

# Hillingdon Safeguarding Partnership Annual Report 2019-2020



## Contents:

1. Foreword	
1.1. Hillingdon Safeguarding Children Partnership	3
1.2. Hillingdon Safeguarding Adults Board	4
2. Hillingdon Safeguarding Partnership: Safeguarding Arrangements	6
3. Local Demographics	9
4. Progress on Safeguarding Priorities	10
4.1. Learning from Practice	12
4.2. Practice Development Forum	13
4.3. Safeguarding Training Programme	14
5. London Borough of Hillingdon – Children's Services	16
5.1. Children in Need of Protection	22
5.2. Looked After Children	24
5.3. Care Leavers and Unaccompanied Asylum Seeking Children	25
5.4. Clinical Commissioning Group	26
5.5. Metropolitan Police Service	28
5.6. Central and North West London NHS Foundation Trust	31
5.7. The Hillingdon Hospital	31
5.8. Youth Justice Service	32
5.9. Prevent	33
5.10. Local Authority Designated Officer and Education Safeguarding	34
5.11. North West London Child Death Overview Panel	35
6. London Borough of Hillingdon – Adult's Services	36
6.1. Safeguarding Data and Performance	36
6.2. Chair of the Safeguarding Adult Board	37
6.3. Quality Assurance, Training and Practice	37
6.4. Adult MASH	38
6.5. Modern Slavery	38
6.6. Financial Abuse	39
6.7. Provider Concerns and Care Governance	39
6.8. Deprivation of Liberty Safeguards	40
6.9. Coronavirus	41
6.10. Safeguarding Performance	42
6.11. Hillingdon Clinical Commissioning Group	44
6.12. Central and North West London NHS Foundation Trust	46
6.13. Domestic Abuse Steering Executive	47
6.14. London Community Rehabilitation Company	48
7. Priorities 2020-21	49

## 1. Foreword

### 1.1 Hillingdon Safeguarding Children Partnership



Welcome to the Safeguarding Children Partnership Board Annual Report for 2019/20. The Local Authority, the NHS Hillingdon Clinical Commissioning Group and Metropolitan Police, have joint and equal responsibility for safeguarding children and young people in Hillingdon. I would like to thank all those involved in the progress the Board has made over the past year.

This annual report provides residents with an account of the Board's work over the past year to safeguard and promote the wellbeing of children and young people across the London Borough of Hillingdon.

During this year all member organisations have continued to work in partnership across the safeguarding agenda and it is to the credit of the partners in Hillingdon that they have continued to fully support the work of the Board. We also strengthened the links with the Adults Safeguarding Board to ensure both consistency of approach in safeguarding the residents of Hillingdon and a consistent understanding of the priorities and demand in the borough. Furthermore, joint subgroups and joint learning and development approaches support consistent development of practice across the partnership for professionals who work with both vulnerable children and adults who need support.

The report reflects the activity of the Board and its sub-committees against the agreed priorities for 2019/20. It also reports on a Serious Case Review (SCR) published and identifies the priorities and safeguarding work we will take forward into 2020/21.

The responsibility of safeguarding children and young people does not rest with a single agency. The effectiveness of the partnership working in Hillingdon was recognised in February 2020 by an Ofsted letter following a focused visit in Hillingdon. This highlighted the strong commitment demonstrated by all the Hillingdon safeguarding agencies to working together to safeguard children.

This report highlights actions that have been completed together with recommendations for future improvements to keep children and young people safe.

I would like to sincerely thank partner agencies for their hard work and dedication during a difficult time during COVID-19 and whose commitment and motivation continued to safeguard and protect children and young people across Hillingdon.

Dr Pritti Vaghani

Named General Practitioner for Safeguarding

Hillingdon Clinical Commissioning Group

## 1.2 Hillingdon Safeguarding Adult Board



Welcome to our Safeguarding Adults section of our report. I was appointed as interim chair of our Safeguarding Adult Board in June 2019 and am pleased to present this joint report between Children and Adult Safeguarding – The Hillingdon Safeguarding Partnership Annual Report 2019- 20.

Firstly, I would like to thank all partners for their continued hard work and commitment to the Safeguarding Adults Board and for every single action undertaken to minimise the risk of abuse, neglect and self neglect – we make a bigger difference when we all work together.

In 2019-20 we had a sharp focus on reviewing our Safeguarding Adult arrangements to strengthen collaborative working with our local Children’s Safeguarding Board and other strategic forums, as well as setting ambitious strategic objectives to optimise the safety and wellbeing of all Hillingdon’s residents. The development of our Safeguarding Partnership over the past year has enabled this vision to become a reality and this joint report highlights our achievements.

Everyone has the right to live free from abuse or neglect and while we strive to minimise the occurrence and impact of all types of risk of abuse, neglect and self neglect, we have used local data to inform our key priorities for 2019-20 - namely Financial Abuse, Modern Slavery

and Domestic Abuse. Moreover, we recognise that the views of the individuals at risk or experiencing abuse, neglect or self neglect must be central at all times and, as a result, we have commenced an ambitious action plan related to Making Safeguarding Personal. The Board adopts a high support / high challenge approach to ensure that good practice is celebrated, however, where we need to ask difficult questions and challenge current arrangements, this can take place quickly and effectively.

This report presents the Board's revised local arrangements, the work undertaken related to our key priorities, a range of data related to the types of safeguarding concerns raised, demonstrates how we have raised awareness of safeguarding adults and strived for continuous improvement. The report outlines our achievements to date, but it is also important to recognise that we all still have work to do and we have highlighted next year's key priorities at the end of the report.

Once again, thank you to everybody who has contributed to the making people feel safe and supporting them to achieve what is important to them. I look forward to continuing this work over the next year.

With very best wishes

Claire Solley

Chair, Hillingdon Safeguarding Adult Board

Principal Social Worker and Head of Service for Safeguarding Adults

London Borough of Hillingdon

## 2. Hillingdon Safeguarding Partnership: Safeguarding Arrangements

This joint report of the activity of the Children's Safeguarding Partnership and the Adults Safeguarding board provides evidence and reassurance that through the partnership's activity, the services provided to Hillingdon residents continue to meet the support needs and during the year the residents, regardless of age, remained safe. The changes of arrangements embedded during this year, as described in this report, created an even better coordination between the two boards and all partners are engaged in continuing to support and safeguard all residents going forward.

In September 2019 the Hillingdon Safeguarding Children Partnership was launched in line with the statutory requirements set out in the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. Under these arrangements The Local Authority shares responsibility with our statutory partners, the NHS Hillingdon Clinical Commissioning Group and Metropolitan Police, to safeguard children and young people.

The vision of the Safeguarding Children Partnership is for every child and young person to be and feel safe, enjoy good physical, emotional and mental health, have pride in their unique identities, feel that they belong and have opportunities to thrive. The three statutory partners work alongside other relevant agencies in achieving this goal.

The Safeguarding Adult arrangements set out how the Safeguarding Adult Board will discharge the council's duty to work collaboratively to optimise the safety, wellbeing and quality of life of adults with care and support needs, their carers and families. In order to achieve this the Board must raise awareness, minimise the risk of abuse, neglect or self-neglect occurring, and ensure our response is timely, proportionate, effective and underpinned by the key principles of safeguarding adults when it does occur. The Safeguarding Adult Board's vision is for Hillingdon citizens, irrespective of age, race, gender, culture, religion, disability or sexual orientation to be able to live with their rights protected, in safety, free from abuse and the fear of abuse.

Following the successful implementation of the new statutory arrangements for children, the same approach has been expanded to incorporate the Safeguarding Adult Board. This has enabled Hillingdon to provide a safeguarding service that is consistent, irrespective of age, and provides opportunities for innovative and responsive services in the Borough.

To ensure the success of the shared arrangements we have created a joint Executive Leadership Group (ELG) that provides governance, leadership, oversight and challenge to both Boards. The ELG consists of the Local Authority's Chief Executive, the Chief Nurse of Hillingdon NHS Clinical Commissioning Group and the Metropolitan Police Service Borough Commander. This group has joint and equal responsibility for safeguarding in Hillingdon. Each partner is subject to internal scrutiny in accordance with their internal governance structures. In addition to this, the ELG will commission independent reviews of the Hillingdon Safeguarding Partnership arrangements to provide critical challenge and appraisal and support future developments. The independent reviewer and the ELG will agree the requirements and terms of reference prior to a commissioned review.

The main engine of the safeguarding arrangements for children is the Safeguarding Children Partnership Board and, for adults, the Safeguarding Adults Board. The Boards have oversight of safeguarding practice and performance, resolving issues as they arise. Where this is not possible, the issue will be escalated to the relevant organisation(s) via the Implementation Unit and if the individual organisation(s) still cannot resolve the matter, it is escalated to the Executive Leadership Group to resolve. To reflect the vision of joint and equal responsibility the Boards are chaired on a yearly rotating basis by a representative of the three statutory partners. In the inaugural year of the new arrangements the Children's Partnership Board has been chaired by a representative of the Clinical Commissioning Group, and the Safeguarding Adult Board has been chaired by a representative of the Local Authority. The Boards steer learning and development for the safeguarding environment across the London Borough of Hillingdon, and are informed by subgroups, as well as task and finish groups, as required.

The Safeguarding Partnership Implementation Unit provides support and drive to both the Adult and Children's Partnerships. The unit consists of a Quality and Implementation Manager, a Project Support Officer and two Practice Review and Learning Managers who joined the team in March 2020. There is currently one Practice Review and Learning Manager vacant post that is being recruited to. A key focus of the team is to facilitate, develop and reinforce links between the Safeguarding Children Partnership and The Safeguarding Adult Board. The team also seeks to develop links and coordinate activity and delivery with the other strategic boards across the council.

Over the last year the focus of work within the Implementation Unit has been on reintroducing, embedding and developing the various subgroups that progress the strategic priorities of The Safeguarding Adult Board and Safeguarding Children Partnership. This has enabled the creation of subgroups aligned to each board's priorities but also groups that are joined to address those priorities which cut across children and adults in Hillingdon. The current arrangements are strongly focussing on learning and development across the two areas and across the partnership. Learning obtain from various local, regional and national sources is disseminated jointly across the two partnerships to ensure a consistent, coordinated and coherent approach across services that support adults and child residents.

### 3. Local Demographics

**The health and wellbeing of children in Hillingdon is mixed compared with the England average**

**The level of child poverty is similar to the England average with 19.9% of children unaged under 16 years old living in poverty.**

**In Hillingdon, 43.1% of the 0 to 19 population are White British, 33.1% are from Asian or Asian British groups, 16% are from Black or Black British groups and 7.8% in mixed ethnic groups.**

**The largest single group of children are aged between 0 and 4 years old. In 2016, this group of children made up a projected 7.6% of Hillingdon’s total population and approximately 28% of all children in the borough.**

**Hillingdon is situated in North West London, covers 32 sq. miles and is the second largest borough of London’s 32 boroughs.**

**Hillingdon sits on the outskirts of Greater London and it’s made up of 3 localities and 22 wards.**

**There are over 80,000 children and young people aged 0-19 living in Hillingdon which represents 26.5% of the total population, compared with 24.5% in London as a whole. There are slightly more boys than girls at all ages – similar with the national picture. (Source: Joint Strategic Needs Assessment (JSNA) Children and Hillingdon Council website, Young People Demographics**

**Hillingdon is ranked 23 out of 32 for deprivation in London and 153 out of 326 Local Authorities in England**

**Life expectancy in Hillingdon for both men and women is higher than the England average. However, life expectancy between wards varies by 8 years for men and 8.5 years for women Hillingdon’s male life expectancy from birth is 80.8 years and female is 83.8 (2015-17 data )**

**The population of Hillingdon has a different age structure when compared with London. Hillingdon has a higher proportion of 0/4, 5-19 years old and those aged 50+ but a smaller population of 25-39 years old. People aged 65+ account for 13% of the population.**

**The GLA 2016 projections for 2024 estimate that Hillingdon will become more diverse, with BAME groups accounting for 52.2% of our usual resident population**

## 4. Progress on Safeguarding Priorities

Over the year 2019-2020 the Hillingdon Safeguarding Partnership has focussed work on key safeguarding priorities agreed by the Safeguarding Children Partnership Board and Safeguarding Adult Board. In respect of safeguarding children these are:

- working with young people at high risk of exploitation,
- neglect,
- early help.

In respect of safeguarding adults these are:

- financial abuse and exploitation,
- domestic abuse,
- making safeguarding personal.

There is also a newly agreed shared priority across children and adults:

- Modern Slavery.

The Strategic High-Risk Panel identifies risks and solutions around matters of contextual safeguarding for young people. The focus of the subgroup is to coordinate action across the partnership in reducing the risks that children and young people could suffer harm due to criminal and/or sexual exploitation or involvement in serious youth violence. To reflect the complexity of these issues discussed and addressed. the subgroup is co-chaired by the Metropolitan Police and Children's Social Care.

The Neglect subgroup has worked to increase awareness of neglect across the safeguarding partnership and is currently undertaking an audit to explore the use of the NSPCC neglect assessment tool, Graded Care Profile 2 (GCP2). The subgroup has been instrumental in identifying the need for GCP2 training to be made available to practitioners across the partnership and will be co-ordinating this training in the near future.

The priority area of Early Help was set in recognition of the need to ensure that children, young people and their families benefit from help and support that is provided early and effectively to prevent the need for intervention at crisis point. This principle is embedded

across all areas of the partnership work, and the subgroup will be focussed on implementing a new borough-wide early help programme in the coming financial year.

The council has an effective and comprehensive strategic network in response to the harm caused by domestic abuse in the Domestic Abuse Steering Executive (DASE). Instead of creating additional subgroups we have agreed to work collaboratively with the DASE to meet the strategic objectives of our DA SA strategic objectives.

Making Safeguarding Personal (MSP) is a fundamental precept of adult safeguarding work and essential to ethical and effective practice. This subgroup is chaired by Adult Social Care as the lead agency with responsibility for adult safeguarding, and has developed an ambitious action plan to review local operational procedures and policies to ensure MSP is fully embedded into practice from when a concern is raised to the final protection plan/ action being taken. The MSP subgroup has formulated a multi-agency audit that will be undertaken in October 2020. This audit will be seeking assurance that the principles of MSP are embedded across the Adult Safeguarding Partnership.

Financial Abuse is one of the most frequently reported types of abuse. A subgroup to coordinate the multiagency response to Financial Abuse and Exploitation is in the development stages. This subgroup will raise awareness of the signs and indicators of financial abuse across the London Borough of Hillingdon.

The shared Modern Slavery Subgroup is chaired by the Safeguarding Partnership Unit and working to raise awareness of the risks of modern slavery for adults and children and to develop a referral pathway for those who may be affected within the London Borough of Hillingdon. The subgroup will also produce a resource guide for practitioners.

The Joint Strategic Safeguarding and Trafficking Subgroup is unique to Hillingdon and reflects the specific needs of our Borough as a 'port' authority due to Heathrow Airport. The subgroup coordinates the multiagency response to the risk of children and adults arriving in the borough and being victims of trafficking and exploitation. The group spans across the two partnership boards, it is chaired by a senior officer of Border Force and works closely with the wider partnership to provide proactive and reactive responses to any issues identified.

#### 4.1 Learning from Practice

Learning and embedding change is one of the key principles of the two partnerships. We acknowledge that learning can be gained from recognising good practice but also by learning from those circumstances where we, as a partnership, could have done more. At the same time, the learning and development is not only based on Hillingdon experience but includes regional and national developments to ensure that the safeguarding practice in Hillingdon is always up to date and our residents receive good and outstanding service.

The Hillingdon Serious Case Panel is chaired by a Metropolitan Police Detective Superintendent with responsibility for Safeguarding. It has a core membership of senior representatives from key agencies, with others mandated to attend according to the specific requirement of the case. In respect of Safeguarding Adults, the purpose of the Panel is to review those serious cases that may meet the criteria for a statutory or non-statutory review of practice. It is of note that there is a legacy of cases that require consideration review and progression.

For serious cases involving children there is a separate statutory process that incorporates ratification of local decision making by a National Panel for Safeguarding. It is positive that, to date, the National Panel for Safeguarding has ratified all of the decisions made by the Safeguarding Children Partnership and provided positive feedback recognising the quality of decision making and the evidence provided. This positive outcome was achieved after the initial challenge of embedding quickly the new statutory legislation in September 2019 when the partnership dealt with a backlog of 6 Rapid Reviews dating between April 2019 and September 2019. This oversight was swiftly rectified, and the National Panel for Safeguarding ratified all recommendations.

In recognition of the imperative to ensure both clarity and scrutiny of those cases that might meet the criteria for notification to the National Panel local processes have been reviewed and a clear framework developed and strongly embedded. This meets the requirement for thorough and timely consideration of any learning stemming from serious cases. Due to the success of this system, we are in the process of implementing an aligned framework for those cases involving adults.

Where the criteria is met for a statutory review, either a Safeguarding Adult Review or Child Safeguarding Practice Review, the Serious Case Panel will set the terms of reference, monitor the progress of the review and quality assure the final report. The decision to undertake a Safeguarding Adult Review is agreed by the Executive Leadership Group. Where it is identified that a learning review would be of benefit this task is passed to the Practice Development Forum. Depending on the specific circumstances of the case learning reviews can be undertaken locally, or with the appointment of an independent chair. To ensure effective oversight, scrutiny and challenge, the decisions of the Serious Case Panel are endorsed by the Executive Leadership Group.

In January 2020 Hillingdon Safeguarding Partnership published a Serious Case Review (SCR) in respect of Child X who tragically died in 2016. A Safeguarding Learning Event was planned to take place in March 2020 to address the recommendations made in the SCR however this was not held due to the lockdown restrictions that were imposed at the same time, at the end of March 2020 to respond to the COVID-19 pandemic. A series of briefings have been developed to disseminate the learning from this review to the partnership.

No Safeguarding Adult Reviews were commissioned in 2019-20.

#### 4.2 Practice Development Forum

The focus of the Practice Development Forum is to ensure that learning from any statutory or non-statutory review, local or national, is disseminated across the safeguarding partnerships as required. The Practice Development Forum also considers learning from audits and other statutory reviews.

The forum has a core membership across both adult and children's services in recognition that learning from serious cases usually has applicability across both sectors. The Practice Development Forum has met on three occasions and formed three task and finish groups. The first task and finish group focussed on the dissemination of learning from the Child X Serious Case Review, culminating in two Safeguarding Learning Events that were planned for March 2020. Unfortunately, these had to be cancelled due to the impact of Covid-19. In recognition of the need to ensure that learning is disseminated, and the recommendations of the Review implemented, the Safeguarding Partnership team has led on the development of

a written briefing that has been widely circulated and published on the new Hillingdon Safeguarding Partnership Website.

In an aligned task the Safeguarding Partnership Team has led on the coordination and review of evidence of practice improvements recommended by the AA BB Safeguarding Adult Review published in 2018. In order to reassure the Safeguarding Adult Board that the learning had been embedded and to evidence practice improvement, a comprehensive Action Plan was developed and agencies were requested to provide evidence to demonstrate this. This work is now complete.

Latterly, two task and finish groups have been convened to drive the remaining legacy learning reviews across both adult and children's services. This approach will support increased understanding of local areas of thematic learning across both adult and child services and inform training requirements, and the focus of future Safeguarding Learning Events.

#### 4.3 Safeguarding Training Programme

The purpose of the Safeguarding Partnership training programme is to ensure that practitioners have the most relevant and up to date opportunities for ongoing professional development. The Safeguarding Partnership provides training in the following areas:

Initial Working Together to Safeguard Children (Level 3)	Trauma Informed Practice
Refresher Working Together to Safeguard Children (Level 3)	True Honour: Female Genital Mutilation
Child Sexual Exploitation: A Trauma-Focused Approach	True Honour: Modern Slavery
Core Groups & Child Protection plans	True Honour: Forced Marriage
Domestic Abuse Awareness & Impact on Children & Young People	Adult Safeguarding (Level3)
Recognising and Working with Child Neglect	Domestic Abuse: Intimate Partner

Walking in Our Shoes Training	
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The Safeguarding Partnership is working to provide an expanded multi-agency training programme providing opportunities for practitioners to access professional development around a wider range of subject areas. For example a Sepsis Masterclass was held in partnership with the Child Death Overview Panel in October 2019. The Partnership is also seeking to embed the 7 Minutes Briefing as a tool for disseminating key learning in an accessible and efficient way.

In 2019-20 face to face training was provided to 1212 multi-agency professionals and foster carers by the Safeguarding Partnership, an increase of 15% on the year 2018-19. In light of the specific challenges posed by the global pandemic all face to face training has been adapted and is being delivered remotely.

Our multi-agency training programme is self-sustaining. Non partner agencies make a yearly financial contribution. This enables us to commission specialist training in emerging areas of safeguarding needs, for example the bespoke Trauma Informed Practice, Recognising and working with Child Neglect, the Impact of Domestic Abuse and training around Harmful Practices, in addition to the established safeguarding courses.

The Safeguarding Partnership offers a varied training programme alongside the Council's Learning and Development Service, The West London Alliance, the West London Teaching Partnership and agency-specific training. An ongoing review of different training offers is being undertaken by the Safeguarding Partnership to ensure that training is cost-effective, avoids duplication and shares resources with other Local Authorities with the aim to widen skill base of our practitioners and ensure that the residents receive good and outstanding services.

## 5. London Borough of Hillingdon – Children's Services

*“Vulnerable adolescents in Hillingdon receive a highly effective service. An established whole-system approach ensures that, from the first point of contact, risks are quickly identified. This leads to decisive actions, plans and interventions to reduce risks and improve the circumstances of children and young people. Leaders give due priority to resources and offer high-quality support to workers who are skilled and committed. This enables them to adopt an innovative approach to their work, based on developing trusting relationships and increasingly protects and supports young people with very complex needs who may present as high risk. (Ofsted, February 2020)*

*“Effective multi agency communication, cooperation and collaboration ensure that vulnerable young people and their wider associations are identified early and preventive services are offered quickly”. (Ofsted, February 2020)*

During 2019-20, Children's Services continued to progress towards the target of delivering a consistently outstanding service to every child and their family in need of support or protection.

The structure of the service was reshaped to ensure the resources are effectively aligned with the demand and the needs of our children.

Hillingdon Children's Services continues to recruit high calibre experienced Social Workers and newly qualified social workers to support succession planning. During the year, 14 new social workers completed their first year in the profession of Social Work and became part of our Assisted and Supported Year in Employment (ASYE). 13 of them were retained at the end of their first year, showing high quality of their practice and support received.

Three experienced social workers were supported in becoming trainers for the Graded Care Profile 2 methodology which supports their career development and their aspirations whilst increasing the service's resilience in utilising a nationally recognised way of measuring and working with children who suffer neglect in their families.

During the financial year we focussed on the reshaping of the service leadership team to align it with the service priorities, we improved the retention of staff and implemented a new way of working and supporting young people who are victims of exploitation and contextual

safeguarding. These approaches combined provide increased consistency and continuity for our children along their pathway. As a result, our local and regional practice leadership has been strengthened as recognised by and OFSTED focused visit in January 2020 and peer challenge session with North West London colleagues. As a result of the peer challenge event Hillingdon has offered to share our practice and expertise in addressing the needs of teenagers at risk of contextual safeguarding. The operational functions of the service are now joined under one Assistant Director which provide consistency and resilience in the service. This supports our ambition to have a single pathway for the journey of the child that ensures proportionate wraparound service for children and families.

In addition to a careful and proportionate management of resources used operationally in meeting the needs of our children, the Council remained committed through the year to ensuring that Children's Services has sufficient resources to deliver services and address areas of high pressure like for instance Unaccompanied Asylum Seeking Children (UASC) and vulnerable adolescents.

Children's Services' audit programme has continued with an evolving methodology and a new Quality Assurance Framework was developed and introduced. The framework allows flexibility to address specific areas of development and improvement and also to capture feedback from a multitude of sources and translate it into learning both in children's services but also at a safeguarding partnership level. This allows us to learn from our experience, from what children and families are telling us and from our local and national partners. Quality assurance now includes monthly audits completed by the management team, thematic audits, reviews of compliments and complaints, learning from serious case reviews (SCRs) both local and national, etc. The audit programs shows that, overall, the quality of social work practice has remained consistently good with very little identification of inadequate work.

A new Principal Social Worker (PSW) was appointed in October 2019. She restarted a monthly newsletter for the service that addresses national and local developments, learning from audits and serious case reviews, services available to children and their families and support for social workers to promote emotional resilience. Parts of the newsletter are jointly developed with the colleagues in Adults Social Care where there are social work related issues or developments that are relevant for both services. The newsletter promotes learning and development opportunities and acknowledges good practice and achievements of the service

or individual colleagues. This enables the Principal Social Worker to communicate directly with the service, promoting both the role of the PSW position and the development of the profession. 72% of respondents to a recent survey in the service told us that they know who the PSW is and feel confident in contacting them for information or advice. This is a positive development in the service as the role of the PSW is crucial in supporting a highly skilled and motivated workforce.

Training and development of staff continued to be promoted and targeted skills are being developed to address specific areas of need like neglect and specialist assessment of parenting skills of those parents who have learning difficulties. To address these areas we have provided training to Social Workers in Graded Care Profile 2 (GCP) to assess the impact of neglect and in the Parenting Assessment Manual System (PAMS) to support work with parents with learning difficulties. In addition to the training of the Social Work staff, two of our colleagues who are now trained as trainers in GCP2 will be offering to provide training to colleagues from health, mainly Midwives, Health Visitors and School Nurses. 16 practitioners have been trained in completing "Assessment, Intervention, Moving on" (AIM) assessment which supports them in assessing harmful sexual behaviour in children and young people.

Our brilliant Children in Care Council (CiCC) delivered the "Walking in our shoes" training to 85 multi-agency professionals. This training is designed and delivered by young people and it teaches the professionals about the children in care lived experiences and invites professionals to put themselves in the young people's shoes and understand the impact and implications of the events in a child's life. Feedback received at the end of the training included: "Recommended as one of the best trainings to enable you to understand what the lived experiences are for the young person", "Getting to hear young people's experiences was invaluable.", " The training was incredible."

The positive contribution of our CiCC was acknowledged in October '19 at national level when they were the well-deserved winners of the 'Inspire the House' Best Community Group Award, which was presented to them by James Brokenshire MP at the House of Commons for their activity in raising the profile of the rights of children in care and care leavers.

The participation of our young people continues to be promoted in children's services and they continue to be part of training, interviews and act as consultancy groups for various

policies, procedures and surveys. They meet with senior management on a regular basis to discuss what is important to them and to provide real challenge and constructive feedback regarding service development and practice issues.

During 2019-20, Children's services received 15421 Contacts regarding children who are potentially in need of support or protection. This is a decrease from 15707 the year before. The number of Early Help assessments has increased to 388 from 336 the year before. During the year, 4596 Child and Family Assessments were completed and 1133 Section 47 investigations were initiated. This led to 655 Child in Need of support plans at the end of the year

Children and families continue to have access to universal and targeted early help. The safeguarding partnership acknowledged the crucial role played by the Early Help provision for children and their families in Hillingdon and this is one of the partnership priorities for 2020/21. The current provision has been reviewed and a redesigned Early Help offer will be introduced in the next financial year to meet the needs of the residents of Hillingdon at an early stage in a proportionate way.

Hillingdon Council's Children's Services, has also achieved excellent results working with disadvantaged families in the borough. The Ministry of Housing, Communities and Local Government published a report on Wednesday 3 June 2020, showing that Hillingdon's Children's Services delivered successful outcomes for 1,990 troubled families from 2015 to 2020, which is 14% higher than the national average. The government report praised Hillingdon's "hard work with families" with outcomes that were "higher than the national average". It also commended the service for its "continued commitment to the programme to achieve significant and sustained outcomes with the families." The services adopt a holistic approach to disadvantaged families who may be facing a series of complex issues, including domestic abuse, poor mental health, unemployment, neglect, truancy and anti-social behaviour by appointing one key worker to the family. They are supporting the whole family with a range of problems together. Each dedicated key worker then works in partnership with other agencies to deliver necessary, relevant support to all family members. This whole family approach provides continuity for the family, and allows the key worker to make informed decisions based on joined-up partnership working.

Ofsted recommended in 2018 a better participation of partner agencies in multi-agency meetings like Strategy Meetings. In February 2019, the Police's Child Abuse Investigation Team (CAIT) has co-located with the Multi-Agency Safeguarding Hub (MASH) and, a year on, Police attendance in strategy meetings and Child protection conferences has increased significantly. In addition to the Police attendance, joint work was completed with the Schools Nurses and Health Visitors and there is now a streamlined process in place to ensure they are notified in a timely way if the strategy meetings taking place and they have effective internal mechanisms in place to ensure meaningful contribution to the meetings either in person or via phone/video call.

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

The innovative Adolescents Team has introduced alternative models of engagement and intervention supported by the What Works Centre (WWC). This includes, but it is not limited to, young people choosing their social worker from prepared profiles that outline workers' experience and interests, the use of personal budgets, co-production of care plans, and young people being encouraged and supported to chair their own meetings. The team adopted forward-thinking and unique intervention techniques to support and empower young people to stay safe, reduce conflict and remain safely in their homes. The team's ability to deliver effective services to adolescents at risk of exploitation and contextual harm has been recognised in various national awards and also in the OFSTED's focussed visit in January 2020. Ofsted concluded that *"vulnerable adolescents in Hillingdon receive a highly effective service. An established whole-system approach ensures that, from the first point of contact, risks are quickly identified. This leads to decisive actions, plans and interventions to reduce risks and improve the circumstances of children and young people"*.

The team also won silver award at the Social Worker of the Year Awards in the Team of the Year Category and won the first place at the Guardian's Public Service Awards. Both awards recognised the team's outstanding social work, which is having a positive impact on vulnerable young people and their families in Hillingdon.

The Adolescents Team and other parts of the services and the Safeguarding Partnership are working successfully with Hillingdon's AXIS team. AXIS are utilising sophisticated Information Technology software to map risk, networks and connection that support the care planning and safeguarding intervention in the borough. The team also offer targeted intervention and support to young people. The innovative and effective way in which AXIS contributes to safeguarding of vulnerable children in Hillingdon was recognised at the MJ Local Government Achievement Awards 2019 when the team won the category of Innovation in Children's Services for delivering forward-thinking services and demonstrable positive impact for local children, young people and families.

An Operational High Risk Panel and the Strategic High Risk Panel strengthens multi-agency activity to safeguard this group of young people. Operationally, most children known to this panel sit with the Adolescent team who alongside AXIS provide comprehensive oversight of the links the young people make with each other including risks and strengths and therefore provides greater opportunity to disrupt dangerous and harmful exploitation of children.

The Strategic Panel, based on the work of the Operational Panel gathers senior leadership from across the partnership and looks at identifying risks and solutions around matters of contextual safeguarding. To reflect the complexity of these issues the subgroup is co-chaired by police and children's social care. The panel looks at joint coordination of work and resources across the safeguarding partnership to address emerging themes and risks and to target issues that cannot be addressed at individual case-work level and require a more holistic approach. A joint operation between Social Care, Youth Justice, Community Safety, Police and other partners was planned for the end of March 2020 to focus on disruption of crime and criminal exploitation of young people in one area of the borough. This area was identified as an area of concern by agencies represented in the Panel and intelligence provided by both the Police and AXIS system. The COVID 19 outbreak in March has postponed the operation which is now being planned for later in the year.

Although, when children went missing Return Home Interviews were offered, the uptake of these was low and the capture, collation and recording of information was identified as an area where work was needed. This area was also identified as needing strengthening by OFSTED during the focus visit in January 2020. In response to this swift action was taken to change the local arrangements for ensuring that effective and proportionate Return Home interviews are offered and completed with our children and young people. Our children now have the option to choose who they wish to have the interview with, they may decide to talk to their allocated worker, Social Worker or Personal Advisor, or they can choose to talk to an independent person. This change in approach was accompanied by a redesign of the questionnaire used, of the recording system and also the way in which information is recorded and analysed. The, new process was tested and it went live on 1st April 2020

A highly experienced Child Protection Advisor attends MARAC (Multi Agency Risk Assessment Conference) and supports Social Care's contribution to decisions to safeguard children and victims of abuse. During the year 132 referrals were made from MARAC to Hillingdon's Independent Domestic Abuse Advisors (IDVA) who provide support to victims who are at risk of Domestic Abuse (DA). In the year, IDVA has supported 714 victims at high risk of DA. 95% of the victims were women and the highest percentage of perpetrators was ex-partners at 25% and husbands at 21%. The victims are engaging with the service and this year effective engagement is reported in 66% of the cases referred. IDVA team are working with the victims in developing effective plans and supporting the implementation of these plans without delay. 99% of the referrals received are dealt with on the same day. This swift response recognises the important for immediate support to be provided to avoid escalation and secure engagement as failure to assist timely can negatively impact. Starting this year we deployed an IDVA at Hillingdon Hospital to promote the role of the service and to implement effective referral pathways in Hospital. This resulted in a significant increase of referrals received from various departments and wards in the hospital to 129 this year comparative to 51 the year before

### 5.1 Children in need of Protection

327 Child Protection Plans (CPP) were initiated during the year. This is a decrease from the 353 CPP in the year before, mainly attributed to the new way of engaging with young people

at risk promoted by the Adolescents' Team and a strong and effective front door. The main Child Protection category remains, like the year before, Emotional abuse and Neglect. The work completed at the point of assessment and the coordination of plans with other agencies led to a significant decrease in emotional abuse to 153 children this year compared to 265 the year before. Neglect was identified as an area of priority by the Safeguarding Partnership. In response, a Neglect Subgroup was tasked by the Board to review the Neglect Strategy in Hillingdon during 2020-21 and to review the use of Graded Care Profile 2 (GCP2) tool. A joint training schedule was agreed to ensure that the staff who are trained as trainers for the GCP2 deliver the course across the partnership to promote and expand the use of the tool and therefore the benefits this will bring to parenting and meeting the needs of the children.

In promoting our commitment to relationship based practice, children and young people are encouraged to attend their meetings and to input into their plans. They are offered a number of options for engaging. They can attend in person, via phone or video, by advocate or in writing. For the Child Protection Conferences, 54 children choose to attend out of 302 who were invited. This is a high number but we are committed to improve participation even further. To that end in the new financial year the child and family will be enabled to choose their own Child Protection Advisor (Chair of the conference) based on profiles that are shared with them by their social workers. This is envisaged to promote engagement and ensure that families have even more control in working in partnership with the service. Alternative ways of conducting conferences by facilitating more virtual and video attendance will also be piloted during the year as it is acknowledged that some young are not comfortable being in a room with many professionals and may choose to participate virtually.

Our Family Group Conference (FGC) Service remains contracted to DayBreak and it is aimed at supporting and empowering the families to find their own solutions and support mechanisms to deal with challenges and difficulties. 70.8% of 144 referrals lead to a successful FGC during the year. To support families at an earlier stage, Referral and Assessment social workers are considering FGC at the point of completing their initial assessments of the children and families. FGCs are also being used for young people at the point of leaving care to ensure they have a community safety net around them as they develop their independence skills. FGCs are offered as part of a support plan for kinship placements to promote placement stability and we are exploring a fostering FGC to support respite and placement stability.

## 5.2 Looked After Children

Hillingdon was the corporate parent to 337 children at the end of 2019/20, a slight increase from 326 at the end of last year. 89 of the children looked after at the end of the year were Unaccompanied Asylum Seeking Children (UASC).

Each looked after child has an allocated Independent Reviewing Officer (IRO) at the point of becoming looked after. The IRO will independently chair the Looked After reviews to scrutinise the plans to ensure they are child centred, aspirational and of high quality. The IROs are highly experienced practitioners, many with background in both front line practice as well as management roles. They use their knowledge and expertise in promoting good quality of practice and ensuring that the service discharge its statutory duties as Corporate Parent.

The IRO team are a stable and well established group who develop long term relationships with the young people and understand their needs, aspirations and challenges.

During the year, 97% of LAC reviews took place on time and 301 children over the age of 4 attended their review in person. Those who choose not to attend their reviews have been given the option to have their views heard at the review via their allocated worker, directly by talking to their IRO or an independent advocate.

Young people's awareness of their right to independent advocacy was one of the recommendations made by Ofsted during Hillingdon's inspection (ILACS) in 2018. Hillingdon commissioned Coram to deliver independent advocacy service for our young people. There has been a positive increase in the number of young people accessing the service. The majority of the referrals received by the service were directly from young people themselves which indicates they are aware of their rights and how to access this service. During the year, 107 young people accessed independent advocacy service and over half of referrals (51%) were made by children and young people themselves 17% of referrals came from Children's Services, 20% came from various other professionals. The main issues young people want independent support with are regarding education employment and training and complaints.

Hillingdon's specialist Multi-Agency Psychological Support (MAPS) team developed alongside CAMHS provides direct and indirect support to children, their key workers at our children's

homes, foster carers and social workers to help manage the emotional and behavioural needs of children aged 0-17 years old that are looked after and to support care planning.

Continuing high-quality relationships are important for children in care because they help children build security through developing secure attachments, support their ability to form relationships in the future as adults and help them develop a strong sense of belonging and identity. (The Care Inquiry, 2013). The focus on maintaining placement stability and promoting permanency for our children led to an increase on long term stability (2.5 years in the same placement) from 61% to 65% and a reduction of short term stability indicator (3 or more placement moves in the year) from 11% to 10%.

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

Placement stability, formalising permanency and the intervention of MAPS led to a positive decrease in our Children's Strengths and Difficulties Questionnaire (SDQ) score. The SDQ is an emotional and behavioural screening questionnaire for children and young people. A lower score in this questionnaire indicates that their emotional and behavioural needs are well met. The average score for Hillingdon looked after children at the end of the year stood at 12.5. This is a reduction from 13.2 the previous year and lower than our statutory neighbours at 14. However the rate of completion of SDQs has decreased during the year from 81% to 75%. This will remain an area of focus to ensure all our children's needs are met and the outcome of the plans is evidenced.

### [5.3 Care Leavers and Unaccompanied Asylum Seeking Children \(UASC\)](#)

As a 'port' Authority, Hillingdon's Children's Services remain committed to safeguarding children and their families at their point of entry into the UK. The National Transfer Scheme for Children who are seeking asylum unaccompanied, remains a challenge for Hillingdon, with a lack of dispersal to other Local Authorities. This means that Hillingdon continues to be corporate parent to a high number of unaccompanied asylum seeking children). Hillingdon's population of looked after asylum seeking children at the end of the financial year was 89.

This constitutes over 26% of our total Looked After population. As comparison, the national data available at the time of writing, indicates that for our Statutory Neighbours (SN) this percentage was 10% and nationally in England it was 6%. A large number of this cohort are on the list for the National Transfer Scheme. However, since December 2018, no UASC was transferred from Hillingdon to another Local Authority under the Scheme. This adds pressure in terms of finance, social work, placements, education and multi-agency support. In addition to this, increased pressure is caused when there is any delay in the Home Office's decision making regarding the applications for asylum. Delays in decision translate in uncertainty for our young people and inability to claim benefits, housing support, etc. Whilst this is ongoing the Local Authority continues to support the young people with accommodation, subsistence, etc. We are, however, proud of the achievements of our UASC cohort with a majority being in education, being aspirational and engaging well with the services.

In ensuring a strong and consistent response to vulnerable people arriving through Heathrow, our Joint Strategic Safeguarding Children and Vulnerable Adults and Trafficking Committee (JSSAT), is a joint Children's Services and Adults Social Care subgroup of the Safeguarding Partnership that is chaired by Border Force colleagues. The committee scrutinises multi-agency safeguarding arrangements for children and vulnerable adults arriving at Heathrow ensuring issues like safeguarding, modern slavery and trafficking are addressed in a consistent way.

The care leaver population at the end of the financial year stands at 454. All of our care leavers have a Pathway Plan and many of the plans are produced in partnership with our young people. The timeliness and quality of the plans is a key focus for the leaving care service. The allocated Personal Advisors (Pas) actively try to engage our care leavers to co-produce their pathway plans but this is not always possible and is dependent on the level of engagement by the young person. Our aspiration remains that all pathway plans are co-produced and owned by young people.

#### [5.4 Hillingdon Clinical Commissioning Group \(CCG\)](#)

NHS Hillingdon Clinical Commissioning Group (CCG) is a statutory NHS body with a range of statutory responsibilities, including safeguarding children and adults. Like all CCGs, it is a membership organisation that brings together general practices to commission local health services for Hillingdon's registered and unregistered population. One of the advantages of

being a clinically-led organisation is that the CCG is in the unique position of being able to take account of the experience of patients who are best placed as service users, to know the right services for the area and can comment objectively when new services are commissioned.

The CCG ensures that safeguarding is included in all contracts of the services from which it commissions NHS services and requires and obtains assurance from all provider organisations that they are meeting safeguarding requirements. This is interrogated through its contracting arrangements and is monitored at monthly contract, quality and risk meetings. The CCG regularly reviews and monitors Safeguarding Children activities of its Provider organisations through the Safeguarding Health Outcome Framework (SHOF) and will interrogate and review any gaps. It is expected that where there are gaps/concerns that a robust and SMART action plan is monitored at the monthly Contract Quality Group meeting.

Safeguarding training for all CCG staff is monitored as part of the North West London Collaboration of CCGs Mandatory training arrangements. The CCG's Safeguarding Leads are compliant at the required Safeguarding Children training level (Named GP at 4; Designated Nurse and Doctor at Levels 4 and 5). The Designated Nurse attends all sub-groups and supports the fulfilment of health priorities outlined within the current HSCP business plan. The move to HSCP new arrangements has offered an opportunity to further solidify collaborative working practices, which is demonstrated through current sincere representation, including Primary Care. The success of productive Sub-groups and Task and Finish groups will enable innovative and sustainable multi-agency practice change as well as a platform for safeguarding process assurance.

During 2020, a CCG business case for development of a health 'Transition Team' was supported, which has resulted in recruitment of a part-time LAC Transition Nurse to assist in the planned movement of looked after child into adulthood and transitioning the services provided to them from child-centred to adult orientated health and social care systems.

Hillingdon CCG continues to lead, on behalf of North West London, on the implementation of Child Sexual Abuse services based on an adaptation of the Child House Model. The Emotional Wellbeing service (TIGER Light), delivered by Barnardos, is already fully embedded across NWL following mobilisation in October 2018. The second phase of the project, transformation

of Paediatric Services, is in the finalisation stages following a partial delay in Q1 due to the Covid-19 pandemic.

The recent establishment of a quarterly CCG led 'Safeguarding Children/LAC Health Economy Group' enables the review of health safeguarding practices across the Borough, ensuring robust processes are in place in accordance with Government guidance and in line with HSCP recommendation. This group also provides a forum for sharing good practice and innovative proposals.

### 5.5 Metropolitan Police Service

The Met has risen to significant challenges over the past year, not least Covid 19, which has meant that we have had to use our resources creatively and effectively to meet the safeguarding needs of Hillingdon's children and work with our partners. The use of technology has ensured that the essential services and meetings can continue in a positive way with no detriment to the vulnerable young people we work with. Specialist units continue to support social workers, the youth offending service, the anti-social behaviour team, education and health in the wider contextual safeguarding agenda.

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

The West Area has made in excess of 50 visits to Hotels and B&Bs to train them in identifying and reporting suspicious behaviour relating to child sexual and other criminal exploitation. The Basic Command Unit (BCU) has completed a number of 'under cover' operations alongside the police cadets, where hotels and B&Bs have been tested against their safeguarding duties to ensure that those who allow exploitation are sanctioned. These facilities are brought to the attention of the Strategic Risk and Vulnerability Panel, to ensure that they are not used for vulnerable families or adults. This continues to be a real success and good working relationships with the Hotels across the West Area have been developed. After due diligence testing, a debrief with the member of staff/ manager and a follow up education package is given.

Another example of good practice took place between, 18th November and 22nd November 2019. Officers from the West Area executed a number of Search Warrants under the Misuse of Drugs Act 1971 within Hillingdon Borough. This targeted action disrupted organised criminal Gang who were criminally exploiting young children and meant that the children were able to be safeguarded through the work of partners.

The safer schools Police promoted awareness in and around Criminal Exploitation within schools at Hillingdon and in partnership with trading standards, tested the due diligence of knives being sold to children from commercial premises. In excess of 24 businesses were visited and education given within the Hillingdon area.

The Met have significantly improved around response to child sexual exploitation leading to an increase in Child Sexual Exploitation reporting to Children Services. The team continues to proactively target Child Sexual Exploitation and provide safeguarding. Alongside the strong contribution from the Youth Offending Service and AXIS, the police has been enabled to disrupt various Hot Spots. The Online Child Sexual Abuse and Exploitation Team (OCSAE) team started in October 2019 and have taken on over 150 investigations since then. The challenge is to resource sufficiently to manage the workload but the Detective Sergeant and the team of 8 officers work closely with CSC to manage the online risk to our vulnerable people.

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

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

The move of Safeguarding Investigations Teams back in to the Basic Command Unit (BCU) of West Area has worked well and the alignment of the Child Abuse Investigation Teams (CAIT)

and Sapphire (Serious Sexual Abuse) teams alongside the specialist investigators with the existing 'Community Safety Unit' has developed good working practice and shared knowledge. The co location of CAIT referrals desk and Police Conference Liaison Officer (PCLO) in the MASH has really improved the effectiveness and timeliness of joint working although in recent months this has had to take place remotely due to Covid 19. Every MERLIN notification is assessed by police MASH staff to identify whether it is part of a criminal investigation and requires an immediate referral to CSC. Hillingdon MASH deal with 1000 MERLINS per month

We acknowledge there is always improvements and are keen to develop staff understanding of when strategy discussion / meeting is required and ensure this is recorded correctly. There has also been good local working between the CAIT DI and the Local Authority and other partners re safeguarding escalations, Rapid Reviews and considerations for SCRs, and the CDOP/CDR procedures.

In the coming year we will go live with a Perpetrator Offender Unit (POU) who will focus on the early arrest of all suspects within Safeguarding. Their task is to review all people who are wanted for offences within the Safeguarding sphere prioritising the High Harm offenders. We have been granted an uplift of staff for this important work and are looking forward to positive results.

The Met has experienced a delay to training due to Covid 19. The Safeguarding courses have been updated and are now being rolled out again. The challenge now is to ensure all staff are trained to required standards on an initial safeguarding course (part 1 SCAIDP) which provides inputs around strategy discussions and meetings.

Child Safeguarding Partnership remains strong and the police is developing a clear internal pathway for officers and staff to understand the role of policing in the partnership. Officers and staff have a distinct position in the community; their understanding should continue to be used to improve the multi-agency response to children.

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

### 5.6 Central and North West London NHS Foundation Trust (CNWL)

CNWL provides a range of physical health, mental health, substance misuse, learning disability, offender care (prison and immigration removal centre) healthcare services across approximately 100 sites. It is one of the largest community facing trusts in England, with approximately 6,500 staff. CNWL provides services to a third of London's population and across wider geographical areas including Milton Keynes, Kent, Surrey, Buckinghamshire and Hampshire. Approximately 40% of services are community health and 60% are mental health and allied health specialties.

The Hillingdon Safeguarding Children Team attend all relevant subgroups and make a full contribution to the work of the Safeguarding Children Partnership, including chairing the Neglect Subgroup. The Safeguarding Children Team have responded to areas of learning identified and have provided safeguarding workshops to the 0-19 service on areas including Domestic Abuse, risk assessment and information sharing. The Safeguarding Children Team completed 2 audits assessing and improving practice where indicated. The Safeguarding Children Team have attended safeguarding supervision refresher training in the last year and provide a safe space for staff to discuss cases. All 0-19 staff continue to be offered 1:1 safeguarding supervision.

The Domestic Abuse routine enquiry process is now embedded across all services. Domestic Abuse champions have been trained and identified and are in place across CNWL. The 0-19 service are now using the with DASH Risk Assessment and referring to MARAC when required.

### 5.7 The Hillingdon Hospital

The Hillingdon Hospital is a key safeguarding partner, with a vital role in safeguarding both adults and children. The hospital safeguarding team is well represented across all Safeguarding Partnership activity. There has been no regulatory inspection in the year 2019-20 however the safeguarding team have continued to address and embed the recommendations from the CQC inspection in 2018.

The Hillingdon Hospital is committed to continuous learning and development of safeguarding practice. Any specific themes or issues identified are incorporated into mandatory safeguarding children training, and, where appropriate, practice guidance and protocols are developed for clinicians. The Safeguarding Team also communicates any key messages to frontline staff through feedback, emails and bulletins. The Hospital is currently

working on the implementation of recommendations from the Intercollegiate Document: Safeguarding Children and Young People: Roles and Competencies (2019).

In 2019-20 Hillingdon Hospital has implemented robust systems to safeguard 16 and 17-years olds being assessed and treated within adult services in the Emergency Department. In addition, there has also been significant progress in other aspects of safeguarding work. Changes have been made to interagency referrals and notifications to external agencies. The referrals are now being completed in a much clearer concise way, outlining clearly the concerns, in which the team can action on review and Social Care can triage accordingly. The hospital electronic systems have been updated to allow our safeguarding progress to be documented in a timely way which has aided our ability to see what we have completed from a safeguarding perspective. This leads to a clear chronology of events that have occurred with our cases. We have formalised our data from this also, which has improved the quality of the data we collect.

#### 5.8 London Borough of Hillingdon: Youth Justice Service

The Hillingdon Youth Justice Service (YJS) is exceptional in innovative practice and preventing young people from entering the Criminal Justice System. The numbers of first time entrants for Hillingdon continues to drop evidencing a robust early intervention model for those on the periphery of the criminal justice system. Reporting evidences a drop of 5% in the re offending rate of young people subject to a Triage disposal in 19/20 compared to 18/19.

The Youth Justice Service is in on a journey of continuous improvement. Regular case file and themed audits are undertaken. Individual feedback is provided to staff but outcomes are also aggregated to identify shared training and development needs.

As awareness of what constitutes vulnerability, particularly for adolescents, continues to develop, the role of staff as Champions taking on lead roles in practice themes and issues, such as criminal and sexual exploitation, assumes a greater importance. The Service is an active contributor to the Operational and Strategic High Risk and Vulnerability Panels. Safeguarding remains at the forefront of delivery. The YJS have strengthened partnership working to embed improved timely collaboration in response to safeguarding and are key contributors at operational and strategic levels.

The award winning AXIS Project continues to be at the vanguard of early identification of vulnerable young people at risk of Child Sexual Exploitation, criminal exploitation and serious youth violence. AXIS relies on the engagement of safeguarding partners to share information and concerns relating to these areas. As a result of the patterns, trends and information shared through the AXIS monthly bulletin, professionals are better informed about the risks young people are having to navigate which enables them to develop more realistic and effective interventions.

The project continues to grow and provide robust analysis of information that has enabled the swift identification of young people at risk of CCE. The numbers of young people identified has doubled in the last 9 months with a 72% success rate of young people engaged not coming back to notice or concern.

### 5.9 Prevent

We continue to progress and deliver against the aims of the Prevent duty, with strong engagement of schools and local partners.

The multi-agency Channel safeguarding panel is well established and meets monthly. Members of the panel have participated in training provided by the Home Office.

We offer and deliver training to LBH staff and partner organisations including updates and refresher sessions. In order to ensure local agencies are up to date, we have rolled out and are encouraging schools and partners to complete the newly launched Home office e-learning packages.

As a port authority, we work closely with Heathrow airport in managing safeguarding concerns related to extremism/ radicalisation.

We continue to deliver our MOPAC (Mayor's Office for Policing and Crime) funded programme in collaboration with schools, the college, University and community, aimed at tackling hate crime and extremism. Enabling young people to have their say on these issues and develop materials to raise awareness and encourage further dialogue.

### 5.10 Local Authority's Designated Officer (LADO) and Education Safeguarding

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

The LADO and Education Safeguarding service continue to provide training to school staff, and other services, around issues of domestic abuse, LADO processes and level 1 safeguarding training. Training is updated in line with changes to guidance and procedure, and best practice. The Level 1 Safeguarding Training slides are circulated to all Designated Safeguarding Leads to enable them to deliver to staff within schools. In recognition of the specific challenges posed by coronavirus the team is currently in the process of developing e-learning alternatives to class room training.

The Child Protection for Schools advisor continues to coordinate termly cluster groups with Hillingdon schools. These are well attended by Designated Safeguarding Leads and provide a valuable opportunity for networking and the delivery of key safeguarding information. The Safeguarding clusters are routinely bringing together a range of agencies and professionals including MASH, Axis, school's police, community safety, educational psychologists and child protection advisers.

The Domestic Abuse Lead for Education has led on the roll out of Project Encompass with access made available to all schools. Project Encompass is an information sharing system that enables police to notify schools securely and directly that a child has been present in the home when there has been a domestic abuse incident. Positively this system is now in place for 53 Hillingdon Schools and work will continue in the next year to roll it out to the other schools in the borough. To support the effectiveness of the Project there is accompanying training for school staff around the impact of exposure to domestic abuse on children. also, bespoke training and awareness sessions are provided to pupils as well where appropriate. The feedback received from children and school staff was very positive throughout the year

LADO, DV lead and CP lead attend regular multi-agency network meetings to promote the team/our roles across services including health, police, and SEND. The team also participates in London wide LADO/CP Lead network meetings. This supports the team to establish working relationships share learning and expertise and promote information sharing.

#### 5.11 North West London Child Death Overview Panel (CDOP)

The change in primary legislation has moved the statutory responsibility for undertaking child death reviews moved from Local Safeguarding Children Boards to Child Death Review Partners from 29th September 2019. In line with the new statutory requirements set out in the Child Death Review: Statutory and Operational Guidance (2018) the North West London Clinical Commissioning Group has developed a centralised team to coordinate the learning from Child Death Review Meetings, in respect of all child deaths, and from the Joint Area Response meetings that occur where a child's death is unexpected.

The Guidance states that each Child Death Review Overview Panel must review a minimum of 60 deaths per year in order to be effective in identifying areas of thematic learning. In North West London there are two Local Child Death Overview Panels, referred to as 'Flute' and 'Triangle' that incorporate 8 local authorities. The London Borough of Hillingdon is part of the 'Triangle' grouping, along with Hounslow and Ealing, and has a shared local Child Death Overview Panel (CDOP). Learning from this Local CDOP is then fed into a Strategic CDOP alongside the learning from the 'Flute' grouping.

The North West London Child Death Review Team became operational from the 1st April 2020. In the transitional period between September 2019 and April 2020 the existing Child Death Overview Panel continued to function to ensure service continuity, all responsibilities for CDOP have now transferred to the central team. The Safeguarding Partnership Team Manager continues to attend any Joint Area Response Meetings for Hillingdon children and young people, and to participate in the 'Triangle' Child Death Overview Panel therefore retaining local input and learning for Hillingdon whilst contributing to the strategic understanding of the issues in the region.

## 6. London Borough of Hillingdon Adult's Services

### 6.1 Safeguarding data and activity

The total number of Safeguarding Adult Concerns received into the Local Authority during 2019/20 increased by 20% compared to 2018/19 – from 2429 to 2922. This is believed to be as a result of increased awareness raising of Safeguarding Adults across Hillingdon.

25% of the total number of Safeguarding Adult Concerns progressed to Safeguarding Adult Enquiries, this is an increase of 7% from the previous year showing increased scrutiny, professional curiosity, application of the key principles of Making Safeguarding Personal and public interest.

We have worked hard to ensure that the key principles of Making Safeguarding Personal (MSP) are always central to any activity undertaken. In 84% of Safeguarding Enquiries the individual was asked what they wanted to achieve. When the individual's view was established, 94% of the individual's outcomes were either fully or partially achieved. To further embed MSP, Adult Social Care have appointed an experienced staff member to the chair the Making Safeguarding Personal Sub Group, we have redesigned our local recording procedures and are developing a questionnaire for adults who have experienced safeguarding, so we can use their voice to underpin practice development.

Here are some recent quotes:

- "I am safe now...Hillingdon did a good job."
- "We are feeling safer now and our family are helping to look after us. I am happy that LBH staff were checking on us and we now feel safer - everything seems much better now."

Our duties related to Advocacy are well embedded and where an individual was assessed as lacking mental capacity related to the Safeguarding Adult concern, in 95% of cases an Advocate, family or friend supported the adult to express their view. There are also examples of our strong partnership with The Metropolitan Police to ensure that when an individual has

experienced abuse or neglect, they are supported to report their concerns to the Police and access justice.

It can be complex and challenging to coordinate activity and communication when a Safeguarding Adult Enquiry needs to run concurrently with other investigatory frameworks. This year we have strengthened this area of practice with key agencies to ensure that different investigatory frameworks are more coordinated and information is shared timely, as required, to optimise the outcomes for the adult and relevant others.

## 6.2 Chair of the Safeguarding Adults Board

Our Head of Service for Safeguarding Adults/ Principal Social Worker for Adults assumed the role of interim Chair of the Safeguarding Adults Board, identifying and driving forward our key strategic objectives, and leading on the drafting, development and implementation of the revised arrangements for the Safeguarding Adults Board and Safeguarding Partnership - a joint partnership across Children and Adult Safeguarding.

## 6.3 Quality Assurance, Training and Practice improvement

Adult Social Care continue to work in accordance with relevant legislation, statutory guidance, key principles, policies and procedures related to Safeguarding Adults. We are committed to continuous development through our quality assurance process, critical reflection and an overall learning culture. We reviewed our local policies and procedures to continuously support the development of best practice/evidence-based practice. We reviewed our safeguarding adult quality assurance framework to strengthen the audit process and our use of learning from audits to drive continuous improvement.

Adult Social Care have carried out a number of awareness raising sessions with key partners and organisations across the Borough related to Dols, The Mental Capacity Act 2005 and Safeguarding Adults.

Adult Social Care have supported a number staff to train as LeDeR (Learning Disability Learning Review Panel) reviewers and staff regularly undertake LeDeR reviews. These are critical reviews undertaken to improve the standard and quality of care for people with Learning Disabilities.

#### 6.4 Adult MASH

Adult Social Care began work, leading on the development of an Adult MASH – a single point of contact for all Safeguarding Adult Concerns in Hillingdon to strengthen our multi agency response. As the lead agency for Safeguarding Adults we recognise the critical role each partner has in minimising the risk of abuse, neglect or self neglect occurring, and in ensuring our multi agency response is coordinated, proportionate, effective and timely when concerns do occur.

In response to the rising number of concerns related to Domestic Abuse, we worked collaboratively with our partners in The Metropolitan Police, The Children’s MASH and The Safer Hillingdon Partnership to explore the creation of a Domestic Abuse One Front Door - the vision is for the creation of a single point of contact for all concerns related to Domestic Abuse in Hillingdon which would sit alongside our Adult MASH. Adult Social Care have a dedicated staff member who attends The Domestic Abuse MARAC to ensure robust plans are in place where there are high risk Domestic Abuse concerns and Senior Managers are core members of the Domestic Abuse steering Group.

Adult Social Care are core members of the Community MARAC - to support with assessment and management of risks associated with anti-social behaviour or hoarding, the Channel Panel – to assess and manage risks related to terrorism, and Multi Agency Public Protection Arrangements (MAPPA) – to assess and manage risks related to sexual and violent offenders.

Another key area of our MASH will be a single point of contact for an Adult Local Authority Designated Officer “LADO”. We recognise this is a specialist area of work that requires a dedicated and unique framework when the concerns relate to an adult who is in a position of trust but the allegations of abuse or neglect do not directly relate to their role, in which they support adults with care and support needs. As a result, we are progressing arrangements for our MASH Team to work in accordance with our local developed policies and procedures, with the support of The London Borough of Hillingdon’s Local Authority Designated Officer “LADO”.

#### 6.5 Modern Slavery

We have a designated lead for Modern Slavery and Human Trafficking and ensure appropriate action is taken to safeguard individuals and meet our statutory duties when concerns related to Modern Slavery and Human Trafficking are received. We recognise that work is required

to raise awareness of Modern Slavery and Human Trafficking among professionals and the public and that currently concerns are under reported. To support the work of the SAB/ Children's partnership joint sub group, we have appointed a member of staff to be a core member of the sub group and are committed to supporting its agreed key objectives.

### 6.6 Financial Abuse

Establishing how an adult manages their finances is a central part of our assessment framework and wherever possible we support adults to manage their finances independently. Where this is not possible due to risk of abuse and/or due to physical and/or mental health issues, we ensure the adult's view are central to any action taken to ensure finances are safeguarded/managed appropriately. We have led on the development of the Financial Abuse action plan and will appoint a dedicated staff member to be a core member of the SAB subgroup so we can continue to strengthen the support we provide to adults in this area.

### 6.7 Provider Concerns and The Care Governance Board

Adult Social Care continued to work closely with key agencies including The London Borough of Hillingdon Quality Assurance Team, Hillingdon Clinical Commissioning Group and the Care Quality Commission; in order to optimise the quality of the care and support delivered by Domiciliary Care Providers and Care Homes. This is achieved through our Provider Risk Panel and our Care Governance Procedures.

The multi-agency Provider Risk Panel meets monthly to review information related to the quality of care and support provided by Care Homes, Care Providers and Organisations across the Borough and to agree remedial action to support sustained improvement. Where there are risks that require further consideration/remedial action, concerns are escalated to our monthly Care Governance Board where a decision on further action(s) required is validated and this can include a decision to initiate our Provider Concern Process.

The following information outlines provides a summary of the work carried out by our Care Governance Board for the financial year 2019-20 and demonstrates the impact of the remedial actions plans put in place.

In April 2019 we reviewed 19 providers that we had rated as follows: 4 (Do not use again), 7 (Do Not Place) and 8 (Place with caution).

By December 2019 the number of providers being monitored had dropped to 17 (4 of which were out of borough).

This rose to 22 providers in February 2020 (5 of which were out of borough)

This decreased to 18 providers in March 2020

Throughout 2019-20, a total of 4 Providers were subject to our Provider Concern Process.

### 6.8 Deprivation of Liberty Safeguards

Our dedicated Deprivation of Liberty Safeguard Team continues to be well respected and high performing. 1482 Dols applications were received in 2019/2020 and while this is a reduction of 8% on the previous year, overall active authorisations remained consistent across both years (0.1% difference), suggesting similar numbers of people were experiencing less authorisations per person. The Dols Team's robust policies and procedures, highly skilled staff and effective relationships with Managing Authorities enables statutory timelines for assessments and authorisations to be met. When an annual Care Home review is scheduled, the Best Interest Assessor undertakes the review simultaneously with the Best Interest Assessment, to minimise the need for residents and their carers and or families to participate in multiple meetings.

The Dols Team comprises of skilled Best Interest Assessors who are permanent employees of London Borough of Hillingdon demonstrating our commitment and investment to ensuring high quality assessments are undertaken to ensure our residents' Human Rights and overall safety, wellbeing and quality of life are optimised. Our staff receive regular updates on case law, practice and policy developments, in addition to annual Best Interest Assessor refresher training. A number of Senior Managers have undergone the Dols Authoriser training to enable appropriate and timely scrutiny of assessments – the annual Dols Authoriser course was also completed.

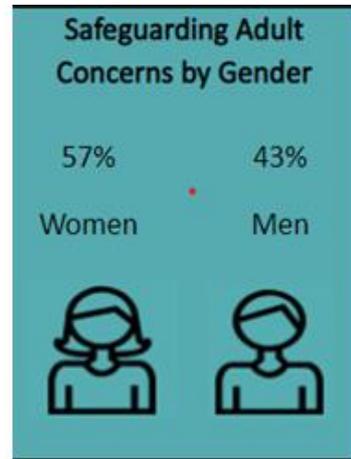
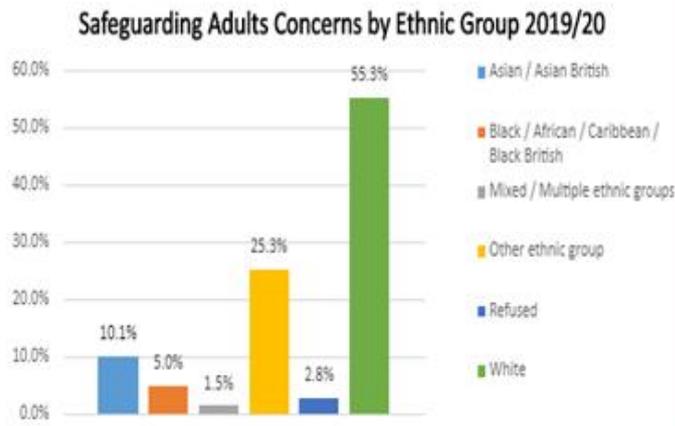
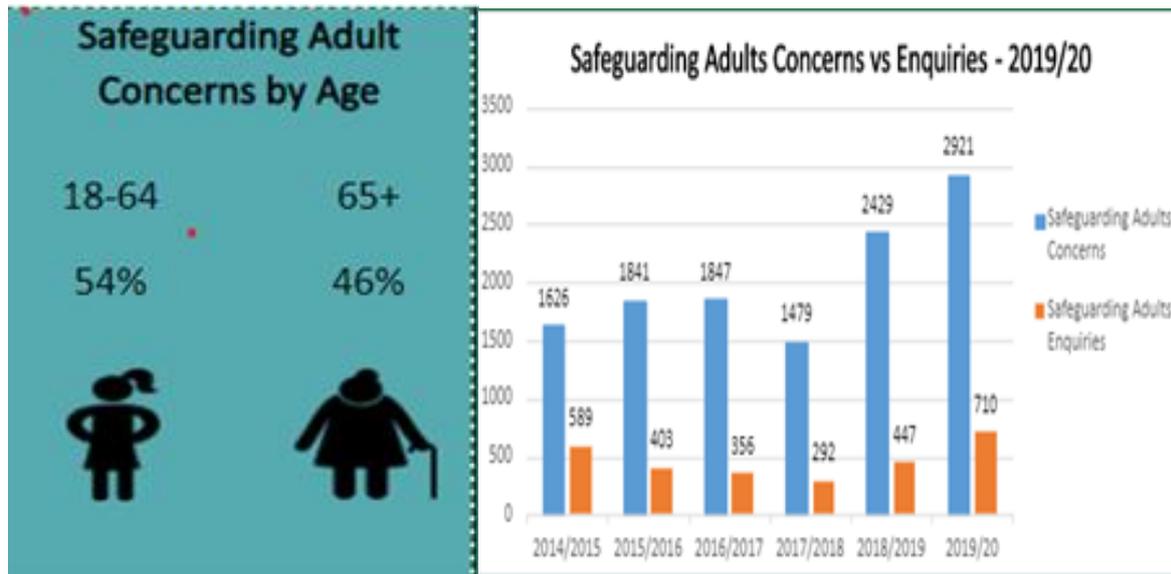
Adult Social Care maintains a sharp focus on the requirement to identify residents living in the community who may be being deprivation of liberty, ensuring the necessary assessments are complete and timely applications are made to The Court of Protection as required.

Adult Social Care established and continue to lead a multi-agency group exploring the required actions to successfully implement Liberty Protection Safeguards for the launch in April 2022. This activity of this group is underpinned by a dynamic multi agency action plan that is updated as the LPS implementation timeline and associated frameworks develop. Governance of the LPS sub group is undertaken by the Safeguarding Adults Board with the LPS group providing regular update reports to the Board.

### 6.9 Coronavirus

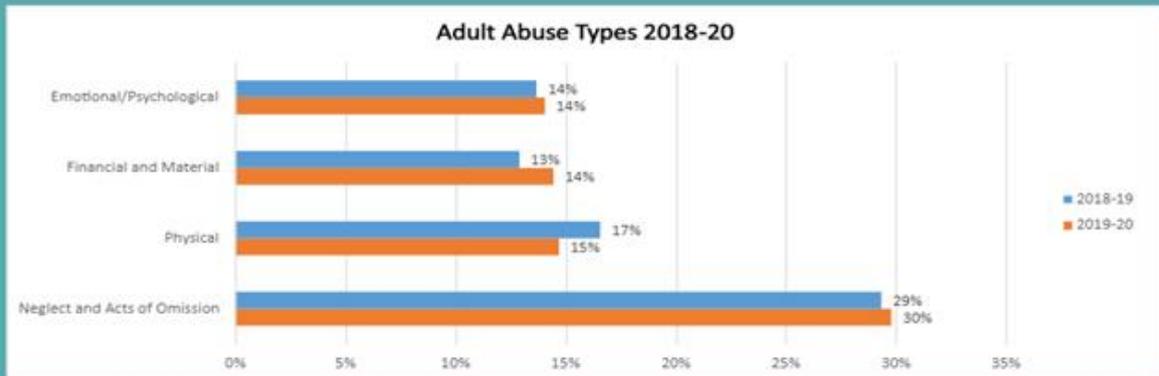
We had to adapt our practice frameworks quickly in the middle of March 2020 due to Covid 19. During this time we worked collaboratively and flexibly with other London Borough of Hillingdon Departments and key partners and agencies during lockdown to ensure the safety and wellbeing of residents was optimised. We continue to adapt our approach in accordance with updated Covid 19 guidance and policies.

6.10 Adult Social Care Safeguarding Performance



**Reported Safeguarding Adult Concerns**

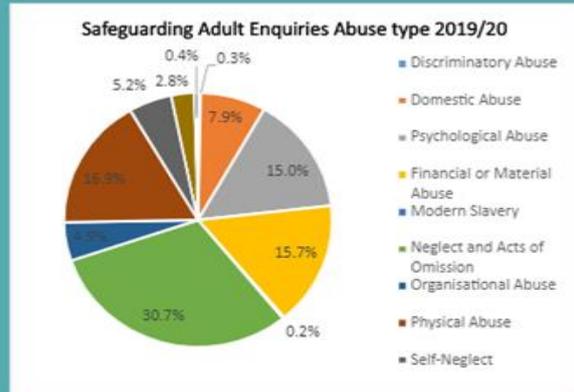
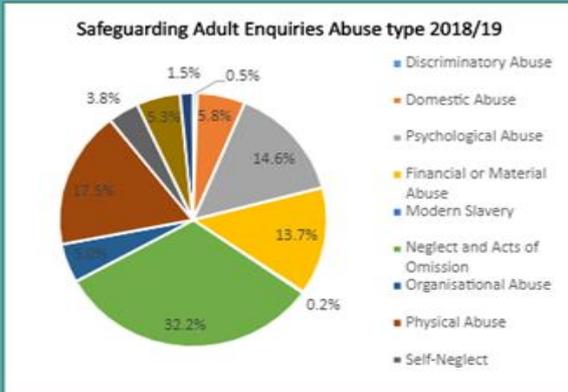
The graph below outlines the four most common types of abuse reported to Adult Services in both 2018-19 and 2019-20. Of these three of the abuse types have seen a slight increase in 2019/20. Safeguarding concerns with a recorded abuse type of physical abuse has fallen to 15% in 2019/20.



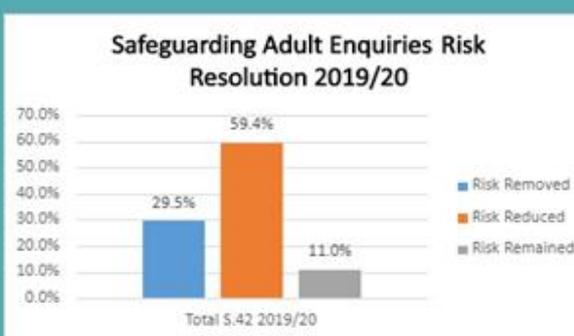
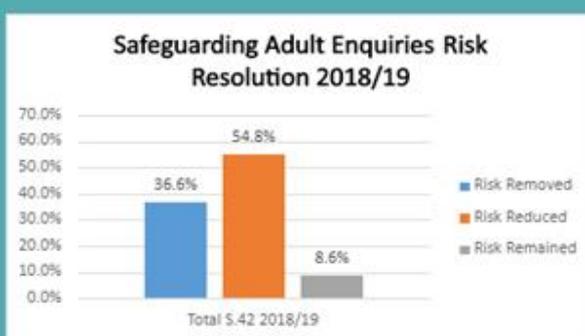
**Safeguarding Adult Enquiries**

Section 42 of the Care Act 2014 places a duty on Local Authorities to carry out a Safeguarding Adult Enquiry when it has reasonable cause to suspect that an adult in its area (whether or not ordinarily resident there)

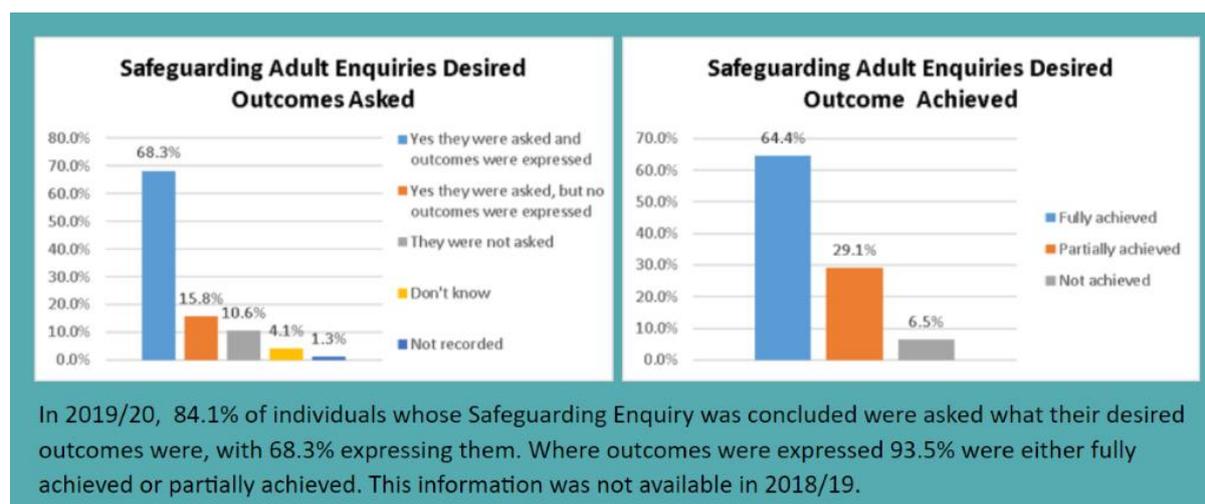
- has needs for care and support (whether or not the Local Authority is meeting those needs)
- is experiencing, or is at risk of, abuse or neglect;
- as a result of those care and support needs the adult is unable to protect themselves from either the risk of, or the experience of abuse or neglect.



The largest proportion has remained as neglect or acts of omission. This has decreased slightly by 1.5% from 32.2% to 30.7% in 2019/20. Conversely there has been a 2% increase in the percentage of cases where the abuse type is recorded as financial or material abuse, 13.7% to 15.7%. A 2.1% increase can be seen in cases where the abuse type is recorded as domestic abuse.



Safeguarding Adult Enquiries concluded in Hillingdon have consistently led to the reduction and removal of risk to vulnerable adults. In 2019/20 there has been a decrease in the percentage of cases where the risk was removed but an increase in cases where risk was reduced. There has also been a small increase in cases where the risk has remained.



### 6.11 Hillingdon Clinical Commissioning Group (CCG) – Safeguarding Adults

NHS Hillingdon Clinical Commissioning Group (CCG) is a statutory NHS body with a range of statutory responsibilities, including safeguarding children and adults. Like all CCGs, it is a membership organisation that brings together general practices to commission local health services for Hillingdon's registered and unregistered population. One of the advantages of being a clinically-led organisation is that the CCG is in the unique position of being able to take account of the experience of patients who are best placed as service users, to know the right services for the area and can comment objectively when new services are commissioned.

**Human Trafficking & Modern Slavery:** Hillingdon CCG retains its role as a core member of the Joint Strategic Safeguarding and Trafficking (JSST) group. It continues to promote awareness of trafficking and slavery issues through engagement with Primary and Secondary Care and in particular The Hillingdon Hospital due to its Accident and Emergency facility and proximity to the Heathrow Airport site. Over the past year, the CCG has sought to raise awareness of changes to UK Border operations (this year saw a move to e-gates) and the potential effect the lack of human challenge for arrivals might pose for local services. The designated lead for safeguarding adults also conducted an in-house training session for CCG colleagues with a specific focus on the risk isolated hotels (such as those located across the airport site) pose vulnerable persons, i.e. prostitution and other forms of abuse. This learning and further evidence have been cascaded to GP practices through the CCGs Primary Care Managers.

**Making Safeguarding Personal:** Significant work has taken place during this period in the form of direct training for both CCG colleagues and through the monthly GP safeguarding lead

meeting. In addition - evidence of MSP (person-led rather than process-led concerns) is continually monitored through attendance and liaison with a number of key quality and commissioning meetings. Further assurance is achieved through quarterly data, ongoing engagement with key agencies and routine monthly meetings with adult safeguarding leads from commissioned services provided to the borough.

**Domestic Abuse:** This issue remains a high priority for Hillingdon CCG due to its role in seeking assurance from providers around key issues such as training data, Independent Domestic Violence Advocate (IDVA) engagement through Accident and Emergency at The Hillingdon Hospital and the Clinical Commissioning Group's unique position in supporting Primary Care colleagues in raising awareness to promote professional curiosity when seeing patients who could be subject to abuse of this nature. This year's White Ribbon Event, which focused on Coercive Control and Stalking, was heavily promoted across the health sector which ensured each of our providers was represented on the day. It was also attended by a number of Hillingdon Commissioning Group colleagues. As a key priority for the year, the issue of domestic abuse remained a standing item on the GP safeguarding leads meeting with additional resources shared over the recent peak of Covid-19 where domestic abuse was highlighted as a particular concern. Finally, the designated lead for safeguarding adults remains a core member of the MARAC steering group.

**Adult Exploitation and Grooming:** The issues of exploitation and grooming remain a significant concern across the borough due to the mix of urban and rural geography. Alongside the named GP for safeguarding, the safeguarding leads for adults and children carried out a specific training session for CCG colleagues where a number of issues such as gang violence, ideological grooming and a wide-ranging look at other forms of exploitation were addressed. Due to the diverse nature of Hillingdon residents, this was contextualised for attendees and further developed with the aid of local intelligence provided through partner agencies. This included information relating to violent crime, terrorism concerns relating to transnational and religious issues and a general update relating to wide-ranging concerns due to the Heathrow Airport site. Alongside Police/SO15 the CCG remains a core member of the Borough's Channel Panel.

### 6.12 Central and North West London NHS Foundation Trust

The SA & MCA Specialist has a very good relationship with the LBH SA Triage Team, which enhances effective communication and inter-agency working

**Modern Slavery:** There is a Modern Slavery Statement on the Trust website, which is updated every year. CNWL has a Trust-wide Modern Slavery Lead as a central point of contact and Modern Slavery is included in generic Safeguarding Adults training, which is mandatory for all staff to complete every 3 years. A 'Clinical Message of the Week' in relation to Human Trafficking and Modern Slavery was sent out to all staff in May 2019, which contained links to guidance and resources. In addition, an in-house training session has been developed for CNWL corporate services, which will be piloted in Quarter 2. Once piloted it will be rolled out to HR teams and procurement, to ensure the supply chain and recruitment processes are safe and staff are aware what to look for

**Domestic abuse:** CNWL has a Trust-wide Domestic Abuse Lead and a Domestic Abuse co-ordinator is due to start in August 2020. Domestic Abuse is included in generic SA training, which is mandatory for all staff to complete every 3 years. The Trust has planned our third Domestic Abuse Annual Conference which is due to be held in November 2020, during the White Ribbon period.

In 2019 a new CNWL DA Ambassador role was launched at the Annual Conference and 2 Ambassador training sessions have since taken place. The focus of our 2019 conference was 'better practice and innovation around how to identify and work with Domestic Abuse'. Nicole Jacobs, the newly appointed Domestic Abuse Commissioner for England and Wales was the keynote speaker. Two CNWL employees who have lived experience also shared their own stories. Other presenters spoke of how to identify and work with perpetrators, children/domestic abuse and holding the perpetrator to account, trauma focused responses and innovative practice.

CNWL were successful in recruiting a network of Domestic Abuse Ambassadors who will contribute to awareness raising and support around Domestic Abuse throughout all services across the Trust. Currently over 45 staff members have committed to the role – all of whom attended an initial training. The plan is then for the Ambassadors to attend 4 forums per year

for support/training and sharing of ideas. It is hoped that some of these ambassadors will also become involved in wider projects such as staff training via the Train the Trainer programme.

The first CNWL DA train the trainer session was due to be held in March 2020 but had to be cancelled due to the pandemic. The intention is to train staff so that they can then provide DA training for either their own services or future ambassadors. The first CNWL Recovery College DA course ran in February 2020 for patients, carers and staff. These are co-produced with people with lived experience and another session is scheduled later in the year. A CNWL DA staff survey was due to be sent out in March 2020, but due to the coronavirus was postponed. It is hoped to roll this out over the next couple of months. CNWL are in the process of putting together guidance for staff impacted personally by DA.

**Making Safeguarding Personal:** MSP is mentioned in SA training which is mandatory for all staff. The SA & MCA Specialist visits each of the CNWL services in Hillingdon annually to refresh staff regarding SA, and MSP is discussed. Whenever staff contact the SA & MCA Specialist for SA advice, they are asked to confirm if they have gained consent from the service user to raise a SA concern with LBH. Even though MSP is always considered before making a SA referral, there are certain circumstances that staff will need to raise a SA concern even without a patient's consent e.g. public interest and vital interest

**Financial abuse:** Financial abuse and exploitation is addressed in SA training, which is mandatory for all staff. CNWL have raised a number of SA concerns with LBH regarding financial abuse, which demonstrates staff awareness

### 6.13 The Domestic Abuse Steering Executive

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

The Safer Hillingdon Partnership (SHP) Domestic Abuse Strategy 2018 – 2021 is accompanied by a delivery plan to ensure its main aims, objectives and commitments are achieved. Hillingdon Council, as a member of the SHP takes a leading role in delivering the commitments and actions of the Domestic Abuse Strategy

The Council remains resolute in its commitment to engaging with, listening to and hearing victims and survivors of domestic abuse and other forms of harmful practices and local statutory and voluntary sector professionals.

#### 6.14 The London Community Rehabilitation Company

The Community Rehabilitation Company supervises men and women on Licence and provides post sentence supervision for those assessed as posing a low or medium risk. The Last HMIP inspection of London CRC saw significant improvements on previous inspections with us being only 1 point from good. Safeguarding is always an area for continuous improvement

Covid 19 has had a dramatic impact on how we work with service users and in particular areas in which safeguarding concerns come to our attention. Every LCRC team has dedicated Safeguarding Subject Matter Experts (SMEs). These are qualified Probation Officers who specialise in matters around safeguarding, for adults and children alike. Part of their role is to advise and assist their colleagues with safeguarding concerns.

LCRC Offender Managers also have a digital learning Platform at their disposal. This is a virtual space where material around safeguarding referrals, protocols and processes are stored, as well as recorded lectures and other visual material around the matter. There is also a dedicated Safeguarding page on our Intranet, where all Government, Local Authority and partner/supply chain updates are being stored for Offender Managers to access.

We are working on developing and implementing our recovery plans.

Whilst we are responsible for the statutory supervision of those over 18, our case management system ensures that family information is embedded into assessment of the adult service user. This ensures that impact on family and children is taken into account when assessing risk posed by the service user's behaviour, but also that support measures offered produce positive outcomes for the wider family and community. As part of our supervision of

adult service users, we ask our service users to provide a self- assessment of their needs and risks so that sentence plans can be co-created and represent both the worker and the service user's perspective. We also hold annual service user surveys to enable us to improve the service we deliver. Safeguarding of children and vulnerable adults, as well as community safety overall were and remain firmly in our priorities.

## 7. Priorities for 2020-21

The last year has seen considerable progress in the implementation of Hillingdon's Adult and Child Safeguarding Arrangements. This has been possible due to the genuine commitment, drive and energy of all involved and is most clearly embodied in the creation of a strategic network of subgroups to progress the work of the Hillingdon Safeguarding Partnership.

It is acknowledged that all safeguarding partners have faced a period of exceptionally high demand and pressure in consequence of the global coronavirus pandemic. The focus of all has now turned to recovery planning and both the Safeguarding Adult Board and Safeguarding Children Partnership have met to consider the multi-agency response needed and to identify safeguarding priorities for the coming year. The pandemic response has served to highlight the importance of effective multi agency work, at all levels and across all services.

1. The Safeguarding Children Partnership has identified the following priority areas for 2020-21:
  - a. Neglect,
  - b. Contextual Safeguarding,
  - c. Children with Complex Needs and Disabilities
  - d. Early Help Services.
  
2. The Safeguarding Adult Board has identified the following priority areas:
  - a. Making Safeguarding Personal,
  - b. Domestic Abuse,
  - c. Financial Abuse and Exploitation.

The partnership recognises that the voice of the adult is integral to absolutely everything we do, and we need to understand what works well in the way we are approach safeguarding concerns along with what we need to improve on. As a result, we are committed to developing ways to ensure that we capture the views of adults, their carers and families and others, to underpin our continuous development. We also recognise that the views of lay members provide important scrutiny and challenge to the activity we undertake and we are also committed to including lay members on our SAB.

3. To move towards shared strategic priorities across the adult and child safeguarding partnership where appropriate, The Safeguarding Children Partnership and Safeguarding Adult Board currently have four shared subgroups:
  - a. Serious Case Panel,
  - b. Practice Development Forum,
  - c. Joint Strategic Safeguarding and Trafficking
  - d. Modern Slavery.
  
4. To further embed consistency of approach across the two boards, the Safeguarding Adult Partnership Arrangements have been agreed by the Executive Leadership Group and will be embedded across the partnership in 2020-21.
  
5. To continue with the review and consolidation of the training offer of the Safeguarding Partnership, Community Safety, Learning and Development and West London Alliance with the view to identify savings and share cost with other local authorities.