updated for inclusion in the 2019/20 contracts.
- 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.

### **Good News Stories**

- A 2nd (1<sup>st</sup> in January 2018) successful Sepsis Masterclass (learning from our CDOP and adults' deaths from Sepsis) was held in November 2018 with national and local speakers including the Sepsis Trust, Child Death Overview Process Lead, our acute Hospital Trust and Local Primary Care lead GP for Education;
- Further learning from the CDOP has led to the planning of 2 Safer Sleep training Masterclasses sessions in March and April 2019, with plans for more training opportunities if required.
- Increased and improved contact from Primary Care regarding all aspects of Safeguarding Children, including the impact of Domestic Abuse;
- Child Sexual Abuse (CSA) Hub plans are being progressed; as part of this process, the CSA/CSE referral pathway has been updated and cascaded across the Health Economy and Children Social Care partners .
- Mental Health and Wellbeing Service, delivered by Barnardos in place for Children and Young People who present with history of sexual abuse.
- Full compliance with CP-IS from all of our unscheduled care providers;
- Successful recruitment of a new 'Named GP'
- The CCG pilot of a paediatric community integrated clinic (where a local consultant paediatrician works alongside a local GP to see children in the community as oppose to referring them to the hospital) has been successful and has now been rolled out across the borough. All GPs across the borough can refer children to the clinics.
- A second pilot of community paediatric phlebotomy clinics for children over the age of 2 years (children under age 2 years and emergencies are seen at the acute Hospital Trust) has been successful and is now being delivered in two of the three localities with plans for the service to be delivered in the north of the borough in the near future. The proximity of the clinics to the children's home address has led to a high uptake of the service.
- Extended Care Home/Nursery School Project has been set up between a local Nursery School and 2 local care homes. This not only benefits the small group of residents but also the children. The expectation is that this can be cascaded across the Borough.

### **Good Practice Examples**

- Better communication links with GPs and Practice Staff – the Named GP is establishing contacts with our GPs and will attend GP Practice meetings as requested.
- Visits to GP Practices to discuss safeguarding needs/gaps are well-received;
- Contribution to safeguarding meeting/supervision forum for Safeguarding GP Leads and relevant Practice staff;
- Safeguarding and Early Help Referral forms, Inter-Agency Referral form and the Case 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 as part of our Contract Quality and Risk Group;
- 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.

### **Safeguarding Priorities for 2018/19**

- Active participation in planning of the Child Death Review process.
- Active participation in planning the changes from Local Safeguarding Children Board (LSCB) to the new Partnership Arrangements in line with the Wood Review;
- 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, Child Sexual Exploitation, Child Criminal Exploitation and Female Genital Mutilation;
- Continue to seek assurance from provider organisations regarding safeguarding requirements, arrangements and priorities (e.g. Section 11 arrangements) and those set by the LSCB/Partnership arrangements;
- Continue to work towards the delivery of a North West London Child Sexual Abuse/Child Sexual Exploitation Hub services for local children.

### **METROPOLITAN POLICE SERVICE**

The Met has risen to significant challenges, using resources creatively and effectively to meet the safeguarding needs of Hillingdon's children. Specialist Units support social workers, the youth offending service, the anti-social behaviour team, education and health in the wider contextual safeguarding agenda.

The police are key to the safeguarding partnership and make an active contribution to all the subgroups. Due to an escalation in young people being criminally exploited, the Police co-chairs both the Strategic and Operational Risk and Vulnerability Panels.

The Met has been instrumental in training Hotels and B&Bs to identify and report suspicious behaviour relating to child sexual and other criminal exploitation. The Basic Command Unit (BSU) has completed a number of 'under cover' operations alongside the police cadets, where hotels and B&Bs have been tested against their safeguarding duties to ensure that those who allow exploitation

are sanctioned. These facilities are brought to the attention of the Strategic Risk and Vulnerability Panel, to ensure that they are not used for vulnerable families or adults.

The Met have significantly improved around response to child sexual exploitation leading to an increase in Child Sexual Exploitation reporting to Children Services, 217 in 2018/19 against the 89 in 2017/18. The team has developed over the last 12 months to proactively target Child Sexual Exploitation and provide safeguarding. Alongside the strong contribution from the Youth Offending Service and AXIS, the police has been enabled to disrupt Hot Spots. In the last year, the multi-agency response helped to disrupt a grooming ring from the Irish Travelling community, leading to arrests and safeguarding girls who were being groomed for exploitation. A recent review graded 90% of cases good, in line with HMICFRS, evidencing a good response to safeguarding and decision making.

The Complex Crime Unit has been instrumental in ongoing investigations and into historical sexual abuse and lessons to prevent further abuse. The work links a number of local authority areas and tracks the movement of perpetrators and adult victims to ensure that children are safeguarded.

The Community Safety Unit and Missing Unit works closely with Children Services Children's Homes to act swiftly when children go missing from children's homes. Relationships with the Units are strong and the police provide daily updates to Children Services around children who were missing/continue to be missing. Officers are trained to conduct return interviews, which are shared with social workers. The Missing Unit actively participates in work streams to safeguard children going missing from care.

In February 2019, the police aligned the Child Abuse Investigation Teams (CAIT) and Sapphire (Serious Sexual Abuse) teams into the Basic Command Unit (BCU) model for West Area. This incorporated specialist investigators with the existing 'Community Safety Unit'. These teams are now referred to as the **Safeguarding Investigations teams**. In addition, with the support of the Council, we have joined the CAIT referrals desk and Police Conference Liaison Officer (PCLO) into the MASH. This has improved the effectiveness and timeliness in responding to child safeguarding concerns. We acknowledge there is always improvements and are keen to develop staff understanding of when strategy discussion / meeting is required and ensure this is recorded correctly.

The Met are in the process of getting all staff trained on an initial safeguarding course (part 1 SCAIDP) which provides inputs around strategy discussions and meetings. However, courses are limited and the LSCB can support the police in providing bespoke training for police officers to ensure timely training. With the incoming staff from the Child Abuse and Sexual Offences Unit, they are sharing best practice.

The police as primary partner, trained a number of social workers in conducting joint Child Protection Investigations and Achieving Best Evidence Interviews. This will help the joint response to children, when ABE interviews are required and ensure that children are interviewed earlier, whilst their memories of abuse or neglect remains fresh.

The Borough Commander has signed off on the future Child Safeguarding Partnership and the police is developing a clear internal pathway for officers and staff to understand the role of policing in the partnership. Officers and staff have a distinct position in the community, their understanding should continue to be used to improve the multi-agency response to children.

We must ensure appropriate focus on the issues currently impacting on the service including the complex, contextualised and transitional risks which adolescents face from their peers, partners and adults outside the family home, including serious violence, knife carriage, gang involvement, drug crime, criminal and sexual exploitation.

**Key Priorities:**

- Getting the right officer involved at the right time, this is often more complex when being investigated by non BCU staff, i.e Trident.
- Continued co-chairing of the Strategic and Operational High Risk and Vulnerability Panels.
- Improved participation in strategy meetings, joint child abuse investigations and child protection conferences.
- Increase disruption activity around Child Sexual and other Criminal exploitation.

**CENTRAL-NORTH-WEST LONDON NATIONAL HEALTH SERVICE FOUNDATION TRUST (CNWL)**

CNWL is committed to safeguarding children evidenced by Leadership and Workforce, Training, Safeguarding Children Supervision, Partnership Working, Vulnerable Groups, Adult Issues, Early Help, Learning from incidents and staffing every quarter. Safeguarding children is a standing agenda item on all levels of board meetings.

Safeguarding children updates are communicated to staff via the Trust's Weekly Bulletin and a 6 weekly safeguarding children topic is featured in the Clinical Message of the Week communication, both of which are circulated to all CNWL employees. There is a designated safeguarding section within the Trust's intranet site which is regularly updated with any new policies and guidance pertinent to safeguarding children. Links to the LSCB and children's social care in Hillingdon are available on the page. This has resulted in an increased awareness across CNWL and is evidenced in the number of calls to safeguarding children leads in the Trust seeking advice about a child.

Learning Reviews and Domestic Homicide reviews over the last year, have identified key learning around the interface between Child Safeguarding and Adult Mental Health, Domestic Abuse, Hierarchy in professional networks and working alongside health. CNWL, has disseminated learning and include additional development as follow:

**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.
- The Hillingdon Safeguarding Children team rolled out a quarterly newsletter "Spotlight on Safeguarding Children" that provides key safeguarding children messages and information in February 2019.
- Following an LSCB learning review, a guidance document on physical harm was distributed. The review was with regard to a baby that was seen with bruises that were not deemed a risk, the child was then seriously injured a few weeks later.
- Briefings via email and Trustnet.
- Inclusion of learning in Safeguarding Children Training.

**Integration of Learning into Practice**

- In Hillingdon, learning from relevant SCRs outside of CNWL is shared via the Children's Service Leads monthly meeting. Group safeguarding children supervision sessions are also used as a forum for disseminating learning from complex cases and serious incidents.

- CNWL is represented at MARAC and Risk and Vulnerability meetings. These multi-agency risk analysis and information sharing forms help to ensure that key health professionals respond to children's safeguarding needs. The safeguarding children team provide support to CNWL staff with regard to domestic abuse and all aspects of the criminal exploitation of children to increase their knowledge, skills and confidence in this challenging area of practice.
- 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 is consistently over 90%.
- Supervisors are aware of cases that require escalation in good time and can effectively support staff with the process.
- CNWL adult mental health line managers are expected to discuss safeguarding as part of their monthly supervision. The Safeguarding Children Team facilitates group supervision sessions on a three-monthly basis with a focus on children. 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 various courses delivered incorporate a wide variety of topics including Female Genital Mutilation, Child Sexual Exploitation and modern slavery.
- Domestic Abuse training is included in all CNWL mandatory Safeguarding Children and Adult training. The Trust is currently looking at a Domestic Abuse E learning package to be available to all staff via the Learning and Development Zone. This package will be compliant with NICE level 2 Domestic Abuse guidelines.
- CNWL continue to work with 'Standing Together' (specialist voluntary sector domestic abuse service) to provide additional in-house Domestic Abuse awareness throughout mental health services in the Trust. Their focus is more upon infrastructure work in order to ensure that awareness and management of domestic abuse is embedded across all services (as opposed to a focus upon delivering training).

### **Other Safeguarding Initiatives**

The CNWL Domestic Abuse Policy was rolled out in November via workshops and briefings alongside the White Ribbon Event, in the form of a mini conference and comprised a number of specialist speakers in the field – including the impact of domestic abuse upon children, child to parent domestic abuse, domestic abuse within the LGBTQ community and working with perpetrators. Every woman accessing the CNWL services is now screened for experiences of domestic abuse. CNWL recently offered a further two day training course around routine enquiry to assess Domestic Abuse. Train-the-trainer programmes are being rolled out to sustain the knowledge and expertise around Domestic Abuse within CNWL.

A number of key messages have also been circulated Trustwide via the Trust's Weekly Bulletin (including Routine Enquiry, Clare's Law and the Domestic Abuse Bill consultation which took place last year) The Hillingdon Safeguarding Children Team have organised a series of 0-19 safeguarding children workshops that are responsive to emerging themes and the needs of the 0-19 service. They include topics such as Assessing Risk, Domestic abuse, Information sharing and record keeping.

**CAMHS CNWL Hillingdon Crisis Team** - The three-hub model for the Crisis Team was established in 2018. 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. Children are seen from across the 8 boroughs in NWL as well as from Camden. There is to be a separate Home Treatment team to work with young people who meet the Tier 4 threshold but could be safely treated and supported in their community.

**CAMHS Adolescent Inpatient Unit** opened towards the end of 2018 and is based in Nightingale Place (Chelsea and Westminster Hospital). It provides beds for young people aged between 13 and 18 from across North West London who need to be cared for in a safe and secure environment due to mental health difficulties. The unit is a joint project with West London NHS Trust. The ward has 12 beds. The service also has a 4 place 'Day Programme' available for young people who are in crisis but for whom admission is not the preferred option.

All safeguarding children training delivered by CNWL has been reviewed in line with the new Safeguarding Children and Young People: Roles and Competencies for Healthcare Staff (Fourth edition: January 2019). A trust wide training strategy has been revised to meet the needs of CNWL staff and the new intercollegiate document.

#### **Key Priorities:**

- Working alongside Children Services to assess adult mental health as part of a whole family assessment at the front door.
- Contribution to the Domestic Abuse Hub in MASH.

### **THE HILLINGDON HOSPITAL**

Hillingdon Hospital is a key safeguarding partner, particularly in identifying young people at risk of sexual and criminal exploitation, safeguarding victims of domestic abuse, safeguarding mothers and babies, helping us learn from child deaths and safeguarding children who suffer physical harm. Regular communication between the Trust and Children Social Care, have resulted in an improved system to safeguard children who access the service, which include:

- Enhanced information sharing by use of electronic referrals to different services including Children's Social Care and Community Health. This is strengthened by the health professional in MASH, who now alerts different central health inboxes of safeguarding enquiries.
- Establishment of case-loading Complex Needs Midwifery Team has enabled increased attendances to statutory meetings such as Child Protection Conferences. The quality and continuity of care given to vulnerable pregnant women has greatly improved and the team has ensured that there is support for the women's psycho-social needs.
- Work is underway with regards to ensuring staff have access to Child Protection Plans and other safeguarding correspondence is available to staff via electronic records. Child Protection Plans are routinely shared with those who attend Child Protection Conferences, but it is essential that they are available to staff on duty at the hospital.
- Increased interagency working. This year saw close working Hillingdon Independent Domestic Violence Advocate (HIDVA). The basing of a HIDVA within the Trust has resulted in timely expert support for victims of domestic abuse and an increase in the number of referrals to MARAC.
- Children are also being referred to AXIS, an early help support system to young people at risk of criminal or sexual exploitation with positive feedback.
- Hillingdon Hospital is represented at the Risk Vulnerability Strategic and Operational Groups. A current task group are exploring better information gathering for young people who attend the hospital with knife wounds, under the influence and at risk of exploitation or harm.
- The NHS England Female Genital Mutilation Information Sharing system has been fully implemented. This system facilitates alerting GPs of pregnant/postnatal women who have suffered FGM and are expecting a female infant.

### **Safeguarding Learning Responses and Planning**

The Serious Incident /Learning review highlighted that the need for

- The update of the Trust Child Protection Guideline. This is in progress
- Regular peer review of safeguarding cases for Consultant Paediatricians. This is in place.
- Support of staff in Strategy Discussions. This is provided by the named professionals.

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

- Incorporate learning from Serious incident /LSCB Learning Review into mandatory safeguarding children training
- In line with recommendations following a Trust serious incident investigation, Doctors Peer Review to be undertaken consistently for all cases of Non Accidental injuries to children
- Continued roll-out of Safeguarding Children supervision, with further training of more supervisors
- Commence the implementation of recommendations from the Intercollegiate Document: Safeguarding Children and Young People : Roles and Competencies (2019)
- Implement robust systems to safeguard 16 and 17 years olds being assessed and treated within adult services in the Emergency Department

## **LONDON BOROUGH OF HILLINGDON - YOUTH OFFENDING SERVICE**

The Hillingdon Youth Offending Service is exceptional in innovative practice and preventing young people from entering the Criminal Justice System. The Youth Offending Service is in on a journey of continuous improvement. Safety and well-being are central themes in its assessment process. Regular case file and themed audits are undertaken. Individual feedback is provided to staff but outcomes are also aggregated to identify shared training and development needs.

As awareness of what constitutes vulnerability, particularly for adolescents, continues to develop, the role of staff as Champions taking on lead roles in practice themes and issues, such as criminal and sexual exploitation, assumes a greater importance. The Service is an active contributor to the Operational and Strategic High Risk and Vulnerability Panels.

A number of service developments in 18/19 have supported the safety and well-being agenda. Through the Liaison and Diversion worker, funded by NHS England, all young people coming into the system are screened for a range of health and learning needs and signposted or referred to appropriate services. The YOS has also had the benefit of a speech and language therapist allocated to the team. The number of young people being picked up with previously unidentified speech and language needs has been significant, mirroring national research in this area.

All staff were trained to recognise potential signs of a speech and language issue and are supported by the therapist to adjust their resources and practice to accommodate young people's needs, thereby promoting more effective work. All staff also received Trauma training and the impact of that has been reflected in their assessments and intervention planning as identified in the audit process.

### **The AXIS Project**

The AXIS Project continues to be our vanguard in the early identification of vulnerable young people at risk of Child Sexual Exploitation, criminal exploitation and serious youth violence. Partner agencies

have engaged with the process, sharing information of issues and concerns related to these areas. In response AXIS has been able to provide information which places the young person in a wider context which has a significant impact on assessments, intervention planning and risk management.

As a result of the patterns, trends and information shared through the AXIS monthly bulletin, professionals are better informed about the risks young people are having to navigate which enables them to develop more realistic and effective interventions.

The Mobile and Detached Youth Service has been aligned with AXIS. This has enabled their deployment to 'hot spot' areas as they are happening.

AXIS practitioners undertake an early help assessment with young people identified as at risk but who have no lead professional working with them or their family. Short term interventions are delivered which involve facilitating and sustaining their engagement in appropriate, ongoing support services. These cases are tracked for 12 months for further concerns regarding these risk areas. Since October 17, 119 young people have been approached by the AXIS team, 29 have declined to engage with the project.

### **Safeguarding Practice Improvement Initiatives**

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

- Maintain mandatory training for staff;
- Commission training on Gangs and Serious Youth Violence
- Work to align YOS review processes with CIN, CP and LAC forums

## **PREVENT**

*We continue to deliver a programme of training and engagement with local agencies raising awareness to local referral pathways and support. Almost 5000 staff have 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 have introduced a protocol and continue to work closely with the counter terrorism police at Heathrow airport, to ensure timely sharing of information, in order to best assess needs.
- The threat to the UK from terrorism remains high and the activities of those who promote extremism with the aim of radicalising others continues to be a risk. As a borough we receive a steady stream of referrals, which is reflective of the national picture. Local agencies have worked effectively, in partnership, to manage these concerns and identify those who might be vulnerable; and put in place appropriate support. Learning and themes emerging from these referrals is shared via the local safeguarding boards and the local Prevent Partnership, in order to inform local priorities, interventions and practice.
- Schools and education establishments in the borough continue to share concerns and make referrals. The Borough 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 Stronger 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 have managed to secure a further 2 years funding from MOPAC to continue our work with schools, education establishments and the wider 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.

### **Key Priorities**

- Multi-agency audits to learn from Prevent interventions.
- Changes to the management for Prevent/Channel, pending further legislation
- Community education regarding Far Right Extremism and Right wing politics.

## **LONDON BOROUGH OF HILLINGDON - CHILDREN'S RIGHTS AND PARTICIPATION TEAM**

The voice of the child is central to Hillingdon's response to children. According to Ofsted, the ethos of child-focused, child-inclusive practice is evident from the top down and from the frontline up. The focus on children is enhanced by three established and well attended children in care council (CiCC) groups: Talkers; Step up; and Stepping Out, all of which meet monthly.

Our CiCC has a powerful collective voice in Hillingdon, and has taken part in a variety of service development opportunities in 2018. These include:

- The Young Inspectors project - inspecting our three residential homes
- Providing a workshop at an annual conference in July
- Being part of the re-tendering of the advocacy contract
- Feedback from children subject of Child Protection Plans.
- Take over of Whitehall and a planned take over of Hillingdon Council.
- Developing feedback/complaints documents and agendas for Child Looked After Reviews.
- Developing a video for Walking in Our Shoes. This was launched on World Social Work day with Brunel University and has been tweeted by Ofsted, the Principal Social work Network, the LSCB and other partners.

The CiCC's have developed and delivered Walking in Our Shoes training to 74 multi-agency professionals. This is an interactive and lively training event supported by the LSCB to help professionals understand the lived experiences of our children in care. 100% of attendees agree that the training has helped them empathise with children and young people in care, enabling them to understand the child's world and be an effective corporate parent. The learning is transferrable to the experiences of any child and adult, at any part of their journey through the statutory system.

Young people from the CiCC have an ongoing role in the recruitment of staff within children's services, including the recruitment of 15 newly qualified workers who joined Hillingdon to complete their ASYE's in summer 2018. The young people had an equal vote and contributed to the questions and recruitment campaigns. Their value is evident in the high quality of social workers who joined, and stayed with the council.

The CiCC's views are presented at social work team and management meetings and meet with our director and deputy director on a quarterly basis. A new and revised corporate parenting panel is being developed, with young people attending and co-chairing the panel. The Children's Rights and Participation Team contributes to the Principal Social Work News Letter, the High 5, to ensure that children and young people's views are heard throughout the year.

Our children in care councils are supported by two ambitious children's rights and participation workers who are part of the participation collaboration network. They supported in the design and delivery of the annual care leavers conference, which was developed and facilitated by young people from the stepping out group, supported by care experienced student ambassadors from Brunel University. 100% of young people that attended reported that they enjoyed the event, found it useful and would attend again next year.

Children and young people are celebrated with individual letters and vouchers sent to high achieving students. 278 children and young people were nominated for KICA 2018 (kids in care awards). The annual celebration for children in care is organised and presented by children in care with 26 young people being actively involved in the preparation, support, presenting and performing at the red carpet awards event.

### **Key Priorities**

- Learning from children subject of child protection plans: Activities planned during the summer to increase children's participation and learning from their experiences.
- Expanding Walking in Our shoes
- KICA 2019
- Recruitment
- Inspection of Children's Homes and regular support visits to our Children's Homes.

### **LONDON BOROUGH OF HILLINGDON - LADO AND SCHOOLS CHILD PROTECTION LEAD**

Having a consistent and strong LADO team ensures that Hillingdon remains vigilant in ensuring that any allegations against people who work with children are managed efficiently, proactively and with due diligence. Hillingdon's LADO has worked hard with multi-agency partners to ensure that partners are aware of referral criteria. Professionals are encouraged to seek advice and support when they are not sure about making referrals. The LADO team provides regular training to professionals including, schools, teachers, general practitioners, foster carers, voluntary setting, churches and other establishments that work with children.

**Themes for 2018/19**

- Number of Referrals which met the LADO threshold from April 2018 - March 2019 - 188, a 20% referral increase on last year. The LADO service also had 39 referrals regarding settings working with children.
- Staff and Volunteers referred include - child minders, nursery staff, school staff, sports coaches, police staff, doctors, nurses, religious staff, fire service staff, ambulance drivers, youth group staff, foster carers, drivers and passenger assistants, St John's Ambulance staff, Scouting and Guiding staff. This demonstrates the wide range of organisations that are aware of the LADO role;
- Second largest cohort of staff referred in April 2018-March 2019 were foster carers, both in-house and Independent Fostering Agencies in this area. The LADO, jointly with the Fostering Team has completed 4 training sessions in Level 1 Safeguarding and Child Protection and LADO awareness.

**Key successes**

- Child Abuse Investigation Team - Referral Team, Metropolitan Police are now co-located within the Civic Centre, thus improving joint working.
- Successful pilot of Operation Encompass - an information sharing system whereby police notify schools directly, via a secure web based system, that an incident of domestic abuse has occurred in a child's home.
- There has been an increased uptake in attendance and participation in the safeguarding clusters.
- The LADO Service is fully staffed with permanent LADO, Child Protection Lead for Education and Domestic Abuse Lead for Education.

**Key Priorities:**

- Next steps for Encompass, roll out to more schools and setting up domestic abuse leads and programmes within Encompass Schools.
- Supporting marginalised White British Boys in Education.
- The LADO service will be working with partner agencies including Licensing, to improve contextualised safeguarding.

**LONDON BOROUGH OF HILLINGDON - EARLY INTERVENTION AND PREVENTION SERVICE**

*Hillingdon invests in Early Intervention and Prevention with an extensive early help offer, which includes 17 children centres, a host of targeted intervention services for adolescents, robust health visiting and school nursing, investment in domestic abuse programmes and women's centres, healthy neighbourhoods, green spaces and outdoor gyms and safer community policing.*

Preventing children from needing statutory intervention remain a key priority in Hillingdon. Families are offered Team around the Child and Early Intervention when their needs do not require statutory intervention, but it is recognised that the family will benefit from additional support to meet their needs. An Early Help Adviser is collocated in the Hillingdon MASH. Alongside triage and MASH, decisions are made as to the most appropriate pathway to meet a family's needs, based on the content of the referral and MASH checks. Key working services are offered in a wide variety of needs, including, school attendance, physical chastisement, parenting difficulties, bereavement, family breakdown, harmful sexual behaviour, risk of child sexual exploitation, anti-social behaviour

and low level parental need, including parental conflict, learning needs, mental health needs and alcohol or other substance use.

The Early Intervention Key working service ensures that each TAF and EHA is scrutinised during monthly supervision. The Early Intervention Key working service, work with families for up to six sessions to help them reduce potentially dangerous needs and help the family find equilibrium with a good understanding of universal services available to them.

The Key working service work in line with the Troubled Family Agenda. The service has a 'whole family' approach and identifies the most appropriate resources to help families become independent sooner. They work alongside employment advisers to reduce financial exclusion, accessing housing and ensuring regular school attendance.

All Key working cases are recorded on a central electronic record keeping system, which is available to statutory and non-statutory staff when cases are stepped up or stepped down. There are clear working protocols to ensure that families are offered the step-down approach, once statutory services come to a safe end.

### **Evidence of Safeguarding Audits and Training**

- Six Key Work cases per month are audited for quality assurance purpose
- 3 external Early Help Assessments and 3 external TAFs are audited per month. Development and training opportunities are identified and actioned as a consequence.
- Children Missing Education (CME) was a key line of enquiry during the 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 Key Workers have completed the Mental Health First Aid training; all statutory safeguarding training is up to date.
- 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 ASD and LGBTQ.
- The Key Work Service is a partner in Troubled Families Leadership Group, High Risk Panel, MARAC, Managed Moves and Fair Access Panels;

### **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 High Risk Panel for young people at risk of sexual or other criminal exploitation;
- Harmful Sexual Behaviour will be a key focus;
- Truancy Sweeps to protect the most vulnerable are planned with Safer Schools Police colleagues for the forthcoming year;
- Key Workers who are not yet qualified will be offered the Level 4 Apprenticeship in Working with Vulnerable Children and Families;
- The High Conflict Programme will be rolled out to Key workers and Children Centre Staff.

## **LONDON BOROUGH OF HILLINGDON - DOMESTIC ABUSE STEERING EXECUTIVE**

In Hillingdon, we see domestic abuse occurring in all its forms and its many devastating impacts on victims, survivors and their children. Such consequences can be immediate, short, medium and much longer term with people suffering from psychological problems. There remains on average in excess of 5000 domestic abuse crime and incidents recorded by the police in Hillingdon. However, we also know from research that many more go un-reported too. Unreported domestic abuse means that victims and their children are not protected, may not be supported by specialist organisations and that they may be subject to further victimisation by the perpetrator.

Tragically, the domestic abuse crime statistics also relate to 16/17 year olds who are in intimate partner abusive relationship too.

The number of high risk domestic abuse cases being managed by the Hillingdon Domestic Violence Advocacy Service (HIDVA Service) and the Multi-Agency Risk Assessment Conference (MARAC) have been increasing year on year. In the last 12 months over 600 medium and high risk DA cases have been managed by the HIDVA Services, which has involved in excess of 500 children too. Not surprisingly then, there have been 413 cases (and increasing) have been referred to MARAC and at least 514 children have been part of those abusive households.

The Domestic Abuse Steering Executive is providing the governance, strategic direction and leadership to preventing and tackling domestic abuse and the many other crimes and abuses associated with it including Honour Based Abuse, Forced Marriage, Female Genital Mutilation. This strategic group is supported by 5 operational delivery groups made up of a diverse range of local professionals who are importantly supported by local community members and victims / survivors; who check and challenge and provide critical advice.

The Safer Hillingdon Partnership has now published its Domestic Abuse Strategy 2018 – 2021, which is accompanied by a delivery plan to ensure its main aims, objectives and commitments are achieved.

The work towards achieving the strategy's aims, objectives and commitment is underpinned by the 4 key priorities of;

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

We are committed to engaging with, listening to and hearing victims and survivors of domestic abuse and local statutory and voluntary sector professionals. This has allowed us to:

- Shape our responses to domestic abuse
- Commission the right services
- Shape our services to prevent domestic abuse and ensure early intervention to prevent the abuse worsening
- Develop our training proposal and provision for local multi-agency statutory and voluntary sector professionals - approximately 1000 local professionals have now been trained in domestic abuse matters to further improve their capacity and capability

### **Key Priorities**

- Committed to continuing the cycle of regular training for local professionals
- Developing a hub of professionals to support families exposed to and experiencing domestic abuse by better identifying the risks and harms and the right things to do to better aid families
- Ongoing support to victim/survivors through the monthly support group

### **CHILD DEATH OVERVIEW PANEL (CDOP)**

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 <https://hillingdonlscb.org.uk/what-we-do/cdop/>. 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 2018/19 to discuss and review child death cases and the group had good attendance and engagement from key partner organizations.

- Between 1 April 2018 and 31 March 2019, the CDOP were notified of the deaths of 16 children who were residents of Hillingdon at the time of their deaths. The panel reviewed a total of 20 deaths during this period;
- Since March 2018, 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.

A close working relationship between CDOP and the SCR sub-group continues. A process is in place to allow learning 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 2 Masterclass was held in November 2018, following a significant rise in the number of cases reviewed at the CDOP panel where Sepsis had been the cause of death. The work from this second Masterclass will be taken forward by the Designated Paediatrician for child 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;
- Improved contact with the regional Coroners Officer has meant that Coroner reports are received in a more timely manner;
- Hillingdon CDOP has fully participated in the planning and consultation process for a joined North West London CDOP following the publication of the new Child Death Review Statutory and Operational Guidance;

- A common theme that has been identified through child death reviews in Hillingdon is the increase in child mortality from unsafe sleeping. Hillingdon LSCB has promoted the work of [The Lullaby Trust](#), who provides expert advice on safer sleep for babies, emotional support for bereaved families and raises awareness of Sudden Infant Death Syndrome.



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## 10. Serious Case Reviews (SCR)

### Serious Case Review

A professional mother who was diagnosed with alcohol dependency syndrome and displayed controlling behaviour in relation to contact with professionals, murdered her child and her child in what appears to be a spite-killing. The final Serious Case Review report will be published in June 2019. Early Learning was identified in the following areas:

- Professional curiosity throughout the life of the work is needed.
- The role of Cafcass in work to first hearing and work after first hearing is not understood.
- Linking adult behaviours to risk to children
- Professional impotence when adults are professional
- Toxic Trio needs better communication and assessment between all agencies, including information sharing when assessments are not being undertaken.

### Learning Review 1

A young person was found guilty of manslaughter, leading to a learning review. The findings are:

- Professional impotence in working with young people who do not want to be helped
- Disguised compliance that was not challenged
- Lack of understanding of impact on young person living in a household of prolonged domestic abuse
- Escalating behaviours missed, possession with intent to supply, carrying a knife, gang involvement
- No significant relationship with the young person between professional agencies

### Learning Review 2

Baby received severe head injuries resulting in serious long-term brain damage. Court hearing into Findings of fact were that the injury had been caused 'inadvertently' with no findings against the parents. Learning Identified:

- Previous unexplained bruising that led to no further action from professionals
- Effectiveness of strategy meetings
- Professional hierarchy led to opinions not being challenged (confirmation bias)
- Lack of professional curiosity, did not question what was behind the information received
- Disguised compliance that was not challenged

Findings from the serious case review and the learning reviews will be published on the LSCB website. Learning events will be held for all professionals.

## 11. RECOMMENDATIONS FOR THE FUTURE SAFEGUARDING PARTNERSHIP

1. To finalise future Safeguarding Arrangements with the view to be fully operational by September 2019.

The Executive Leadership have agreed the future Safeguarding Arrangements with the view to publish arrangements no later than July 2019. Partners are now finalising internal scrutiny which will inform the operation of the Quality Impact Board and key priority areas. Transitional arrangements will maintain the Partnership in the interim. Work is ongoing to ensure the Business Unit is equipped to meet the needs of both the Adult Safeguarding Board and the Children's Safeguarding Partnership.

2. To finalise future Child Death Review arrangements alongside West London Partners

Hillingdon, alongside other West London Authorities are working towards a joined-up Child Death Review to ensure improved learning over a bigger geographical area. Arrangements are in draft and will be finalised in the near future.

3. To develop a Child Practice Learning Review protocol once national guidance is received.

The national panel is now in operation and an initial review into Contextual Safeguarding has been commissioned. Upon government sign off on national guidance, Hillingdon will need to develop local protocols.

4. To review and consolidate the training offer of LSCB, Community Safety, Learning and Development and West London Alliance with the view to identify savings and share cost with other local authorities.

The West London Alliance offers a Continued Professional Development and Knowledge and Skills accredited training. Between the LSCB, Learning and Development, WLA and internal training, there appears to be overlap. Resources can potentially be pooled to offer a wider range and availability.

5. To strengthen partnership working throughout the child's journey i.e. from Team around the Family, Early Help, Strategy Meetings, Child Protection Conferences and step down meetings.

Improved attendance at meetings and having the right professionals at meetings are identified by a number of partners as a key priority and is noted by Ofsted.

6. To further strengthen the partnership response for children and young people experiencing contextual risk factors, i.e. child sexual exploitation, child criminal exploitation, County Lines, gangs, honour based violence, female genital mutilation and children who do not have access to education.

Hillingdon's Risk Vulnerability Strategic Panel and the High Risk Operational Panel are identifying themes around contextual risk factors. Access to alternative provision, inclusion/exclusion and attendance are key to keeping children safe in Hillingdon.

## 12. Appendices

### Appendix 1 - Glossary

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

## Appendix 2 - Hillingdon LSCB Budget Summary 2018-2019

<b>Income 2017/2018</b>	
London Borough of Hillingdon	£144,578
CCG	£61,200
Contributions from Partner Agencies	£2,550
Revenue from Training Courses	£26,040
<b>Total</b>	<b>£243,586</b>
<b>Outgoings 2017/2018</b>	
Staffing	£160,911
Non-Staffing	£9,218
Training	£22,725
Chairman	£39,805
<b>Total</b>	<b>£232,659</b>
<b>Variance: £10,927 underspend</b>	