



Lambeth
Safeguarding
Children
Partnership

Annual Report 2019-2020



Contents

Who we are & what we want
to achieve

2

Independent scrutiny

8

Children & young people in
Lambeth

13

Progress in 2019-20

15

Looking forward to 2020-21

23

Executive Summary

In September 2019 we formally launched the new Lambeth Safeguarding Children Partnership. The world has changed dramatically since then.

COVID-19 has transformed our society. For some, it has exacerbated the dangers and difficulties they were already facing, for others it has presented new threats and challenges. Indeed, the pandemic has changed life for us all. But it has not changed our commitment to working together to ensure that children and young people in Lambeth are kept safe and given every opportunity to thrive.

At the time of writing, Black Lives Matter protests are sweeping the globe in response to the death of George Floyd and the systemic racism it tragically highlights. The partnership is acutely aware that these issues are not confined to any one place. In Lambeth, too many of our young black men are needlessly losing their lives to violence. Too many of our young black men are criminally exploited. Too many of our young black men are excluded from school. These are issues related to structural inequality, racism – and also complex contextual safeguarding.

We are more committed than ever to work together to revolutionise how we safeguard our young people facing complex contextual harm. The criminal exploitation of some of our young people is insidious and ever evolving. Our agencies are working tirelessly but we need to pause and consider: do we have the tools and systems to meaningfully tackle these complex contextual harms? We will be bold and creative as we create new tools and forge new systems to do just that.

While some of our work may be made more challenging because of COVID-19, we are also excited to use the opportunity to innovate. We will, for example, deliver training and learning in new ways – from online tutorials, to seminars and podcasts. In addition, we look forward to involving young people directly and meaningfully in the work and governance of the partnership; providing leadership and policy support to ensure safeguarding practice and process is COVID-secure; and assuring the quality of our agencies' safeguarding work through open and transparent audit, conversation and data analysis.

As we continue to develop our safeguarding response in the face of the COVID-19 pandemic, we will keep learning from each other, and other partnerships, to embed best practice in our agencies.

In short, we will build on the learning of 2019-20 to make our partnership even more reflective, responsive, dynamic and rigorous. The children and young people of Lambeth deserve nothing less.



Andrew Eyres

Strategic Director, Integrated Health and Care



Merlin Joseph

Strategic Director, Children's Services



Iain Keating

Detective Superintendent
Head of Safeguarding - Central South BCU



What do we want to achieve?

The partnership works to support statutory and voluntary organisations in Lambeth to help protect and safeguard the welfare and wellbeing of children and young people.

Our new logo symbolises our vision: children and young people at the centre of our practice and our partnership. We will create an open learning culture of working together that is based on the need for high support and high challenge for practitioners and managers. We will strive to ensure that learning shapes and improves frontline practice in ways that make tangible differences for our children and young people.



Our aims



A knowledgeable workforce: All agencies, organisations and individuals who work with children, young people and their families in Lambeth have access to the best information and processes in order to keep them safe



Quality practice: Local multiagency safeguarding practices are robust, effective, efficient and continuously improving



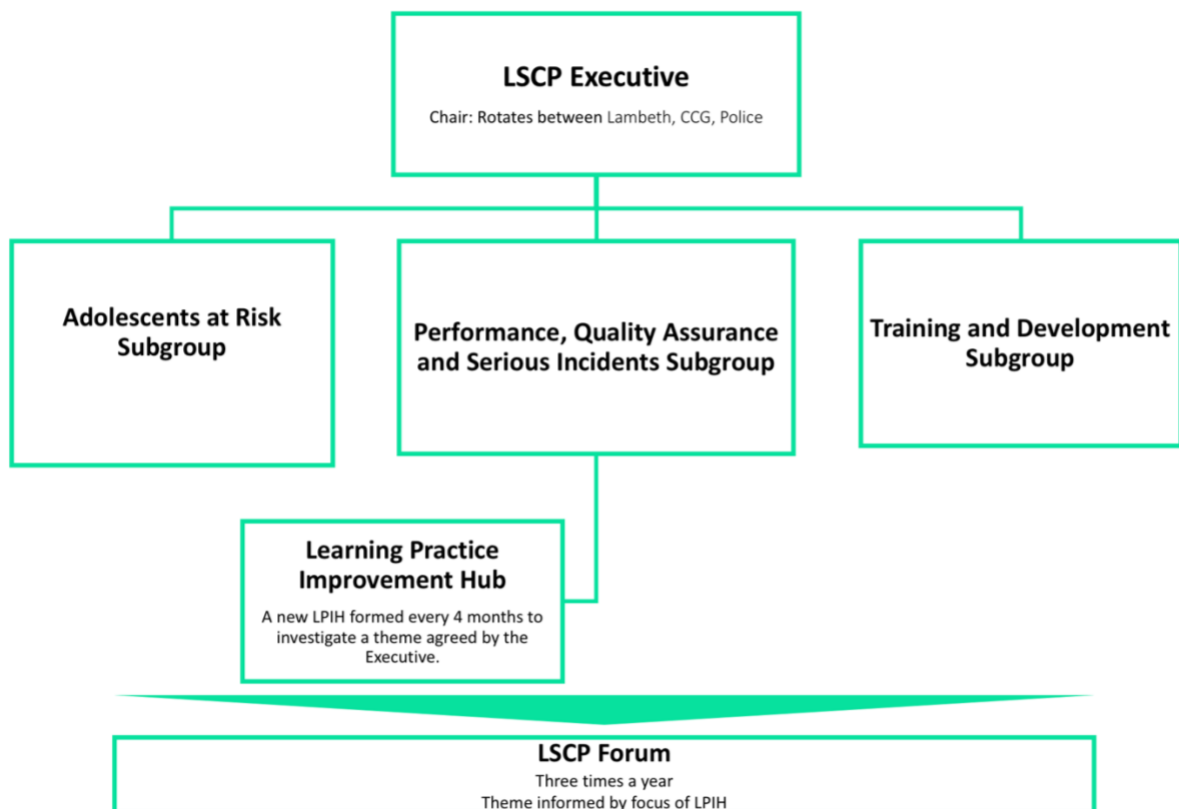
Collaboration on the most pressing issues facing our children and young people: Agencies working collaboratively, offering support and holding each other to account for their safeguarding practices

Our thematic priorities

On the basis of evidence about key challenges and areas for improvement, our thematic priorities in 2019-20 included:

- 1 Getting the Basics of Child Protection Right
- 2 Safeguarding Adolescents at Risk of Harm
- 3 Children and Adolescents Suffering Significant Harm Due to Neglect

How are we organised?



Who makes up the partnership?

The Executive

Health Partners

Strategic Director, Integrated Health and Care, South East London CCG (Lambeth)

Designated Doctor, South East London CCG (Lambeth)

Designated Nurse, South East London CCG (Lambeth)

Director of Nursing, Evelina London, Guy's and St Thomas' NHS Foundation Hospital Trust

Police Partners

Safeguarding Detective Superintendent, Central South Basic Command Unit

Safeguarding Hub DCI, Central South Basic Command Unit

Local Authority Partners

Strategic Director, Children's Services

Director, Children's Social Care

Director, Education

Education Partners

Vice Principal, Saint Gabriel's College

Head Teacher, Herbert Morrison Primary School

Subgroups

Our subgroups are made up of representatives from:



How is our partnership scrutinised?

Dr Mark Peel was appointed Independent Chair of the old Lambeth Safeguarding Children Board in 2018. When we transitioned our safeguarding arrangements to new partnership model, Dr Peel kindly agreed to step into the role of Independent Scrutineer.

The role of independent scrutiny

The Independent Scrutineer serves as a constructive critical friend, offering an independent 'High Challenge/High Support' perspective. As set out in *Working Together 2018*, the role of Independent Scrutineer is to provide:



Assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children and young people in Lambeth, including arrangements to identify and review serious child safeguarding cases.



Support to help the safeguarding partners consider the leadership of multi-agency safeguarding arrangements



Support for a culture and environment conducive to honest reflection, constructive challenge, and continuous improvement.

The view from the Independent Scrutineer

This annual report covers a period of transition and evolution for safeguarding in Lambeth. In September 2019 new legislation and other national arrangements for safeguarding came into effect following from the recommendations of the Wood Review commissioned by government the preceding year.

Following these changes, the Lambeth Safeguarding Children's Board (LSCB) was brought to a conclusion, and a new safeguarding partnership was established bringing together Health, the Police and Children's Services as three equal statutory partners, with a responsibility to work together and drive forward safeguarding across the Borough, with special focus on learning and improving the quality of safeguarding practice as a result.

My role as Independent Chair of the LSCB similarly came to a conclusion in September, and I was pleased to be asked to continue in the new role of Independent Scrutineer for the new Lambeth Safeguarding Children's Partnership (LSCP).

Before I go on to present my independent evaluation of these new arrangements, I do need to take a moment to offer my thanks and recognition to all the individuals and agencies who contributed to the LSCB in general, and especially to those who regularly attended the Board. I saw, in the working of the Board and degree of professional commitment and endeavour to safeguard the children and young people of the Borough, something of which you can all be justly proud. Thank you all.

Under the new arrangements, as I have said statutory responsibilities for safeguarding that previously rested solely with Children's Services, are now shared additionally with the Police and Health. A new Safeguarding Executive was set up, bringing together very senior officers with a brief to set initial priorities for the LSCP and oversee their delivery.



The role of Independent Scrutineer that I took on is quite different from that of the Independent Chair, as it is my responsibility, directed by the Executive, to give an independent overview of the degree to which the safeguarding priorities selected are appropriate, how these are being driven forward, how the new statutory partnership is functioning and how this 'core' partnership relates and responds to the much wider network of individuals and agencies who together work so hard to keep our children safe.

My Report as Independent Scrutineer of the LSCP

It is evident that the new LSCP Executive has gotten off to a very good start. Membership of appropriate senior officers has been consistent and clear priorities for this first year of operation were selected on the basis of evidence, and reflective of commitment from all three statutory agencies. An immediate decision was taken for example, to rotate the Chairing of the Executive over time between statutory agencies, which I feel will ensure the agenda is not dominated by any single perspective.

One thing that was a concern in taking forward the recommendations of the Wood Review, was the extent to which the new three way statutory relationship would encompass and enable other safeguarding partners, for example from Education and the voluntary sector, to also have a 'seat at the table' as had been the case under previous arrangements through the LSCB.

I am very pleased to see therefore that the Executive has quickly taken steps to include key staff from other agencies. Although I recognise that a balance needs to be struck here, such that criticisms of LSCB's having become so large as to be hamstrung in respect of driving forward positive change, are not repeated.



A key 'step change' of the new safeguarding arrangements is a renewed focus on improving practice without undue delay or unnecessary bureaucracy. And with this in mind, Rapid Reviews and Child Safeguarding Practice Reviews have replaced the previous Serious Case Review system, with a view to greatly speeding up learning within the Partnership, and the practical day to day ways in which the Partnership can work more efficiently and effectively together.

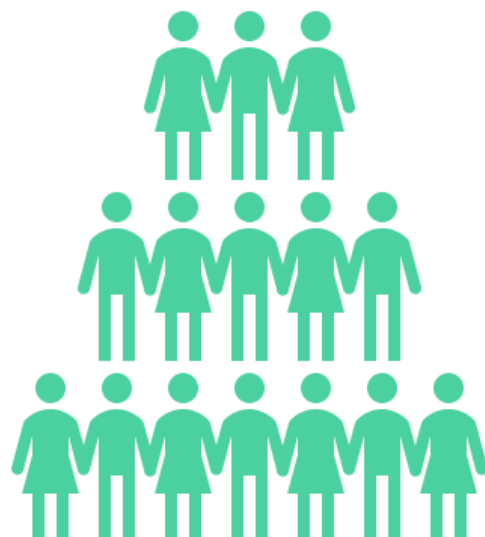
It is evident that the new Executive has clearly taken on board the new agenda around learning and improvement. And have approached this with vigour and a refreshing sense of attending to 'big' issues such as neglect, whilst also making sure incremental progress is made by attending to 'small things' in a joined-up way. For example, the independent audit work commissioned by the Executive and undertaken by Dave Basker, has been invaluable in terms of promoting the use of Family Group Conferences and looking to develop a 'relational style' in safeguarding in the Borough. This has played both to the overall aim of 'getting the basics of child protection right' AND building this into practice through the Forum (described elsewhere), through regular training offered free by the LSCP (described elsewhere) and through greater use of social media and the new LSCP website.

As I have noted above the role of Independent Scrutineer is quite different from that of Independent Chair. And with this in mind I was asked by the Executive to undertake a review of the role, with an eye to how other Partnerships are developing in this regard.

Whilst I hope that my continuation as Independent Scrutineer (IS) has offered the LSCP a degree of continuity across a time of change and transition. I feel that it is now right to look radically at this now non-statutory role, with a view to affording greater flexibility, greater diversity, better value for money and such that the overall focus on learning is reinforced at IS level. With this in mind I will present the Executive with a range of alternative models for the IS role for them to consider and select, and will continue in role up to the point that new arrangements are in place (and perhaps slightly beyond if a degree of 'handover' is felt appropriate)but will then stand down.

Whilst the Executive sets the 'tone' for safeguarding in the Borough, day to day work is carried forward by an incredibly diverse range of professionals and others working in partnership with children, young people and their families.

I am pleased to find strong evidence of good multi-agency co-operation and working together in Lambeth. There is evident commitment to improving outcomes for children and young people, often from very deprived and in complex family settings. The



working of the Multi-Agency Safeguarding Hub (MASH), for example, evidences strong inter-agency communication and co-operation, along with a drive to early interventions that seeks to redress problems as soon as possible, and before they become engrained and intractable.

I am similarly pleased to find that the safeguarding workforce in Lambeth is more stable than was previously the case. And that as a result that experience gained in Lambeth is being retained for the ongoing benefit of the Borough.

One particular measure of the quality of safeguarding within any authority is the degree to which the responsibilities held for looked after children, children with disabilities and other circumstances where there are statutory responsibilities and timescales which must be adhered to are consistent and well handled.

Whilst there will always be room for improvement in this regard, I find that the quality of practice in Lambeth in this regard is good, and is improving. I would hope that the greater use of Family Group Conferences (FGC's) recommended by in the audit undertaken by Dave Basker, will lead to further improvement in this area, and recommend that this is an area for continued scrutiny in future.

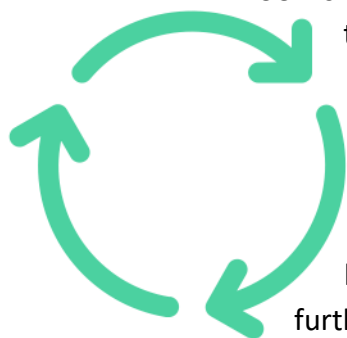
The professional and community Safeguarding Partnership in Lambeth must be understood, supported and integrated within the work and orientation of the Council in general, and under the ambit of elected members with particular responsibilities in this area in particular.

I have been consistently impressed by the degree of direct elected member engagement in safeguarding I have seen in Lambeth. It is evident that officers are going 'above and beyond' their roles with regard to their responsibilities to scrutinise, challenge and have clear oversight of work being done. I see this as a particular strength for Lambeth and would again recommend this be checked in future to ensure that new arrangements for safeguarding take maximum advantage of this strong link and relationship.

New safeguarding arrangements with regard to new Rapid Review and Child Safeguarding Practice Reviews are yet to be tested in Lambeth. And in addition, there were a small number of 'legacy' Serious Case Reviews (SCR's) that were en train as the new arrangements and legislation came into effect.

Excellent progress has been made with bringing outstanding SCR's to a conclusion and ensuring that every aspect of reflection and learning flowing from them is applied in practice and considered appropriately by the Partnership. At the date of writing only one outstanding

SCR is unfinished, and it is most likely that by the time this report is published, that too will be completed.



It is however clear that the new Rapid Reviews are far more than an initial mechanism, between notification of a serious incident and consideration as to whether to commission a Child Safeguarding Practice Review. They are reviews in their own right which, if done well, should identify learning beneficial to the Partnership, and allow this to be put into practice without further delay, or need for further review, such as a CSPR. There is thus a real opportunity here for Lambeth to understand and embrace these new instruments positively

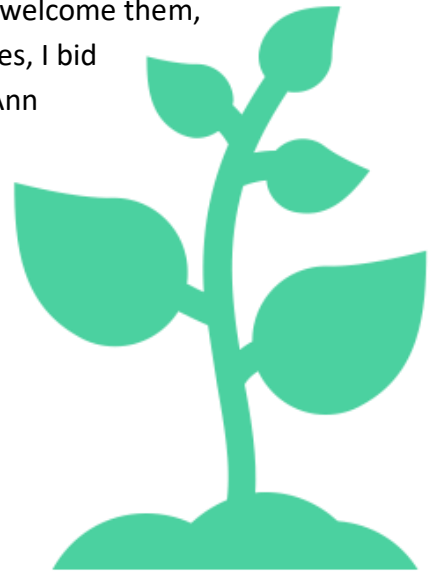
and pro-actively, such that the focus on improvement and learning is maximised. Once again, I would recommend that this is an area for continued scrutiny in future.

Finally, as this is likely to be my last report for Lambeth, I would like to say what a privilege it has been to work with you all. As new officers come into role, I welcome them, and as others move on through retirement or to other challenges, I bid them goodbye, with special mention to Annie Hudson and Dr. Ann Lorek.

As the Lambeth motto is 'Spectemur Agendo' (Let us be judged by our conduct), it is highly appropriate for me to conclude here that my overall judgement of safeguarding is that it is flourishing, and opportunities for the future exceptional.

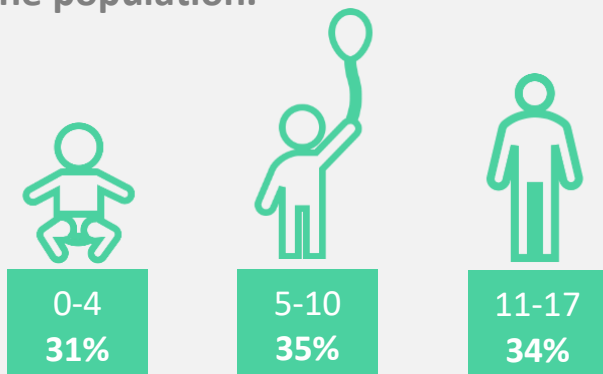
Dr Mark Peel

Independent Scrutineer of the Lambeth Safeguarding Children Partnership



Understanding more about children and young people in Lambeth

There are **62,629** children in Lambeth. They make up **11%** of the population.



In 2018, 3,917 babies were born in Lambeth

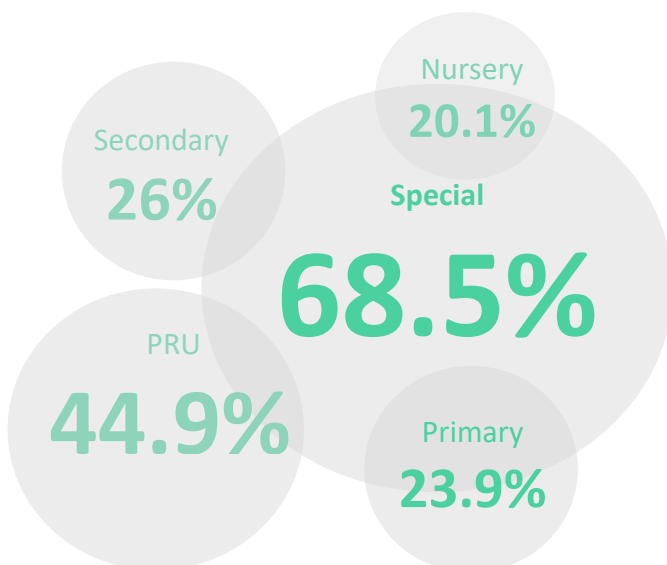


We have a **diversity** of children and young people

- Asian
- Black African
- Black Caribbean
- Black Other
- Mixed
- Other
- White
- White Other

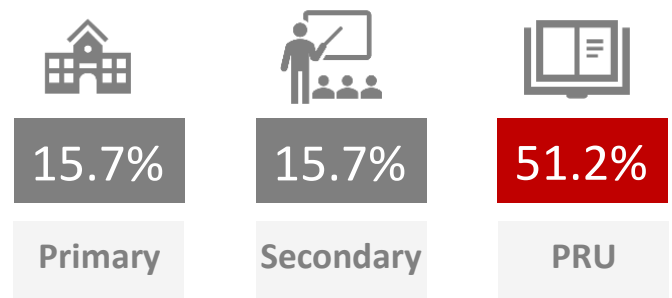


A high number of our young people live in **poverty**.




% Free School Meals
The average for England is 15.4%.

Children and young people in our Pupil Referral Units are more likely to have a Special Educational Need or Disability



The average for England is 14.9%.

How many children and young people have needed extra support?



We received **17,044** safeguarding referrals

Our Multi-agency Safeguarding Hub worked together on

621 referrals



At March 2020,

353

Children were Looked After



For 19-21-year-old care leavers,

In Education, Employment or Training

57%

At March 2020,



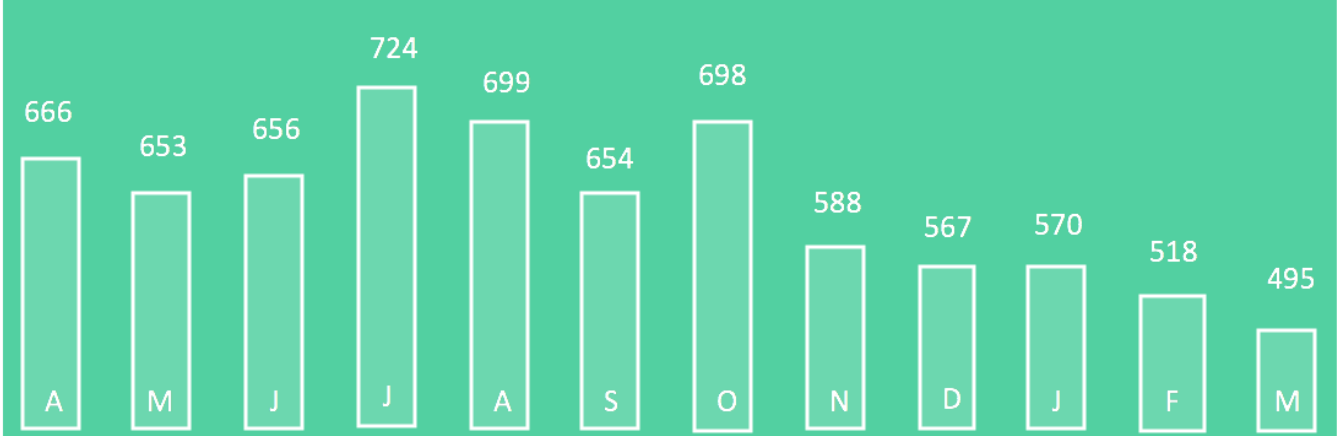
230

Children and Young People were subject to a Child Protection Plan

88%

In Suitable Accommodation

Children in Need across 2019-20




How much progress have we made against our three core aims?



A knowledgeable workforce

We launched a new website

We launched a new website in September 2019 to provide a hub of current, relevant and Lambeth-specific information, guidance and contacts for professionals working with children and young people in Lambeth. We have an average of 850 visitors to our site a month. Next year, we're aiming for 1,000 visitors a month.


 Lambeth Safeguarding Children Partnership


Report Concerns


Subscribe

Home About Blog Training Info & Resources Take Action For Parents & Carers For Young People

Q Search...

 If you are worried about a child, report your concerns.

 020 7926 5555

 helpandprotection@lambeth.gov.uk

Safeguarding during a pandemic

In these challenging times, professionals in organisations and services throughout Lambeth

We trained **2,000** professionals in Lambeth

Face-to-face training



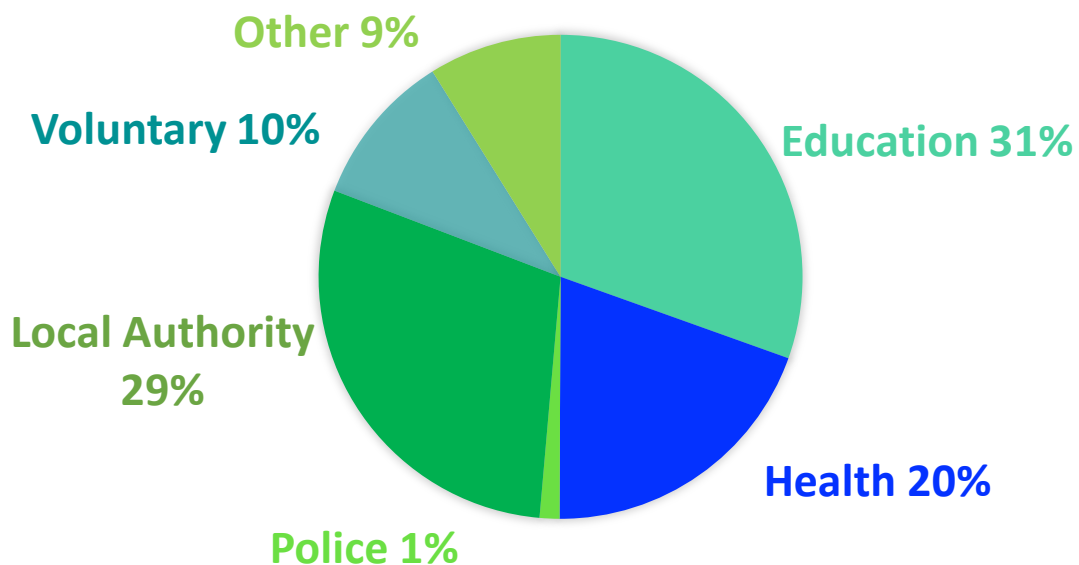
We create our training programme by talking to professionals and agencies across Lambeth. We also take learning from our audits and local and national reviews to make sure we offer the most relevant and effective training. In 2019-20 we ran 29 face-to-face Level 3 training courses, directly training professionals across Lambeth.

755

We ran sessions on:

- Childhood trauma
- Multi-agency safeguarding
- Parental learning difficulties & safeguarding children
- Supporting families with no recourse to public funds
- Safeguarding children at risk of radicalisation & extremism
- Safeguarding across faiths & cultures
- Reflective Supervision
- Safeguarding essentials for managers
- Pre-birth safeguarding
- Safer recruitment
- Safeguarding against contextual harm
- Childhood and adolescent neglect
- Child sexual exploitation (Chelsea's Story)

Training participants came from across the partnership:



Online training



1,245

professionals across Lambeth completed their Level 1 Safeguarding training online. This cost-effectively ensures that those who may interact with young people, even if they don't work directly with them, for example, medical receptionists, are able to spot concerns and escalate them to ensure more children and young people are protected.

We brought the wider partnership together in a forum event

In January 2020, we brought together around 50 professionals from across the partnership to explore the learning from our audit of the partnership's response to child and adolescent neglect. Participants heard from Dr Andrew Whittaker, Associate Professor and Lead for Social Work, from London South Bank University who discussed the relationship between poverty, child abuse and neglect. After reflecting on the findings of the audit, participants spent time collaborating with colleagues from across the partnership to start bringing the audit's recommendations to life.



Forum participants discuss findings from the partnership's neglect audit



Quality practice

We examined the partnership's response to childhood and adolescent neglect

We commissioned an independent auditor to conduct an audit of the partnership's response to child and adolescent neglect. Dave Basker, who was previously Head of Quality and Practice Improvement in Children's Services for Leeds City Council, examined the experiences of thirteen children and young people. He spoke with the safeguarding partners, frontline professionals and families. The audit was conducted in November and December 2019.

The partnership has adopted the audit's three key recommendations:

- 1 The children's partnership to consider how they can best promote a more relational style approach to engaging with families when neglect is a factor. This should build on the already existing effective practice of identifying and responding to the risk, or likely risk of significant harm to children, with the aim to bring about the development of more truly collaborative and relational approaches to helping and protecting children. As families in this audit often felt misunderstood, ashamed and undervalued the engagement process and authentic relational practice should be a key priority for the partnership.
- 2 More focus is needed through strategic planning, professional development, and workforce training on how the structures and environmental contexts that children and families live within, impact on neglect. If the constraints placed upon parents by financial hardship, poverty and inadequate accommodation are not acknowledged and addressed both strategically and in day-to-day practice, then it is apparent from this audit that professional involvement may well be experienced by families as reinforcing feelings of shame, powerlessness and stigma.
- 3 Promote the use of Family Group Conferences by ensuring the role and purpose is clearly understood across the children's partnership. Examine the capacity of the service and the fidelity of the approach to ensure it promotes and supports families making their own family plans. Also ensure that professionals have the skills and understanding to work using 'good authority' and that they have the motivation and confidence to form meaningful, collaborative partnerships with relevant significant others in the family network of relatives and friends.

These recommendations have informed our planning for 2020 and beyond, particularly in developing new partnership processes, training programmes and communications initiatives.

We implemented learning from Serious Case and Local Lessons Reviews

Case reviews are a sobering process for any partnership. In early 2020, the partnership brought two legacy reviews to conclusion.

One, a Serious Case Review, published as a case study of 'Jack', has enabled the partnership to not only reflect, but implement learning throughout the review process. As a result of the review, processes and relationships between the Youth Offending Service, Children's Social Care and Lambeth's Education Service have been strengthened. Indeed, the recommendations, particularly regarding strengthening Lambeth's efforts to address school exclusions, are reflected in the work of Lambeth's multi-agency Serious Youth Violence strategy.

A local-lessons review of the Case of Baby N has enabled the partnership to continue working to improve pre-birth and neo-natal safeguarding. Over 2019-20 we ran three bespoke pre-birth safeguarding training sessions for midwives, health visitors and social workers to strengthen practice and relationships. This review has also informed our training programme going forward, particularly in strengthening partnership practice in running effective partnership meetings, effective supervision and building positive, managing challenging relationships with parents and carers.

We implemented new processes to streamline future Child Safeguarding Practice Reviews

Under Working Together 2018, our partnership has developed new processes to enable anyone in the partnership to notify us of a serious incident for consideration for a rapid review. Due to restrictions brought in to respond to COVID-19, planned face-to-face training of Safeguarding Leads in partner agencies was replaced by briefing packs. Partners are encouraged to visit the website for more information:

www.lambethsaferchildren.org.uk/serious-incident-notification



Collaboration on the most pressing issues

Young people at risk

In 2017 the Lambeth Safeguarding Children Board launched a two-year strategy to reform partnership working to safeguard young people in the community. Adopted by the partnership, the strategy’s vision, for children and young people to be free from the risks and harm of sexual exploitation, going missing, serious youth violence, and radicalisation, remains as relevant and pressing as 2017. Specifically, the strategy identified four areas for development:

<p>Prevention</p>	<ul style="list-style-type: none"> • Mapping the universal and early help provision that is available to support children and young people to prevent them becoming at risk. • Support and develop the role of schools, voluntary and faith sector and the wider community in preventing children and young people becoming at risk. • Develop our approaches to identifying siblings, friends and other family members of children and young people at risk who would benefit from additional preventative support.
<p>Identification</p>	<ul style="list-style-type: none"> • Increase the capacity and capability to share intelligence and identify children and young people at risk, using mapping and tracking to develop appropriate strategies. • Ensure that the referral pathways are clearly understood to ensure children and young people receive the right help at the right time in the right way. • Adopt a proactive and responsive daily tasking approach within the MASH that matches need to the appropriate response.
<p>Help and Protection</p>	<ul style="list-style-type: none"> • Remodel the MASE and MARP to ensure it is fit for purpose and effective at managing and reducing risk • Review the use of Risk Assessment Tools and its links with appropriate support pathways • Adopt a ‘whole family’ relationship-based approach to supporting children and young people in accordance with good practice principles.
<p>Disruption</p>	<ul style="list-style-type: none"> • Develop a disruption and prosecution strategy based on local and national learning • Develop a strategic overview of the prevalence of CSE, SYV etc. to support effective investigations and prosecutions • Provide guidance and training to key professionals to improve the quality of evidence gathering and recording

The partnership has worked together to make progress in safeguarding young people in these ways:

- The recruitment of an experienced Young People at Risk Data analyst has bolstered the partnership's capacity to access and share intelligence on child sexual and criminal exploitation and serious youth violence, including hotspots and interconnections of young people at risk, or potentially at risk, of harm
- The deployment of Young People's Safety Plans has enabled partners to start to use common language and approaches to support young people at risk.
- The Multi-agency Sexual and Criminal Exploitation Panel Meetings have been remodelled and continue to evolve to ensure a more outcomes-focussed and tactical interagency response to the partnership's increased intelligence
- The Child Sexual Exploitation Matrix has been redeveloped which has given partner agencies a clearer guide to making referrals and providing help and protection
- A dedicated coordinator actively manages a cohort list of young people experiencing child sexual exploitation, this guides interventions and ensures the most vulnerable young people are identified and get timely multi-agency support
- The Children at the Heart of Practice model adopted by Lambeth's Children's Social Care provides social workers with a systemic and relationships-based approach to supporting families
- The Partnership has integrated safeguarding against contextual harm within its training programme



It is clear that we have more to do. Specifically, as we work together in 2020 and beyond, we will:

- Revolutionise our approach to complex contextual safeguarding by working with experts in the field to develop new tools and systems to better safeguard our young people from a range of complex contextual harms
- Improve transition of safeguarding services for young people 18+
- Implement findings from the National Panel's review of safeguarding young people against criminal exploitation, [*It was Hard to Escape*](#), as well as our local review focused on serious youth violence, in developing new tools that ensure progress, rather than process in order to safeguard young people against contextual harm
- Increase our support to schools and community organisations to educate and prevent young people becoming at risk
- Work with partners to fully assess the outcomes of the full range of statutory, commissioned and voluntary services working to safeguard and protect young people at risk – sharing findings to continually improve practice
- Closely coordinate the multiagency work on serious youth violence and wider contextual harm, to ensure the most efficient and effective use of resource

How is our partnership funded?



Lambeth Clinical Commissioning Group	£40,000
South London and Maudsley NHS Foundation Trust	£5,000
Metropolitan Police via Mayor's Office for Policing and Crime	£5,000
National Probation Service	£1,000
Cafcass	£550
London Fire Brigade	£500
Lambeth Council	£110,260
In January 2020 we were awarded a grant of from the Lambeth Together Training Hub	£13,360
Total	£175,670

How have we spent our funds?

Staff Costs	£105,3889
Office Costs	£3,288
Independent oversight: Independent Chair, Scrutineer, Review Chairs, Authors, Auditors	£55,469
Training	£9,598
ICT Hardware and licences	£1,926
Total:	£175,670

What's next for 2020-2021 and beyond?



Ensure professionals, agencies and organisations can respond to the safeguarding challenges presented by COVID-19



Involve children and young people meaningfully in the governance of the partnership



Improve the partnership's support for young people transitioning from safeguarding systems when they turn 18



Develop the partnership's ability to safeguard young people from contextual harm



Embed our neglect audit recommendations into practice



Innovate and continue to improve our communications and business processes to best support possible to our partner agencies



What do all these acronyms mean?

- CCE (Child Criminal Exploitation)
- CSE (Child Sexual Exploitation)
- CP (Child Protection)
- CDOP (Child Death Overview Panel)
- CCG (Clinical Commissioning Group)
- CSC (Children's Social Care)
- DV (Domestic Violence)
- DA (Domestic Abuse)
- FGM (Female Genital Mutilation)
- IRH (Integrated Referral Hub) – our 'front door' for children's safeguarding referrals
- MACE (Multi-Agency Child Criminal Exploitation Panel)
- MASE (Multi-Agency Child Sexual Exploitation Panel)
- MARF (Multi Agency Referral Form)
- MASH (Multi-Agency Safeguarding Hub)
- RHI (return home interview)

References for data:

Data in this report has been gathered from partner agencies.

Demographic data has been taken from The Office of National Statistics,
<https://www.ons.gov.uk/filters/3b907706-21bf-4afe-9cba-e8058b7818c4/dimensions>