Ealing Safeguarding Children Partnership

Arrangements for 2019/20
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Foreword

Ealing is committed to delivering improved outcomes for children and young people across the Borough. Much of the improvement that we have seen to date has been achievable because of a relentless focus on three key areas: putting children and young people at the heart of plans; focusing on the quality of front line practice as a key agent to promote change; and developing and strengthening work across partnerships. In Ealing the partnership around children and young people is inclusive of all agencies that work with children and we consider that this supports the delivery of effective outcomes. We recognise that safeguarding children cannot be achieved in isolation from other partnerships or the communities that we serve and for this reason we have sought even greater collaboration, particularly on issues of vulnerability and shared learning.

We have been working on the shape of these new arrangements in response to Working Together to Safeguard Children 2018 guidance, for over a year, focusing on how we engage practitioners even more, setting ambitious priorities, and considering independence and scrutiny.

In Ealing we are committed to working alongside, and with, families; we believe in prevention to support finding solutions; and to promote the strengths in families rather than focus on difficulties. We believe it is better to act before harm occurs, while seeking the least intrusive response appropriate to the risk presented.

We will publish and maintain an up-to-date thresholds of need document, ensuring that children and families can access the right level of support and that professionals understand that commitment.

We will support children and young people to be safe and to grow up as successful adults. We want them to contribute, not just to the plans for them as individuals, but also, to the way we shape and develop strategic plans and policies. We are very proud of the contribution young people have made to safeguarding in the Borough and have committed to strengthen the Young Ealing Safeguarding group and their work as a key strand of our new approach.

We hope that this plan will support and develop our strengths in safeguarding even further while at the same time providing more opportunities to engage front line practitioners and the community. We are - through this plan - asking the community of Ealing to play a part in understanding the needs of local children and their families and to support us in preventing harm.

Judith Finlay – Executive Director, Children, Adults & Public Health, London Borough of Ealing Council

Diane Jones – Chief Nurse and Director of Quality, North West London Collaboration of CCGs, for NHS Ealing Clinical Commissioning Group

Paul Martin – West Area BCU Commander, Metropolitan Police Service

29/6/2019
Introduction

Children who need help and protection deserve high quality and effective support as soon as a need is identified. Families and carers also need support and transparency, ensuring that they have a full understanding of what is happening and why. Professionals working with children and their families in Ealing take their responsibility to work in this way, and to keep children safe, very seriously.

For many years, the Ealing Safeguarding Children Board has driven this by providing expertise and leadership across the local area. This has been facilitated by strong partnership working; scrutiny of practice through a variety of methods including case and performance reviews; sharing knowledge; developing our workforce; and providing a borough-wide and cross-partnership view on key issues. The latest annual report for the outgoing Board outlines the work undertaken in 2017-18 and its impact on safeguarding outcomes for children and young people in Ealing. We have also been committed to putting the voice of children and young people right at the centre of safeguarding practice, and the work of the Young Ealing Safeguarding group has been influential in setting the agenda for a number of key strategic developments. We are keen to ensure that as we move forward we retain these strengths, whilst taking the opportunity to reflect and refresh the approach within the new legislative framework to ensure we achieve our vision that ensures:

*Children and young People grow up safe from harm, that they fulfil their potential and that they are physically and mentally healthy, active and supported into independence*

This document sets out how organisations and people in Ealing will work together to move from the existing Board to a new set of Safeguarding Partnership arrangements. It highlights how we will build on existing strengths and develop new opportunities for additional scrutiny, support and challenge. We consider that we have created a realistic and sustainable model, which will reduce time being spent on administrative process and systems and enable a continuing focus on critical safeguarding matters to improve outcomes for children, young people and their families. We will begin to operate these new arrangements in September 2019.
National Context


- The Safeguarding Partners; and

Any relevant agencies that they consider appropriate to work together in exercising their functions, so far as the functions are exercised for the purposes of safeguarding and promoting the welfare of children in the area.

The arrangements must include arrangements for the Safeguarding Partners - the Local Authority, the local Clinical Commissioning Group and the police - to work together to identify and respond to the needs of children in that area. In addition to legislation, we have used a wide evidence base - from research, experiences of others, and outcomes of case reviews - to understand what works in safeguarding children, to support us in developing the arrangements set out here.

The geographical area of the Partnership

In accordance with Working Together 2018, Chapter 3, paragraph 15, the geographical footprint for the Partnership arrangements is the Local Authority area, that is, the London Borough of Ealing.

We are committed, where it makes sense and, in particular, where it would improve outcomes, to work across borough boundaries, as is the case in child death review arrangements.
Local Context

Safeguarding children is a strength in Ealing. Children and young people are at the centre of understanding safeguarding effectiveness and support us to ensure we are doing the right things, at the right time. This includes listening to their experiences, views, aspirations, ideas and acting on them. A Young Ealing Safeguarding subgroup YES, which links closely to work in youth provision across the Borough and which engages with local schools, alongside the two councils for children and young people in the care system, have supported and helped local safeguarding work. We know from the work with them that their greatest concerns are gang related activity, healthy relationships and mental health. We know from the regular engagement with the YES group that they feel it is important they have direct links and a strong voice in strategic partnerships: they want to engage with professionals on topics of interest to both themselves and strategic leaders.

In making the transition from a Local Safeguarding Children Board to a Local Safeguarding Children Partnership, we have sought to move forward, building on the strengths of our existing partnerships and the relentless focus on improving outcomes. The aim is to reflect the kind of partnership recognised as being successful in the new arrangements going forward. The YES group will continue to support us in shaping and ensuring that children and young people are at the heart of everything we do. We want to strengthen their engagement in scrutiny and challenge and build on the priorities they helped us to shape for 2019/20.
What do we know about children in Ealing?

(A snapshot: latest figures available at April 2019)

<table>
<thead>
<tr>
<th>Category</th>
<th>Ealing</th>
<th>London</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>81,984</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School population</td>
<td>54,578</td>
<td></td>
<td></td>
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<tr>
<td>Children under 16 living in poverty (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing</td>
<td>16.6</td>
<td>18.8</td>
<td>16.8</td>
</tr>
<tr>
<td>London</td>
<td>18.8</td>
<td></td>
<td></td>
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<tr>
<td>National</td>
<td>16.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black &amp; minority ethnic pupils, (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing</td>
<td>84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>London</td>
<td>72</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children in Need</td>
<td>2190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pupils with social, emotional and mental health needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pupils requiring SEN support</td>
<td>1,436</td>
<td></td>
<td></td>
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<tr>
<td>Pupils requiring SEN support</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Primary pupils entitled to free school meals (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing</td>
<td>16</td>
<td></td>
<td></td>
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<tr>
<td>National</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary pupils entitled to free school meals (%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ealing</td>
<td>16</td>
<td></td>
<td></td>
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<tr>
<td>National</td>
<td>13</td>
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</table>
The Partnership Vision, Values and Principles

We want a safeguarding system in Ealing that:

*Promotes safe and healthy resilient families, builds on their strengths rather than focusing on their deficits. We want to manage risk and reduce it. We want families to feel a sense of belonging to the Borough and to live in communities that support them, embrace and value difference and that are safe. We want children and young people to feel supported and empowered to develop the skills and access the learning they need to reach their potential.*

Communities are the driving force in Ealing, we want a safeguarding system that recognises the diversity and difference in Ealing and that sees this as a strength. We want to support a system in which different communities live happily alongside each other and have opportunities to come together and share knowledge and expertise. In order to do this statutory partners, relevant agencies and co-opted members are all clear that safeguarding children and protecting their welfare is everybody’s business: all partners are committed to working Together with our community and to share responsibility to keep children and young people safe and to reduce risk.

In accordance with Section 14 of the Children Act 2004, the core purposes of the Partnership are to coordinate what is done by each person or body represented for the purposes of safeguarding and promoting the welfare of children in the area: and to ensure the effectiveness of what is done. In addition, we want our new partnership to enable:

⇒ Partners to hold each other to account
⇒ Horizon scanning that considers and responds to new and emerging risk and vulnerability
⇒ Greater engagement with front line practice to encourage and develop learning across the whole system
⇒ Excellent practice that builds on strong multi agency working

The overarching principles that underpin the work of the partnership are as follows:

◊ To ensure that the voice of children and young people is central to the work we do
◊ To recognise the key role of family and to ‘Think Family’ in our work
◊ To understand the community in which the Partnership operates
◊ Listen to and learn from practice
◊ To support and enable the highest standards of practice
◊ Lead continuous improvement
◊ To promote early intervention and prevention
The Ealing Safeguarding Children Partnership (ESCP) is committed to a smooth and effective transition into the new arrangements; the priorities moving forward are therefore based on the priorities developed with young people in 2018/19.

These are:

- Respond effectively to vulnerability and risk through exploitation, with a focus on gangs and serious youth violence
- Respond effectively to the mental health, needs of children and young people, improving the experience, managing transitions to adult services better, and supporting families
- Continuing to develop practice around domestic abuse

These priorities will be refreshed as a result of the work of the new partnership; informed by the JSNA; learning from practice reviews; system-wide development; and the views of our young people.
The Ealing Safeguarding Children Partnership will comprise the statutory partners:

- The Local Authority, represented primarily by Children’s Services, with appropriate support and engagement from other departments including Adult Social Care, Public Health, Housing and Community Safety
- Clinical Commissioning Group
- The Chief Officer of Police for the area

However, we also recognise the vital role of other agencies if we are to be an effective safeguarding partnership. We believe that other agencies play a vital role in ensuring that safeguarding children and young people, our approach is therefore an inclusive one.

The Ealing Safeguarding Children Partnership’s other relevant agencies will include:

- Schools, colleges and other education providers
- Acute Trust, health providers including community and mental health
- Probation and CRC
- Cafcass
- Voluntary sector
- Lay members, drawn from the Ealing community
- NHS England & NHS Improvement – to receive papers and be invited to attend meetings as and when appropriate.

Members must be of sufficient seniority and appropriately delegated by their organisation to speak with authority, to make decisions and commit resources on behalf of their organisation.

Members can be co-opted onto the Partnership to contribute to the business if they have expertise that is relevant to safeguarding and the promotion of children’s welfare.

To be successful the Partnership needs its members to contribute to its work, it needs commitment, consistency and continuity. The role of each member is to provide constructive challenge and support both in meetings and between meetings.
The structure of our safeguarding children arrangements is set out in subsequent pages.

As a Safeguarding Partnership, Ealing partners aim to promote high standards of safeguarding work and to foster a culture of continuous improvement, underpinned by ambition and innovation. Whilst each partner retains its own existing line of accountability for safeguarding and performance monitoring, how we work as a whole system is of crucial importance. We are committed to a strengths-based approach, learning from work that has been successful in safeguarding children and risks they face, as well as reviewing and reflecting on poor practice to facilitate improvements.

As part of the independent scrutiny of the Partnership, the partnership will appoint an Independent Person. This person will have considerable experience at a senior level in the strategic coordination of multi-agency services to promote the welfare of children and deliver effective safeguarding. This person will work closely with all agencies and with young people to provide assurance on the effectiveness of arrangements.

We will publish and maintain an up-to-date thresholds of need document, ensuring that children and families can access the right level of support and that professionals understand that commitment.

(Cont’d.)
Structure and governance (Cont’d.)

We will evaluate practice and its impact to ensure professionals and organisations within Ealing keep all children safe. We will evaluate practice and its impact through a range of quality assurance activities and we will monitor performance of the system and impact on outcomes for children and young people; to provide an assurance that our systems and people are working as effectively and efficiently as they can, to identify areas for improvement, and to celebrate success. We will bring together processes and learning from a range of different types of reviews and audit across all partnerships in Ealing. Underpinning this approach will be a revised safeguarding effectiveness methodology, supporting our partnership to think about quantity alongside quality as well as learning and outcomes, which ensures the lived experiences of the child are a core feature. It will provide guidance and tools to evidence impact, improve outcomes and achieve best practice and consistency, and testing out our vision, values and principles as well as the current priorities of the Partnership and ‘business as usual’ in terms of legislative duties and best practice.

(Cont’d.)
Structure and governance (Cont’d.)

Quality Assurance: Applying our principle of proportionality, the Safeguarding Children Partnership does not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. Work is already underway to consider our approach to performance management, taking into account organisations’ own methods, such as the quality assurance approach within the CCG and Local Authority and using the local authority visual performance framework to connect the ‘lived experience’ of children to the communities in which they live. We will gather and utilise existing evidence, support agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits and thematic engagement with practitioners, linked to priorities.

Reviews of Practice: Policies and processes are in place for a range of practice reviews. We will develop this further to an approach that harnesses thematic reviews and not individual cases alone, where this is appropriate. The Practice Review workstream has the remit for considering all cases where a referral for any type of review of practice may be made. We are keen to ensure that this includes cases of good practice for moderation and to share learning. The type of review and most appropriate person to undertake the review will be determined by the workstream. Not all instances where scrutiny is required will need an external independent reviewer, and we expect that a range of senior professionals in Ealing will be able to undertake impartial scrutiny. We also expect greater involvement of front line workers from all agencies in reflective case practice reviews.

All rapid reviews under the new legislation will adhere to our Arrangements for Notification of Serious Incidents. Where the subgroup determines that an external independent reviewer is required, for example for Safeguarding Practice Reviews, they will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be selected by representatives of the ESCP and the Practice Review Group. Reviews will be published as outlined in Chapter 4 of Working Together 2018 and each review will result in an action plan which will be monitored to ensure that the learning is embedded in practice, and appropriate methods of learning are applied.
Monitor performance:

We expect all workstreams to take a role in monitoring performance of their specialist area and to determine the impact of the work we, and our partners, are undertaking and how we can do better. A high level multi-agency dataset; a planned series of ‘deep dives’; listening to a range of people and qualitative information obtained through audits, case reviews and other methods will be brought together in the Safeguarding Effectiveness workstream.

We will be assured that safeguarding is as effective as possible, using a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people.

We will ensure that the framework by which we assess both need and risk are well understood across the partnership and through the monitoring processes will take action if there are concerns regarding either the application of consistency in decision making or the actions of any agency through an established escalation process. There is, in addition, extensive information on the safeguarding website about safeguarding concerns, issues and themes, including making enquiries and referrals regarding concerns about children. The safeguarding effectiveness methodology will set out other assurance methods such as:

- Requiring assurance reports from statutory partners and designated relevant agencies where these are deemed necessary. These will be requested annually and form the basis of a challenge event involving young people. These reports should provide evidence of what is working well, what is not working well and actions in place to improve where appropriate.

- Reviewing external audits and inspection reports of safeguarding or related issues from bodies such as HMI, Ofsted and CQC and monitoring progress against action plans to address any significant continuing safeguarding risks identified during the above processes.

- Requesting single agencies to carry out quality audits or ‘deep dives’ on themes where performance is considered to be a significant risk.

(Cont’d.)
Monitor performance (cont’d.):

We seek to learn from every opportunity and ensure we have a skilled workforce who have access to up-to-date, relevant information to help them to keep children safe and happy. Training and investing in our frontline staff is important; we want to recruit and retain confident, innovative and effective people.

The safeguarding effectiveness methodology ensures that there is a direct link between safeguarding effectiveness and workforce development.

We want frontline staff to be involved in drawing learning from casework when things have gone well as well as when they have gone less well. We want to build on a strong and effective process of sharing across the whole system, as well as ensuring that changes made to policy, process and practice are done swiftly where appropriate and there is follow up assurance that this has had an impact.

Learning needs, captured through the safeguarding assurance process of the partnership, as well as annual learning needs analyses, will inform workforce development and, linked to the monitoring of performance and progress against priorities, will form the basis for an annual partnership conference - promoting a conversation with professionals and young people on key themes. Opportunities for professionals to develop knowledge and skills are varied, with a proven track record in Ealing of delivering the skills, knowledge and support that are needed; opportunities such as training courses, newsletters, briefings, learning events, improved supervision including group supervision, social media and the website which form part of our communications strategy to ensure there are opportunities for learning.

Structure and governance (Cont’d.)
Safeguarding Effectiveness Framework

Performance data & management information
- Performance measures
- HR & Finance data
- Service activity & trend data

Quality assurance
- Regular file audits
- Themed audits
- Role of the Independent Reviewing Officers / Child Protection Conference chairs
- Multi-agency audit

Self-Assessment
Self-Evaluation Framework
Service Performance assessments & reviews

Opportunity to learn
- Reflective learning and improvement examples
- Inspections and reviews
- Child Safeguarding Practice Reviews
- Local Learning Lessons reviews
- Complaints and compliments

Feedback and involvement examples
- Service users
- Partners
- Staff

How much?
Is anyone better off?
How well?
Independent scrutiny - what does it look like?

Working Together to Safeguard Children 2018 requires that safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, and should provide added value to what we already know and do.

We believe that whilst some forms of scrutiny will need to be independently commissioned, for example local child safeguarding practice reviews, there is impartial or peer scrutiny within the pan-London arrangements.

(cont’d.)
**Independent scrutiny - what does it look like? (cont’d)**

Our safeguarding effectiveness methodology, which guides the work of our Safeguarding Effectiveness workstream, includes independent scrutiny as shown in the table below:

<table>
<thead>
<tr>
<th>Level</th>
<th>Scrutiny of what</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational</td>
<td>Single agency activity</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>(Individual cases, thematic work cases, teams, organisations)</td>
<td>Practice audit and case review</td>
<td>Peer to peer review</td>
</tr>
<tr>
<td></td>
<td>Decision-making—practice reviews</td>
<td>Diagnostic capacity</td>
</tr>
<tr>
<td></td>
<td>Professional challenge, escalation and restorative resolution</td>
<td>Independent scrutiny of decision-making</td>
</tr>
<tr>
<td></td>
<td>The effectiveness of arrangements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual reporting</td>
<td></td>
</tr>
<tr>
<td>Partnership</td>
<td>System performance</td>
<td>Advisor</td>
</tr>
<tr>
<td></td>
<td>Priority monitoring</td>
<td>Independent reviewer for case review</td>
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<tr>
<td></td>
<td>Attendance and engagement</td>
<td>Annual challenge workshop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support to lay members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Co-ordinated engagement with young people and community</td>
</tr>
<tr>
<td>Co-ordination to ensure delivery, particularly through transition</td>
<td>System effectiveness</td>
<td>Regular monitoring</td>
</tr>
<tr>
<td></td>
<td></td>
<td>challenge and support</td>
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<tr>
<td></td>
<td></td>
<td>Discussion and review</td>
</tr>
</tbody>
</table>
Independent scrutiny - what does it look like? (cont’d.)

Independent scrutiny will:

• Be children and young people focused and undertaken collaboratively with young people working with the independent person
• Based on clear standards of behaviour and conduct
• Be based on evidence and drawing on multiple sources
• Consider the effectiveness for children and families as well as for professionals
• Provide challenge and as well as a strengths-based approach to additionally recognise good practice
• Be cost effective and proportionate
• Include service users and the public (lay members, children and families)
• Be subject to moderation if required, overseen and reviewed by the Safeguarding Effectiveness workstream.

To achieve this, we will work to further develop the role of young people and link to the peer reviewing work already underway and develop the role of lay members. This will include the development of ‘scrutineers’ to ensure these people have the skills set required to deliver the most effective scrutiny and contribute to learning and improvement. This will include a key role in the annual challenge day, where all partners are held to account. The local authority Lead Member for Children’s Services (LMCS) also provides a wider perspective and a link to local authority scrutiny. The LMCS holds key political accountability for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers, are addressed - in effect, acting as a children’s advocate. In doing so, the LMCS will work closely with other local partners in a challenge role, to maintain their independence.
Professional Challenge and Escalation

Ealing’s partners will continue to adhere to the London Child Protection Procedures, in relation to escalation of concerns.

Safeguarding partners will work together to resolve any professional challenges and disputes locally. Whilst every effort will be made to work across the partnership in a strengths-based way, there may be occasions where necessary agreement cannot be reached after escalation to the Partnership. Independent support through the escalation policy will support a restorative approach to finding solutions and to make recommendations. This partnership policy does not negate any single agency policies and it is expected that organisations will adhere to their own whistle-blowing policies as appropriate. Nor does it provide for the normal management escalation routes to be circumvented.
How is the Ealing Safeguarding Children Partnership organised?

Ealing Safeguarding Children Partnership is structured to provide strong collaboration, scrutiny and assurance, and to drive and enable coordination of safeguarding activity. Each workstream will have revised terms of reference and an annual workplan which align with the new arrangements and clearly demonstrates golden threads to priority areas and impact on the lives of children and young people. Agendas and facilitative discussions at all meetings focus on safeguarding practice, impact and improvement. The Partnership Business Support Unit and a multi-agency Safeguarding Operational Group (which includes each of the three safeguarding partners) undertake the management and support function of the partnerships. Task and finish groups will be established as necessary. This model allows partnership group meetings to focus on practice and outcomes, rather than administration.
Accountability roles and responsibility

Safeguarding Children Executive

The Safeguarding Children Executive is the key decision-making body and consists of the executive leads of the three statutory partners alongside other key service providers. Other partners from relevant agencies will be invited to ensure that business is effected appropriately. They will meet as a minimum four times per year and will agree the local safeguarding arrangements; approve the annual report; agree the independent scrutiny arrangements and delegations; set the budget; agree priorities for the annual business plan; monitor progress mid-year and provide leadership to promote a culture of learning. This group will also ensure that there are appropriate links with other local partnership forums, such as the Safer Ealing Partnership and the Health and Wellbeing Board.

In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise and if functions or decisions are delegated, the Safeguarding Children Executive members remain accountable. The representatives, or those they delegate authority to, should be able to:

- speak with authority for the safeguarding partner they represent
- take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

The Safeguarding Children Executive will be quorate if all statutory partners are present.

(cont’d.)
Safeguarding Children Partnership

This is the body that replaces the Ealing Safeguarding Children Board. This group will meet at least four times a year and have a more strategic focus, leading workstreams who will be expected to report on a workplan for their area. A thematic approach throughout the year will continue, with at least twice a year joint interactive learning workshops with the Safeguarding Adults Board and Community Safety Partnership. For 2019/20, the Partnership will be chaired by an Independent Person to support transitional arrangements.

Core membership will consist of:

⇒ Independent Person
⇒ A senior officer of the three statutory partners with a responsibility for safeguarding
⇒ Acute Trust, health providers, including community and mental health
⇒ Cafcass
⇒ National Probation Service
⇒ Community Rehabilitation Company
⇒ Voluntary sector
⇒ Schools and Further Education College
⇒ Public Health
⇒ Housing
⇒ Community Safety
⇒ Adult Social Care
⇒ Lay Member
⇒ ESCP Business Manager
⇒ Chairs of the workstreams (some of whom will be the same as above).

(cont’d.)
Focus on specific safeguarding areas

There may be opportunities, in line with emerging themes and business priorities, to develop themed sub-groups, for example on neglect; domestic abuse; complex safeguarding; and sexual abuse and exploitation. The intent would be to provide a multi-agency focus and work plan on those themes. A workstream is only established with the agreement of the Executive. Where appropriate and feasible these workstreams, or short-term task and finish groups, will be joint with other partnerships and Boards. For example, with the Safeguarding Adults Board or Community Safety Partnership.

Ealing Learning Partnership

The new Safeguarding Partnership recognises the contribution of partners in schools and colleges and is determined to maintain and strengthen this relationship. Early years settings, schools, colleges and other educational settings are a central part of life for nearly every child and young person. The Ealing Learning Partnership provides an opportunity to strengthen the link with educational settings not just through representation in the Safeguarding Children Partnership but by being invited to present at regular intervals on key issues affecting safeguarding practice and the experience of children at the front line.
Health Advisory Group

The new Safeguarding Partnership recognises the contribution of partners across the health sector and is determined to maintain and strengthen this relationship. The Health Advisory Group provides an opportunity to bring together health professionals from the myriad of health groups and providers to ensure their input into safeguarding practice and to increase learning opportunities. The Health Advisory Group will be authorised and managerially accountable to the CCG representative of the ESCP. It will provide its advisory function to the totality of the Partnership.

Practice Review group, Rapid Review group and CDOP

The Practice Review group will lead on co-ordination of all reviews of practice, including case reviews and audits, in line with our outcomes; and link into the Safeguarding Effectiveness workstream. Information into the Practice Review group, for example from the Child Death Overview Panel, will ensure there is a central point where quality of practice, critical analysis and learning are combined to feed into understanding safeguarding effectiveness, and into workforce development.

The Practice Review group will have five key functions:

♦ Consider cases referred to it, oversee the rapid review process through ad hoc Rapid Review panels, and ensure immediate safeguarding action is taken if required, including disseminated any immediate learning quickly

♦ Report findings to the National Child Safeguarding Practice Review Panel within 15 working days, or as required if addition guidance becomes available

♦ Commission and oversee local case reviews. Leadership of practice reviews should be independent of the agencies involved.

♦ Identify learning themes from reviews, monitor implementation of review actions and report progress to the ESCP.

♦ Include cases of good practice for moderation, to highlight practice features and share learning.
**Child Death Overview Panel** partners are defined as local authorities and CCGs for the local area. It will remain linked to the new safeguarding arrangements and led by Public Health until new regional arrangements are introduced across North West London in response to new national guidance.

**Joint Strategic Learning and Development workstream**

The joint Strategic Workforce Development workstream will provide strategic leadership to commission, design, deliver and monitor both attendance and impact of training and development. The group covers both children’s and adults safeguarding partnerships but other partnerships such as the Community Safety Partnership or other arrangements are involved where feasible to ensure that professionals working in Ealing have opportunities to learn and network together.

**Safeguarding Effectiveness workstream**

Whilst every workstream is expected to understand performance and assurance within its own remit, detailed multi-agency performance scrutiny across and within the system should take place in the Safeguarding Effectiveness workstream. With responsibility for implementing the Safeguarding Effectiveness methodology, the group will bring together a range of evidence outlined in the framework, undertake Section 11 audits, and report by exception to the partnership. Information will be received from other workstreams and agencies in the form of assurance reports, and areas for learning passed to the Strategic Learning and Development workstream.
Involving children, young people and citizens

Ealing has a well-established Young Ealing Safeguarding Group. We are keen to strengthen and grow that role moving forward, particularly in relation to challenge and scrutiny referred to earlier. The YES group will establish a programme of ‘Select Committee’ events during the year, focusing on key themes and assurance. This cycle will contribute to learning as well as providing scrutiny.

Through the voluntary sector and Healthwatch Ealing there is evidence of what citizens and communities say about the system and how it meets their needs; we are keen to hear this voice.

We will continue to engage with the voluntary sector and communities, who will:

* Have representation on the Safeguarding Children Partnership, contributing to the strategic work of the partnership and providing a critical challenge role
* Work with VCS organisations to set safeguarding priorities linked to the business priorities on an annual basis to be addressed in forum meetings and through other agreed representation and contributions to partnership task and sub groups
* Receive challenge and support from the Ealing Safeguarding Children Partnership including through the provision of strategic safeguarding speakers at Forum meetings
* Promote good practice in safeguarding to the VCS, through the Yellow Book; policy; procedures and training
* Be present at the Health and Wellbeing Board meetings when an annual report will be presented
* Neighbourhood forums will be utilised more under the new arrangements to achieve our principles of prevention and partnership, linking closely with the CSP and neighbourhood working.
**Reporting**

The Ealing Safeguarding Children Partnership will publish an annual report. The report will set out the work that partners have done as a result of the arrangements and how effective the arrangements are in practice. It will include actions in relation to practice reviews and how services have changed as a result. It will also include a summary of young people’s work as scrutineers and the challenges presented by them to the multi-agency network. The report will consider:

- Evidence of impact
- Assurance statements from individual agencies
- A summary of the work contributed by young people towards the priorities.

The annual report will be signed off through the governance structures of all agencies. The approved annual report will then be published and forwarded within seven days to the National Child Safeguarding Practice Review Panel and the What Works Centre for Children’s Social Care.
Supporting the partnership arrangements

The statutory partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the arrangements.

From the date of transition to the new arrangements, 2019/20 funding levels which were agreed by ESCB partners will be maintained at their existing levels, until the end of the financial year: remaining ESCB balances will be transferred to the ESCP. Funding levels will then be reviewed for the following year.

**Partnership Business Support Unit**

The Partnership Business Support Unit, led by a Partnership Business Manager, helps to provide the infrastructure for successful operation of the Safeguarding Children Partnership. This will be hosted by the Local Authority. Duties will be varied, but will include the following:

- Maintain and update policy and procedures, including links with Pan London Arrangements.
- Maintain communications and knowledge sharing, including briefings and web presence, including communicating learning and key messages to all agencies.
- Maintain partnership plans such as a forward plan, business plan and support workstream work plans.
- Prepare agendas, administer and minute meetings of all groups that sit within the arrangements.
- Support a range of multi-agency practice reviews including coordinating management of action plans.
- Coordinate and administer multi-agency audits.
- Collate performance information reports and draft annual reports.
- Maintain links with the Training and Development subgroup to ensure workforce needs are being addressed.
- Maintain links and joint working with other partnerships and Boards.

(Cont’d.)
Shared intelligence and information sharing

Safeguarding partners will adhere to relevant legislation in using data and intelligence. As the partnership business support unit is hosted within the local authority, they are designated data controllers on behalf of the Partnership. A data transfer agreement for the new Partnership, which includes dealing with archiving historical information and Freedom of Information requests, will be in place and documents such as the information sharing agreement updated. We will continue to work closely with pan-London colleagues and be governed by the procedures therein.

Each statutory partner will need to respond individually to any information requests and consider exemption under current legislation.

Information sharing is a critical element across the Partnership and all its workstreams: we will promote good practice and take an appropriate role, e.g.:

♦ The Practice Review workstream will consider effectiveness of information sharing in audits and case reviews
♦ The Safeguarding Effectiveness workstream will ensure intelligence is shared appropriately to understand current performance.
♦ The Strategic Workforce Development workstream will be responsible for delivering training that includes guidance and support on information sharing as appropriate.
Transitional Plan

We recognise that change requires clear objectives and communication and having the right people and processes in place during transition are critical to achieving successful change. Transition from the Ealing Safeguarding Children Board to the new Ealing Safeguarding Children Partnership arrangements, and further improvement thereafter, is supported by clear and transparent arrangements regarding resources; a communications strategy; briefings for professionals; and identification and management of risks. We are clear that the introduction of these arrangements represents a starting point from which we will continue to develop, improve and innovate. We will seek opportunities to improve cross partnership collaboration and inter authority working where this improves outcomes for Ealing children and young people. A forward plan for 2019/20 is already in place.

We intend to:

* Publish new arrangements - June 2019
* Transfer ESCB data and documents to new Partnership - September 2019
* Final ESCB meeting - June 2019
* New arrangements commence - September 2019
* Inaugural Ealing Safeguarding Children Partnership meeting - September 2019
* Review first six months of new arrangements including Independent Adviser role - April 2020
* Publication of initial partnership report - Summer 2020
Transition to the new arrangements

During the transition period there will need to be flexibility to respond to developing national expectations, regulations and changes in inspection regimes. We intend to review arrangements in April 2020. The Safeguarding Children Executive will also review the effectiveness of the arrangements annually to ensure they are fit for purpose and meet statutory requirements, to be updated in our Annual Report with proposed timescales for improvement.

Our aspiration for the next phase of our new arrangements is to continue to work to identify where further efficiency can be made, while at the same time improving quality of outcomes. This is particularly important with our work with adult safeguarding arrangements and Community Safety, where we are keen to reduce duplication of effort and the number of meetings across partnerships, and access greater support.

We will know that we have successfully implemented the new arrangements when:

◊ Outcomes improve.
◊ Children, families and communities tell us they feel safer and able to contribute to the work of the partnership.
◊ Professionals tell us they feel supported, know where to go for information, and they have opportunities to learn and network.
◊ Policies, procedures and tools for undertaking all types of reviews of practice are revised based on evaluation; are implemented; and users report an improvement in outcomes.
◊ The Partnership and workstream chairs have clear work plans in place.
◊ Actions are undertaken and monitored; and achieve the desired impact.
◊ We can evidence that the budget allocated has been managed effectively to implement agreed priorities.
Business planning and annual cycle

As the Partnership moves through the transitional year we will seek to embed an annual planning cycle, to build on evidence, to reset priorities and to monitor our performance.

March: Safeguarding Executive and Partnership – Dedicated day to review year & agree revised Business Plan

April: Start of the Business Year

*Sub-Group Meeting Cycle Begins*

May: Executive Group Meeting

Scrutiny plan with young people developed and assurance through Section 11 process begins

Annual report preparation commences

June: Partnership Meeting

Annual Independent Scrutiny Process (from June 2020)

*Sub-Group Meeting Cycle Continues*

July: Executive Group Meeting

Sept: Partnership Meeting

Ealing Safeguarding Children Partnership Annual Report approved

*Sub-Group Meeting Cycle Continues*

Oct: Annual agency peer reviews - QA & Challenge Meetings led by young people with Independent person.

Nov: Executive Meeting Safeguarding Children Partnership Budget review / forward planning of priorities for referral to other partnerships & agencies for next year’s planning cycle.

Jan (mid): Partnership Meeting

Feb: Executive Group Meeting – For planning

Meetings will be scheduled to avoid school holidays where possible and to prevent clashes with other strategic partnerships.
### APPENDIX 1: Membership – ESCP

#### The Independent Person - chair

#### Statutory Partners

<table>
<thead>
<tr>
<th>Agency</th>
<th>Representatives</th>
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<tbody>
<tr>
<td>London Borough of Ealing Council</td>
<td>The Chief Executive, (or nominated deputy)</td>
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<tr>
<td></td>
<td>Executive Director – Director of Children’s Services</td>
</tr>
<tr>
<td></td>
<td>Director of Children and Families</td>
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<tr>
<td></td>
<td>Director Learning Standards and School Partnerships</td>
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<tr>
<td></td>
<td>Director of Adult Social Services</td>
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<tr>
<td></td>
<td>Director of Safer Communities and Housing</td>
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<td></td>
<td>Director of Public Health</td>
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<tr>
<td></td>
<td>A/Director Integrated Early Years, Planning, Commissioning &amp; Partnerships</td>
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<tr>
<td></td>
<td>Safeguarding Children Service Manager</td>
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<tr>
<td></td>
<td>Integrated Youth Service Manager</td>
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<tr>
<td></td>
<td>Service Manager Performance</td>
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<tr>
<td>NHS Ealing CCG</td>
<td>Chief Nurse &amp; Director of Quality, (or nominated deputy)</td>
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<tr>
<td></td>
<td>Associate Director for Safeguarding, North West London Collaboration of CCGs</td>
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<tr>
<td></td>
<td>Designated Doctor for Safeguarding Children</td>
</tr>
<tr>
<td></td>
<td>Designated Nurse for Safeguarding Children</td>
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<td></td>
<td>Designated Nurse for Looked After Children</td>
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<tr>
<td></td>
<td>Named General Practitioner for Safeguarding Children</td>
</tr>
<tr>
<td>Metropolitan Police Service</td>
<td>BCU Commander, West Area Command Unit (or nominated deputy)</td>
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<tr>
<td></td>
<td>Detective Superintendent, West Area Command Unit</td>
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APPENDIX 1: Membership – ESCP (cont’d.)

**Relevant Agencies**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>London North West University NHS Trust</td>
<td>Director of Nursing (or nominated deputy)</td>
</tr>
<tr>
<td>West London NHS Trust</td>
<td>Director of Safeguarding (or nominated deputy)</td>
</tr>
<tr>
<td>Central &amp; North West London NHS Trust</td>
<td>Director of Nursing (or nominated deputy)</td>
</tr>
<tr>
<td>Central London Community Health NHS Trust</td>
<td>Director of Nursing (or nominated deputy)</td>
</tr>
<tr>
<td>National Probation Service</td>
<td>Assistant Chief Officer, Ealing (or nominated deputy)</td>
</tr>
<tr>
<td>London Community Rehabilitation Company Ltd</td>
<td>Ealing area representative</td>
</tr>
<tr>
<td>Ealing Learning Partnership</td>
<td>Special school representative</td>
</tr>
<tr>
<td>Ealing Learning Partnership</td>
<td>Primary school representative</td>
</tr>
<tr>
<td>Ealing Learning Partnership</td>
<td>Secondary school representative</td>
</tr>
<tr>
<td>Ealing, Hammersmith &amp; West London College</td>
<td>Head of Further Education College, (or nominated deputy)</td>
</tr>
</tbody>
</table>

**Co-opted members**

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<tr>
<th>Position</th>
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<tbody>
<tr>
<td>Community Representative</td>
</tr>
<tr>
<td>Lay member</td>
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<tr>
<td>Business Support</td>
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<tr>
<td>Partnership business manager</td>
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</table>
This statement of commitment is intended to support effective joint working across all the partnership Boards in Ealing. All of the partner organisations that make up the Boards and partnership arrangements are committed to working together at every level to keep Ealing residents safe from harm, improve their health and well-being and ensure that the community in which they live is as attractive as it can be.

The partnerships in Ealing are committed to ensuring effective links are made with each other to maximise effectiveness and minimise duplication.

We recognise the importance of engaging our local population and the importance of consultation, engagement and feedback.

We will work together to promote the sustainability and efficiency of services, support the prevention agenda and work to mitigate the impact of inequalities.
APPENDIX 3 : Role of independent person

Purpose of the role

Working closely with strategic leaders from the three statutory partners to have overall responsibility, as Independent Person for the Ealing Safeguarding Children Partnership (ESCP) for promoting the Partnership’s ability to independently fulfil its statutory objectives of:

1. Co-ordinating what is done by each person or body represented on the Partnership for the purposes of safeguarding and promoting the welfare of children in the area

2. Ensuring the effectiveness of what is done by each such person or body for those purposes: and

3. Gathering a clear picture to provide assurance:
   - To provide independent leadership and strategic vision to the Partnership, particularly during the first year after transition.
   - To chair meetings of the partnership and any extraordinary meetings as required.
   - To ensure that the Partnership has an independent, objective and authoritative voice and identity.
   - To ensure that the Partnership operates independently, and that any conflicts of interest are managed appropriately.
   - To provide assurance that the partnership operates effectively with good collaboration between Statutory Partners and Relevant Agencies.
   - To facilitate the dispute resolution process.

(Cont’d.)
APPENDIX 3: Role of independent person (cont’d.)

Key tasks & responsibilities of the Independent Person:

The Independent Person’s tasks and responsibilities in relation to the ESCP are to:

- Provide strategic leadership to all agencies to secure best practice with particular regard to child protection, safeguarding and best outcomes for vulnerable children and young people in Ealing. This will ensure effective inter agency challenge and highest performance in the safeguarding of children and young people and promoting their welfare;

- Manage all aspects of ESCP meetings, including agenda setting, chairing of meetings, agreeing minutes and monitoring actions to be taken;

- In conjunction with relevant officers, ensure that key national, regional and local issues are brought to the attention of the ESCP;

- In conjunction with relevant statutory officers, to formulate needs-led objectives for the ESCP and ensure the ESCP achieves them;

- In conjunction with relevant statutory officers, ensure that the ESCP is meeting its core responsibilities;

- In conjunction with relevant statutory officers, ensure processes are in place to lead, monitor, review and evaluate all safeguarding practices within the geographical area of Ealing.
Ealing has a strong and successful Young Ealing Safeguarding (YES) group, which has effectively supported the work of the Ealing Safeguarding Children Board over recent years. The group has led on a number of priorities; co-produced the annual conference for the last two years; and provided a strong line of sight between strategic leaders and the realities on the ground. As we move into the new Safeguarding Partnership, that work will continue but will be enhanced by the further development of young people. Our scrutiny processes include clear approaches to both qualitative and quantitative assurance. Our scrutiny function will support us in achieving the following:

- An assessment of how well organisations come together to cooperate with one another to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding.
- An annual report that allows the Partnership to consider the effectiveness of safeguarding arrangements, and the performance and the effectiveness of local services.
- The impact of the effectiveness of the help being provided to children and families, including early help.
- An assessment of whether the three safeguarding partners are fulfilling their statutory obligations. In undertaking this, such assessment will include a clear line of sight to the frontline.
- Scrutiny of quality assurance activity, including multi-agency case file auditing and processes for identifying lessons to be learned.
- Scrutiny of the effectiveness and impact of training, including multi-agency training, to safeguard and promote the welfare of children.
- Providing a rigorous and transparent assessment of the extent to which appropriate and effective systems and processes are in place in all partner agencies, so as to fulfil their statutory duties and ensure that children are protected and that appropriate safeguarding strategies are developed and embedded.
APPENDIX 4: Expectations of our scrutiny processes (cont’d.)

- Evaluating arrangements for the operation of the safeguarding partnership, including the purpose and functions of board meetings, and recommend and implement appropriate changes.
- Supporting the implementation of the findings and outcomes of any safeguarding reviews, providing professional input to the development of any changes to existing models of delivery.
- Confirming, or not, that effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will support the three safeguarding partners to fulfil their statutory objectives, and which will enable the partnership to identify and measure its success and impact.
- Ensuring that the three safeguarding partners provide independent, robust and effective challenge to partners.
- Ensuring that the voices of children, young people and their families are appropriately represented and heard in the work of the partnership. We anticipate that the work of the YES group will significantly contribute to the work of this scrutiny activity.

This scrutiny activity will provide the Safeguarding Partners with the necessary assurances regarding the robustness and effectiveness of safeguarding arrangements for the borough. Young people will work with the Independent Person to support the Partnership to plan their programme of activity.

We expect that all members of the Partnership, through personal example, open commitment and clear action, will ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.

We also expect that all members of the Partnership will support the development of innovation in the system in respect of relationship-based practice.
APPENDIX 5: Arrangements for serious incidents

In accordance with Working Together (2018) guidance, any partner should refer to the Safeguarding Partners details of any incident which they think should be considered for a child safeguarding practice review. The local authority remains responsible for notifying the Child Safeguarding Practice Review Panel (CSPRP) within five days of becoming aware of a serious incident.

Ealing Safeguarding Partners will:

- Conduct a Rapid Review of any such serious incident, within fifteen working days, as required, and notify the CSPRP of the outcome, including any recommendations for a national review.

- Work collaboratively with other investigations, such as coroners’ or criminal investigations; NHS Serious Incident investigations; Domestic Homicide Reviews; Multi-Agency Public Protection Arrangements (MAPPA); or Safeguarding Adults Reviews; and with professional body disciplinary procedures.

- Commission and oversee local Child Safeguarding Practice reviews where appropriate. The methodology, scope, involvement of professionals and family members; arrangements for sharing learning; and publication, will reflect current national guidance.
APPENDIX 6: Business plan 2019 –20

Introduction

This business plan has been refreshed as part of the new safeguarding arrangements being developed. It sits therefore as a transitional plan for the first year of operation for the new Safeguarding Partnership. Ealing Safeguarding Children Board identified a number of key priorities for the year 2018/19, based on a sound evidential base. These built on learning from serious cases, horizon scanning of emerging issues and key issues from our performance data.

In 2019 the Board will see the dissolution of LSCBs and the establishment of Safeguarding Partnerships. In addition to reviewing the progress that the Board has made to date, there is a need to develop clear plans about the future shape and direction of the Board.

Building from a secure base, the Board has agreed not to radically change its constitution but to use the Children and Social Care Act 2017 as an opportunity to strengthen our partnership to ensure that safeguarding children remains a priority for all partners in our safeguarding system and to ensure the most effective representation from statutory and other key partners in the work of safeguarding Ealing’s children and families and promoting their welfare.

The Safeguarding Partnership alongside the priorities identified seeks to strengthen links into practice and the community and to build on the outstanding work which puts young people at the heart of safeguarding in the Borough. These links, which will form, part of our safeguarding effectiveness framework will inform service improvement and development and help us to shape new priorities for 2019/20

This plan will be monitored and updated quarterly.

(Cont’d.)
Priorities for 2019-20:

1. Managing the arrangements for the transition from Ealing Local Safeguarding Children Board to the Ealing Safeguarding Children Partnership

The Board has held a number of events to develop the new arrangements, this has included a broad partnership of agencies and stakeholders, building on the strong partnerships in operation under current arrangements. We share a commitment to retain a powerful sense of inclusivity in arrangements moving forward. The Safeguarding Children Partnership will continue to monitor progress during this transition year.

2. Responding effectively to contextual safeguarding with a focus on gangs and serious youth violence

We know that, for some young people, adolescence is a time of particular vulnerability and change. This brings with it a number of risks that we are committed to reducing, through joint agency endeavour and work involving young people themselves. We are determined to support adolescents who are at risk of:

- Child Sexual Exploitation (CSE),
- Children who go missing from home/school/care
- Children and young people who are at risk radicalisation and violent extremism,
- Children at risk of serious youth violence and gangs
- Children at risk of criminal and other forms of exploitation including county lines, peer on peer abuse and harmful sexual behaviour.
- Self-harm and poor mental health para-suicide

(cont’d)
Priorities for 2019 -20 (cont’d):

3. Responding effectively to child and adolescent mental health

Improving the experience of children and young people, managing transitions to adult services better, and supporting families. A great deal of work has already been completed to look at the experience of children and young people in receipt of mental health support. We want that support to be available early, be non-stigmatising and to deliver improved outcomes. We are particularly concerned about those children who have mental health difficulties and special needs and want to ensure that the pathway for them and their families is clear and understood, is timely and that it delivers interventions that make a difference.

4. Continuing to develop practice around domestic abuse

We have made satisfactory progress in developing our understanding around domestic abuse and the impact on children in households where domestic abuse is a feature. There has been a lot of focus on developing practitioners from all agencies to understand the impact of domestic abuse and to assess both need and risk better.

The work of the YES group has been significant in developing peer education programmes to support young people to make good choices in their relationships, to understand coercive control and to recognise opportunities for support. We are keen to develop this work further as a key strand of preventative activity and to roll out programmes to secondary schools in the Borough.