

Newham Safeguarding Children Partnership (NSCP) Annual Report 2024/25



Chair's Introduction and Reflections

Laura Eden, Director of Children and Young People's Services and Chair of the NSCP (2024/25)

It has been a privilege to serve as Chair of the Newham Safeguarding Children Partnership (NSCP) during 2024/25. As the Director of Children and Young People's Services, I am acutely aware of the collective responsibility we all hold to ensure that children in Newham are safe, supported and able to thrive.

Before I reflect on the year, I want to offer my sincere thanks to **Julia Stephens-Row**, our outgoing Independent Chair. Julia brought a deep commitment to partnership working and a strong focus on meaningful scrutiny, challenge and learning. Her leadership has helped lay strong foundations that I have been proud to build upon during this transitional year.

The NSCP has continued to prioritise robust and reflective scrutiny in line with updates introduced in *Working Together 2023*. The revised national guidance strengthens the role of Independent Scrutineer and sets out a clear requirement for arrangements to demonstrate transparency, effective challenge, and impact. In preparation for these upcoming changes – including the appointment of a new Independent Scrutineer for Newham in autumn 2024 – our partnership has undertaken a number of activities this year to assess and strengthen our local safeguarding system.

A key milestone in this work was our whole partnership away day in March 2025, which brought together leaders and practitioners from across the system. The day was a vital opportunity to pause, reflect, and look ahead. We used local data, emerging trends and learning from reviews to re-examine our priorities and ensure that we are prepared for the national safeguarding reforms. There was strong alignment across agencies and we are now progressing refreshed priorities that reflect both the local context and the national direction of travel. I have already seen exciting developments emerging from this work, and I look forward to sharing more in our 2025/26 annual report, when we will be able to fully reflect on the impact of our new strategic focus.

Throughout 2024/25, scrutiny activity has included:

- Ensuring clear accountability mechanisms are in place within the Local Authority, Police, ICB, Education and all agencies to support and challenge the work of their NSCP representatives.
- Reviewing the Business Plan, Risk Register, and Annual Report, ensuring these reflect both current risks and future ambitions.
- Bringing our responsibilities to tackle racism, inequality and discrimination in all that the partnership does.
- Encouraging all partners to increase their financial and in-kind contributions to strengthen the NSCP Business Unit and delivery capacity.
- Supporting the development and embedding of a partnership meeting model, aligned with *Working Together 2023* expectations, to strengthen governance and cross-agency ownership.

- Sharing good practice from across the country to inform continuous improvement locally including reviewing how the partnership responds to “Its Silent, Race, Racism and Safeguarding Children”.
- Facilitating key learning events and review sessions that ensure learning is not only heard but translated into tangible changes in practice.
- Not only ensuring that voices are heard but that they are translated into tangible changes in practice.
- Leading a multi-agency review of the response to community incidents during Easter 2023, identifying actions to improve our collective resilience and readiness for future events.
- In addition, we have undertaken other reviews, with learning from each informing practice improvements across agencies and strengthening how we work together going forward.

Another area of focused scrutiny was the completion of the thematic review into the experiences of seven children at risk of extra-familial harm, who had also experienced intra-familial physical abuse. I was pleased to support this work through:

- Challenging how the voices of children and families were captured and embedded in the review process.
- Supporting the design and delivery of an extended partnership learning event and action planning process.
- Providing feedback to the author and implementation leads to ensure clarity, relevance and impact.
- Working with colleagues to ensure effective action tracking and oversight of agreed improvements.

As we look ahead to a period of national reform, I am confident that the NSCP is well-positioned to adapt and strengthen. We have the commitment, expertise and energy across our partnership to deliver meaningful change. I am particularly encouraged by the momentum we are already seeing around our new priority areas, and I look forward to reflecting more fully on their impact in the 2025/26 annual report.

Thank you to all our partners for your continued dedication, challenge and collaboration. Our shared commitment to safeguarding children in Newham is both our greatest strength and our greatest responsibility.

I look forward to working with our Independent Scrutineer to further develop how children, young people and families influence, contribute and are heard throughout the NSCP.

Laura Eden

Director of Children and Young People’s Services

Chair of the Newham Safeguarding Children Partnership (2024/25)

1. About Newham

We are one of the **fastest growing, young and diverse boroughs** in the country with a vibrant community and a long history of inclusivity.

- We have seen a **significant growth in residents (over 14%)** moving into the borough in the last decade, making us the **third highest rate of growth in London**.
- Newham is home to **351,000 people** and has the **second youngest age profile of any borough in London**.
- **90%** of people in Newham are **under the age of 65**, and **37%** of our resident population are **children and young people aged 0–25 years**.
- **72%** of our residents are from **Black and Global Majority communities**.
 - The largest proportion of our population is **Black African, Black Caribbean and Black Other (27.1%)**, followed by **Bangladeshi (18.5%)** and **White (17.3%)**.
 - Compared to London overall, Newham has a **lower proportion of White ethnicity residents (17.3% vs 36.8%)**.

With some **242 dialects and languages spoken**, our ethnically and religiously diverse community is something we are rightly proud of as we celebrate our **60th year as a London borough in 2025**.

Newham has a **high proportion of households with multiple children**. Nationally, **7% of households have three or more children**, while in Newham it is **14%**, making it the **second highest in England**.

Inequalities and Challenges

- Over a **quarter of our neighbourhoods** are in the **20% most deprived** in the country.
- Approximately **21% of the population** are classified as **low-income families**, and **over a quarter of residents** are paid **below the London Living Wage**.
- Around **30% of children** are **eligible for free school meals**, a figure that increased during the Covid-19 pandemic.
- As of 2025, Newham has the **highest rate of child poverty in London**, with around **50% of children living in poverty**.
- After housing costs, **almost half of residents live in poverty**.
- **Average rents represent 65% of average wages**, compared with **30% across the UK**.
- **Homelessness** and demand for **temporary housing** continue to rise.
- The **unemployment rate in Newham is 9.1%**, compared with **6.4% in Inner London** and **5.1% across England**.
- **Youth unemployment** is also higher, at **7% in Newham**, compared with **6.4% in Inner London** and **5.1% nationally**.

2. About the Annual Report

The Newham Safeguarding Children Partnership (NSCP) annual report for 2024/25 sets out examples of the evidence, impact, assurance and learning of the statutory safeguarding arrangements in the London Borough of Newham.

It reports on the following activity:

- The governance and accountability arrangements for the NSCP's safeguarding arrangements alongside a summary of progress against the NSCP's priorities.
- The context for safeguarding children in the London Borough of Newham, highlighting the progress made by the Newham Partnership.
- The lessons that the NSCP has identified through its Quality Assurance and Learning Framework, the key messages for practice and the actions taken to improve safeguarding and welfare as a result of this activity.
- The range and impact of the multi-agency safeguarding training delivered by the NSCP.
- The NSCP's priorities going forward and the outstanding principle of safeguarding partners.

In line with statutory requirements, the NSCP annual report 2024/25 has been sent to the National Child Safeguarding Practice Review Panel.

3. About the NSCP

The NSCP has firmly established itself under the framework provided by the Working Together to Safeguard Children 2023 arrangements. Over recent years, the NSCP has evolved into a responsive and agile system, effectively addressing the safeguarding needs of children in Newham.

According to these arrangements, a statutory safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004, as amended by the Children and Social Work Act 2017, as:

- The local authority
- An integrated Care Board for an area, any part of which falls within the local authority area
- The chief officer of police for an area any part of which falls within the local authority area

Recognising the importance of a holistic approach to safeguarding, Newham has taken an additional step by including education partners as a crucial component of the partnership. This is reflected in the active participation of the Director of Education and Head Teacher representatives from both secondary and primary schools, ensuring that the educational sector is fully integrated into the safeguarding partnership. This expanded partnership strengthens the collective efforts to protect children and ensures a comprehensive safeguarding strategy within the local area.

The safeguarding partnership is ambitious. In June 2025, we appointed a new, experienced Independent Scrutineer, strengthening our commitment to continuous improvement and robust oversight. We look forward to reporting on the impact of this role on the partnership and families in Newham in the 2025/26 annual report. Alongside this, we

have continued to extend Executive meeting arrangements, supporting broader engagement and collaboration across the partnership.

Steps have been taken to strengthen relationships to enable greater levels of scrutiny, challenge and support, resulting in enhanced visibility of the partnership and improved communication, data sharing and information at an operational level.

The partnership has taken steps to improve communication and engagement. The partnership has continued to strengthen communication and engagement across agencies and with the wider workforce. The “First Friday Forum” remains a well-regarded platform for open discussion, shared learning, and cross-agency collaboration. Its regular attendance reflects its value to partners at all levels.

We have also expanded the use of 7-Minute Briefings, which continue to serve as an effective tool for sharing key thematic learning from safeguarding incidents in a concise, accessible format. This year, we increased their frequency and ensured wider distribution through digital channels, enhancing reach and accessibility across services.

In addition, we have delivered a series of targeted partnership learning events, focused on priority themes such as youth safety. These events have provided opportunities for reflective practice and system learning, supporting a more informed and responsive safeguarding culture. This growing culture is characterised by openness, shared responsibility, and a commitment to continuous improvement. By creating regular spaces for reflection and discussion, the partnership has encouraged practitioners to feel confident in raising concerns, sharing insights, and constructively challenging practice where needed. This collaborative ethos helps to strengthen trust between agencies, ensures learning is embedded into everyday practice, and supports a workforce that is more proactive, curious, and resilient in addressing safeguarding challenges.

Looking ahead, we will continue to develop innovative and inclusive approaches to communication, ensuring that learning is embedded across all levels of the safeguarding system in Newham.

We have **established ‘outstanding partnership principles’**. This has translated into, for example: a culture of early identification and referral to partner agencies – the development of the Newham Information and Intelligence Partnership Briefing (LBNIIIPB) is evidence of applying this culture into practice; and open and transparent dialogue between partner agencies through increasing levels of quality conversations – we have received reports from across the system that the culture has positively changed. The partnership has endorsed the SEND & Inclusion Strategy and supported the development of the Education Partnership Board.

NSCP Executive Members

Annabel Bates – Director of Education & Inclusion, Children and Young People, LBN

Diane Jones – Chief Nursing Officer, NHS North East London – SHE NEVER COMES

Julia Stephens Row – NSCP Independent Chair

Korkor Ceasar – Deputy Director for Safeguarding Children, NHS North East London

Laura Eden – Corporate Director of Children and Young People (DCS), LBN & NSCP Chair

Mahfuzul Khan – Director of Early Help and Safeguarding, Children and Young People, LBN

Matt Hipperson – Head Teacher, St Luke’s CEVA Primary School

Sarah Morgan – Head Teacher, Eastlea Community School

Scott Ware – Detective Superintendent, Met Police

Victor Cook – Acting Director of Quality Assurance and Partnerships, Children and Young People, LBN

Julia Stephens Row – NSCP independent Chair (up to September 2024)

The Groups explained:

- **Executive Group:**

- The Executive Group oversees the NSCP, ensuring that it continues to promote and support multi-agency collaboration across all safeguarding areas. The local Police, Integrated Care Board, and Local Authority share equal responsibility for the partnership and its outcomes alongside education providers

Executive Partnership Group:

- This group brings together Designated Safeguarding Leads (DSLs) from across the partnership, ensuring full representation and engagement from all sectors. The group focuses on advancing the NSCP business plan goals through collaborative efforts.

- **Performance and Quality Assurance Subgroup:**

- This group manages the scrutiny business aspects of agencies and the partnership as a whole, including the review of multi-agency data, audits, and action plans that emerge from statutory reviews. Their work ensures accountability and continuous improvement in safeguarding practices.

- **Learning and Workforce Development Subgroup:**

- Focused on training and awareness, this group coordinates educational and training programs across the borough, ensuring that all partners are equipped with the knowledge and skills needed to safeguard children effectively.

- **Child Safeguarding Practice Review Subgroup:**

- This group is responsible for ensuring the implementation of learning from statutory reviews, including ensuring that lessons are effectively integrated into practice in all agencies to prevent future incidents.

- **All Age Exploitation Group :**

- The All-Age Exploitation Group previously served as a joint forum between the Newham Safeguarding Children Partnership (NSCP) and the Newham Safeguarding Adults Board (SAB), coordinating multi-agency efforts to address all forms of exploitation across the borough. In February 2025, this group was formally stood down following the development of a more focused

and strategic approach through the establishment of the Youth Safety Strategy Group in March 2025. This new group builds on the learning and foundations of the All-Age Exploitation Group, with a renewed emphasis on prevention, partnership coordination, and safeguarding adolescents at risk of harm and exploitation.

This structure ensures a comprehensive and integrated approach to safeguarding, with each group playing a vital role in maintaining the safety and well-being of children and young people in Newham.

4. Our vision and priorities

Purpose

The NSCP's safeguarding arrangements support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare is promoted.
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Organisations and agencies challenge appropriately and hold one another to account effectively.
- There is early identification and analysis of new safeguarding issues and emerging threats.
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice.
- Information is shared effectively to facilitate accurate and timely decision making for children and families.

Vision

Our vision is to make Newham the best place for children and young people. All young people in Newham will:

- Grow up healthy, promoting independence, happy and safe
- Flourish in our schools
- Benefit from training and employment opportunities
- Play an active role in our community

Objectives

Our objectives are to:

- Coordinate what is done by each agency to safeguard and promote the welfare of children.
- Ensure the effectiveness of what is done by each agency and by agencies working together

NSCP standards for an outstanding partnership

The NSCP aims to be a mature, high trust partnership in which conflicts are resolved through conversation. To achieve our aim, we have developed standards for the NSCP providing an outstanding leadership. This means:

- A culture of early identification and referral to partners agencies

- Open and transparent dialogue between partner agencies
- Respect
- Handling disagreements through conversation which seek to arrive at a joint understanding
- No weak link in providing support to a child

5. Strategic Boards and Partnerships linked to the NSCP

Safeguarding Adults Board (SAB):

Health and Wellbeing Board:

The Newham Health and Wellbeing Board is a statutory body that brings together the NHS, local authority, and Healthwatch to collaborate on improving local health and care services. The board aims to enhance the health and wellbeing of Newham's residents, reduce health inequalities, and plan the commissioning of services based on local need

The **Newham Safeguarding Adults Board** is a statutory multi-agency partnership dedicated to ensuring that adults in Newham can live free from abuse and neglect. It holds overall responsibility for coordinating safeguarding adult matters and ensuring that partner agencies fulfill their duties in protecting vulnerable adults.

Newham Families, Babies & Children Board

The **Newham Families, Babies & Children Board** in Newham is responsible for leading partnership decision-making related to babies, children, young people, and families. It sets the strategic direction through the Newham Children and Young People's Plan, advocates for the voices and needs of local children, young people, and families in decision-making, and develops key policies that impact services across the borough.

Newham Safety Partnership Board:

The **Newham Safety Partnership Board** in Newham is tasked with conducting an annual assessment of crime, disorder, anti-social behaviour, substance misuse, and re-offending within the borough. These findings inform the creation of the **Community Safety Plan**, ensuring a coordinated and strategic approach to improving community safety across Newham.

To support joined-up strategic working, leads of all the boards including the NSCP come together four times a year in a shared forum. These joint meetings strengthen collaboration, align priorities, and ensure a coordinated approach to safeguarding, health, and community safety across Newham.

6. Membership of the NSCP

“Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider are required to safeguard and promote the welfare of local children. A list of organisations that meet the criteria to be included as a relevant agency is set out in regulations. Strong, effective multiagency safeguarding arrangements should be responsive to local circumstances and engage the right people in a collaborative way. This approach requires flexibility from all relevant agencies, to enable joint identification and response to existing and emerging needs, and to agree priorities to improve outcomes for children.” – Working Together 2023.

Strengthening the Partnership

In 2024/25, the partnership has continued to grow in strength and impact, with key agencies taking active leadership roles in driving forward work across our priority areas. This distributed leadership approach has not only improved the coordination of multi-agency safeguarding efforts but also deepened ownership and accountability across the system.

The introduction of the Youth Safety Strategy Group and the appointment of a new Independent Scrutineer in June 2025 have further reinforced the partnership's capacity for critical reflection and strategic alignment. Together, these developments support our shared commitment to ensuring that every child in Newham is safe, supported, and able to thrive.

Snapshot of Membership

The NSCP is made up of over 60 professionals from a wide range of agencies and disciplines, bringing together a rich mix of expertise, experience, and local insight. The partnership includes nearly every organisation working with children and families in Newham. Key partners include:

- London Borough of Newham
- Integrated Care Board (ICB)
- Metropolitan Police
- Children's Social Care and Early Help
- Primary and Secondary Education providers
- Health Services (including maternity, health visiting, and community health)
- Voluntary and Community Sector organisations

This diverse and committed membership works collaboratively to build a strong, coordinated, and responsive safeguarding system that puts the needs and voices of children, young people, and families at its heart.

7. Partner Contributions

The LSP should agree on the level of funding needed to deliver the multi-agency safeguarding arrangements. This includes consideration of business and analytical support, independent scrutiny, infrastructure, and core functions including local children safeguarding practice reviews, multi-agency training and learning events. It is the responsibility of the LSP to ensure that adequate funding is allocated and spent in line with agreed priorities. Funding contributions from the statutory safeguarding partners should be equitable and agreed by the LSP. Funding for the arrangements should be reviewed on an ongoing basis to ensure that they can meet the financial needs of the arrangements.” – Working Together 2023

At the start of each year, the funding for the NSCP is agreed upon by all partners. This funding is essential for fulfilling the partnership's functions and ensuring that the safeguarding arrangements are effectively implemented. However, it is recognised that many organisations face financial challenges annually, which can impact their ability to contribute monetarily.

To address these challenges and maintain the partnership's operations, partners frequently offer their time and resources in kind. This in-kind support is crucial and includes a variety of contributions such as:

- Chairing and participating in sub-groups or task and finish groups: Partners take on leadership roles within these groups to guide specific initiatives or areas of focus.
- Conducting reviews and audits: Partners carry out critical assessments to ensure that safeguarding practices are up to standard and identify areas for improvement.
- Leading and attending workshops: Partners actively engage in professional development and knowledge-sharing activities, contributing to the partnership's continuous learning and improvement.
- Analysing and submitting data: Partners provide valuable data insights and analyses that inform the partnership's strategic decisions and help monitor the effectiveness of safeguarding measures
- These contributions, while not monetary, are vital to the ongoing success and sustainability of the NSCP, allowing the partnership to function effectively despite financial constraints

Budget and spend 2024/25:

Income

Income source	Amount
Barts Health	£5,000
ELFT	£10,000
ICB	£50,000
Police	£5,000
LBN - CSC	£107,000 (not including overheads)
LBN - Education	£10,000
Housing	£5,500
Probation	£2,100
Total	£194,600

Expenditure

Expenditure Type	Full Year Budget	Year End Spend
Salaries	£145,000	£153,000
Training/ events	£30,000	£27,000
LCSPRs	£13,000	£12,000
ICT/ Printing/ Miscellaneous	£6,600	£4,000
Total	£194,600	£196,000

In the 2023/24 financial year, the Department for Education provided all local safeguarding partnerships with a one-off grant of £47,300 to support the implementation of the revised *Working Together to Safeguard Children* statutory guidance. Although this funding was initially earmarked for use within 2023/24, delays in disbursement meant that the funds were only received in the final quarter of the year. As a result, the grant was rolled over into the 2024/25 budget, allowing the partnership to strategically allocate the funding towards priority areas aligned with the updated guidance.

The Newham Safeguarding Children Partnership (NSCP) allocated this grant towards essential areas, including:

- **Training:** Ensuring that all members and relevant stakeholders are fully equipped with the latest knowledge and skills to implement the new safeguarding requirements.
- **Expenditure for independent scrutineer:** This role is vital to the partnership's operations, providing independent oversight and constructive challenges to ensure statutory duties are met. The scrutineer's objective perspective supports accountability, highlights strengths and areas for improvement, and ensures the voices of children, families, and practitioners inform decision-making. This investment strengthens transparency, continuous improvement, and a culture of openness across the safeguarding partnership.
- **Data:** To maintain a fully functional safeguarding system, it is essential to establish and sustain a comprehensive multi-agency data set. This data set will support effective analysis and decision-making across the partnership. By ensuring accurate and timely data collection from all relevant agencies, the NSCP can:
 - **Monitor trends:** Identify patterns and trends in safeguarding issues, enabling proactive interventions.
 - **Assess performance:** Evaluate the effectiveness of current safeguarding practices and initiatives, highlighting areas for improvement.
 - **Inform strategy:** Provide data-driven insights that guide strategic planning and resource allocation.
 - **Enhance collaboration:** Facilitate better communication and coordination between agencies, ensuring a unified approach to safeguarding.

A robust multi-agency data set is critical for the ongoing success and responsiveness of the NSCP, allowing it to address the complex needs of children and families in Newham effectively.

8. Working Together 2023

Working Together to Safeguard Children is statutory guidance produced by the government that outlines how practitioners working with children, young people and families should work together to ensure that children and young people remain safe from harm. Working Together 2023 underpins all the activity of the Newham Safeguarding Children Partnership.

Joint functions of lead safeguarding partners

1. Set the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively.
2. Lead their organisation's individual contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates to account for the delivery of agency commitments.

3. Review and sign off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.
4. Provide shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
5. Ensure multi-agency arrangements have the necessary level of business support, including intelligence and analytical functions, such as an agreed data set providing oversight and a robust understanding of practice.
6. Ensure all relevant agencies, including education settings, are clear on their role and contribution to multi-agency safeguarding arrangements.”

Overview of key changes in Working Together to Safeguard Children 2023

2023 saw significant changes in the Working Together Guidance, the NSCP is currently reviewing how the partnership can be strengthened through further compliance with the guidance.

The headline areas for change and improvement are:

- Changes to NSCP’s strategic leadership
- Multi-agency expectations for all partners
- Ensuring interdependencies with other boards
- Role of education and childcare providers
- Further inclusion of the voluntary sector
- Working more closely with parents/guardians and families
- Strengthening accountability, data, reporting and information sharing
- Tackling harm outside the home
- Support for children with disabilities
- Strengthening scrutiny functions

Independent Scrutiny

“Independent scrutiny should drive continuous improvement and provide assurance that arrangements are working effectively for children, families, and practitioners. It should also consider learning from local child safeguarding practice reviews, national reviews and thematic reports. The independent scrutineer or scrutiny group should be able to demonstrate knowledge, skills and expertise in the area being scrutinised and consequently add value to the work of local agencies.” – Working Together 2023

For the past four years, Newham benefited from the leadership and continuity provided by an experienced Independent Chair. In September 2024, as part of aligning with the expectations of *Working Together 2023*, we said goodbye and expressed our thanks to the outgoing Chair for their dedicated service and contribution to the partnership.

Following this transition, an Independent Scrutineer was appointed in June 2025, shortly after the reporting period covered by this annual report. This new role will support the partnership by providing robust, impartial oversight, driving continuous improvement, and ensuring that our safeguarding arrangements are both effective and evidence informed. We look forward to reporting on the impact of the Independent Scrutineer's work in the 2025/26 annual report.

9. Overview of our priority focus areas

We are committed to ensuring that vulnerable children and families in Newham are provided with high quality support and protection and achieve the best possible outcomes. The business plan for 2023/26 reflects the priorities established at the priority setting event in January 2023 and the work with the partnership that has been undertaken six months prior in preparation. It is informed by data, Rapid Reviews, Child Safeguarding Practice Reviews and their associated learning, the knowledge and expertise of professionals and the views of children and young people. The three-year Business Plan is reviewed annually, and actions are monitored regularly by the NSCP Executive.

Priorities

Golden threads:

A golden thread running through the priorities is the consideration of the impact of poverty and the cost of living. For all priorities a special focus will be given to children with SEND, care leavers, unaccompanied asylum seekers and refugees. We will further enhance focus on the impact of racism, inequality, disproportionality and disparity and early intervention in 2024/25.

NSCP and SAB joint priorities

1. All age exploitation - with an emphasis on 16-25 age group with a focus on exploitation and youth violence
2. Modern Day Slavery
3. Cuckooing
4. Domestic Abuse; *To seek assurance that the domestic abuse strategy and accompanying action plans are reviewed annually and assurance is sought that safeguarding is at the forefront of the activity.*

NSCP Children's Partnership priorities

1. Child sexual abuse including sibling sexual abuse.
2. Child Mental Health.

NSCP Executive Priority Setting Process

The NSCP Executive set the priorities for a three-year period through a comprehensive and inclusive decision-making process. As part of this, we held a dedicated **away day** with safeguarding partners to reflect on emerging challenges, opportunities, and areas requiring strengthened focus. This session was followed by a series of consultation and follow-up meetings with both the Executive and wider Partnership.

Through this process, we identified and agreed a set of **new cross-cutting themes and revised priorities**, ensuring that they reflect the voices of partners and align with shared ambitions. The outcome of the consultation reaffirmed existing areas of focus while sharpening attention on issues where joint working can add most value. These revised priorities will guide the work of the Partnership over the next three years.

11. Key achievements and impact – snapshot

Publication of Updated Safeguarding Arrangements

In 2024 the NSCP reviewed and refreshed its published Multi-Agency Safeguarding Arrangements (MASA) to reflect current structures, roles, and working practices, marking the most significant update since 2019. These revised arrangements promote transparency and are accessible to both partners and the public, demonstrating the partnership's continued growth, adaptability, and commitment to effective, accountable safeguarding leadership. The MASA will be reviewed in 2026.

Delivery of the First Friday Safeguarding Forum

The NSCP First Friday Safeguarding Forum has continued to serve as a central platform for multi-agency learning and collaboration. It brings together professionals from across the partnership to explore key safeguarding themes, share emerging insights, and reflect on learning from local and national reviews.

In 2024/25, the Forum maintained strong engagement, with approximately 60 regular attendees and more than 350 individual participants across the year. Discussion topics have included themes such as **SIDS (Sudden Infant Death Syndrome)** youth safety and exploitation, neglect, domestic abuse, safeguarding adolescents, and learning from Child Safeguarding Practice Reviews. The Forum has also provided space to examine emerging issues such as contextual safeguarding, transitions to adulthood, and the safeguarding implications of digital and online harm.

The Forum continues to be an essential tool for embedding learning, improving practice, and fostering a culture of openness and continuous improvement across the safeguarding system in Newham.

Reflecting on Our Priorities

Each year, the NSCP undertakes a structured review of its priority areas to ensure a sharp focus on the most critical issues affecting children and young people in Newham. For 2024/25, this process included:

- Multi-agency audits to assess the quality and consistency of frontline practice
- Feedback from children and young people when undertaking a thematic review, ensuring that their voices continue to shape decision-making
- Learning from Child Safeguarding Practice Reviews (CSPRs) and Rapid Reviews, informing future strategy and policy

- Input from partners and post-conference surveys, capturing the breadth of professional perspectives across the borough

This approach ensures that the NSCP's work remains evidence informed, agile, and responsive to local safeguarding challenges.

Implementation of 7-Minute Briefings from Rapid Reviews

To enhance the impact of learning from Rapid Reviews, the NSCP continued to deliver 7-Minute Briefings following each review. These briefings provide practitioners with concise, focused summaries of key themes and learning points, and have become a well-established part of the partnership's learning framework.

Key features include:

- High levels of anonymisation to protect the privacy of those involved
- Brief, impactful sessions lasting just 7 minutes to maximise accessibility
- Consistently strong participation, with 40–60 attendees per session

These briefings have proven instrumental in sharing learning quickly and effectively, helping practitioners reflect on their own work and apply new insights in real time. We have looked at

Improvements to Governance and Risk Oversight

Strengthening governance has remained a priority throughout 2024/25. This year, the NSCP introduced a shared strategic risk register with Newham Partnership Boards, allowing key safeguarding risks to be identified, monitored, and assigned to Executive Members for oversight and mitigation. This tool has improved the partnership's ability to coordinate its response to emerging challenges, strengthen accountability, and maintain a sharp focus on areas of greatest need.

Ongoing Commitment to Continuous Improvement

The developments outlined above reflect the NSCP's enduring commitment to collaborative working, learning, and continuous improvement. This commitment was further demonstrated through the launch of the Youth Safety Strategy, informed by a comprehensive multi-agency audit, which set out clear priorities for keeping young people safe. By investing in robust structures, clear priorities, and inclusive learning mechanisms, the partnership ensures that safeguarding practices in Newham remain dynamic, joined up, and firmly focused on the lived experiences of children and families

12. Key challenges and impact – snapshot

Workforce – NSCP Business Unit

The NSCP Business Unit continues to provide the core operational support needed to coordinate safeguarding activity across the partnership. The team consists of:

- 1 full-time Business Manager
- 0.25 FTE Training Coordinator, responsible for commissioning and arranging all NSCP training
- Administrative support provided by the local authority

In September 2024, the Independent Chair stepped down after four years of dedicated service. We extend our sincere thanks for their leadership and contribution to the development of the partnership. In agreement with executive partners, the Director of Children and Young People's Services (CYPS) has taken on the chairing role from September 2024 to September 2025, ensuring continued strategic leadership. It has been agreed that this role will rotate amongst the statutory partners, supporting shared ownership and sustainability of the NSCP's governance.

While this small team is instrumental in the delivery of the NSCP's work, capacity limitations have had an impact on some activities, such as the timely updating of the website and the delivery of wider communications. Despite this, the in-kind contributions from partner agencies continue to be a strength of the partnership such as delivering training and briefings.

This strong commitment from across the partnership helps to mitigate resource pressures and ensures that the NSCP continues to function as a collaborative, learning-focused, and impact-driven safeguarding partnership.

Strengthened Focus on Tackling Racism, Inequality, and Disproportionality

In line with its commitment to ensuring that all children and families are safeguarded equitably, the NSCP has strengthened its focus on tackling racism, inequality, and disproportionality. This includes:

- Embedding equity, diversity, and inclusion considerations into all subgroups and practice reviews.
- Monitoring and analysing data to identify disproportionalities in safeguarding responses and outcomes for children and families from minoritised communities.
- Commissioning and promoting training to raise awareness of structural inequalities, and enhance anti-racist and anti-discriminatory practice.
- Ensuring that learning from case reviews and audits highlights and addresses issues of inequality and discrimination.
- Creating spaces for the voices of children, young people, and families from diverse backgrounds to shape safeguarding priorities and practice.

This strengthened approach supports the partnership's vision of safeguarding practice that is not only effective but also fair, inclusive, and responsive to the diverse community of Newham.

Budget

The NSCP budget primarily covers staffing, independent scrutiny, statutory reviews, and training opportunities. The Local Authority provides the largest portion of funding, followed by the Integrated Care Board (ICB). However, safeguarding partnerships across London receive £5,000 from the Metropolitan Police, which is centrally allocated by MOPAC. As each Safeguarding Partnership across London receives the same funding amount

independent of need and demand, there are ongoing discussions to receive the required level of funding for the Newham Partnership

Leadership changes

The NSCP Executive Group is led by key directors from the three statutory partners. Recently, there have been changes in personnel at various levels in the Metropolitan Police. Despite these transitions, the Executive Group continues to successfully lead and guide the partnership's safeguarding efforts.

Partnership capacity

The NSCP has faced challenges due to capacity issues reported by partner agencies, which have affected their ability to fully contribute to the partnership's activities. These capacity constraints are largely driven by an increase in service demand alongside savings and budget cuts across agencies. As a result, the ability of some partners to engage consistently in NSCP initiatives has been impacted. It is anticipated that the impact on partnership agencies will continue to be challenge however the partnership is trying to streamline processes and review activity wherever possible to increase efficiency and focus on a smaller number of key deliverables that focus on effective work to safeguard children in Newham.

13. Safeguarding snapshot



During 2024/25:

- 3,700 children were supported through Targeted Early Help.
- We received 18,423 contacts slightly less than 2023/24 (18,584).
- More boys (53%) than girls (47%) were supported; and the age profile varies across the status of children, with significantly more adolescents in care than younger age groups.
- Some global majority groups are over-represented in the figures and therefore there is clear disproportionality within the children's social care and youth justice system which needs further addressing. A detailed 'deep dive' is planned in 2025/26. This will look at the journey through the children's social care system for children and young people from different ethnic groups and focus on differences in outcomes. We are aware that children from the Black and Global Majority, particularly Black boys, are disproportionately represented in our children's social care and youth justice systems. Black boys are more likely to be a victim of child criminal exploitation or serious youth violence, charged with knife possession, be stopped and searched by the police, receive custodial sentences and be remanded in custody as well as less likely to be in long term foster placements and wait longer to be adopted.
- In March 2025, Newham was responsible for 3,088 Education, Health and Care Plans (EHCPs) a 60% increase from 2022. This equates to 4.9% of the school population. In comparison 4.9% across London and 5.2% of pupils nationally had an EHCP.
- As of March 2025, 6,832 pupils in Newham schools are classified as receiving SEN Support provision, which equates to 10.9% of the school population. This includes residents of other local authorities. In comparison 12.7% of pupils across London and 13.6% of pupils nationally received SEN Support.

At the end of March 2024/25:

- Our **CIN rate** of 339 per 10,000 was lower than our statistical neighbours' average for 2023/24 (365.3) changing a long-term trend where our rate was higher. In line with the development of our approach to family help, more children and families are now receiving help and support at an earlier stage.
- Our **CP rate** of 32.1 per 10,000 was lower than our statistical neighbours' average for 2023/24 (39.7) reflecting improvements in our ability to identify and address needs at an earlier stage, preventing the need for a CP Plan.
- Our **CIC rate** of 48.8 per 10,000 was lower than our statistical neighbours for 2023/24 (55.2) in line with a long-term trend. Since a peak of 435 children in care in 2021/22, the figures have been declining steadily and there were 404 children in care on 31 March 2025 reflecting our work to support families earlier where children are at the edge of care and our work to reunify children with their family networks.

Early Help Response

During 2024/25 we have continued to strengthen and embed our **Early Help response**, incorporating universal, targeted, and intensive services and interventions delivered across Children and Young People's Services (CYPS), Public Health, Schools, and local community and voluntary sector providers.

A well-established **Helping Early governance structure** remains in place, with stronger involvement from wider partners including the NHS, East London Foundation Trust, Public Health, and the Community and Voluntary Sector. This collaborative approach ensures that children and families in need of help continue to receive timely and proportionate support. Findings from Ofsted's ILACS (July 2022) confirmed that thresholds are well understood and that children and families received a prompt response at the **Multi-Agency Safeguarding Hub (MASH)**. Building on this, we have maintained and strengthened arrangements through the MASH Strategic and Operational Boards and monthly DSL meetings with school

safeguarding leads, ensuring consistency, quality, and timeliness of decision-making and practice.

MASH Activity 2024/25

Activity has remained steady compared to the previous year.

- On average, **38% of contacts** were received from the police.
- **28% of total contacts** proceeded to referrals.
- **71% of contacts** progressed to either Early Help (41%) or statutory intervention (30%).

We have seen a continuing trend of more children identified as being at risk of significant harm or likely to have suffered harm compared to the same period in 2023/24. Domestic abuse remains the most common presenting issue. Specific tools within the contact form help practitioners identify risks such as domestic abuse, exploitation, and the impact of wider vulnerabilities. Early Help workers embedded within MASH continue to support families with practical needs, including food and access to voluntary sector support, mitigating the ongoing cost-of-living pressures.

The **MASH consultation line** remains well used, offering professionals timely advice. Strategy meetings continue to be timely and well attended by all relevant agencies. In 2024/25, particular work was undertaken to ensure **missing strategy meetings** are consistently held with improved police attendance.

Thresholds

Partners continue to demonstrate a strong understanding of thresholds. The **Pathways to Help and Support** document, aligned to the Pan-London Procedures, has been embedded across the partnership. Ongoing monitoring of the application and understanding of thresholds is led through the NSCP Performance and Quality Assurance (PQA) group.

Families First

Families First continues to work with families where there are children or young people experiencing emotional, social, or behavioural difficulties. Needs supported during 2024/25 include:

- School attendance challenges, risk of exclusion, or children already excluded (including NEET young people).
- Young people at risk of community exploitation, at the Early Help threshold.
- Young people experiencing emotional well-being difficulties.
- Family conflict.
- Domestic abuse.
- Parental mental ill-health.
- Parental substance misuse.

How Families First Works

Families First offers a **phasic, relational model** of support:

1. Engagement and motivation.
2. Behavioural change.
3. Independence.
4. Relapse prevention.

Support is typically offered for up to **12 weeks**, though the length of engagement may be shorter depending on the needs identified and agreed with the family. The model is designed to build resilience and independence while addressing immediate safeguarding and welfare concerns.

In summary, 2024/25 has seen Early Help and Families First continue to play a crucial role in safeguarding and supporting children and families across Newham. Despite increasing demand and pressures, the partnership's collaborative approach, strengthened governance, and embedded threshold framework ensure that children and families receive the right help at the right time.

Characteristics of children supported



14. Our priority focus areas

Priority 1 - NSCP and SAB joint priorities

1. All age exploitation - with an emphasis on 16-25 age group with a focus on exploitation and youth violence
2. Modern Day Slavery
3. Cuckooing

Rationale: Extra familial harm has been an ongoing focus of NSCP Rapid Reviews and Safeguarding Child Practice Reviews.

Planned Impact: 16 -25 year olds in Newham are safe from exploitation and youth violence; increased awareness and improved response to modern day slavery across Newham; increased awareness and improved response to and cuckooing across Newham

Summary of progress in 2024/25

In 2024/25, the NSCP has built on previous progress by strengthening intelligence-sharing and intervention pathways, while also restructuring governance to improve strategic focus.

1: All age exploitation

- **The All-Age Exploitation Group was formally closed in February 2025, following a strategic review.** The decision reflected the establishment of the **Youth Safety Strategy Group**, which now provides a more focused and coordinated approach to safeguarding adolescents and young adults from extra-familial harm. This new group takes responsibility for overseeing the embedding of the Youth

Safety Strategy and monitoring delivery of the associated action plan across the partnership. It also aligns closely with local priorities on youth safety, contextual safeguarding, and exploitation, ensuring a more streamlined and effective governance structure

- The **borough-wide Intelligence and Information Sharing Partnership Forum** continues to meet **three times a week**, offering a dynamic space to screen referrals, identify patterns, and coordinate safeguarding responses across partners. This forum has remained essential in supporting **real-time decision-making**, improving response times, and addressing location-based concerns linked to harm.
- The NSCP continues to offer a **comprehensive child exploitation training programme** for professionals across the borough, supporting better identification, contextual understanding, and effective intervention. The training offer continues to evolve in line with emerging themes and practitioner feedback.

Focus for 2025/26

- Implementation of the Youth Safety Strategy
- Responding to themes like exploitation, online harm, and weapon-carrying
- Place-based safeguarding in schools, parks, transport hubs

Priority 2

Child sexual abuse including intra familial sexual abuse, sibling sexual abuse and child on child sexual abuse

Child Sexual Abuse (CSA): Intra-familial, Sibling, and Child-on-Child Abuse

Rationale

Child sexual abuse remains a priority for the NSCP, following ongoing concerns raised through Rapid Reviews, CSPRs, and national learning from the Independent Inquiry into Child Sexual Abuse (IICSA). The partnership is committed to ensuring children are safeguarded through trauma-informed, well-coordinated, and effective multi-agency responses.

Progress in 2024/25

Multi-Agency Audit: Partnership Response to CSA

In **January 2025**, the NSCP completed a multi-agency audit to evaluate how effectively partners respond to child sexual abuse concerns.

- **Scope:** The audit reviewed the cases of **10 children** — five who had accessed the **CSA Pathway** via the **North East London Sunrise Hub**, and five randomly selected cases from **Newham Children's Services** involving CSA-related strategy discussions.

- **Cohort:** Children were selected from referrals between **April and September 2024** to reflect current practice.
- **Grading:**
 - **40% of cases** were graded as **Good**, with clear evidence of trauma-informed and child-centred practice.
 - **60% were graded as Requires Improvement**, highlighting practice gaps in risk assessment, information sharing, and consistency in multi-agency coordination.
 - **No cases** required immediate action.

Areas of Good Practice

- **Child-Centred Practice:**
Most assessments included the **child's voice**, with evidence of child-centred engagement and planning.
- **Trauma-Informed Support:**
70% of children had accessed trauma-informed services, including TIGER and the Sunrise Hub.
- **Professional Curiosity:**
In **60% of cases**, professionals explored reasons behind retractions of disclosures — recognising that retraction does not always mean reduced risk.
- **Growing Use of the CSA Pathway:**
 - Between **April and September 2024**, there were:
 - **34 CSA Think Spaces** held with social care practitioners
 - **8 health assessments** referred to the **Sunrise Hub** (up from 3 in the previous 6 months)
 - **16 referrals** to the **TIGER emotional wellbeing service**

This demonstrates that more practitioners are accessing the support available for children and families, while also seeking reflective space to strengthen their own practice.

Key Areas Requiring Improvement

- **Information Sharing:**
In **40% of cases**, there were gaps in information sharing
- **CSA Pathway Consistency:**
While improving, the **CSA Pathway** is not consistently followed. The **Sunrise Hub** should not replace broader health representation at strategy meetings.
- **Risk Assessment of Perpetrators:**
50% of files lacked thorough assessment of individuals posing sexual risk to children. Analysis of protective factors was inconsistent, limiting effective safety planning.
- **Supervision and Professional Reflection:**
Some services showed limited evidence of supervision, reducing opportunities for reflective practice and quality assurance.
- **Support for Non-Abusing Parents/Carers:**
A lack of structured and therapeutic support for non-abusing parents risks undermining family recovery and safeguarding.
- **Cultural Competency:**
In **20% of cases**, insufficient attention was paid to the child's cultural background, identity, or lived experience — which can impact disclosure and engagement.

Audit Recommendations

- **Quorate Strategy Meetings:**
Ensure full representation at strategy meetings — including GPs and health professionals. GPs should receive completed assessments and outcomes.
- **Use of the CSA Pathway:**
The Social Care Liaison Officer for the **Sunrise Hub** should always be invited when CSA concerns are discussed. The attendance of Sunrise should complement, not replace, broader health engagement.
- **CSA Think Spaces:**
These reflective spaces should be regularly used by Children's Services practitioners when CSA concerns are present — regardless of the stage in a child's journey.
- **Utilise National Guidance and Tools:**
Practitioners should regularly access tools from the **CSA Centre**, including:
 - Signs and Indicators Tool
 - Communicating with Children Guide
 - Safety Planning in Education
 - Supporting Parents and Carers
- **Support for Parents:**
Parents should be encouraged and supported to access specialist therapeutic groups — such as those offered at the **Lighthouse in Camden** — with practical help provided to reduce barriers to attendance.

Summary:

The 2025 CSA audit revealed clear areas for development — particularly in multi-agency coordination, perpetrator risk assessment, and cultural responsiveness. However, there is also encouraging progress in trauma-informed responses and engagement with children and families. The audit has shaped clear improvement actions for the coming year.

For 2025/26, the focus will be on embedding these improvements into everyday practice, ensuring consistency across agencies, and strengthening our ability to respond to emerging needs. Although CSA remains an important area of work, significant progress has been made. As a result, CSA will no longer be maintained as a priority area, reflecting the advances achieved and our confidence in sustaining this progress through ongoing practice and oversight.

Focus for 2025/26:

- Embedding learning from the CSA audit into everyday practice
- Strengthening consistency and accountability across agencies
- Enhancing cultural responsiveness and inclusive practice
- Improving the quality and use of perpetrator risk assessments

- Sustaining trauma-informed and child- and family-centred approaches

Priority 3

Child Mental Health

Rationale: Learning identified from Newham CSPRs. The ongoing impact of the pandemic on children and young people compounded by access to mental health services and resources available.

Planned Impact: The workforce will be able to support children, young people and families in relation to child mental health, ensuring services are received at the earliest point.

Summary of Progress in 2024/25

1. Strengthened Workforce Understanding and Response

- The partnership has continued to build on learning from CSPRs and applied findings to strengthen professional understanding of the mental health challenges faced by Newham's children and young people.
- Increased uptake of training and reflective practice sessions has enabled professionals to:
- Identify early signs of distress
- Recognise suicide risk factors
- Engage children in meaningful conversations about emotional wellbeing
- Take earlier preventative action

2. Implementation of the Newham Suicide Prevention and Action Strategy (2023–2026)

- Now in its second year of implementation, the Newham Suicide Prevention and Action Strategy continues to guide local efforts to reduce suicide rates and support those affected or bereaved by suicide.
- The strategy is co-produced with young people, families, community groups, health partners, and the voluntary sector. It builds on a three-year suicide audit and Real-Time Surveillance data to ensure targeted action.
- **Strategic Goals:**
 1. Raise awareness of local suicide prevention services and supports.
 2. Use community assets and co-designed approaches to ensure support is Accessible, Relevant, and Trusted (ART) by higher-risk groups.
 3. Strengthen data collection through collaboration with health partners, the Coroner's Office, and London's Real-Time Suspected Suicide Surveillance (RTSS).

4. Improve mental health provision for children and young people to build resilience before adulthood, addressing risks early.

- **Priority Areas:**

- Reducing risk among high-risk groups
- Reducing self-harm
- Strengthening early intervention and support
- Supporting those bereaved or affected by suicide
- Reducing access to means of suicide
- Supporting responsible media reporting
- Enhancing data, leadership, and monitoring

3. Focus on Children and Young People

- Newham's services responded with strengthened pathways between safeguarding, education, and CAMHS.
- A focus on early help, including embedding mental health practitioners in school and community settings, has improved identification and access to support.

Next Steps / Focus for 2025–26

- Continue improving multi-agency alignment across mental health, education, and social care systems.
- Deliver joint training on suicide prevention, trauma-informed practice, and responding to self-harm.
- Review emerging mental health needs from the adolescent health needs assessment and recent safeguarding reviews.
- Enhance access to therapeutic support for children affected by trauma, bereavement, or harmful sexual behaviour.
- Deepen community-led approaches to mental health and suicide prevention, ensuring young people's voices shape services.

Integrated Front Door

The **Integrated Front Door (IFD)** pilot, a joint initiative between the **London Borough of Newham (LBN)** and **Newham CAMHS**, concluded in 2024. The pilot, initially based in East Ham, was designed to strengthen early multi-agency triage and assessment for children and young people (aged 5–18) presenting with emerging emotional wellbeing or mental health needs.

The IFD brought together professionals from across the partnership to enable early identification and collaborative triage via **twice-weekly multi-agency meetings**. A senior social worker screened all contacts to ensure that any safeguarding or crisis concerns were appropriately escalated to MASH or the CAMHS Crisis Team.

Following the success of the pilot, the IFD model has now been **fully integrated into Newham's Children's MASH**, establishing a streamlined the IDF for emotional wellbeing and mental health referrals. **The IFD offer is now working towards extending the offer borough-wide**, ensuring that **all children and young people in Newham**, regardless of location, benefit from consistent early screening and coordinated support.

Referrals that would previously have been screened by the IFD now come directly through MASH and are assessed by a multi-agency team, including former IFD staff. This integration ensures **continuity of practice** and enhances the ability to deliver **a joined-up safeguarding and wellbeing response** at the earliest possible stage.

The rollout of the IFD has been extended to **all key stakeholders**, including schools, GPs, and community organisations, promoting earlier identification, **better access to support**, and stronger joint decision-making across agencies.

Focus for 2025/26

- **Review the impact** of the transition of the IFD into MASH, with a focus on timeliness, decision-making, and the quality of multi-agency responses to emotional wellbeing concerns.
- **Evaluate the effectiveness** of the IFD in improving mental health outcomes and enhancing multi-agency coordination.
- **Expand access to mental health support** in schools and strengthen the role of Early Help and CAMHS in preventative support.
- **Embed youth voice and co-production** in the shaping of local mental health services, including training and workforce development.

15. Progress on other safeguarding priorities

Domestic abuse

Domestic abuse

Domestic abuse continues to be a key safeguarding concern for children in Newham, with a high proportion of referrals to Children's Social Care (CSC) involving domestic abuse as a factor. In 2024–25, the Newham Safeguarding Children Partnership (NSCP), through the Multi Agency Domestic Abuse Working Group chaired by the Director of Early Help and Safeguarding, maintained a clear focus on improving outcomes for children and families impacted by domestic abuse.

Strategic and System-Wide Progress

Newham's **Borough-Wide Domestic Abuse Strategy** remains a core part of the partnership's safeguarding response. This year saw progress in embedding the strategy across the partnership, with a strengthened focus on survivor voice, coordinated multi-agency responses, and culturally competent practice.

Safe Lives completed its **whole-system review** of Newham's domestic abuse response in early 2025. The findings have provided valuable insight into strengths and gaps across the

system. Key recommendations are now being translated into a delivery plan co-owned by partners, with particular emphasis on:

- Improving access to support for marginalised and minoritised survivors
- Strengthening perpetrator management pathways
- Improving data sharing and case coordination across the system

Workforce Development and Safe & Together Implementation

The **Safe and Together model** continues to be implemented and embedded across Children's Social Care and wider partnership agencies. Practitioners are supported through a **rolling training programme**, delivered alongside practical support from a dedicated Implementation Lead and Practice Development Social Workers.

This approach has resulted in:

- Increased practitioner confidence in engaging with victims, survivors and perpetrators
- Improved quality of direct work and assessments
- A greater focus on holding perpetrators accountable without placing the burden of safety solely on non-abusing parents

Audit activity and practice observation have highlighted improved alignment with the Safe and Together principles, particularly in the areas of **partnering with survivors** and **keeping children's experiences at the centre of planning**.

Perpetrator Response

Newham continues to strengthen its perpetrator offer:

- The **Culturally Informed Family Approach (CIFA)** has been further embedded across the borough, offering tailored interventions that are reflective of Newham's diverse communities.
- The **Domestic Abuse Perpetrator Panel**, introduced in July 2024, now meets fortnightly and has established clear pathways for allocation of cases across CIFA, DRIVE, and other programmes.
- Newham remains an active borough within the **London-wide DRIVE roll-out**, enabling more consistent and effective work with high-risk perpetrators.

This multi-agency approach is helping ensure that perpetrators are engaged meaningfully, risk is better managed, and families receive holistic support.

Supporting Children and Young People

The DA Hub created on 24th February 2025 has developed a direct response offer to tackle domestic abuse (DA) experienced by children and young people across an *early intervention approach* to harm prevention through a direct, intensive support offer for children and young people under the age of 25, that recognises the importance of supporting those at risk across protection into adulthood, with a key focus across the below principles:

- ***Children and young people will be recognised as victims of domestic abuse in their own right, with access to*** targeted interventions and support tailored to their needs.
- Support will be provided earlier and through direct ***interventions*** with children who experience violence and Domestic Abuse at home and at key points through their childhood to reduce the impact on their outcomes.
- Children and young people will be supported across ***understanding harm via an early intervention/training model***, that provides them with the information across 'what harmful relationships/experiences look like, and how they can both empower and remove themselves safely from harmful situations.
- The ***Children's to Adult Social Care transition pathway will be strengthened, to ensure all support is aligned and joined up***. At present, all commissioned services delivering direct domestic abuse (DA) interventions are designed and aligned to meet

the needs of **adult victims only** in Newham. Therefore, this intervention seeks to address the gap in provision for children and young people.

- The focus will be on addressing the needs of **Black and minoritised children, young people, and their parents who are victims of domestic abuse**. This includes tackling the disproportionate barriers they face in accessing culturally informed and appropriate support services, and ensuring responses better prevent the long-term impact of trauma on children's life chances and trajectories.
-
- Critical data sets shared across the London Borough of Newham Information and Intelligence Partnership Briefing (**LBNIPB**) Meeting, Multi-Agency Safeguarding Hub (**MASH**) and the daily *Multi agency risk assessment* conference (**MARAC**) will be aligned to ensure a joined-up identification and support allocation offer, where DA has been flagged as a concern for the child.
- All DA children and young people impacted by domestic abuse will be referred to the newly created project pool of 'CIDVA e.g. **'(Child Independent Domestic Violence Advisor) pool of officer support.'**

Housing and Pathway Integration

A **joint domestic abuse pathway** with Housing and Hestia continues to operate effectively, enabling faster access to support, safety planning, and safe accommodation options for survivors and their children. Regular case clinics and joint working sessions have further improved coordination between CSC, housing providers, and commissioned services.

Learning and Continuous Improvement

Children's Social Care continues to contribute to all **Domestic Homicide Review (DHR)** panels in the borough. Learning from DHRs is regularly shared across services and has informed training, supervision, and the update of internal domestic abuse guidance.

Focus for 2025–26

- Implement and monitor delivery of recommendations from the **Safe Lives whole-system review**.
- Expand the **Safe and Together model** into early help and youth justice services to ensure consistency across the child's journey.
- Evaluate the **impact of perpetrator interventions** including DRIVE and CIFA, and explore opportunities to scale up the most effective models.
- Strengthen data and performance monitoring to improve oversight of the whole-system response to domestic abuse.

Deepen survivor engagement to inform system design, and strengthen the Domestic Abuse Hub to provide wrap-around support for all children at risk of significant harm.

Ofsted & Care Quality Commission (CQC) Local Area SEND Inspection (October 2024)

The **Ofsted and CQC Local Area SEND Inspection (published in November 2024)** recognised that whilst the experiences and outcomes for children and young people with SEND are not yet consistent, the **Newham SEND local area partnership has built strong foundations to achieve sustained improvement**. The Inspectors highlighted several **strengths** across the partnership, which reflected the progress achieved in recent years:

- **Leadership and service stability have improved significantly**, with positive impact seen in **reduced waiting times for speech, language and therapy services**.

- **Effective early notification systems** are enabling **timely identification and support for children with complex needs**, ensuring **early intervention** is implemented.
- **Co-production is well-embedded**, with children, young people and families involved.
- **SENDIASS and the Newham Parent Carer Forum** are actively involved in **shaping local services and decision-making**.

In addition, the inspection outcome provided the opportunity to focus on the **next phase of strategic and operational improvements**. Inspectors identified **key areas where further development is required**, which are priorities in the published **Newham Local Area SEND Strategic Improvement Plan**:

- **Further reducing waiting times** for autism assessments, mental health support, and specialist equipment.
- **Ensuring greater consistency and quality in Education, Health and Care Plans (EHCPs)**, with stronger integration of education, health and social care perspectives.
- **Expanding post-16 opportunities**, particularly for young people with the most complex needs and those requiring alternative pathways.
- **Improving communication and accessibility** of the local offer, enabling families to receive **clearer and more consistent information**.
- **Strengthening transitions into adulthood**, so that young people experience **continuity of support across education, health and social care**.

The **Local Area SEND Strategic Improvement Plan** outlines a **robust action plan** to address these priorities, with **strengthened governance** ensuring that **Newham's ambition for children and young people with SEND continues to be achieved**.

Focus for 2025–26

- **Earlier identification** of SEND needs and more consistent early intervention across settings
- **Embedding inclusive practice** across all schools and services
- **Strengthening preparation for adulthood**, with improved post-16 pathways and transitions
- **Enhancing co-production** with children, young people, and families across all stages of the SEND journey
- **Developing joint commissioning** models to better meet need through pooled resources and shared intelligence
- **Sustaining progress on therapy access**, diagnostic waiting times, and integrated support

Care Leavers

Newham continues to improve and expand its support for care leavers, building on the transformation of the service in recent years. Over 2024/25, the Local Authority has maintained momentum in delivering a strong local offer and responsive services that reflect the lived experiences and evolving needs of care-experienced young people.

Terry Waite House remains a cornerstone of Newham's accommodation offer, now operating at full capacity and successfully providing 30 high-quality, fully furnished homes for young people transitioning to independence. Residents have reported increased stability and confidence as they establish themselves in adulthood.

'**The Cove**', continues to be fully operational, it is a valued safe space and hub for care leavers. Located in the heart of East Ham, it has become a central point of access for support, community-building, and skill development. The range of workshops and drop-in sessions has expanded to include:

- **Financial literacy and budgeting**
- **Wellbeing and mental health awareness**
- **Digital skills and creative expression**
- **Employment preparation and interview coaching**
-

The **Care Leavers Forum (CLF)** has grown in influence, with regular consultation sessions informing service design, pathway planning, and training delivered to professionals. Officers have embedded the forum's feedback into ongoing service development — with co-production seen as core to the borough's care leaver strategy.

The **Local Offer for Care Leavers** was refreshed and relaunched in 2025. Now available in both digital and printed formats, it outlines clear entitlements, enhanced financial support packages, access to leisure and cultural activities, and opportunities around education, employment and training.

The borough continues to prioritise care leavers in housing policy, employment pathways, and health access. Cross-borough working with health, housing and employment services has strengthened over the last year, with key examples including:

- Fast-track mental health support pathways via Emotional Well-being Nurse dedicated to the Leaving Care Service
- Expanded apprenticeship and supported internship opportunities through Council and partner employers
- Closer partnership with housing colleagues to secure long-term tenancy options for young people leaving supported accommodation

Focus for 2025/26

- Further embed co-production by expanding the Care Leavers Forum and introducing peer mentors.
- Continued focus on **stable, safe and affordable accommodation** pathways and improving health outcomes, particularly emotional and mental wellbeing.

Monitor and review the impact of post-18 support into early adulthood, including engagement with young people aged 21–25.

Children Missing Education

The transformation programme initiated in March 2023 to address **Children Missing Education (CME)** and **Children Missing Out on Education (CMOE)** has continued to make significant progress throughout 2024/25. Following the initial restructure and

diagnostic deep dive, the Council has embedded a more robust, responsive, and transparent approach to managing this critical safeguarding area.

Over the past year, Newham has successfully built upon the achievements of the first phase of the transformation. The new model now fully integrates identification, response, and oversight of all children who are either not receiving a suitable full-time education or whose education status is unknown. The local authority's strengthened approach supports both the prevention of children slipping through the net and a quicker, more coordinated multi-agency response.

Key developments in 2024/25:

- **Smart referral forms**, launched in 2023, are now fully embedded across all Newham schools and settings. These have continued to ensure compliance with statutory duties and have led to more timely and complete referrals to the CME team.
- **Referral volumes have increased** by over 40% year-on-year, demonstrating improved awareness and compliance from schools and other education providers.
- **CME and CMOE tracking is now fully integrated into Newham's education management information system (Impulse)** through the use of 'dummy education bases,' which allow professionals to quickly identify a child's status and appropriate next steps.
- The **CME Strategic Board**, chaired by the Director of Education, has matured into a key decision-making and escalation forum, bringing together leads from education, social care, youth justice, and early help.
- A **multi-agency intelligence-sharing protocol** has been implemented, with housing, early help, and social care contributing to termly CME reviews.
- The **Newham Connect CME information portal** has been expanded and updated regularly to reflect statutory changes, new resources, and good practice examples. Over 95% of schools are now actively accessing the platform.
- The introduction of **termly forums for school support staff** has provided space for reflective practice, peer learning, and live troubleshooting of cases. Feedback from schools indicates high satisfaction and increased confidence in CME and attendance processes.
- Improvements in **international tracking** processes now mean that children whose families relocate abroad without notification can be followed up using new digital communication templates and embassies where appropriate.

Impact:

- The transformation has strengthened Newham's ability to safeguard children at risk of missing out on education.
- **School attendance figures have improved**, particularly in cases where children were previously on roll but not attending due to unclear or disputed circumstances.
- The **Department for Education** continued to positively highlight Newham's CME work during 2024/25, recognising the borough as a leading authority in transforming and modernising CME systems.

Focus for 2025/26

- Deliver targeted **training for internal stakeholders** across housing, early help, health, and social care to deepen understanding of how education links to broader safeguarding concerns.
- Undertake **deep-dive data analysis** to identify key risk factors and common themes leading to children missing education – such as housing instability, domestic abuse, or family breakdown.
- Develop an **Early Identification Dashboard** to highlight children at risk of becoming CME before de-registration or dropout.

- Strengthen links with **Youth Justice** and **SEND teams** to identify crossover vulnerabilities.
- Continue to embed **cross-borough collaboration** with neighbouring authorities for faster notification of children moving across boroughs or internationally.

Youth Justice:

Over the course of 2024/25, the Youth Justice Service (YJS) in Newham has continued to build on the structural integration achieved in previous years. Now fully embedded within the Adolescent Safeguarding Service (Reset) and closely aligned with Children's Social Care, the YJS ensures that children receiving both statutory social work and youth justice interventions benefit from a single, holistic plan. Safeguarding, offending behaviour, education, health, and emotional wellbeing are now addressed collectively through joint planning, review mechanisms, and trauma-responsive, child-focused support.

The service continues to champion the **Child First** approach, which remains a cornerstone of the Youth Justice Management Board (YJMB) strategy. Children are viewed as children first, with an emphasis on development, wellbeing, and participation. A refreshed participation strategy ensures their voices are central to shaping services, with regular feedback mechanisms contributing directly to service design.

Key achievements in 2024/25:

- **The Break** has developed into a hub for skill-building, mentoring, and engagement, hosting themed workshops, guest speakers, and practical sessions tailored to young people's interests.
- The **child-friendly reception area** continues to provide a welcoming space for children and families, reducing barriers to engagement and promoting trust with practitioners.
- **Assessments** have become more reflective and dynamic, with a stronger focus on risk, need, and strengths. A robust audit cycle and increased managerial oversight have improved timeliness and consistency.
- To tackle **disproportionality**, the YJS partnered with local and regional agencies to deliver training on anti-racist practice and unconscious bias. Disaggregated data is routinely analysed at YJMB level, with emerging trends informing targeted early interventions.
- A **joint protocol with Children in Care Services** has been introduced to prevent unnecessary criminalisation of looked-after children. Staff are trained in restorative and trauma-responsive approaches, particularly within residential settings.

Focus for 2025/26:

- Further improve the **timeliness and consistency of assessments**, particularly for children with complex needs or multiple agency involvement.
- Develop **contextual safeguarding pathways** in partnership with Early Help teams to better support children at risk of exploitation or serious youth violence.
- Expand **The Break the Cycle** programme to include accredited learning opportunities such as digital skills, financial literacy, and peer mentoring.

- Build on progress in **reducing disproportionality** through deeper community engagement, reflective practice sessions, and enhanced analysis of ethnicity and outcome data.

Private Fostering

Newham's approach to Private Fostering continues to align with national guidance and remains broadly comparable with other London boroughs in terms of notification and activity levels. The service has maintained its focus on **quality assurance, regulatory compliance, and raising awareness** both internally and externally.

All new private fostering cases are **reviewed and ratified by the Private Fostering Review Panel**, ensuring consistency and oversight. The statutory **6-weekly Regulation 8 visits** are consistently delivered during the first year of any private fostering arrangement, with detailed records maintained to track progress and monitor the suitability of care arrangements.

During 2024/25, there has been a **continued emphasis on awareness raising**. The **Private Fostering Awareness Campaign** was delivered to both internal safeguarding professionals and external partners, including schools, health services, and community organisations. As part of national awareness efforts, **CoramBAAF facilitated a national Private Fostering Day in November 2023**, and Newham is planning to **host a follow-up event in November 2024**, with localised messaging to reach underrepresented communities.

Key developments in 2024/25:

- **Joint assessments** between Private Fostering and social work teams have been strengthened, supporting more **holistic analysis** of children's needs and care arrangements.
- Work has progressed to ensure more robust consideration of **safeguarding concerns** when determining the suitability of private fostering arrangements — particularly in **complex cases** involving absent parenting, immigration issues, or where **parental responsibility and consent are unclear**.
- Legal advice is now routinely sought in such cases to determine appropriate safeguarding pathways, including **Child in Need (CIN) Plans, Legal Planning Meetings (LPMs)**, or escalation to statutory care, where appropriate.
- Internal guidance has been refreshed to reinforce the requirement for early **multi-agency information sharing**, and to support practitioners in understanding the **legal and safeguarding thresholds** relevant to private fostering.

Focus for 2025/26:

- Deliver **targeted training** to the wider safeguarding workforce, including social care, education, and early help services, with a focus on identifying and responding to private fostering.
- Expand the **Private Fostering Champions Network** within Newham to act as advocates and referral leads across services.
- Improve data monitoring and trend analysis to support **early identification of potential private fostering arrangements**, especially in communities where underreporting may be a concern.

- Strengthen partnerships with **faith groups, community organisations, and international family networks** to better understand and respond to cross-border arrangements and cultural practices that may increase the likelihood of private fostering.

Refugees and Asylum Seekers

Newham continues to deliver a **coordinated and multi-agency response** to address the complex needs of refugees and asylum seekers, through its established **Migrant Health Operational Group**. This group brings together **Children's Social Care, Adult Social Care, Health, Public Health**, and other key stakeholders to ensure that **safeguarding, healthcare access, and wraparound support** are effectively embedded for people seeking asylum in the borough.

Our Welcome Newham continues to be in place. This Council-led weekly one-stop shop offers help to immigrants, including refugees, asylum seekers and migrants with No Recourse to Public Funds. These include families and children who have recently arrived in the Borough, as well as hosts families. **The Welcome Newham Team** offers a plethora of support to migrant families by referring to appropriate services in the community such as access to education, health care, emergency support, assistance with food, clothing, finance, social connections and community inclusion.

Following the borough's earlier response to Ukrainian refugees, the learning has been applied to other asylum-seeking populations now placed in Newham. **Four contingency hotels** continue to operate locally, all of which are **mixed-gender**, despite repeated requests from LBN for **single-gender accommodation** to better support the safety, dignity, and cultural needs of women and children.

While hotel management has made operational adjustments — such as placing women and children on separate floors — ongoing **safeguarding concerns remain**, especially regarding cultural sensitivity, access to healthcare, and the psychological impact on vulnerable women and girls.

Safeguarding visits conducted jointly by LBN and NHS NEL Designated Safeguarding Leads have led to:

- Improvements in staff awareness and response to safeguarding risks.
- Delivery of **targeted safeguarding training** for hotel staff and stakeholders.
- Clearer escalation routes for concerns, including with children, unaccompanied minors, and survivors of trauma.

However, despite these improvements, systemic issues persist around **barriers to healthcare, lack of privacy, and inconsistent engagement with services**. These remain priority areas for action going into the next year.

Focus for 2025/26:

- **Continue building strong relationships** with contracted contingency hotels to improve partnership working and **maintain regular safeguarding oversight**.

- Expand and refresh **safeguarding training** for hotel staff, including specific modules on **trauma-informed care**, **cultural competency**, and **gender-based violence**.
- Advocate for and revisit the case for **single-gender accommodation** in light of safeguarding risk, learning from local and national practice.
- Strengthen **access to primary healthcare and mental health services** through collaborative work with Public Health and NHS colleagues.

Improve engagement with **voluntary and community sector partners** to ensure asylum-seeking children and families are linked to appropriate support and activities, reducing isolation and promoting integration

Safer Workforce

The Local Authority Designated Officer (LADO) continues to play a vital role in ensuring that concerns or allegations made against adults who work with children are responded to in a **timely, independent, fair, and proportionate manner**, with a focus on safeguarding children.

Newham's LADO remains actively involved at **both regional and national levels** through the **National LADO Network**, contributing to and benefiting from collective learning and consistency in practice. A key output of this collaboration has been the near-finalisation of the **National LADO Handbook**, which was expected in the second half of 2024 but is currently in the process of being reviewed by the DfE before further consultations are launched (basically there is no timeframe for this). This resource aims to standardise thresholds, responses, and key procedures in LADO work across England.

The Newham LADO continues to provide **consultation and organisational safeguarding advice** across a wide spectrum of services, including education, health, early years, the faith sector, voluntary and community organisations, and members of the public. The LADO maintains a clear emphasis on **open dialogue**, which helps embed a **culture of transparency, challenge, and reflection** within organisations and services.

From **1 April 2024 to 31 March 2025**, the LADO received:

- **375 consultations** – an increase from the previous year, reflecting growing awareness of the LADO role and stronger outreach efforts.
- **153 formal referrals**, of which **78 met the threshold** for LADO involvement. This continues the **upward trend in referrals**, particularly from previously under-represented sectors such as the **faith community and informal education providers**.

Ongoing **targeted outreach work**, in partnership with the **Newham Safeguarding Children Partnership (NSCP)** and other local networks, has extended the reach of the safer workforce agenda. This includes direct engagement with **faith-based settings, supplementary schools, and voluntary groups**, encouraging safer practices and better awareness of the standards required when working with children.

The LADO has continued to play a key role in **training and professional development**, delivering:

- Joint workshops with the NSCP on **allegations management**.
- Tailored briefings for school DSLs and Early Years providers.
- Contribution to borough-wide safer recruitment and safeguarding training.

Focus for 2025/26:

- **Launch and embed use of the National LADO Handbook** locally, ensuring consistency in case management and wider understanding of roles and responsibilities.
- **Complete the mapping of all education and out-of-school settings** in Newham, including an attempt to map tuition centres (**this should either be an attempt or be removed as it is an impossible task, they constantly appear and disappear**), supplementary schools, and informal learning environments.
- **Pilot bespoke safeguarding awareness sessions in Mosques**, in partnership with the **Newham Muslim Forum**, with a view to adapting this model for other faith settings.
- **Develop and distribute a child-friendly leaflet and parent guide** explaining the role of the LADO, in collaboration with children and young people.
- Continue to **expand outreach** to underrepresented sectors, including sports clubs, small charities, and informal carers/employers of children.

16. Learning from the system

Child Safeguarding Practice Reviews

Key Data and Incidents

- **Notifiable Safeguarding Incidents:** There were **3 notifiable incidents involving 3 children** in 2024–25
- **Child Deaths linked to Safeguarding Concerns:** **Three infant deaths** were notified to the **Child Safeguarding Practice Review Panel** during 2024–25, compared to one the previous year.
- **Extra-Familial Harm:** Continued concerns regarding **adolescent exposure to serious youth violence**, with multiple critical incidents involving young people known to services.

Themes and Analysis

Sudden and Unexpected Deaths in Infancy (SUDI)

- **3 notifications made to the National Panel** prompted a **local thematic review** and strengthened the partnership's response to infant deaths.
- **A dedicated Task and Finish Group** reviewed current practice and implemented new measures based on national SUDI learning.
- Support was offered to families experiencing **poverty, housing insecurity, and No Recourse to Public Funds (NRPF)**. No Recourse to Public Funds (NRPF) applies to individuals who are subject to immigration control in the UK. Individuals subject to NRPF are not entitled to financial help from the UK Government. Public funds include various types of welfare benefits and housing assistance.

Non-Accidental Injury (NAI)

- **Two Rapid Reviews** into non-accidental injuries highlighted **gaps in cross-border information sharing across London**, especially between **police and local authority teams**.
- This has led to updated procedures and joint training initiatives.

Extra-Familial Harm & Serious Youth Violence

- Thematic reviews continued to show that **Black adolescent boys face systemic discrimination**, leading to disproportionate outcomes.
- A recommendation was made to develop a **Newham Anti-Racism Strategy**. This is now underway.

Learning Points

- The **importance of understanding children's lived experiences** and the systemic factors contributing to harm.
- The **need for improved communication and service continuity**, especially for families in crisis or moving between services.
- The **role of race, culture, and power dynamics** in safeguarding—highlighting the urgency for **anti-racist practice and cultural competence** in service delivery.

Disseminating Learning

The **7-Minute Briefing model** remains the core method of sharing learning from reviews. In 2024–25, briefings were produced on:

- **Child Sexual Abuse**
- **Learning from the Sadie LSCPR**
- **Safeguarding Adolescents from Extra-Familial Harm (Version 2 and 3)**
- **SUDI and Safeguarding**

Key Partnership Events Held in 2024–25

- **Exploitation and Serious Youth Violence Partnership Conference** (April 2024)
- **SUDI and Safeguarding Conference** (March 2024)
- **Extra-Familial Harm Review Learning Event** (November 2023)
- **Three practitioner events** related to two LSCPRs and a thematic review, all well-attended and widely praised for fostering reflective learning.

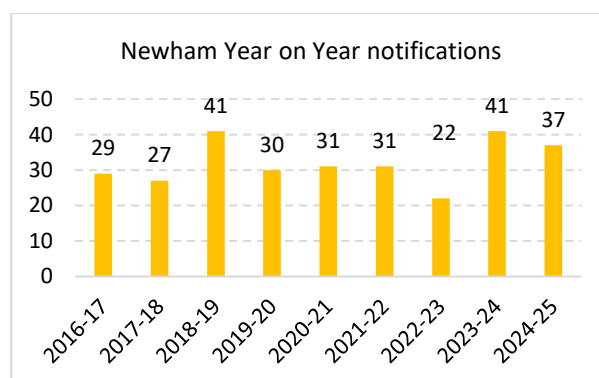
NSCP Rapid Review Standards (Ongoing Implementation)

- **Standard 1: Children's voices and lived experiences** are amplified and reflected in reports.
- **Standard 2: Practitioner collaboration** is central, including 7-minute briefings and feedback loops at team meetings.
- **Standard 3:** Clear and accountable **Learning, Development and Improvement Plans** are in place, reviewed at 3–6 months.
- **Standard 4: Staff wellbeing and debriefing support** following traumatic or complex incidents is a priority.
- **Standard 5:** All reviews are completed within **statutory timescales**, with improved coordination across partners.

Focus for 2025–26

- **Implement Newham's Anti-Racism Strategy**, ensuring safeguarding practice is actively anti-discriminatory.
- **Expand the Thriving Communities Hub and Risk Outside the Family Home Assessment** to improve early identification of exploitation risks.
- **Enhance parental support** in high-risk families, including housing, domestic abuse, and NRPF support.
- **Review and strengthen escalation procedures** when systemic safeguarding risks persist across agencies.
- **Continue embedding lived experience** into all reviews and responses, ensuring child and family voice shapes system change.

Learning from Child Deaths (CDOP) can be seen below:



Newham had a decrease in the number of child deaths in 2024-25 when compared to the previous year. Fluctuations across all areas year on year are typical, and the average number of child deaths in Newham over the past five years is 32.4.

30% of child deaths occur in the neonatal age group (up to 28 days) with the next highest in the under 1 age group. This is consistent with the pattern observed in other boroughs within North East London (NEL) during the year. As age increases, the number of death notifications declines, which is a pattern observed nationally.

According to the most recent London Poverty Profile (2023), Newham has the 12th highest infant mortality rate in London ([Trust for London, 2025](#)).

The final categorisation of death takes place at CDOP. As many of these cases have not yet been reviewed or presented to CDOP so the modes of death in the below tables are provisional. In both 2023-24 and 2024-25 the most common modes of death across all age groups are palliative care, treatment withheld and failed cardio-respiratory resuscitation (cardio resus).

Mode of death by age group of death notifications

2024/25 Newham	≤ 28 days	29 to 354 days	1-4 years	5-9 years	10-14 years	15-17 years	Total
Palliative care	2	1	0	0	1	0	4
Treatment withheld	7	3	2	1	2	1	16
Brainstem death	0	0	0	0	1	0	1
Failed cardio resus	2	4	2	0	1	2	11
Found dead/ collapsed	0	0	1	3	0	1	5
Not known	0	0	0	0	0	0	0
Total	11	8	5	4	5	4	37

Over the past five-year period, across England the child death rate was highest for children of Asian Pakistani ethnicity (57.0 per 100,000 population), followed by Any Other Asian background (51.8 per 100,000 population), Black African (51.3 per 100,000 population) and Black Caribbean (51.3 per 100,000 population) (NCMD, 2024). Locally, similar patterns can be observed in the notifications received across North East London (NEL). In Newham, the Black – African, Any Other Asian background, Asian – Bangladeshi, and Asian – Pakistani are the most overrepresented ethnicities in the number of child death notifications received during 2024-25 when compared to the demographics of the population below the age of 18.

33 child death cases were reviewed in 2024/25 for Newham, Tower Hamlets, Waltham Forest and City & Hackney. This is consistent with previous years, taking into account the new notifications received per year and those carried over. The modifiable factors identified in the cases reviewed can be seen below:

Modifiable Factors	Number of cases
Maternity Issues: e.g. late booking, maternal diabetes. low staffing	6
Social issues including housing, drug use, alcohol use, domestic abuse not picked up or actioned	4
Poor interagency communication e.g. between schools, healthcare providers	4
Delayed diagnosis or follow-up	4
Parental Smoking	4
Support and engagement between services and parents	3
Criminal violence, knife crime or gang activity	2

Unsafe sleeping practices including overcrowding, sleeping away from home	2
Lack of appropriate cultural advocacy or translation	2

Our recommendations and priorities for 2025/26

- Continued efforts to reduce SUDI cases include tackling barriers to sharing safe sleep messages, improving professional curiosity, culturally competent care and communication among practitioners working with at-risk families. Additionally, this work will be supported through collaborating with Public Health to reduce smoking during pregnancy through targeted cessation programs.
- A strong focus remains on addressing disparities across ethnicity, language, and culture. CDOP panel members will continue to improve health equity in all boroughs, as well as contribute to national reviews through shared learning and data analysis.
- Following the recruitment of a Public Health Strategist to the WELC CDOP, this role will focus on the systematic dissemination of learning from reviews and use this to inform local Public Health interventions and strategies.
- A review of cases across NEL over the past five years has been proposed, with a particular focus on groups which are overrepresented in child death notifications when compared to the population (taking into account ethnicity and deprivation for example). This would help to inform Public Health strategies, anti-racist approaches and wider work on the reduction in child health inequalities, both in Newham and across NEL.
- To work with other CDOPs across London to share learning and strengthen the CDR process. In 2025-26 Newham will be leading the Pan London meetings that bring together this network on a quarterly basis for the sharing of best practice and identifying areas of improvement. This network also oversees the implementations of recommendations from thematic reports produced by the National Child Mortality Database.

17. Ensuring effective multi-agency safeguarding practice

The NSCP commissioned a thematic review in May 2024 this centred on seven children and young people involved in cases of extra-familial harm, including both victimisation (56% of cases) and perpetration. It explored systemic failures, discrimination, and the interface between social care, police, education, and health sectors.

Main Findings and Themes

- Profiling and Discrimination

Insights demonstrated that Black adolescent boys were disproportionately affected by both harm and contact with youth violence pathways. A key recommendation was the

development of a Newham Anti-Racism Strategy to address systemic biases and inequality in outcomes.

- Contextual Safeguarding and Extra-Familial Risks

The review emphasised the need to adopt a contextual safeguarding framework, assessing risk outside the home environment, including through peers, settings, and public spaces.

- Information Sharing and Risk Assessment

Gaps were identified in cross-boundary information sharing, particularly between police and children's services. Perpetrator risk assessments often lacked thorough consideration of protective factors and background history.

- Voice of the Child and Family Experience

Review reports highlighted the need to embed children's lived experiences into decision-making. Rapid Reviews now prioritise capturing feedback and updating families on learning as part of dissemination.

Strategic Responses & Good Practice

- A local Task and Finish Group was set up to adapt national SUDI learning and develop borough-specific responses.
- 7-Minute Briefings were produced on:
 - Extra-Familial Harm (versions 2 and 3)
 - Intra-Familial Abuse
 - Related LSCPR learning
- Partnership practitioner events in November 2023 and April 2024 brought review themes to life and supported frontline learning.

Implications for NSCP 2024/25

1. Embed Anti-Racism Strategy: Co-develop and localise a strategy that tackles institutional bias in safeguarding practice.
2. Contextual Safeguarding Implementation: Strengthen protocols and workforce knowledge to assess and respond to risks beyond the family environment.
3. Enhance Risk Assessments & Information Sharing: Address gaps in multi-agency communication and ensure perpetrator profiles include safeguarding-informed analysis.
4. Amplify Child & Family Voice: Prioritise lived experience in review, planning, and delivery. Embed feedback loops and transparent reporting.
5. Maintain Learning Platforms: Sustain delivery of 7-Minute Briefings, thematic partnership conferences, and practitioner Reflective Spaces tied to thematic review findings.

Performance Data

During 2024/25, the PQA subgroup continued to oversee and challenge the quality and effectiveness of safeguarding arrangements in Newham through systematic data review, multi-agency auditing, and thematic learning.

The subgroup reviewed performance data from **Children and Young People's Services (CYPS)**, **Barts Health (including Maternity)**, **ELFT**, **Police**, and the **0–19 Health Service** throughout the year.

A **Section 11 education audit** was completed, with findings discussed in depth to understand how well Newham schools are meeting their safeguarding duties, identify potential risks, and work collaboratively with educational partners to target improvements. The group also reviewed **child death statistics for 2022/23**, identifying trends and patterns. A cluster of **Sudden Unexpected Deaths in Infancy (SUDI)** within the sub-region raised the question of whether enough preventative work was being undertaken. NHS NEL ICB is now leading a coordinated seven-borough SUDI prevention programme. Locally, a **time-limited NSCP task and finish group** has been established to review safe sleeping provision across all agencies working with babies and their families, with the aim of reducing SUDI cases through strengthened multi-agency prevention.

The PQA subgroup also received and scrutinised a range of key reports, including:

- **Newham University Hospital (NUH) Safeguarding Annual Report 2022/23**
- **Child Protection Coordination Service Annual Report 2022/23**
- **LADO Annual Report 2022/23** (managing allegations against adults in positions of trust)
- **Multi-Agency Safeguarding Hub (MASH) Annual Report 2023**

Data and Performance Development

Activity during 2024/25 focused on refining the NSCP dataset and progressing work on a new **multi-agency safeguarding dashboard**. While a single coordinated dataset is still outstanding, funding from the **Department for Education (DfE)** will now be used to implement *Working Together 2023* guidance by investing in stronger data collection systems. This will enhance our ability to track key safeguarding themes, patterns, and trends, improving intelligence-led decision-making across agencies.

Multi-Agency Case Auditing

The multi-agency case audit programme was strengthened this year, targeting priority safeguarding themes. The methodology continues to receive positive feedback from partners, with each audit resulting in an **outcome-focused action plan** that is tracked by the NSCP and shared with frontline practitioners via the **First Friday Forum**.

Audits undertaken during the year included:

- **Education, Health and Care Plans (EHCPs)** – May and October 2023 audits tracked changes in quality over time, informing targeted improvement actions reported to the Newham SEND Executive Board.
- **Discharge Planning Protocol** – audit completed June 2023 identified high standards in presenting information, partial compliance with multi-agency framework use, and clear areas for improvement regarding DPM template use.
- **Multi-Agency Strategy Discussions and Section 47 Enquiries in Exploitation Cases** – audit initiated following rapid reviews in 2022 identified both strengths and development needs; led to multi-agency training on best practice in strategy discussions.

Completed Thematic Reviews – 2024/25

In 2024/25, the NSCP completed two major thematic reviews:

1. **Extra-Familial Harm and Intra-Familial Abuse: A Thematic Safeguarding Review**
 - Initiated following a 2022 rapid review involving a serious incident related to child criminal exploitation.
 - Seven children's cases were subject to in-depth audit and review, with strong engagement from children, young people, and parents to capture lived experience.
 - Three staff learning events were held, with findings presented to the NSCP Executive.

- The review has provided valuable learning to inform the **Newham Youth Safety Strategy** and strengthen responses to both intra- and extra-familial risks.
2. **Child Sexual Abuse (CSA) Review**
- Multi-agency review undertaken to assess local responses to CSA, drawing on both quantitative and qualitative evidence, including lived experience.
 - Findings have shaped priority actions for 2025/26, including strengthened prevention, earlier identification, and improved access to therapeutic support.
 - The review also evaluated the role and impact of the **North East London Sexual Abuse Hub**, with learning feeding directly into partnership training and service development.

Other PQA Activity

- Partner agencies continued to deliver **single-agency audits**, such as the **0–19 Health Service** review of practice improvements following Child Safeguarding Practice Reviews.
- The subgroup considered **national learning**, including the National Review into safeguarding children with disabilities and complex health needs in residential settings.
 - A **local task and finish group** has been established to benchmark Newham practice against national findings and address safeguarding concerns at a residential school attended by Newham children, with a clear communications plan for parents and carers.

Looking Forward – 2025/26

In the coming year, the PQA subgroup will:

- Monitor the impact of actions from the **Extra-Familial Harm / Intra-Familial Abuse** and **CSA** reviews.
- Embed thematic learning into practice via targeted training, policy updates, and strengthened multi-agency procedures.
- Complete a **multi-agency CSA audit** (fieldwork scheduled for 2025) to evaluate the implementation of review recommendations.
- Finalise and launch the **multi-agency safeguarding dashboard** to improve real-time performance oversight.

Working Together 2023 implementation

In line with the statutory expectations set out in *Working Together 2023*, the NSCP created a **task and finish group**, chaired by the PQA subgroup, to lead the transition planning into the updated framework. This group has been fostering innovation and partnership working, and reporting its progress regularly to the NSCP Executive to ensure accountability and momentum.

A significant achievement this year was the **publication of the revised NSCP Partnership Arrangements in December 2024**, which outlines how safeguarding partners across Newham will collaborate and align with the new national guidance. These updated arrangements are accessible to the public and provide clear governance, roles, and responsibilities under the refreshed statutory framework.

As we head into the next reporting year, our focus will be to:

- Fully embed these revised arrangements across all partnership agencies.
- Ensure practical alignment with *Working Together 2023* obligations.
- Capitalise on emergent insights to refine governance and accountability structures.

- Strengthen transparency, clarity, and shared purpose in our safeguarding system.

Inspection

Children's Services Focused Visit (January 2024)

Ofsted's focused visit, published in February 2024, continued to affirm the strides made by Newham's Children's Services in achieving an 'Outstanding' assessment in the most recent ILACS inspection. Inspectors highlighted the **robust partnership response** to serious youth violence, describing our **information sharing** practices as "impressive, pioneering and well defined. This recognition underscores the value of multi-agency collaboration and provides a strong foundation for replicating this level of coordination across other priority areas.

Published 28 November 2024, Ofsted and CQC concluded that the **Local Area SEND Partnership's arrangements lead to inconsistent experiences and outcomes** for children and young people with SEND. However, several strengths were acknowledged:

- **Improved leadership and service stability**, resulting in reduced waiting times for speech, language, and therapy services
- **Effective early notification processes**, enabling timely identification and coordination for children with complex needs
- **Strong co-production mechanisms**, involving children, families, Special Educational Needs and Disabilities Information, Advice and Support Service, SENDIASS, and the Parent Carer Forum to shape local services

Areas needing improvement were also clearly identified:

- **Long waits** remain for autism assessments, mental health support, and necessary equipment like wheelchairs
- **Inconsistent EHC plans** that sometimes fail to integrate education, health, and social care perspectives
- **Gaps in post-16 provision**, notably for complex needs and alternative education pathways
- **Transition challenges** between children's and adult services are impacting continuity of support

SEND Developments and Outcomes

The Delivering Better Value (DBV) Programme

The local authority has been engaged with the Department for Education (DfE's) DBV Programme. The programme is aimed at supporting local authorities and their partners to improve the delivery of SEND services for children and young people whilst working towards financial sustainability.

The DBV programme has been aligned to our SEND and Inclusion Strategy and SEND & CQC Inspection outcomes, providing investment and capacity to accelerate progress. Through DBV, Newham has advanced four key workstreams:

- Early Intervention & Inclusion – strengthening early years and school-based support, reducing escalation to statutory processes.

- Preparation for Adulthood – aligning with the Strategic Improvement Plan by mapping pathways, piloting new transition approaches, and expanding post-16 options.
- Joint Commissioning & Sufficiency – ensuring therapy, short breaks and specialist provision are commissioned in a more joined-up and financially sustainable way.
- Parental Confidence & Co-production – supporting the redesign of the Local Offer, SEND surgeries, and wider parent and carer engagement.

Together, DBV and the Strategic Improvement Plan ensure that improvement is both outcome-focused and financially sustainable, embedding lasting system change.

Outcomes for Children and Young People

With increasing challenges to schools in supporting children with a range of needs, 9% of pupils with an EHCP achieved 9-4 in English and Maths, with Attainment 8 score decreasing also to 12.2%. This therefore is a focus for the Partnership.

Inspectors rightly identified the need for greater consistency in planning for life beyond school. The new Preparing for Adulthood Board is leading this work, supported by DBV investment and strengthened cross-service governance.

GLD:

KS2:

KS4:

Embedding Inclusive Practice and Co-production

The local area partnership continues to embed a culture of inclusion, trauma-informed practice and co-production. Reflective supervision, targeted CPD, and advisory support are ensuring schools and services are developing greater confidence in inclusive practice. Parent and carer voice remains central, with the Newham Parent Carer Forum shaping both strategic priorities and day-to-day improvements. The redesigned Local Offer website and regular Local Offer Live events are direct responses to family feedback and inspection findings.

Reflections & Partnership Actions

These inspection findings—combined with the recognition of strong leadership and practice innovation—highlight both achievements and areas requiring urgent partnership action:

Insight	Partnership Response
Best practice exists , particularly around resourcing therapy services and co-production	Build on these strengths by spreading best practice across areas such as CAMHS and equipment commissioning
Timeliness of support remains a concern for many SEND needs	Prioritise accessibility of autism assessments, mental health services, and adaptive equipment
EHCP plans and SEND transitions need improvement	Launch multi-agency workshops to standardise EHC quality and improve transition protocols
Consistency of parent support and navigation	Strengthen communications and refocus efforts to empower families through SENDIASS and the Parent Carer Forum

18. Improving skills and knowledge in the workforce

The Social Care Academy, in conjunction with Newham Safeguarding Children's Partnership (NSCP), provide a comprehensive training programme in response to the needs of the multi-agency safeguarding partnership. The programme emphasised the importance of collaboration between organisations to safeguard children, young people, and families effectively and was accessible online and in-person. Consultation with staff across the service and partnership, who work directly with children, and their families, as well as with the quality assurance staff and manager, has informed the programme, how it is delivered, and to whom; this was part of the annual training needs analysis. Surveys for children and families to input their views were introduced this year, though with low uptake. This is an area for development.

From the period 02/09/24 to 31/07/25 the overall attendance rate for training was 70%. See below for a data overview.

Events	Event Occurrences	Places offered	Bookings	Attended	Cancellations	No shows
31	51	2,034	805	560	123	245 (included cancellations)

E-learning is not included in the data above and is shown below. An e-learning course on Child Sexual abuse was trialled from January 2025. Further courses will be commissioned for the following academic year.

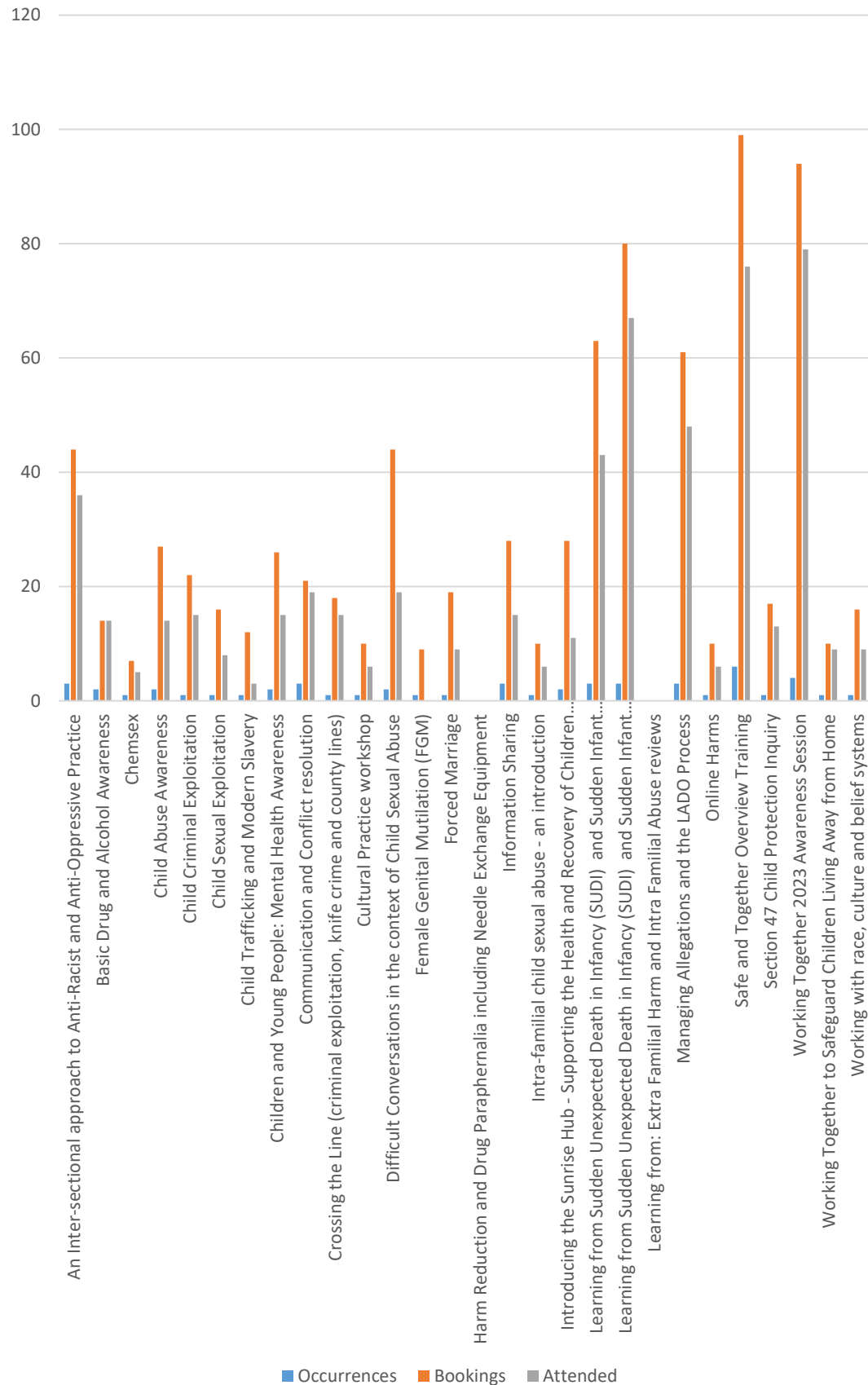
Course	Bookings	Started	Passed	Ongoing
Child Sexual Abuse Module 1 - What is sexual abuse?	17	5	10	2
Child Sexual Abuse Module 2 - Recognising Grooming	8	1	7	0

The number of practitioners booking onto training this year was almost the same as last year (813 last year and 805 this year), showing consistency has been maintained.

As with the Social Care Academy training, increased promotion and targeted marketing is required to increase attendance, due to the under-utilisation of the offer.

The chart below is an events overview showing the course titles for the partnership training and the booking information, linking to the data overview table above.

Event overview - bookings and attendance 2-09-24 to 31-07-25



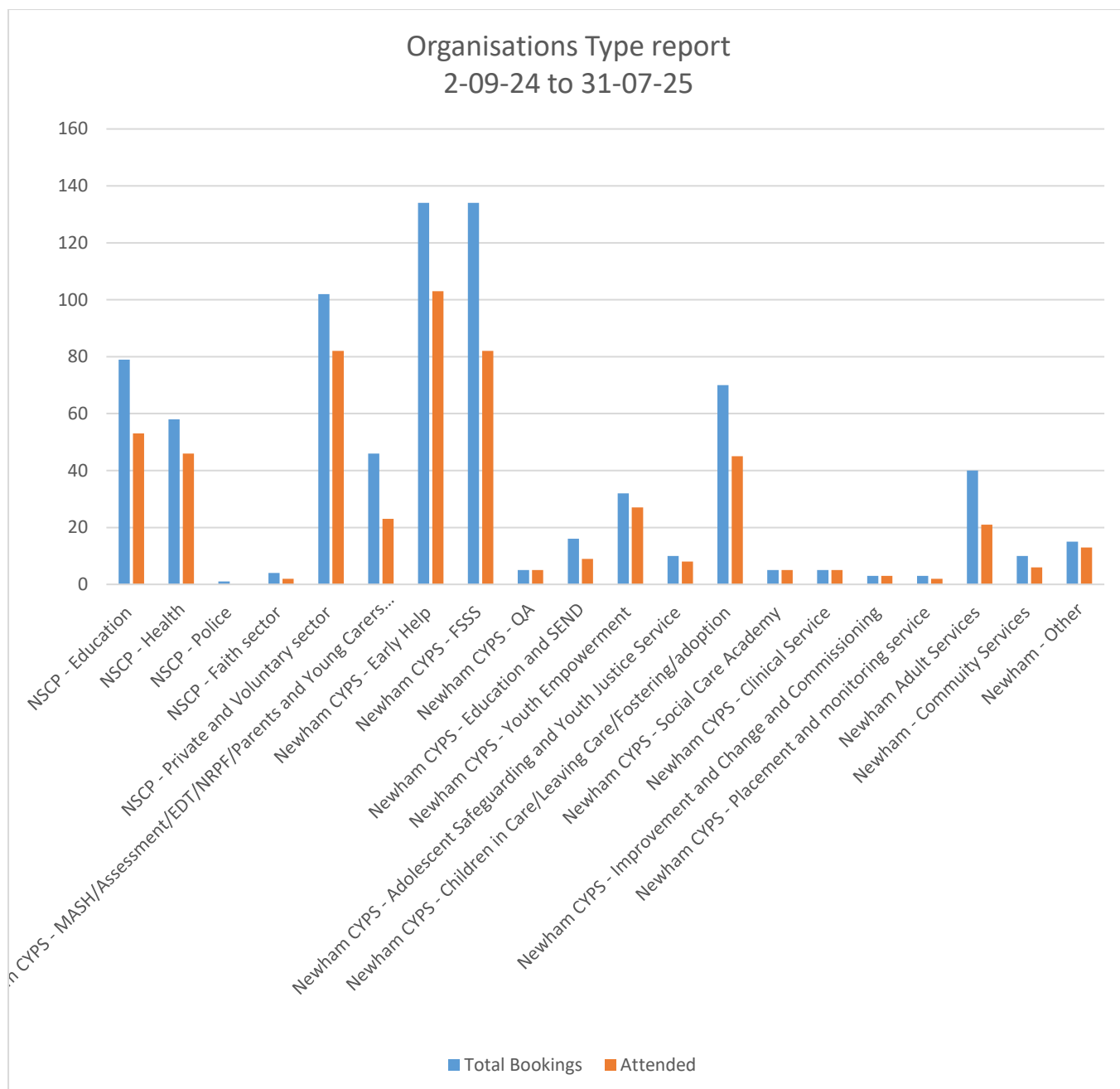
Events Overview data continued

(02-09-2024 to 31-07-2025)

Event	Occurrences	Bookings	Attended
An Inter-sectional approach to Anti-Racist and Anti-Oppressive Practice	3	44	36
Basic Drug and Alcohol Awareness	2	14	14
Chemsex	1	7	5
Child Abuse Awareness	2	27	14
Child Criminal Exploitation	1	22	15
Child Sexual Exploitation	1	16	8
Child Trafficking and Modern Slavery	1	12	3
Children and Young People: Mental Health Awareness	2	26	15
Communication and Conflict resolution	3	21	19
Crossing the Line (criminal exploitation, knife crime and county lines)	1	18	15
Cultural Practice workshop	1	10	6
Difficult Conversations in the context of Child Sexual Abuse	2	44	19
Female Genital Mutilation (FGM)	1	9	0
Forced Marriage	1	19	9
Information Sharing	3	28	15
Intra-familial child sexual abuse - an introduction	1	10	6
Introducing the Sunrise Hub - Supporting the Health and Recovery of Children Affected by Sexual Abuse	2	28	11
Learning from Sudden Unexpected Death in Infancy (SUDI) and Sudden Infant Death	3	63	43

Syndrome (SIDS) - Basic Safer Sleep Training			
Learning from Sudden Unexpected Death in Infancy (SUDI) and Sudden Infant Death Syndrome (SIDS) - SUDI SIDS and Safer Sleep for Babies Training	3	80	67
Managing Allegations and the LADO Process	3	61	48
Online Harms	1	10	6
Safe and Together Overview Training	6	99	76
Section 47 Child Protection Inquiry	1	17	13
Working Together 2023 Awareness Session	4	94	79
Working Together to Safeguard Children Living Away from Home	1	10	9
Working with race, culture and belief systems	1	16	9
TOTAL	51	805	560

The chart below shows a breakdown of the booking attendance via organisation type. As with previous years, attendance is highest from staff in Children and Young Peoples Services, LBN, the private and voluntary sector, in Education, and health. There were no bookings from the PRU's, ambulance service, fire brigade, probation, GP's, dentists, or CAMHS so these are services that can be targeted.



The NSCP subgroup for Safeguarding and Workforce Development has been able to commit more time to ensuring that the training is a key focus. Data has been shared regarding uptake and cancellations, and impact is focused upon.

A training needs analysis, including a survey, was undertaken between February and May 2025 with good engagement from across the partnership. A revised Learning and Development offer has been proposed which will be commissioned over the summer and will commence in September 2025. The programme will be streamlined and the number of sessions reduced to try and ensure that training will be fully booked and well-attended.

Creative resources will also be promoted including commissioned podcasts and bite-size videos to make training material accessible and in response to feedback from the partnership.

The NSCP training remains listed on the LMS which has aided ease of booking training and means delegates can look for most training in one place. To aid ease of booking further, where training is provided by the Social Care Academy or Early Help Service but is open to the NSCP, it is listed under the NSCP heading, so that staff do not have to look under the Early Help tab on the website. Therefore, the same training can be listed under SCA, NSCP and Early Help if it is open to all of these services.

The training report and relevant data is shared with safeguarding partners throughout the year, to review their uptake of the training offered and identify any steps they will be taking to increase this; this includes via the bi-monthly NSCP workforce development sub-group, the bi-monthly Friday Forum, NSCP executive and extended executive meetings, and the NSCP annual report.

As low bookings and attendance has continued in this period, a range of solutions to address this were suggested at an NSCP Executive meeting in May 2025. These solutions will be implemented to improve the uptake of the training offer. The solutions are incorporated into the action plan but include:

- Reducing the number of training topics per term with a focus on key topics
 - Increased e-learning and pay Phew for this function (e-learning was trialled in 2025 with one course, of which 15 delegates commenced the learning)
 - Increased webinars of which some can possibly be recorded from the key training sessions
 - Increase coordination with services who can deliver short information sessions at the Friday Forum
 - Re-promote Friday Forum
 - Update the mailing list – consider utilising Mailchimp or equivalent so staff can subscribe and unsubscribe.
 - We have approx. 1k staff on LMS – aim to increase by a third in the next academic year through promotion, mailing list and raising profile at Exec and WFD sub group, SLT/SMT etc
 - Automatic promotional emails are on the roadmap for the LMS via the provider Phew – to be utilised when and if launched.
-
- Cascade training information via NSCP leads and DSL's in organisations
 - Increase third sector and private attendance, bookings, registrations; via attendance at relevant forums and collaboration with this sector
 - Not using laptops in training, and having time to reflect after training; to be promoted via newsletters/meetings/a comms message to include information about training benefits.

- Continue to promote training via newsletters including via the DCS, PSW and weekly promotional emails via SCA and NSCP.

Feedback

Feedback from evaluations is very positive overall for the partnership, with delegates often highlighting how informative and interactive sessions are, and the knowledge and skills of facilitators.

We asked people to rate themselves with knowledge and confidence post attending courses and the ratings increased by approximately 20%, with approximately 50% of participants showing a positive increase. The evaluations pre-event are mandatory, whilst the post event evaluations are not; approximately a quarter of post event evaluations are completed. Phew (provider) will be looking at strategies to implement that would make evaluations mandatory, over the next 12 months.

Some comments include:

'...amazing, made what could have been difficult conversations, easy to have and dare I say – fun!' (manager who attended *An Inter-sectional approach to Anti-Racist and Anti-Oppressive Practice*)

'The course material that highlighted the 4D's of conflict resolution gave me insight into the areas of conflict resolution and how to manoeuvre through it effectively.' (ASYE who attended *Communication and Conflict Resolution*)

'I like the options of the different times and venue offered. The facilitator had good experience and knowledge of social care and delivered a good training course' (participant of *Working Together 2023 Awareness Session*)

'Fresh insight was given. Personal experiences were shared. Real-life situations were considered. Up-to-date information was provided. We were reminded of the Legal Framework. Scenarios given allowed us to apply what we had learned and then discuss as a group.' (participant of *Child Sexual Exploitation*)

'I have recommended this course to my service and would do so for anyone else. It was excellent and exceeded my expectations. It was truly enlightening and the tutor was excellent.' (participant on *Working with race, culture and belief systems*).

‘...I also learnt that drugs do not affect the person taking them alone but their family, community and their country. I also learnt on what I should do in my role as support worker to help the person taking drugs. Such as referring to necessary other professionals and organizations such as mental health services and child services if there are children to safeguard involved.’ (participant of *Basic Drug and Alcohol Awareness*)

Our Focus for 2024/25

- **Streamline and target training** on core safeguarding priorities to increase attendance.
- **Expand digital learning** – more e-learning, webinars, and creative resources (podcasts, bite-size videos).
- **Improve communication and promotion** using refreshed mailing lists, newsletters, and automatic LMS emails.
- **Broaden reach** by engaging under-represented services (third sector, PRUs, GPs, CAMHS, probation, fire, ambulance, dentists).
- **Strengthen feedback and impact** with mandatory post-event evaluations and reflective practice built into training.

19. Our Plans for 2025/26

The coming year will focus on consolidating progress, embedding learning from 2024/25, and responding to both local and national priorities. We will continue to strengthen partnership working and ensure that our approach remains dynamic, evidence-informed, and responsive to emerging safeguarding needs.

Cross-Cutting Themes These will be embedded into **all** strategic plans, partnership groups, audits, reviews, and service delivery models:

- **Early Intervention and Prevention** – Strengthening multi-agency coordination to identify emerging needs and provide timely support to prevent escalation.
- **Tackling Racism, Inequality, and Disproportionality** – Embedding anti-racist and anti-discriminatory practice to challenge structural inequalities and improve outcomes for all children and families.

Thematic Priorities

- **Successful Implementation of the Youth Safety Strategy** – Including a stronger focus on the impact of domestic abuse on children and young people.
- **Best Start in Life for Every Child** – Targeting neglect, promoting safe sleeping, and preventing unintentional injuries through a preventative, multi-agency approach.
- **Improving the Response to Domestic Abuse** – Embedding the shared practice framework and fully implementing the *Circles of Support* model to create a culture of relational safeguarding and shared ownership across agencies.

Key Actions for 2025/26

1. **Full Implementation of Working Together 2023**
Building on the transition work already started in 2024, we will complete a comprehensive review of our partnership arrangements to ensure they fully align with the updated statutory guidance. This includes embedding the published NSCP arrangements (19 November 2024) across all partnership groups and practice areas.
2. **Youth Safety Strategy – Delivery and Impact**
Continue to implement the partnership Youth Safety Strategy with an enhanced focus on tackling exploitation and reducing youth violence. While a reduction in serious incidents has been achieved, further targeted work will focus on prevention, early intervention, and building resilience in communities.
3. **Strengthening our Response to Child Sexual Abuse (CSA)**
Increase capacity to identify, respond to, and prevent CSA, ensuring that all agencies are equipped with the skills, confidence, and resources to intervene effectively and support recovery for victims.
4. **Children Missing Out on Education (CMOE) and Addressing Disproportionality**
Develop a coordinated approach to reduce CMOE, ensuring equitable access to education and tackling the disproportionate impact on particular groups of children and young people.
5. **Child Safeguarding Practice Review (CSPR) Learning and Impact**
Implement a robust system to measure the real-world impact of learning from CSPRs. This will ensure that recommendations lead to sustained improvements in safeguarding practice and better outcomes for children.
6. **Creating a Multi-Agency Partnership Data Set**
Establish and embed a shared data set across the partnership to improve decision-making, identify trends early, and track progress against priority outcomes.
7. **Ongoing Review and Adaptation of Priorities**
Maintain a cycle of review, ensuring that our priorities remain relevant, proportionate, and responsive to local needs, with flexibility to address emerging safeguarding issues.