



NEWHAM **SAFEGUARDING CHILDREN** PARTNERSHIP

Newham Safeguarding Children Partnership Annual Report for 2020/2021 published August 2021

“We are committed to ensuring that vulnerable children and families in Newham are provided with high quality support and protection to achieve the best possible outcomes”



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Introduction

Purpose of the annual report

In order to bring transparency for children, families and all practitioners about the activity undertaken, local safeguarding partnerships must publish a report at least once in every twelve month period. The report must set out what they have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice. (*Working Together to Safeguard Children 2018*). This report covers the period April 2020 to March 2021.

In addition, the report should also include:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers.
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities.
- A record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.
 - Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision.

The report will be published on the NSCP website and sent to the National Panel and the What Works Centre for Children within 7 days of being published.

The Newham Safeguarding Children's Partnership

The defined safeguarding partners are Newham Council, North-east London Clinical Commissioning Group (CCG) and the Metropolitan Police through their Basic Command Unit in charge of local policing in Newham. Most services operate within the geographical boundaries of the London Borough of Newham although some like the health service cover several East London boroughs and the Metropolitan Police operate London-wide. Under arrangements published in September 2019, the three statutory partners have a joint responsibility for child safeguarding in Newham. These partners decided that education services would be the fourth partner and would have equal

status in all the arrangements, given their importance to the developing lives of children and how they are kept safe.

An Executive oversees and drives forward multi-agency child safeguarding in Newham. This meets four times a year and holds partners to account through a 'high support, high challenge' culture. The main functions of the Executive are to:

- Agree annual priorities for the Partnership, to be reviewed quarterly, primarily through scrutinising business plan updates.
- Hold partners to account through scrutiny of key performance data, the analysis of local issues and what is being done about them and operating a 'golden thread' culture between the Executive and the front line of local agencies so that issues on the ground can be subject to scrutiny and trouble shooting.
- Be themselves held to account by the Independent Chair who will, with the statutory partners, be responsible for driving forward change and service improvements in Newham.
- Allocate resources and funding, including setting the annual budget for the Partnership.

Julia Stephens-Row was appointed as the permanent Independent Chair in December 2019 and has continued in her role during this reporting period.

As well as the Executive there are two sub-groups: the Performance Quality Assurance (PQA) group and the Safeguarding Children Practice Review (SCPR) group. In addition there are two task and finish groups working jointly with the Safeguarding Adult Board (SAB), one focusing on all age exploitation and the other on transitions across services. Further details, including the membership and terms of reference of partnership groups can be found in the NSCP published arrangements on its website <https://www.newhamscp.org.uk/>.

The NSCP keeps in touch with staff across the partnership through a regular newsletter and through collaborative and reflective on-line workshops and other events. A comprehensive programme of multi-agency training has been provided.

NEWHAM SAFEGUARDING CHILDREN PARTNERSHIP CORE OBJECTIVES AND PRIORITIES 2020/22

CORE OBJECTIVES



To co-ordinate what is done by each agency to safeguard and promote the welfare of children



To ensure the effectiveness of what is done by each agency and by agencies working together. The NSCP aims to be a mature high trust partnership in which conflicts are resolved through conversation

THEMATIC SAFEGUARDING PRIORITIES



All age exploitation – to co-ordinate and drive forward multi-agency programmes and interventions to combat exploitation in all its forms



Transitions – moving from child to adulthood in a safe and positive way. Focussing on care leavers, children with learning disabilities, special educational needs, mental health and young parents



Improving the quality of assessments across the partnership



Response to Covid-19 and impact on local residents – preparing for a rise in safeguarding referrals

Demography

Child Population

There are more than 90,000 children and young people living in Newham who make up 24.4% of the borough's population. 27,217 children are aged 0-4 years and 58,851 are aged 5-17 years. In 2020, there were 3,800 new births, the highest recorded number in London.

Diversity

Seven in ten residents come from a BAME background: 45.4% are from an Asian background; 27.6% from a White background; 17.8% from a Black background; 5% from a Mixed Background and 4.1% from Other Background.

Over 200 languages are spoken. 58.6% residents speak English as their first language and after English, Bengali, Urdu and Gujarati are the main three languages spoken in the borough. 42% of residents identify as Christian; 32% as Muslim; 8.8% as Hindu and 2.1% as Sikh.

Deprivation and Poverty

While Newham is moving in a positive direction, it is still within the 10% most deprived boroughs in the country. 50.3% of children live in poverty, the second highest in the UK.

Housing

Newham has one of the most severe affordable housing shortages in the UK with 28,000 people on the housing list and more than 5,500 families with children living in temporary accommodation.

Health

Child obesity is a health issue in Newham affecting 23.7% of reception aged children and 42.7% of Year 6 children. The rate for Year 6 children is significantly higher than for London (37.9%) and England (34.3%).

COVID-19

2020/2021 has been dominated by the pandemic which has had a huge impact on the local community and amplified the impact of disadvantage and structural and health inequalities.

Between March and April 2020, during the first wave, Newham had the highest age-standardised mortality rate in England and Wales with 144.3 deaths per 100,000.

Newham also had the highest numbers in London on the government furlough scheme. Food banks operated at full capacity and many local community groups stepped in to support children and families in need.



The Council requisitioned schools that were closed to the majority of pupils, and Council buildings, and created eight food distribution hubs. Staff were redeployed from across the Council to support the relief effort and a call was made to volunteers from the voluntary, community and faith sectors who could give up their time to support the humanitarian effort.

Newham Council has launched a COVID Recovery and Re-orientation Strategy to address the impact of COVID-19 on Newham's communities. This sets out the resources and infrastructure needed to help reduce the consequences of the pandemic and ways to improve future opportunities and new ways of living and working.

COVID-19 and Safeguarding

Response from Safeguarding Partners

COVID-19 and its associated lockdowns set the context for the NSCP's work over the past year. During this period, the Executive sought to identify and respond to partnership risks around safeguarding, for example in relation to domestic abuse and the response to vulnerable families.

The frequency of Executive meetings was increased initially to weekly, then reduced to fortnightly, then monthly to discuss the challenges and risks presented by COVID-19.

A rapid shift from face-to-face to virtual working in first lockdown meant many processes and procedures required revision to enable the continuation of delivery across the priorities

An additional priority was added in June 2020 in relation to assurances that the system could cope with increases in safeguarding referrals.

The focus of this was looking at the impact of domestic violence; increased risk of harm through all types of exploitation; impact on mental health; Special Educational Needs and Disability; and where families had become vulnerable through lack/loss of family income.

Police held weekly partnership conference calls to address any operational issues in terms of an increase in risk of harm through exploitation and redeployed staff accordingly

Safeguarding Voice of the Child Surveys (North East London Clinical Commissioning Group)

During Nov-Dec 2020 the NEL CCG carried out a survey to find out how COVID was affecting young people aged 11-16 years. 157 Looked After Children living in Newham (mainly girls) responded

The majority said they felt well/good. 17.5% said they were not feeling great and 6.5% said they felt really bad.

Main concerns (which reflected national findings) were: Education; Staying Safe from Covid; Mental Health; Friendships and family

Emotional / mental health support – those who said they were supported, reported that this came from family and friends, school counselling and GP

80% said they knew where to go to get help

Impact

Contingency plans shared at a strategic level; improved communication and sharing of safeguarding risks and concerns

All advisory and decision-making panels continued virtually

Monitoring of domestic abuse referrals and funding to commissioned services increased; reporting campaign via retail outlets launched

Immediate additional provision to address children's mental health and focus on early intervention and preventative family work

Capacity of the Extended Crisis, MASH and Educational Psychology teams was increased

Families at risk of becoming vulnerable through lack of funds received Early Help and a specific response for those with No Recourse to Public Funds was put in place

How are young people in North East London feeling?

In another survey, 1,113 11-16 year olds (who reflected the diversity of north-east London) responded.

Emotional Health was highlighted by nearly a third of young people.

Education and exam stress was alluded to

Almost 1 in 4 said they felt stressed

1 in 4 young people were worried about money in the future

All Age Exploitation – A joint Priority with the Newham Safeguarding Adult Board

Our Aims

We have been working jointly with the Newham Safeguarding Adults Board to co-ordinate and drive forward multi-agency programmes and interventions in Newham which combat all forms of exploitation by raising awareness and making Newham a safer place to live.

Our Adolescent Exploitation Strategy was launched in October 2020. This addresses the risks to young people up to the age of 25, which are mainly outside the home, and beyond the control of parents and carers.

We are committed to keeping young people safe by tackling exploitation and addressing the causes and impact of serious youth violence.



All-Age Exploitation: to co-ordinate and drive forward multi-agency programmes and interventions in Newham which combat exploitation in all its forms e.g. financial abuse, modern slavery, criminal exploitation and radicalisation

Our Approach

The all-age exploitation group has been commissioned jointly by the NSCP and the Newham Safeguarding Adults Board (NSAB). The role of this group is to co-ordinate, oversee and drive forward a multi-agency programme of work in Newham that tackles exploitation in all its forms e.g. financial abuse, modern slavery, sexual exploitation, criminal exploitation, and radicalisation – and which works across all ages – from cradle to grave. The goal is to ensure Newham is a safer and more nurturing place to live and work by addressing both the symptoms and the root cause of exploitation.

Key Deliverables

- Creating a better understanding of the ways of working and the impact of work on tackling exploitation in the wake of COVID-19
- Quality assuring current provisions operating in Newham that tackle exploitation at every level
- Ensuring the structure, systems and personnel in the key safeguarding agencies in Newham are sufficiently knowledgeable about exploitation in all of its forms and are working well together
- Oversee the training, learning and development offer across the partnership
- Oversee the 0-25 adolescent exploitation strategy and delivery of the work programme
- Advise the NSCP and NSAB about the services that need to be commissioned or developed to best support individuals or groups at risk of exploitation and to help establish lead commissioning arrangements across agencies

Progress

- Strong contribution to Newham's modern slavery strategy – ensuring that delivery elements of this are realistic and mirror the trajectory of issues in the borough.
- Sharing of collaborative and positive practice across agencies to ensure referral pathways and transitions for people affected by exploitation are smoother. Regular learning events enable a strong feedback loop back into practice.
- Raising awareness to provisions and organisations that tackle exploitation across the borough (particularly in the voluntary, community and faith sector) has improved – these are continuing to be embedded as part of the offer to those affected.
- We are building a stronger offer which focuses on disrupting activity of gangs and organised crime through better information and intelligence sharing, community safety and enforcement work.

Impact Testing

- Future Testing of the system response – A multi-agency audit (with an all-age focus) to test how the system is responding to exploitation is planned for Q2 2021/22. This will cover 3-5 cases with both adult and child involvement (family focus), cuckooing (where drug dealers take over a vulnerable person's home as their base from which to operate) and transitions (young person into adulthood). This will provide us with learnings to make our system response to these issues even better.

All-Age Exploitation: A Local Case Study



Background

- 18 year old woman was referred into the Vulnerable Adults team by Brighter Futures as a safeguarding concern in November 2020 when she sought help from that team to escape a local gang.
- Background of having been in the care system in another part of the country before relocation with her mother in London in 2019 when she was 16 years old
- Difficult relationship with mother came to notice of CYPS MASH and referred to Families First in 2019
- Attended college then dropped out and moved from home 2020
- Living in a 'Trap House' where she was allegedly groomed by an older male into selling sex and drugs

Intervention

- Initial safeguarding plan implemented by Vulnerable Adults team with temporary accommodation and financial assistance provided
- Safeguarding concern research completed and Section 42 Safeguarding Enquiry triggered to Adult Social Care Safeguarding team
- Further enquiries undertaken with VA team, Brighter Futures and Police

Outcome

- National Referral Mechanism (NRM) referral made and both reasonable and conclusive grounds decision issued by the Single Competent Authority
- Young Adult enters the NRM and is relocated out of London to a place of safety for an extended period of reflection with holistic support provided for long-term accommodation, counselling and support with immigration issues.

Adolescent Exploitation Strategy

Our Approach

In 2020, The Mayor's Youth Safety Board made a recommendation to develop and implement a partnership strategy to tackle adolescent exploitation – which includes transitional safeguarding and support for young adults up to the age 25. The Adolescent Exploitation Strategy was launched in December 2020 to enable us to join up efforts across our partnership to prevent and tackle issues like:

- children missing from home, care or education;
- child sexual exploitation;
- children and young people exposed to different forms of criminal exploitation, county lines, serious group violence, trafficking and modern slavery; and
- extremism and radicalisation

Tackling exploitation is one of the most important challenges currently facing Newham. It is the responsibility of all partner agencies in Newham to identify all children and young people at risk of and affected by exploitation – and importantly – to protect and safeguard all children and young people who are experiencing exploitation, from further harm.



Priorities:

Youth voice and experience: listen to young people at every stage of our work to understand the multi-faceted issues of development and transitions in their lives;

Information sharing and data analysis: join up arrangements across all agencies who work with young people to develop collective analysis of key data sets that support effective prediction, prevention, intervention and disruption that respond to adolescent risk factors.

Early help and prevention: conduct appreciative enquiry and gap analysis of policy and practice in work with adolescents across the partnership including application of trauma-informed, systemic, relationship-based, restorative and strength-based practices to prevent harm to adolescents.

Intervention: join up our operational governance arrangements, and build a multi-disciplinary joint planning offer and integrated working methods that respond to the changing needs and risks of adolescents.

Disruption: apply a balance of support, intervention and enforcement, as appropriate so that adolescents can exit serious group violence and criminal exploitation and improve outcomes;

Our youth workforce: create a communication and workforce development plan that meets the needs of professionals and builds on existing work.

Our partnerships and collaboration: Provide strong, collaborative leadership at all levels of our organisations and involve families and communities in the development of our response to prevent harm and exploitation and violence.

Adolescent Exploitation Strategy: Progress and Impact

Progress

The Adolescent Exploitation Strategy (AES), a multi-agency partnership initiative, continues to be committed to understanding adolescent risk factors, to feedback learning from serious incidents and case reviews into practice, and to improving our collective oversight and grip of safeguarding and support for children and young people.

The last 6 months of work have seen strong contributions to rectifying systems failures, testing and implementing solutions to gaps in provision across early help, statutory intervention and disruption of exploitation, and building a strong foundation to enable accurate and consistent use of data to evidence impact.

A robust and detailed work programme is tracked and monitored with progress, challenges and outcomes for children, young people and families, being fed into the Newham Adolescent Exploitation strategy group, the all-age exploitation group and ultimately, the joint executives of the Newham Safeguarding Children's Partnership (NSCP) and Safeguarding Adults Board (NSAB).

Impact

- A new integrated exploitation pathway is designed to provide a robust moderated overview of the exploitation risks that face a child. A new exploitation screening tool to better identify where exploitation is taking place or where a child is at risk of this and any other vulnerability or contextual factors which might impact on the child, young person and their family has been introduced. This also enables us to track the child or young person (and their outcomes) across the system.
- The Preventing Child Exploitation and Harm Hub (PCEHH) was launched in May 2021. This hub provides the early help responses for cases where an earlier intervention is more appropriate or more universal support alongside statutory provision is recommended. The hub also supports data, intelligence and information sharing across all agencies working in the pathway.
- The development of an offer aligned with the single-integrated exploitation pathway, involving the voluntary, community and faith sector and all partner agencies. This allows support to be tailored to children and young people's needs as well as that of their families.
- We continue to increase our engagement with children, young people and the community through initiatives including police ward panels, youth safety spotlight, youth assembly, community conversations and the community assembly, to ensure that we have better local knowledge about which priority areas to resource more fully in the work programme.
- Review and revision of the critical incident response format which is now live and elements of this, including locations, spaces and places and peer network mapping are being built into everyday practice.
- Most importantly, all children and young people that have been identified through the exploitation screening tools have had rigorous assessment and have had support and safety plans put in place (which cover both early help, where required, and statutory support). A number of case studies show the cumulative impact of this work and how it has made a difference to children, young people and families' lives.

Adolescent Exploitation: Case Study and Future plans

Paris's Story

Paris came into care because she was being exploited in a number of ways at home. She was neglected and her mental wellbeing was impacted in a negative way. At the time, she was unaware of what was really going on and why she was being treated in this way. Emotionally she could not handle the trauma and was self-harming and having major suicidal thoughts.

Paris was provided with a safe place to live and support for her physical and mental health and for her education.

Feedback from Paris:

"I received 1-1 support to build trusted relationships, occupy my days and keep me busy. I was provided with advice on sexual health and on positive relationships. I was given food when I was hungry and comfort when I'm sad."

Paris shared that moving placements and having changes of social workers had been a barrier to her moving forward with her life and planning for her future.

"The great thing about living in Newham is everyone knows everyone, being close to family and knowing the right people to support with work and school and you can get the support you need for a better future".

Paris spoke highly about the support she receives from her RHI worker.

"R has been with me since I came into care. She always takes an interest in me and I can rely on her, no matter where I move to she still contacts me, and whether it's good or bad she stays with me through it all".

Future plans

While we recognise and acknowledge all of the hard work that has gone into progressing this strategy, building a strong foundation for partnership working, processes and protocols and understanding the outcomes for children and young people; we also recognise that this is not a quick sprint, but requires a long-term approach to embed a programme of the work across the children's and adult's partnership.

Not only is longevity important for the embedding of practice, but also to enable the right kind of impact. Sustainable outcomes for children, young people and families often take time and persistence on all fronts.

Given the complex, systemic nature of the challenge in front of us, it is important we hold on to the strategic whole-systems approach to develop a better understanding of what works.

This is enabling us to build a strong evidence base for change and see the lives of the most vulnerable children and young people in our borough changed for the better.



Youth Safety Strategy and Progress

The Work of the Youth Safety Board in Newham

The YSB leads the strategy for youth safety and is chaired by the Mayor of Newham. The YSB video sets out the preventative, children-centred, trusted adults approach to youth safety in Newham.

<https://www.youtube.com/watch?v=gl-4Mm1Q9LI>

One of four key outcome areas in the Youth Safety Strategy is to ensure that children and young people at greatest risk receive timely and effective support so that they and others are safe and they can get their lives back on track.

Young people have said

Youth violence feels like a never-ending circle. Deaths seem inevitable.

There are parts of the borough where we can't go as we are not secure there.

We need a weapons amnesty and youth workers to help young people keep themselves safe

You need to go to primary schools to prevent children getting involved

Parents have said they need advice and help to deal with the discovery of weapons in the family home; their concerns about harmful peer networks; keeping their family safe when older brothers are associated with criminal/gang activity.

Progress

Officers across Children's services, Youth Empowerment Service (YES) and Community Safety teams are strengthening the response to critical incidents in partnership with the Police, to ensure families and communities receive the targeted support they need. A cohort of Community Parenting Advocates (CPAs) who can act as trusted adults in local communities to provide support via advice and signposting are being trained.

Community conversations in localities and in partnership with lead VCS partners are planned during summer 2021 to work in partnership with residents to form localised action plans which set out youth safety priorities and ensure all partners are signed-up against the response.

Police colleagues have refreshed their Local Ward Panel approach, ensuring more residents can work with us to deliver a relevant, local support response. In addition, police colleagues launched the school/college ward panel approach this year, starting at University of East London, to liaise directly with young people and hear their concerns. This was very well received and plans are in place for further, youth-focused panels to continue in the autumn term 2021.

Bridging the gap between Newham youth and the police is a key priority and in response, a Youth Independent Advisory Group (YIAG) has been developed. So far, 8 Newham young people have joined the group and are developing an action plan for what they feel are the main policing concerns in Newham and what they would like to achieve. The YIAG cohort training plan includes workshops from the Independent Office for Police Conduct (IOPC), and the groups' next engagement meeting with police colleagues (at Chief Inspector level) is scheduled for August 2021.

Youth Safety Strategy: Impact and Future Plans

Community and School Strategies

The Community Assemblies programme is up-and-running, where residents can get involved and have their say in designing solutions which can have a grassroots impact in their localities. Details of the over-arching programme can be found here

<https://newhamco-create.co.uk/en/folders/assemblies>.

The YSB is devising a Youth Safety Schools offer, available to our schools, children and young people. This vital resource will provide targeted support to children and young people in need of support at critical points of transition, from primary to secondary school, as well as supporting our young people against transitioning into adulthood and the world of work and employment.

Future plans

Working with Power the Fight, who are leaders in the field in supporting partnership development and delivery against a whole-system, culturally competent response. The widely acknowledged 'Therapeutic Intervention for Peace' (TIP) report underpins the proposed work with ahead with police, health, education colleagues and others

Impact

St Giles A&E Hospital Project is supporting young people who have been the victims of violent crime

The Community Links pilot of the Home Office #Knife Free campaign reached 270 young people

Fight for Peace provide an intensive 12 month programme for young people drawn into crime

MPS Operation Anzen to safeguard children and young people at risk of criminal exploitation, including those at risk of recruitment into gangs and county lines, is currently working with 83 children across Newham and Waltham Forest.

MPS Operation Harbinger is a joint initiative between the Custody Suite at Forest Gate Police Station and the Children's MASH, capitalising on the first hour of detention to swiftly deal with identifiable issues such as the circumstances of the arrest and appropriate adults

Targeted work is taking place in schools with children at risk of exploitation and their parents using a range of interventions, including Victim Support

Rapid reviews by the NSCP show that agency responses following incidents of serious youth violence are well-coordinated and these consider the young people's safety, identify key points of learning and seek to strengthen local safeguarding systems.

Safeguarding Transitions - A Joint Priority with the Safeguarding Adults Board



Our Aims

The focus of the safeguarding transition priority is to empower vulnerable young people to move from childhood to adulthood in a safe and positive way, supported by their families.

Within scope of this priority are care leavers, children with learning disability, special educational needs, mental health and young parents.

One of the key deliverables for this priority was to test the effectiveness of a transition priority for vulnerable young adults, including agreeing a clear, commonly understood definition of transitions as it relates to all partner agencies and services.

Safeguarding Transition Priority – Special Educational Needs and Disability

Progress

Work has been delayed due to other priorities and capacity issues during COVID-19.

In 2020, a large group of multi-agency professionals came together to decide on an area of focus for the transition priority. Following a series of 'elevator pitches' and by popular vote, Special Educational Needs and Disability (SEND) was selected as the pathway for 2021/22.

The SEND Executive Board had established five works teams, including 'Preparation for Adulthood and Independence' and the safeguarding priority will take place within this space.

Multi-agency professionals and parents and carers have worked together on the principles around transition.

Rapid reviews and child safeguarding practice reviews have identified a significant number of children and young people with SEN and Disability needs.

A video briefing of the learning from the 'Bilal' rapid review highlights what professionals should do when parent/carers appear reluctant to follow medical treatment that will improve health outcomes for their child.

Future Plans

A training session on transitional safeguarding is planned to be delivered in Newham by 'Research in Practice' in Q1, 2021/22.

Amendment to the local offer for transitions and life skills opportunities as a protective factor will be addressed as key actions.

The transitions group will be exploring the transition process from age 14 onwards at a minimum.

Internal protocols for the case transfer of young people will be reviewed.

Consideration will be given to the areas of exploitation and trauma to ensure that appropriate support is provided and there is a system-wide response.

A safeguarding audit of seven disabled children where neglect has been identified as a risk factor is planned for Q1 2021/22. The purpose of the audit is to gain a qualitative understanding of the lived experiences of children impacted by neglect; champion the involvement of children, young people, parents and carers in partnership working with the multi-agency partnership and improve outcomes for all children impacted by neglect. The audit will inform practice learning about the impact of neglect and create a professional learning environment where agencies can demonstrate appropriate challenge as required, ensuring best practice and outcomes. A learning loop will highlight areas identified as working well and areas for improvement.

In addition to this audit, the NSCP multi-agency programme will continue to include children with SEND within each audit cohort that is selected.

Quality of Assessments across the partnership

Focus for Improvement

This priority has been highlighted in the Ofsted visits to Children's Social Care and a number of actions have taken place as a result. The current Ofsted judgement is that Newham is "inadequate". The Children's Services Improvement Board and Senior Leadership Practice and Outcomes Board lead this improvement process and meet regularly.



Progress and Impact

A programme of training 'The Newham Family Risk and Assessment Approach' (FRaSA) has been commissioned to include practitioners from across the partnership. Weekly lunchtime seminars, relevant to the role other agencies plan in the assessment process have been delivered and offered by all partners, including health and police.

The implementation of new tools and practice frameworks is providing relevant insight and a deeper dive into where greater impact and improvements can be made and a new style of audit – the Practice Learning Conversation (PLC) has been introduced, with 452 conversations completed to date.

Use of genograms is an important tool in stimulating 'professional curiosity'. In PLCs rated as 'good', genograms covered three or more generations and had been co-produced with the family.

Improved analysis of risk in planning and noted improvements in exploitation cases was found in Quarter 4. Practitioners evidenced a knowledge of risk for their children and young people. However this needs to be documented on file and reviewed regularly to reach a 'good' standard. In the same quarter, there was a focus on the impact of the practice framework. 55% of practitioners made specific reference to thinking about or using systemic approaches and 78% included evidence of how relational approaches had been used in practice.

Inspectors found evidence of sustained improvement in the assessment and planning for children who are the subject of plans, although progress is slower than expected due to the impact of the pandemic. Ofsted visit, May 2021.

The 0-19 years Children's Health Service & Headstart introduced an Integrated Safeguarding Assessment Tool (ISAT) to support practitioners in their day to day practice. Further details of the tool and its impact can be found on the next page.

Children's Health Service and Headstart Integrated Safeguarding Assessment Tool (ISAT)

Purpose of the ISAT

The ISAT was developed by the Named Nurse for safeguarding children within the 0-19 Children Health Service and Head start to continually improve the quality of assessments.

The ISAT was designed to support practitioners in their day to day practice to:

Identify safeguarding concerns/risks in each contact with children and young people to ensure early intervention.

Use assessment tools to promote a standardised approach to identify children and young people at risk of or experiencing harm.

Embed learnings from Practice Reviews when working with children, young people and their families.

Sign post for additional support using the resource pack within the ISAT to provide early effective support for children and young people at risk of poor outcomes.



Progress and Impact

The ISAT tool was embedded within a new supervision pro-forma and all staff in the Family Nurse partnership and a small number of staff from health visiting and school nursing were involved in a 12 month pilot before roll-out to all staff in January 2021.

Staff in the pilot were asked about how the tool had impacted on their safeguarding practice. 100% of the 55 respondents who had received the training, said they had found the tool helpful.

I really liked the ISAT supervision, it kept supervision focussed and in perspective

This is the best tool in practice, I was hesitant to use it initially

I will need to use it more to make a judgement

ISAT tool enables me to analyse the safety and wellbeing of families

It integrates assessment, tools, health promotion and plan together to enable holistic assessment and planning

Helps to break down the case and to look at different aspects. Helps to highlight risks well

ISAT tool helped to structure the session and reduce the need for lengthy documentation

Helps you to go through the family's situation so you don't miss anything

Prompts supervisor and supervisee to 'think deep' when analysing the case

Domestic Abuse and Safeguarding

Focus for improvement

Domestic abuse continues to be a significant and growing issue in Newham, both in terms of numbers (second highest in London) and severity of cases. Interventions with families affected by domestic abuse have not always led to long-term change being sustained and fathers have not been routinely involved in assessment and planning for their children. This priority has been highlighted in the Ofsted visits to Children's Social Care and a number of key actions have taken place over the last year. The establishment of a new CYPS Domestic Abuse working group, linking to the Council wide Domestic Abuse and Sexual Violence Strategic Board and DA Lead Commissioner is improving strategic oversight and leadership and cross-council working. A new dashboard to track progress has been introduced.



Future plans

The new Domestic Abuse Act 2021 will promote increased multi-agency working and further alignment of services as Newham responds to its responsibilities with the Act.

Progress and impact

The legacy of the NewDAy innovation programme and follow-up action plan has provided a platform for embedding more resilient practice with an emphasis on the role of education and school and the involvement of fathers.

MPS Operation Encompass has strengthened its links with local schools through the Designated Safeguarding Leads forum with 401 'nurture alerts' sent to schools.

Caring Dads programme has maintained its impact and has continued to deliver its programme in full during COVID-19. A group for fathers who are care leavers is planned.

There has been a steady increase in practitioners attending 'Working with Men' training and requesting consultation on safety planning with fathers who have been violent.

CYPS have reviewed their MARAC processes with the Domestic Abuse commissioner and identified 4 new MASH MARAC leads who have been inducted into their role and will ensure that CYPS representation at MARAC is proactive, person centred and trauma informed in line with excellent safeguarding and harm minimisation knowledge and practice.

CYPS have increased their partnership working with specialist voluntary sector organisations (in addition to the main provider Hestia) which include Rape Crisis, London Black Women's Project & The Survivors Trust ensuring that a response can be provided to all genders and offering survivors choices in the support services they wish to access

New risk assessment tools and pathways have been introduced to improve the consistency of response and practitioners across the partnership have attended Safe Lives reflective sessions.

"The response to children affected by issues of domestic abuse is improving. Inspectors saw cases where there had been an increasing focus on working with fathers to change their behaviour, and more time was spent with children to better understand the impact of living in such an environment. Senior managers recognise that there is more to do to develop the range of interventions offered and to incorporate the outcomes of interventions into assessments and planning". Ofsted visit May 2021.

Schools and Safeguarding

Overview

Schools play a key role in safeguarding children in Newham and there are a number of ways in which safeguarding priorities are being addressed in schools.

Two education partnership board sub-groups have a specific focus on safeguarding matters: Safeguarding Children's Futures (looking at pathways, transitions, curriculum models, partnership, PCEHH and behaviour support services), and wellbeing and safeguarding focussing on school responses to institutional safety and safeguarding matters in schools.

The Education Partnership Board has set safety and wellbeing as one of their three priorities for 2021-2022 which will encompass safeguarding of children

Safeguarding priorities have been addressed through:

Consultation and implementation of the new RSHE curriculum

Responding to the national child led 'Every One's Invited Challenge' to tackle peer on peer abuse through leadership and governance briefings

Designated Safeguarding Leads Forum meets fortnightly to provide training and information

Weekly newsletters are circulated to all schools

Piloting a new safeguarding culture review service for schools to launch from September 2021 which extends our annual S11 safeguarding audits from compliance and policy to practice and culture linked to vision and values set by governors in schools.

Appointment of a Safeguarding in Education Lead Officer, linked to the MASH, bringing closer our relationships and partnership with MASH, LADO and Safeguarding in Education officers to provide an individual and organisational response to safeguarding concerns

MPS Operation Encompass joint initiative to tackle domestic abuse

School based interventions with young people identified as vulnerable to exploitation



Use of the AIM assessment in schools

AIM training (an assessment process used by professionals to assess young people who have shown sexually harmful behaviour) has been rolled out to Newham schools, providing packs for 11 secondary and 6 primary schools. An AIM assessment is required before children who show sexually harmful behaviour move to new education settings. The team supporting the AIM rollout, provide on-going support to schools and work with partners in neighbouring boroughs to ensure that each transition takes place safely.



Hearing the voices of Newham children and young people

“The Courageously Superior Three”

Brighter Futures, Newham CYPS enabled young people in Newham to make a mental health and wellbeing film with the central message that it's OK to ask for help – you don't need to struggle alone. <https://youtu.be/GJNbYIFh6oM>



Survey of Young People by NEL CCG

The survey asked young people what they would like professionals to do in order to support them better and their feedback is being used to inform service delivery and to drive improvements.

Be more patient, understand that some people don't always know what they are talking about, help support my family not just me.

I am so unhappy, listen to me when I am asking for help.

There needs to be more co-operation between Children's Social Care, Youth Services and Education to support young people more effectively. That would make a big difference to us.

I've been in care since the age of 9 and I only came to know the youth service later in life. Maybe if I was in Newham before I would have been able to say more. I moved to 18 different placements so my experience was not the best.

*Professionals should listen to me and talk to me not **at** me.*

If I can't speak for whatever reason then you should listen to the person that is with me who I asked to explain it for me.

NEL CCG conducted an audit of the voice of the child across the Newham health economy. The CCG is also leading a health focused review of seven case health children in care who are placed outside the borough.

With regard to children and young people feeling safe, which was a key element of their feedback, we ensure the NSCP is aligned with and supports the delivery of the priorities and activities of the Youth Safety Board.

Multi-agency audits



Purpose of multi-agency audits

Multi-agency audits are one of the tools used by the Safeguarding Partnership to test the quality of safeguarding practice, including areas where the need for improvement has previously been identified.

The focus of audits is informed by NSCP annual business plan priorities and the Learning and Improvement plans arising from case reviews. Audits are conducted by members of the Performance and Quality Assurance Sub-group.

In September 2020, an audit of return home interviews with children who had gone missing was carried out. When children go missing they are vulnerable to many forms of exploitation. This audit enabled a robust view into the systems and processes surrounding return home interviews, where the challenges are and where practice can be improved.



Multi-agency audit of Return Home Interviews with Children who have been Missing

Audit Sample

The case records of seven children were audited. At the time of initial sampling (Sept 2020) 5 of the children were in the care of the local authority and at audit end point, all had moved into the care of the local authority.

Focus of the Audit and Audit Findings

Are our Return Home Interviews (RHI) helping us to understand the reasons why a child has gone missing?

We have more to do to ensure that as many children as possible who go missing, receive an RHI and that the information captured within RHI's is captured in a way that furthers our collective understanding of why a child goes missing.

Does the interview allow children's voices to be reported and recorded?

Where RHI's are completed they do show evidence that the voices of children are recorded and reported. Sharing the voices, analysis and learning from the intelligence gathered within an RHI is however not routinely taking place and captured by Police colleagues and this requires improvement.

Is the information collated in the RHI being used to prevent further missing episodes?

There was limited evidence that information collated within RHI's is being used to prevent further missing episodes in relation to some children.

Overall however the number of children going missing in Newham has fallen, particularly in lower age groups, which could be attributed

to an increasingly pro-active response being provided at the outset of children starting to go missing

Are our Return Home Interviews informing and contributing to service improvement, and allow professionals to identify and take appropriate action to safeguard?

It is possible to identify that there have been concerted efforts to improve practice in relation to RHI's in Newham and that this has happened as a result of the local authority learning from the experiences of children and young people in the borough.

The offer to children and young people and the overview and analysis of the information gleaned from RHI's sits alongside the need for consistent application of thresholds and good quality assessment in relation to risk and harm.

Currently all services were found to demonstrate a level of variability in response.

Are our Return Home Interviews contributing to the child feeling safer?

Where RHI's have taken place and information shared with the professional network, action was being taken to support children and young people to be safer.

A significant number of our most vulnerable children chose not to accept an RHI

Are children, family and carers being provided with information on how to stay safe?

There was limited evidence that family and carers were being consulted or being provided with information on how to support their child or young person to stay safe.

An action plan in response to the audit findings has been drawn up

The aim is to ensure that all young people are seen within a 72 hour timeframe of arriving back home to obtain information and share this on a need to know basis. The relevant professional network needs to analyse this in the context of information already known and adapt planning and intervention accordingly, to prevent and protect from harm and to disrupt and prosecute those who exploit children and young people.

Rapid reviews and child safeguarding practice reviews

Overview

Sometimes a child suffers serious injury or death as a result of child abuse or neglect. Understanding not only what happened but also why things happened as they did can help to improve our responses in the future.

The purpose of reviews is to identify improvements to be made to safeguard and promote the welfare of children. Understanding whether there are systemic issues, and whether and how policy and practice need to change, is critical to the system being dynamic and self-improving.

Reviews should seek to prevent or reduce the risk of recurrence of similar incidents. They are not conducted to hold individuals, organisations or agencies to account as there are other processes for that purpose.

In Newham, the Child Safeguarding Practice Review group is responsible for identifying serious safeguarding incidents and for carrying out reviews on cases which meet the threshold criteria.

A 'rapid' review has to be conducted within 15 working days of notification of the incident. If there is further learning to be gained, then a child safeguarding practice review is carried out within a 6 month timeframe.

Serious safeguarding incidents and the decisions of each review are notified to the National Child Safeguarding Practice Review Panel. The Panel has agreed with the decisions made by Newham on each of this year's cases.



Rapid Reviews and Child Safeguarding Practice Reviews

Rapid reviews

Thirteen children were involved in incidents of serious harm or child death that met the threshold for a rapid review.

Three children tragically died. One young person was murdered; one died as a result of suicide and one died following a cardiac arrest

Four young people were the victims of serious harm

Six young people had caused serious harm or death to others

61.5% of rapid reviews followed incidents characterised by serious peer on peer violence.

The children reviewed were all aged 12 years and over. 69.3% were 16 or 17 76.9% were boys; 92.3% were from a BAME background; 30.7% were recorded as having special educational needs and/or disability.

Child safeguarding practice reviews (CSPR)

Two CSPRs were completed this year:

Child Anna who died in 2019 as a result of non-accidental head injuries

Child Z who harmed another child in their residential placement

Family K serious case review with Hounslow SCP was published in Sept 2020

Two rapid reviews this year, led to CSPRs that will be completed in 2021:

Peter – raised similar issues as in the Child Z review

Child T – a young person who died due to suicide

Learning and improvement plans

Each review concludes with a learning and improvement plan. The progress of these is tracked to completion by the Child Safeguarding Practice Review Group. Most of this year's actions have been completed and/or are on track to be completed in the first half of 2021.

Overarching learning and improvement themes this year include:

Adolescent Exploitation – building a stronger multi-agency approach

Adverse Childhood Experiences - early help and statutory interventions

Domestic abuse – testing changes to practice

Escalation – promoting wider use of the Policy

Exclusions from college – adapting intake times

Young people coming to police attention – joining up a response

Areas of good practice

Use of return home interviews when young people go missing

Hospital based support for young people presenting with injuries

Discharge planning protocol is used to support safe discharge

Accommodation moves for protection happen swiftly

Allegations of peer abuse in residential care responded to promptly

Multi-agency working after incidents of harm is well co-ordinated; multi-agency information sharing about vulnerable children has improved. Schools demonstrate good pastoral care and interventions which include family engagement and which prevent exclusions.

Dissemination of Learning from Case Reviews

Method

The main tool for disseminating learning is the 7 minute video briefing, introduced this year. The video contains a summary of the: safeguarding incident; child's details; areas for learning and improvement; any safeguarding gaps and areas of good practice. There are 3 questions for viewers and a link to research and practice documents.

Each new video is shown at the 1st Friday Safeguarding Forum. Feedback is collected from participants and safeguarding leads are responsible for cascading within their own agency and providing feedback to the NSCP. The videos are stored in a secure section of the NSCP website. PDF briefings on non-case based topic are available in the open section of the site. The Safeguarding Workforce Development Lead co-ordinates the process and provides regular reports to the CSPR group on usage and feedback. The videos are shared with NSCP commissioned trainers to use as part of their course materials,

Video Briefings produced this year

1. Keeping Young People Safe. 2. 'Ellie'. 3. Escalation and 'Becky'. 4. 'Arkay' 5. 'Bilal'

PDF Briefings produced this year Neglect; Social Media; Domestic Abuse



Monthly Safeguarding Forum Launched March 2021

To disseminate learning from NSCP rapid and local practice case reviews and embed the improvements through changes to local working practice.

Share findings and improvement plans from multi-agency audits to ensure that safeguarding partners are working together to meet shared, quality standards.

Launch key strategies, policies and procedures for safeguarding children and young people.

Provide a regular platform for key staff in the safeguarding partnership to meet, learn and improve safeguarding practice together.

Provide a feedback loop to the NSCP Executive Board on what is working well, with examples of success stories, and where further improvements are needed, how these can be achieved.

Membership includes Designated and Named Safeguarding Leads (or equivalent) in Education, Health, and Children's Social Care, Police, Adult and other public services who are members of the Newham Safeguarding Children Partnership.

Feedback from the March 2021 Forum

The sharing of information is useful, this was fairly rapid. We feel that we need to revisit some of the information to digest, reflect and then consider how to take forward. Some of the information shared is new to the group so has been helpful e.g. rapid review information.

It is my first time in Newham and I am well impressed about how this forum is functioning. I found the presentations and information sharing very educational and informative and would definitely attend again.

Seeing the escalation policy again is helpful and useful for us to be reminded of the correct procedure. It is reassuring to hear that this is something that professionals should be using regularly as and when needed. Really relevant and very useful. Serves to reinforce the importance of topics discussed and helps to evaluate whether my service is doing enough to cascade messages.

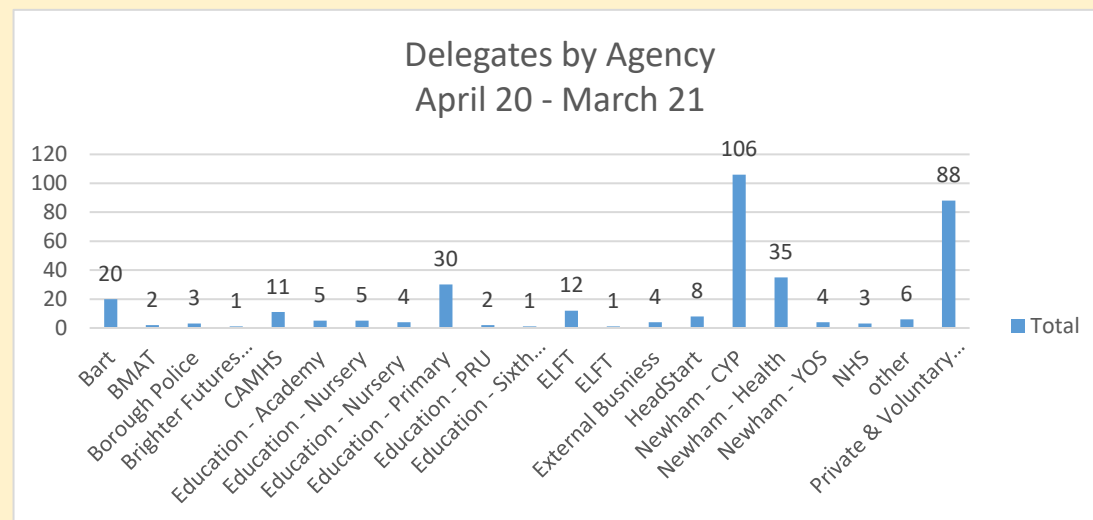
Training

Overview

This year, a comprehensive programme of safeguarding training has been offered on the virtual platform due to COVID-19 restrictions. The programme runs over an academic year, each course is offered termly as a minimum, and some courses are run more frequently in line with partnership priorities. For details please click on this link <https://www.newhamscp.org.uk/training-brochure/>

Attendance

Course bookings fell this year by nearly two thirds with the largest decrease for Education and Housing. During this period, schools have been accessing safeguarding training via the Early Help offer and through the Designated Safeguarding Leads Forum. Across the partnership, managing the response to COVID-19 has undoubtedly impacted on training attendance. Two well attended learning events were held in the autumn to share learning and developments and from these have evolved the monthly 1st Friday Safeguarding Forum.



Evaluation and feedback

85 evaluations were completed by around a quarter of all those attending and most of the feedback received was very positive. All feedback, including any issues or concerns is shared with training facilitators.

Sample feedback from Neglect training:
What aspects of the course did you find most helpful?

How to use the tool and examples given to help understanding With GCP2 Tool one needs to capture the views of the family in the assessment process.

Understanding the 4 domains /categories of Neglect: physical, safety, emotional and developmental needs.

The information given about the subject was delivered in a well manner where I could both understand and relate to what has been said.

The course was well structured

Sample feedback from Allegations against Professionals:

How to manage allegation and complaints against Childminders I found the allegations bit of the course super helpful. It was informative and also was very clear in what steps to take.

There was no capacity this year to carry out post-training impact surveys. Ways of achieving this using new technology are being explored.

Online training will continue to be offered as the feedback about this has been positive and face to face events will be built back into the programme when social distancing rules permit this.

Recommendations and outcomes from the 2019/2020 Annual Report

1. The work to produce an accessible integrated data set is finalised, building on the data that is already available and including impact and outcome measures for the NSPC's 2020/2022 priorities.

Outcomes Framework completed. Work on building the dashboard and data collection is underway.

2. A mid-year review of budget expenditure is carried out to ensure that projected expenditure is kept within budget.

Completed. The 2020/2022 business plan has been revised in line with the funding available.

3. There is a stronger focus on multi agency quality assurance across the partnership

One multi-agency audit took place in 2020, three audits planned for 2021.

A multi-agency screening tool and a risk assessment tool have been developed. The screening tool is being piloted in Children's Social Care and the Youth Offending Service with further pilots in schools and across the police in coming months.

4. The Safeguarding Partnership agrees how it can assure itself about the impact of multi-agency work and outcomes for children who have been sexually abused.

A rapid review of one individual case highlighted safeguarding gaps in the multi-agency response which left the child unprotected. It is planned to disseminate the learning and improvements highlighted in this case, through a 7 minute briefing.

5. Direct feedback from children and families is sought and utilised when the NSCP is carrying out case reviews and case audits. The safeguarding partners agree mechanisms for capturing feedback from families in receipt of child protection services and include this feedback and how it has been utilised in end of year reports.

Family feedback is collected as part of multi-agency audits and child safeguarding practice reviews. Surveys have been carried out with young people about the impact of COVID and about how safe they feel.

6. The partnership monitors the dissemination of its partnership learning and can identify tangible improvements that this has led to. *Improvements to the dissemination of learning have been made through the introduction of the 7 minute video briefing and feedback loops.*

7. The training report for 2020/2021 updates on how the new training delivery model is working in practice and includes feedback from practitioners about how they are using training to improve outcomes for the children and families they are working with.

Partially completed – data on the impact of training remains an issue

8. Safeguarding partners make sure the final version of this report is widely available. A copy will be published on the NSCP website and sent to the national Child Safeguarding Practice Review Panel and the national What Works Centre for Children Centre within seven days of being published. *Completed*

Safeguarding Partnership Budget and Resources

Commentary

The budget is made up of contributions from the local safeguarding partners and is reviewed annually.

In addition to the three salaried staff, the safeguarding partners contribute additional human resources. LBN meet the cost of the administration function for the partnership and lead the development of its data set. Named and designated safeguarding leads participate in regular multi-agency audits and other quality assurance activity, planned by the partnership Performance and Quality Assurance sub-group.

Through the Child Safeguarding Practice Review Group, senior staff share in the responsibility for chairing rapid reviews. In addition, two child safeguarding practice reviews have been undertaken by partnership staff, independent of the cases, and the Safeguarding Adults Board has supported by chairing the case review panels.

In 2021, additional funding was allocated to employ a part-time safeguarding specialist to support the partnership's safeguarding review function. This capacity has ensured that learning themes are collated, analysed and disseminated and improvement actions are monitored and tracked through to completion.

Budget Income	2020/21
Bart's Health Trust	5,000
East London Foundation Trust	10,000
Newham Clinical Commissioning Group	35,000
LBN Children and Young Peoples Services	100,000
LBN Housing	5,500
London Fire Brigade	500
Metropolitan Police	5,000
National Probation Service	2,100
Income	£163,100

Budget Expenditure	2020/21
Salaries (Business manager f/t; Independent Chair p/t; Workforce Development p/t)	104,296
Training	19,000
Child Safeguarding Practice Reviews	15,000
ICT	5,000
Expenditure	143,296

Challenges and Risks

COVID-19 has had an impact on progressing some of the items in this year's business plan. This impact is likely to continue into 2021/2022.

A key risk is ensuring that the system is able to deal with an impending rise in safeguarding referrals and the emerging issues and challenges for children, young people and their families brought on by the emergence out of lockdown.

Domestic Abuse continues to be a significant and growing issue in Newham, both in terms of numbers and severity of cases.

Further incidents of knife crime leading to the deaths or serious injury of young people continues to be a serious risk.

There is a risk that we lose sight of children and young people's voices or have less access to their views, opinions and ideas due to the most vulnerable being 'hidden'.

The resource and support to the NSCP is limiting the ability for the partnership to function at a level where it is able to focus on all priorities with equal vigour. The greatest impact has been on support to rapid reviews and quality assurance.

Our response

The business plan has been revised to focus on priority areas while ensuring a robust set of SMART deliverables are in place to measure progress and impact.

The Executive meet bi-monthly with additional monthly COVID-19 meetings. Safeguarding referrals are being closely monitored and in the case of an increase in domestic abuse referrals, additional capacity has been put in place.

The local strategic response has been strengthened and the Domestic Abuse Act 2021 will promote further multi-agency working and alignment of services.

The Keeping Young People Safe partnership is supporting a whole system approach led by the Youth Safety Board.

The Safeguarding Transition priority focusses on the most vulnerable of our young people. Multi-agency audits and case reviews will continue to ensure we hear the voice of children and young people.

Additional capacity to focus on case reviews was provided by CSC in the last quarter of the year and arrangements for 2021/22 are under review.

Conclusions

The Safeguarding Partnership has risen to the challenges imposed by COVID-19 and demonstrated good communication and effective working relationships. There is good leadership by the Executive, effective challenge by the Independent Chair which is creating a culture of openness, challenge and working together to solve problems in a positive way. Efforts are made to hear the voices of children and young people and use these to drive service improvements. Progress against priorities is tracked robustly and reported in a transparent way. The re-configuration of the Business plan to include measurable impact and outcome measures is an important step forward. The audit programme for 2021 reflects NSCP priorities. The timeliness of case reviews and dissemination of learning from reviews has improved since last year. The imminent implementation of the PCEHH is a significant achievement; there are several good practice areas in relation to adolescent exploitation and the response to families affected by domestic abuse has improved.

Recommendations

1. A review of the training offer for September 2021 to ensure this is targeted to the revised NSCP priorities, complements similar training already on offer and incorporates impact feedback.
2. The 2021/22 budget reviews address the resource gap for rapid reviews and quality assurance activity.
3. The local implementation plan for the Domestic Abuse Act 2021 is scrutinised by the Executive; the plan should incorporate local learning from case reviews.
4. The Performance and Quality Assurance sub-group of the NSCP to consider ways to quality assure the ending of child protection and child in need plans within it quality assurance programme.

Abbreviations used in this report

S Adolescent Exploitation Strategy <https://www.newhamscp.org.uk/wp-content/uploads/2020/12/Newham-Adolescent-Exploitation-Strategy.pdf>

AES Keeping Safe Toolkit <https://www.newham.gov.uk/downloads/file/2233/18-keeping-safe-campaign-toolkit-v4>

BAME Black and Minority Ethnicity <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>

Brighter Futures. <https://www.newham.gov.uk/children-families/bright-future-children>

Caring Dads. <https://www.newham.gov.uk/downloads/file/42/newdaycaringdad>

CSC Children's Social Care. <https://www.newham.gov.uk/children-families>

CPS Community Parenting Advocate. <https://families.newham.gov.uk/kb5/newham/directory/family.page?familychannel=1-1>

CYPS Children's and Young People Services. <https://www.newham.gov.uk/children-families>

Families First. <https://families.newham.gov.uk/kb5/newham/directory/localoffer.page?localofferchannel=4>

GCP2 Graded Care Profile. <https://www.newhamscp.org.uk/child-neglect/>

LADO Local Authority Designated Officer. <https://www.newhamscp.org.uk/lado-safer-recruitment/>

MARAC-Multi-agency Risk Assessment Conference. <https://www.newham.gov.uk/children-families/activities-young-people-newham/2>

MASH Multi-agency Safeguarding Hub. (<https://families.newham.gov.uk/kb5/newham/directory/family.page?familychannel=7>)

MPS Metropolitan Police Service. <https://www.met.police.uk/>

National Referral Mechanism. [https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales#:~:text=The%20National%20Referral%20Mechanism%20\(%20NRM,human%20trafficking](https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales#:~:text=The%20National%20Referral%20Mechanism%20(%20NRM,human%20trafficking)

NELCCG North East London Clinical Commissioning Group. <https://northeastlondonccg.nhs.uk/>

NewDay. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/932771/Newham_NewDay.pdf

NSAB Newham Safeguarding Adults Board. <https://www.newham.gov.uk/health-adult-social-care/safeguarding>

NSCP Newham Safeguarding Children Partnership. <https://www.newhamscp.org.uk/>

Ofsted Office for Standards in Education, Children's Services and Skills. <https://www.gov.uk/government/organisations/ofsted>

PCEHH Preventing Child Exploitation and Harm Hub <https://www.newham.gov.uk/children-families/child-exploitation/3>

RHI Return Home Interview (when children go missing) https://newhamchildcare.proceduresonline.com/files/missing_pr.pdf

RSHE Religious, Social, Health and Education curriculum. <https://www.newham.gov.uk/schools-education/school-curriculum/5>

Single Competent Authority. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/982919/SCA_PIN_20.04.2021.pdf

VCS Voluntary and Community Services. <https://www.onenewham.org.uk/>

Vulnerable Adults Team. <https://www.newham.gov.uk/health-adult-social-care/sg-raising-alert>

YES Youth Empowerment Service. <https://www.newham.gov.uk/children-families/activities-young-people-newham/2>

YOS Youth Offending Service. <https://www.gov.uk/guidance/youth-offending-teams-london>

YSB Youth Safety Board https://www.newhamscp.org.uk/wp-content/uploads/2021/03/8b.-08306_Youth-safety-report-v3-lores.pdf