

# Waltham Forest Safeguarding Children Board

DRAFT ANNUAL REPORT 2020-2021



Strategic Partnership Boards

SAFETY SAFEGUARDING WELLBEING



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## Opening remarks from the Local Safeguarding Partners

This report outlines the substantial progress made in 2020/21 against our priorities, during which our work was dominated by the impact of the COVID-19 pandemic which undeniably had a profound effect on our children's lives. The pandemic also exposed and heightened the inequalities that many individuals and families face. Whilst we have made strides in reducing disparities there is much more to do and we are committed to this as a partnership.

Our Independent Scrutineer highlights some of the key areas of achievement over the past year which have continued to develop despite additional pressures and demands and are detailed further, throughout the report. We will continue to build on our successes as well as also carefully considering the impact and consequences of COVID to inform our future priorities.

Through the pandemic we learned that we are more resilient and innovative than we could ever have imagined. We adapted existing ways of working and rapidly adopted new ones. We are extremely humbled by our workforces who managed exceptionally well in such extraordinary times, particularly when many suffered personal loss themselves through COVID.

All children have the right to be safe and protected from harm and safeguarding has never been more important. There is a need for all partners to prioritise children following a COVID period that focused on vulnerable adults and adult settings. Together, we will focus on protecting children and young people through the highest quality of services that enable them to reach their full potential to achieve the best possible outcomes.

**London Borough of Waltham Forest:** Heather Flinders, Strategic Director, Families  
**Clinical Commissioning Group:** Chetan Vyas, Director of Quality & Safety, NE London  
**Metropolitan Police:** Richard Tucker, Borough Commander, NE BCU



## Message from Independent Scrutineer Dave Peplow

On behalf of the Local Safeguarding Partners, I am pleased to present the Waltham Forest Safeguarding Children Board Annual Report for 2020 - 21.

We started 2020/2021 in an environment transformed by a global pandemic. All those working with children and families were faced with challenges that they overwhelmingly rose to, both in adapting to new ways of working as well as doing all they could to keep our children safe. We also found ourselves in the shadow of the brutal murder of George Floyd, resulting in a much-needed focus on the racial disparity that many of our children and young people undoubtedly face. I was assured by what I heard from all partners in respect of what they are doing both collectively and individually to improve equity. Hearing young people's experiences of stop and search was enlightening, and I was heartened to know that work was already underway to deliver on the resulting recommendations.

What also stands out for me is the significant amount of change to practice since SCR Child C. Waltham Forest remains innovative in its approach to Safeguarding Adolescents however, I know that the partnership strives to effectively respond to an area of practice that is constantly evolving.

I want to acknowledge our community members whom we have retained. They bring an extra and very welcome challenge to the partnership and it is important to note their value. A huge thank you to all of you who work and volunteer to keep children and families in Waltham Forest safe and well. I have the greatest appreciation for your continued commitment.

## Purpose of this report

The 2020-21 annual report for the Waltham Forest Safeguarding Children Board (WFSCB) is brought in accordance with the [Children Act 2004](#) and statutory guidance [Working Together to Safeguard Children 2018](#) to provide an overview of how agencies work together to keep our children safe and promote their welfare.

## About the Waltham Forest Safeguarding Children Board

Under Working Together 2018, Local Safeguarding Partners <sup>1</sup>are required to oversee multi-agency child safeguarding arrangements across each borough. There have been no changes to the [arrangements](#) that were implemented on 5 July 2019 and these will be reviewed accordingly, particularly as changes progress with the [Integrated Care System](#).

The WFSCB is the body that carries out this statutory function in Waltham Forest, ensuring the effectiveness of local agencies that provide services for children up to the age of eighteen. These functions are carried out through the full board and its priorities and activities as outlined throughout this report.

The WFSCB is a partnership of statutory and voluntary sector partners as well as lay members and for the period of this annual review, has been chaired by the Independent Scrutineer. It has a range of roles scrutinising and challenging local safeguarding practice and works with partners to support the effective collaboration of all services being delivered to children and young people in Waltham Forest that in turn keeps our children safe & well.

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<sup>1</sup> Working Together 2018 states that the three local safeguarding partners are 'the local authority; a clinical commissioning group for an area, any part of which falls within the local authority; and the chief officer of police for a police area, any part of which falls within the local authority area'



## Governance

The WFSCB, Safeguarding Adults Board, SafetyNet, and Health and Wellbeing Board are all made up of representatives from a range of statutory and voluntary services across the partnership that report to the Strategic Partnership Executive (SPE). This is a mature, decision-making forum that comprises senior leaders from the local authority, police and health who all have responsibility for oversight and governance of the WFSCB.

In Waltham Forest the approach to strategic partnerships works via the joined up [Families at the Heart of Our Place](#) framework that allows the four strategic boards to work more effectively and efficiently. The coordination of this is delivered by the Strategic Partnerships Team who provide policy support and strategic planning to all the boards and identify opportunities to undertake cross-cutting work across boards to reduce duplication, increase efficiency and improve outcomes for residents.



Given the cross-cutting nature of many of the priority areas and in order to support with the additional demand that agencies were experiencing during the pandemic, a decision was made to deliver the first board of the year together with the Safeguarding Adults Board and SafetyNet. Held virtually, this meeting proved fruitful and offered an innovative and effective way for moving forward.

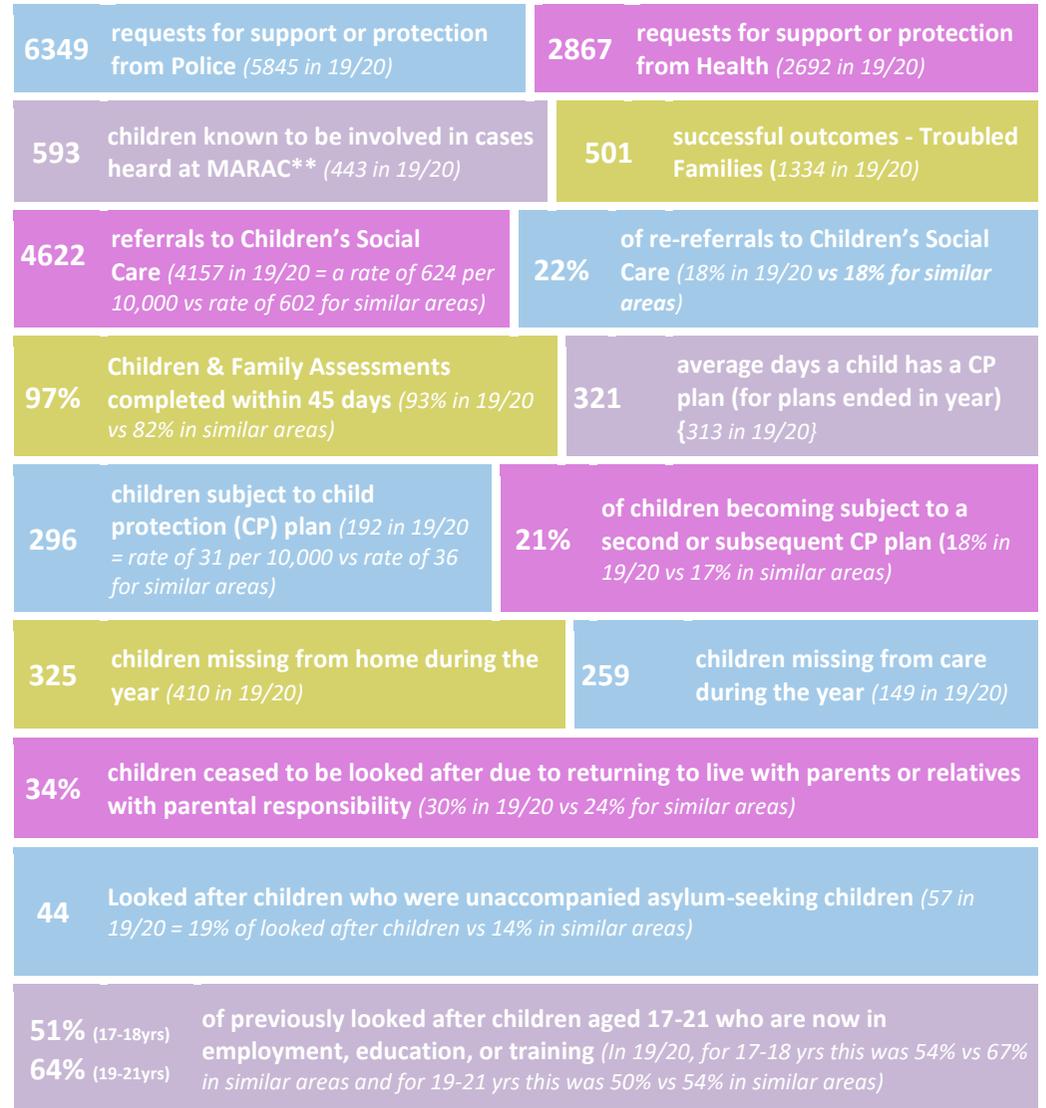


Overall, the full WFSCB met virtually, once in 2020-21 and the Joint Board met virtually, twice. ([See attendance listed in appendix 1](#)). As per previous years, the boards' focuses, and agendas were planned by the Business Management Group that met six weeks ahead of each board. The relevant WFSCB and overarching subgroups continued to manage the relevant action plans and progress on these are reported accordingly in this report.

In 2020/21 the four Strategic Partnership Unit received a total funding of £258,887 from partners. Key statutory agencies contributed financially to the operating budget which ensured that the four Strategic Partnership Boards were able to meet their statutory requirements. ([See appendix 2 for resources and funding](#)).

## About Waltham Forest and the picture of safeguarding

If the population of under 25s in Waltham Forest was reduced to a village of precisely 100 young people, with all existing ratios remaining the same, the demographics would look something like this\*:



\* Data obtained from a variety of sources / periods and intended only as an overview

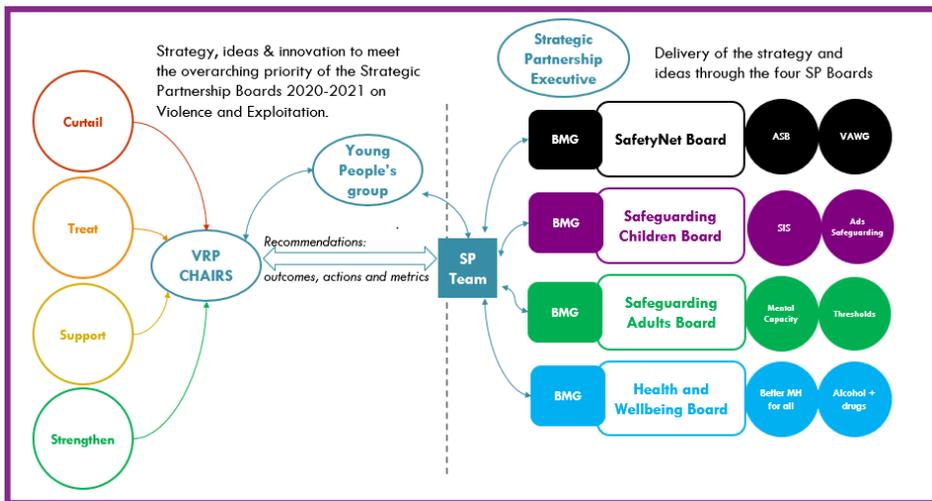
\*\* It is likely that there will be duplicate children in this figure as the same cases are discussed at multiple MARAC meetings during the year

## Board priorities

In Waltham Forest, priorities are formally reviewed every two years. This was last done in 2019 when a needs assessment was carried out. This year's report is the second of that two-year cycle.

In addition, partners have opportunities throughout the year to identify and raise issues as they arise. This means that emerging themes and trends can be addressed accordingly.

George Floyd's murder in May 2020 triggered a worldwide outcry and facilitated further discourse within the Strategic Partnership around structural racism. All work in progress at that time across the strategic boards underwent a review through the lens of race disparity to identify the areas that required different or additional actions to narrow the gap between the outcomes for different groups of residents. This shaped the focus of the renewed priorities for 2021 - 2023 that were agreed towards the end of the year as detailed later in the report and will steer the partnership to taking action to enact meaningful change.



## Overarching priority: Violence & Exploitation

In 2020 - 21 Violence and Exploitation continued to be an overarching priority for all four boards and forms part of the work currently delivered via our Violence Reduction Partnership (VRP) which takes a public health approach to tackling violence. The image across illustrates the WFSCB's connection with VRP which develops ideas that are then actioned by the Strategic Partnership boards.

Our Violence Reduction Partnership has a single ambition:

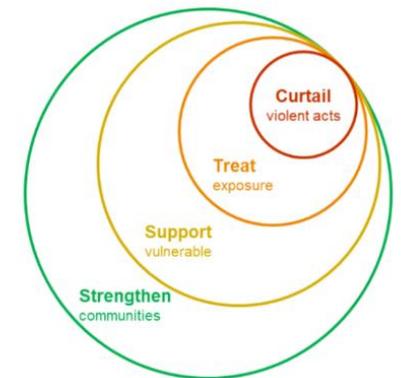
**To reduce violence in Waltham Forest so that our residents feel safer**

To deliver this we aim to:

- Tackle violence
- End racial disparity
- Improve public perceptions of violence
- Visibly demonstrate our leadership

There are four strands to our approach:

- **CURTAIN** violent acts at source, pursuing perpetrators and enforcing action
- **TREAT** those who have been exposed to violence to control the spread
- **SUPPORT** those susceptible to violence due to their exposure to risk factor
- **STRENGTHEN** community resilience through a universal approach



## YOUNG PEOPLE LEADING CHANGE

Our young people are key to the Violence Reduction Partnership:

- Represented on all VRP groups
- Separate 'Young People's Group' to challenge recommendations
- VRP informed by outcomes of annual 'Big Youth Conversation'
- Use of Streetbase to understand views of young people month by month
- 'Voices in Partnership' group within YOS help co-design solutions
- Prioritising activities that showcase the talents of young people

## Adolescents Safeguarding & Resilience

*Led by WFSCB*

Adolescents Safeguarding & Resilience forms part of the overarching Priority for Violence & Exploitation detailed above.

In Waltham Forest the Strategic Partnership has been working together on this challenging agenda for over six years and while progress has been made, we know there is more to do. We recognise both the complexity of safeguarding adolescents and the need to have a dynamic strategic and operational response that is live to the changing landscape and can reflect, review, and change as required.

The Adolescents Safeguarding & Resilience Strategic Group oversees and steers the programmes of work that include responding to issues of child criminal exploitation, child sexual exploitation, children missing, those involved in the criminal justice system and harmful sexual behaviour.

The tragic murder of one of our children in 2019 led to significant learning for the partnership ([SCR Child C](#)) and has been instrumental in our subsequent innovation and drive to change. SCR Child C formed part of the [national review on child criminal exploitation](#) which when published we also used to inform our learning and improving practice in this area along with other reviews such as [SCR Child C in Hackney](#).

*What difference has the WFSCB's Adolescents Safeguarding priority made to children and young people in Waltham Forest?*



## SUSTAINED REDUCTION IN SERIOUS YOUTH VIOLENCE

The rate of serious youth violence in Waltham Forest (for ages 10-17 years) has reduced by 50% since 2019 and is currently significantly lower than London

## BROKEN THE CYCLE

- Maximised reachable moments via:
  - New protocol for Urgent Response Coordination (see diagram overleaf)
  - Detached outreach youth work in hotspot locations / areas most affected by violence and exploitation. Streetbase patrols offered peer to peer support to vulnerable young people

From May 2019 (when patrols started) to December 2020, Streetbase had engaged with 1410 young people, referring 904 of those young people onto other services (65% identified as male, 34% identified as female).



**RESPONSE:** Ensuring that any urgent response to an incident is managed in a coordinated fashion – via Daily Risk management Meeting



**CRITICAL CONTACT POINTS:** Custody, hospital, return-home interviews – critical points in a young person’s life can provide an opportunity to effectively intervene to divert a child from behaviour that may pose a risk of future harm



**RELATIONSHIP:** Assessing needs and a holistic wrap-around support to be put in place; the reachable moment is crucial to delivering a service and engaging with vulnerable children and young people



**INTELLIGENCE & ANALYTICAL PRODUCTS:** providing time sensitive report, to aid risk assessments, safeguarding planning and decision making.

- Implemented express safeguarding pathways from Emergency Department

**The Violence Reduction Service in Whipps Cross Hospital went live on 1 March 2021. Mirroring best practice at the Royal London Hospital it is a partnership between BARTS, LBWF and St Giles Trust (SGT). SGT staff work alongside clinical staff in hospitals to support young people who have been admitted because of serious violence. In the first month of operation there were 15 referrals to SGT by clinicians.**

- New Reality Program offers advice and support to anyone aged 17 and over who is affected by violence, exploitation, or gang activity.

**NEW REALITY PROGRAM**

In 2020-21, CGL who carries out this work received 76 referrals and **engaged with 48 young people.**

- A new specialist Victims and Restorative Justice Officer ensured victims’ voices were heard

**CHILDREN/YOUNG PEOPLE RECEIVE EARLIER INTERVENTION THAT BUILDS THEIR RESILIENCE AND PREVENTS THEM FROM BEING EXPLOITED**

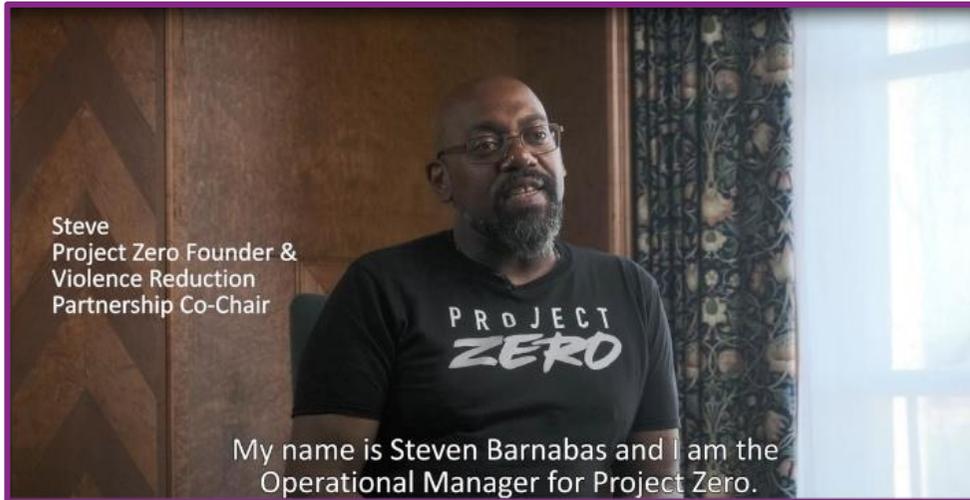
- LifeSkills Resilience Programme: 3500 primary school children have been given tools and guidance in building knowledge attitudes and critical thinking skills.
- Local residents trained as community mentors for those at risk of exclusion or gang activity

**73 mentors** (45 female and 28 male) continued to engage young people throughout the pandemic using Zoom, Teams, phone calls, doors step visits, cycling, walks in the park and a variety of other creative pursuits, as lockdown restrictions allowed.

- Recruited local residents as ‘Ask Us’ ambassadors to address concerns around gangs, with coverage across the borough

**As of January 2021, 47 Ask Us volunteers are trained (27 women, 15 men). The Ask Us website has been successful in engaging the local community with over 200 views per month (560 views in December 2020). There is regular contact from young people and parent/carers seeking information and support regarding key topics e.g. gambling debt. Ask Us volunteers are carrying out regular ward walks in response to local need.**

## CHILDREN/YOUNG PEOPLE RECEIVE EARLIER INTERVENTION THAT BUILDS THEIR RESILIENCE AND PREVENTS THEM FROM BEING EXPLOITED (continued)



- Launched a community led youth hub - The Outset Centre delivers a range of activity and services

### THE OUTSET CENTRE

This Council owned asset was transferred to voluntary sector groups to deliver a range of support, service and programmes for young people including music, drama, coding, sexual health services, therapeutic support, homework support, mentoring opportunities, open mic nights, etc. The centre also acts as a base for targeted interventions and crisis response for the most vulnerable young people. The centre is managed by lead partner Project Zero and operated by 25 local young people who are employed through the Kick start scheme.

- The new structure for Youth & Family Resilience Service provided a tighter grip on our prevention work, with a dedicated senior manager responsible for out of court disposals (OoCD) and At-Risk work. New processes also implemented for a thorough pre-panel assessment to take place with all children prior to them being presented at the OoCD Panel.
- Gangs Police Officer embedded in Youth Offending Service – intel checks, joint visits, tension monitoring
- Established a mobile youth engagement unit that undertook home visits for children as part of their order and or due to risk or safety concerns. The mobile unit also incorporated regular visits with our CAMHS clinician to provide outreach therapeutic support for children struggling emotionally.

**Levels of engagement have been high with the Youth at Risk and Adolescent Support teams with 193 young people worked with during 2020/21. Positive outcomes for these young people have included improved school attendance, positive behaviour change and take up of positive activities.**

Since the beginning of the first lockdown (end of March 2020) to end of March 2021 there have been a total of **11247 contacts**, of which **4646 were face to face contacts/visits**. Despite the pandemic, home visits, as part of children's statutory orders and/or as a risk/protective factor requirement have continued to operate within the Youth Offending Service 7 days per week for 365 days during this year including all bank holidays and even on Christmas day.

## IMPROVED THE COLLECTIVE RESPONSE TO ADOLESCENT SAFEGUARDING



- Addressed as a partnership the racial disparity that affects our young people and sought ways to tackle this
- Daily (multi-agency) Risk Management Meetings (DRM) for information sharing, tasking, and safeguarding around identified high risk individuals

### CRIMINAL JUSTICE SYSTEM - RACIAL DISPARITY

As part of the follow up to a Streetbase survey of young people's experiences of policing, external funding was secured to deliver a programme of work, co-designed with young people, other community stakeholders, the Police and the Council, to make improvements and to tackle racial disparity. The programme includes a public facing campaign and materials to raise young people's awareness of their rights and an advocacy service to support those who want to complain or report negative experiences of policing. It will also include training for local police officers facilitated and designed by young people, based on their experiences, appropriate use of stop and search, adolescent development theory, and the impact of racial disparity.

- Weekly meetings between Community Safety, Gangs, Police, ASB and Probation for tasking, information sharing and planning that also led to joint operations to safeguard and divert in 'problem' areas
- Daily monitoring of social media identified risks and vulnerable young people
- Launched fortnightly all age [Exploitation and Risk Panel](#) – to plan, safeguard and support young people exposed to violence and exploitation
- Commissioned a comprehensive range of specialist support for young people at risk of exclusion and exploitation

## PARENTS EMPOWERED TO SUPPORT

- Commissioned a Parent Champions programme which is being delivered by Project Zero, Spark to Life and Break Tha Cycle. This is to provide parents with peer support in navigating criminal, child protection and education systems and provide them with the tools and support they need to be advocates for their children.

### INVOLVING AND SUPPORTING PARENTS

As a result of local stakeholder engagement with parents and carers, which revealed that many parents lack trust in services; have difficulty navigating public sector systems at times; and have an overwhelming preference for more informal peer-support; we were successful in bidding for external funding to pilot a new intervention. Delivered via a consortium of local voluntary sector organisations, the project is developing both community and schools-based peer support for parents, to provide them with the knowledge and tools to navigate the education system with a focus on preventing school exclusions.

- Increased parental engagement for those children considered at risk of becoming involved in ASB, criminality or being exploited

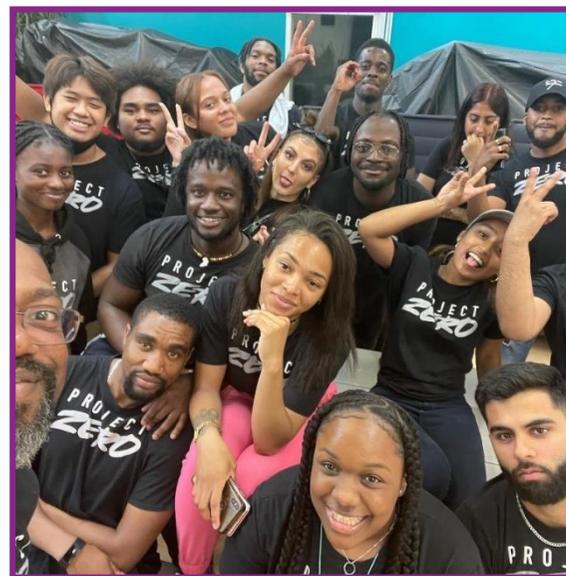
**ONLINE WORKSHOPS** were delivered to **over 150 parents** on a range of issues including missing, gangs, substance misuse etc. These involved interpreters where required and utilised materials suitable for those participants with additional needs.

**FRONT-LINE PRACTITIONERS IDENTIFY AND UNDERSTAND RISKS THAT THEY MAY OTHERWISE BE UNAWARE OF AND MAKE INFORMED ASSESSMENTS AND DECISIONS FOR THE YOUNG PEOPLE THEY ARE WORKING WITH**

- The Practitioner Network has gone from strength to strength and feedback indicates that an increase in confidence and understanding about our contextualised safeguarding approach.

**A wide range of training on Girls and Gangs has been delivered to staff within the partnership. The feedback received from the training has been very positive, with 94% of attendees stating that they would recommend the training to colleagues.**

- [Safeguarding Adolescents Practice Guide](#) reviewed and refreshed by a group of multi-agency representatives. Re-launched and disseminated widely
- A suite of interactive resources developed and disseminated, including Safeguarding Adolescents Resource and an interactive case study.



**What's next for Adolescents Safeguarding in 2021/22?**

The Violence Reduction Partnership is preparing for effective management of potential increases in violence as lockdown restrictions ease, particularly as the summer holidays approach.

- ❖ ERP is now well-established, and a peer review is being planned
- ❖ Use data and young people's feedback to further measure the take up of support offered through the Urgent Response Protocol and varying types of reachable moments
- ❖ Gather data to understand and address racial disparity
- ❖ Focus on transition
- ❖ Further develop outward facing work including Pan-London London collaborations

## Violence Against Women & Girls (VAWG)

Led by SafetyNet

COVID and lockdown restrictions exacerbated circumstances for those experiencing abuse. With face to face support stopping across agencies and using evidence from other countries who were ahead of the curve, a number of new initiatives were swiftly put in place in Waltham Forest to mitigate the heightened risks that many survivors would face.

*What difference did the VAWG priority make to Waltham Forest residents?*

### SURVIVORS WERE SUPPORTED AND KEPT SAFE

- New Domestic Abuse Drop In Service provided a safe, non-judgemental space five days per week for survivors to access face to face advice, signposting, and safety-planning.



- Continued strengthening of practice through Safe & Together Framework

**Identification of Domestic abuse in Family Assessments has risen by 182% in the last year**

### SNAPSHOT: VAWG support and services in numbers

Approx. <b>1055</b> survivors supported by Solace Women's Aid	Approx. <b>100</b> survivors supported by Domestic Abuse Drop In Service
<b>38</b> women living in specialist domestic abuse accommodation	<b>235</b> survivors (assessed as lower risk) reached out to for safety planning and signposting
<b>279</b> domestic abuse case consultations	<b>4348</b> domestic abuse incidences recorded by police
<b>250</b> VAWG services posters distributed in the community	

- The Community Safety Team worked closely with Multi-Agency Safeguarding Hub (MASH) colleagues to implement an additional layer of support for those survivors who were coming to the attention of services through police call outs to homes where there were children. Where there was no further action by MASH, each of those survivors was safely contacted to double check their needs and if any further domestic abuse support required.
- Piloted a support service via Solace Women's Aid for survivors assessed as lower risk
- A key aspect of ensuring survivors could access support was to get the word out. Flyers were put together and were translated into the most common languages in the borough. These were distributed widely, put up in person, circulated via social media and also included in food hampers that went out individuals / families in need.

- A great deal of awareness raising was done across the partnership and particularly with Adult Social Care colleagues. Police “weeks of action” to target perpetrators of Violence against Women and Girls, whether in domestic or “street” settings and bring them to justice.
- Targeting of VAWG and street “harassment” hotspots by uniformed officers for high visibility patrols, led by Safer Neighbourhoods and supported by Response under the “Adopt a Ward” project.
- Support service for families affected by Child to Parent Violence
- Started the process with multi-agency partners for domestic abuse accreditation for Housing services in Waltham Forest



### **DOMESTIC ABUSE HOUSING ALLIANCE ACCREDITATION (DAHA)**

This involves an in-depth review of case management processes, policies, and procedures to ensure responses to domestic abuse represents best practice. Online training sessions have been delivered to all staff across Housing Services, as well as to repairs and maintenance contractors. Gaining DAHA accreditation is one of the top priorities for Housing in the coming year. As a social landlord we are uniquely placed to identify cases and intervene to ensure the safety and wellbeing of survivors.

### **What’s next for VAWG in 2021/22?**

We know that as COVID infection rates start to flatten VAWG will continue and we will see an increase in demand for VAWG services. Specifically, we anticipate increased severity of economic abuse and the need for recovery support to enable women to enter the world of work and provide for their families as they recover from both the pandemic and violence.

- ❖ Refresh of VAWG Strategy
- ❖ DAHA Accreditation
- ❖ Gather data to fully understand and address racial disparity: For Black and minoritised women, racialised discrimination and the disproportionate impact of structural inequalities will also be exacerbated.
- ❖ Obtain further investment to develop projects that focus on perpetrators (accountability / disruption / behaviour change), challenging attitudes and behaviours that underpin VAWG and building community capacity to respond and so survivors can thrive
- ❖ More emphasis on recovery, wellbeing and independence for survivors and their families

## Safeguarding in Settings

### *WFSCB-specific priority*

By settings we mean formal education, including early years as well as groups and services provided to children in the voluntary, community and faith sectors.

Safeguarding is everyone's responsibility and this work is about supporting all settings to improve their safeguarding practice. Our ambition is for all settings to have the right policies and procedures in place and to know where they can seek specialist advice, support, and resources, for their staff, volunteers etc.

COVID and the lockdown restrictions placed an overwhelming amount of strain on education settings and removed many vital extracurricular activities from our children. However, it also exemplified the strength of our community that came together to support each other in the most phenomenal way.

*What difference has the WFSCB's Safeguarding in Settings priority made to children and young people in Waltham Forest?*

### **CHILDREN PERSISTENTLY ABSENT AND SUBJECT TO EXCLUSIONS ARE BETTER SUPPORTED**

- Launched a new therapeutic alternative provision (AP) at the Oak Unit, Heathcote School
- Established a robust quality assurance framework for all AP undertaken
- Increased multi-agency safety safeguarding checks
- Developed a collaborative action plan for inclusive schools and alternative provision

- Worked with schools, alternative provision settings and partners to identify and respond to children's social and emotional wellbeing needs, with a focus on children at risk of school exclusion
- New 2020/21 Safeguarding Lead for Inclusion and Alternative Provision had a significant impact on improving the outcomes for children in the borough

### **CHILDREN IN THE CARE OF WALTHAM FOREST**

Once again, during 2020 – 2021, there were no children in the care of Waltham Forest that were permanently excluded.

### **CLOSER TO ACHIEVING EQUITY FOR CHILDREN FROM MINORITISED BACKGROUNDS**

- Launched an action plan to tackle disproportionality in schools and settings.
- Worked in partnership with schools to identify issues of disproportionality within schools' systems, including behaviour management and inclusion.
- Inclusive schools programme delivered in 13 schools. The programme's overarching aim is to reduce violence and vulnerability through universal resilience building and targeted support. The offer includes services from [Stepping Stones](#), [Nurture UK](#) and [Tender](#)
- Additional resources were commissioned to meet the demand for an increased number of Care Education & Treatment Reviews (CETRs) during the pandemic which helped to improve outcomes for children and families by ensuring children were safe, reducing placement and family breakdown.

## ADDRESSING DISPARITY AND CREATING INCLUSIVE SCHOOLS CULTURE

The Youth & Family Resilience Service has supported schools and AP settings to design and lead activities with students, families, and staff to create inclusive school cultures and address disparities. This work includes: whole school approaches to rewards and consequences policy; anti-racist task group; PRU staff workshops to co-design an action plan; updating curriculum to reflect diverse experiences; trauma-informed training to improve teaching practice and respond; building relationships with children and families, among other topics.

## IMPROVED RELATIONSHIPS BETWEEN POLICE, SCHOOLS AND YOUNG PEOPLE THAT MAKES THEM FEEL SAFE IN AND AROUND SCHOOL



- Operation Chunal involved Police working with schools and students and resulted in significant reduction in violent assaults to children aged 10 -17 years olds

**OPERATION CHUNAL:**  
**64% reduction in youth robberies between October - December 2020**

- Safer Schools Officers worked closely with schools and young people to ensure that children were kept safe whilst travelling between offsite testing centres and schools

## SCHOOLS AND EARLY YEARS HAVE APPROPRIATE MEASURES IN PLACE TO SAFEGUARD CHILDREN IN THEIR SETTINGS

- Improved joint working across Children's Social Care, Education, SEND, Early Help and Public Health to address the needs of vulnerable children
- Every Year 6 child in the borough received dedicated guidance during the transition from primary to secondary school - children identified as vulnerable were given extra support
- Operation Encompass continued to notify schools of domestic abuse incidences in the family home and recording processes improved

**OPERATION ENCOMPASS**  
During the school year, from September 2020 to July 2021, **over 700 notifications** were made to schools.

## COMMUNITY/VOLUNTARY/FAITH SECTORS HAVE KNOWLEDGE OF SAFEGUARDING DUTIES AND PROCESSES

- Created a bitesize video guide for volunteers. This was shared locally and across safeguarding board networks nationally



## CLARITY FOR PARENTS

- Implemented new protocols for children, whose parents wished to home educate their children when the pandemic started. This included schools holding children on roll whilst immediate safeguarding checks were undertaken to assess the suitability of elective home education (EHE). There are clear and robust procedures for children who are EHE and open to Special Education Needs or Disabilities (SEND) teams or Children's Social Care.
- Supported parents with effective digital safeguarding as COVID increased risks of online recruitment and increased levels of isolation and economic disparity
- Safeguarding and clinical input was provided to the parent/carer forum to discuss Covid-19 vaccines and required reasonable adjustments to improve access and uptake. This was followed up by a session to primary care by the Named GP and local authority colleagues on all age safeguarding priorities, mental capacity and reasonable adjustments required in primary care.

### What's next for Safeguarding in Settings in 2021/22?

- ❖ A focus on the sexual assault disclosures placed by school and college students on the website, Everyone's Invited with a focused S11 audit on this area to support schools to identify good practice and areas that may need to be strengthened.
- ❖ Commissioning enhanced inclusion support to reduce exclusion and keep more children safe and well in mainstream school.
- ❖ Focus on post-16 pathways
- ❖ Gather data to fully understand and address racial disparity
- ❖ Continue to improve engagement with the community / voluntary / faith sector

## Overarching Priority: Better Mental Health for All

*Led by Health & Wellbeing Board*

COVID has undeniably had an impact on mental wellbeing, particularly for children and young people, the full extent of which is yet to be seen.

Mental wellbeing has been a priority since 2017 however the focus shifted to whole population mental health for 2019-21, an approach that aligns with the mental wellbeing strategy.

*What difference has the WFSCB's Safeguarding in Settings priority made to children and young people in Waltham Forest?*



## REDUCED FEELINGS OF LONELINESS

- Existing support groups adapted to virtual set-up in order to maintain provision.
- Volunteers were recruited to conduct check-in calls for those residents that were shielding or self-isolating.

## ENABLED FRONT LINE STAFF TO RECOGNISE AND INTERVENE IN MENTAL HEALTH NEEDS ASSOCIATED WITH EXPERIENCES OF THE PANDEMIC.

- Primary Care Team staff have successfully delivered 'Developing a Mentally Healthy School' to teachers. New Primary Care Teams will be holding one to ones and groups in GP practices and schools. They are also developing peer workers, social media communications and webinars.
- Utilised Public Health England's Psychological First Aid Training
- Implemented the DfE Wellbeing for Education Return programme to ensure a consistent approach for effective wellbeing support for young people returning to school.

**MENTALLY HEALTHY SCHOOLS:  
160 teachers have received training**

## BROADER ACCESS TO SUPPORT TO PREVENT DETERIORATION OF MENTAL HEALTH

- Mental Health in Schools Teams (MHSTs) – this is a new service designed to support mental health in schools and colleges. The teams largely comprise Education Mental Health Practitioners, supervised by senior clinicians and higher-level therapists.
- 40 schools signed up to the Young People's Mental Health Charter – co-produced with young people and a range of partners. Schools that sign up to the charter commit to providing safe spaces for pupils, a peer listening or buddy scheme, lessons, assemblies, and activities on mental health throughout the year and offer engagement with mental health professionals

- We expanded our promotion of virtual mental health and wellbeing services including Good Thinking and Kooth
- 'Mind Moose' platform trialled in some Waltham Forest primary schools. Children using the programme in other areas have said they enjoyed it and that it has helped them to understand and talk about issues worrying them.
- Mental Health support services and groups such as Kooth and Talking Therapies promoted through volunteers as well as hampers going out to vulnerable residents
- Our 5 Ways to Wellbeing campaign was promoted widely and adapted to incorporate a residents' wellbeing during the pandemic. Additional settings were identified to extend the campaign into, primarily care homes across the borough



### What's next for Better Mental Health for All in 2021/22?

- ❖ Refresh of Mental Wellbeing Strategy
- ❖ Specific projects for individuals and families who are minoritised
- ❖ Re-focus campaigning for mental wellbeing
- ❖ Gather data to fully understand and address racial disparity
- ❖ Mind Moose to be rolled out to all schools and academies
- ❖ Roll out Youth Mental Health Ambassador Programme

## **The impact of the pandemic on agencies**

The work of the boards, including the WFSCB priorities is reliant on effectively working together as a partnership and in Waltham Forest, this is one of our greatest strengths.

During 2020 -21, with COVID-19 and lockdown restrictions in force, services / agencies adapted to ensure a continued focus on the Waltham Forest Strategic Partnership Priorities and that adults, children, and families in Waltham Forest continued to be kept safe and well as follows:

### **Barts Health NHS Trust** (*Whipps Cross University Hospital*)

Across Whipps Cross Hospital and Barts Health the safeguarding team has maintained an onsite safeguarding presence for adults and children services throughout the year and responded accordingly. For example, the development of a virtual safeguarding children training package for staff. Despite the COVID 19 pressures, no hospital safeguarding professionals were redeployed who remained available to support staff.

The co-location of adult and children teams with an interim head of service across both teams has strengthened the Families at the Heart of Our Place approach. Social Care referrals continued to be monitored referrals along with attendance to the emergency department and Datix throughout the year to identify and effectively respond to safeguarding need.

Other services continued to be delivered throughout the year such as the Alcohol Liaison Nurse and psychiatric liaison roles which maintained a physical presence within the hospital. This was also the case for the Ruby Team (vulnerable women's team in maternity) who continued to provide face to face appointments to pregnant women under their care.

## **HM Prison and Probation Service**

The privatisation of the probation service in 2014 saw the creation of two new organisations the 'Community Rehabilitation Companies (CRC)' managed by MTC Novo, designed to work with the low-medium risk people on probation and the National Probation Service (NPS) managing the high risk offenders.

Throughout the duration of 2020-21 (pandemic period), both London CRC and NPS developed 'Exceptional Delivery Models (EDMs)' which was set out to effectively manage the safety and risk of the people on probation whilst maintaining the safety and wellbeing of the staff. Staffing numbers were limited in most offices with some being closed. Rota systems were introduced to manage staff in the office and seeing people on probation needing to be seen face to face in accordance with risk and based on needs and levels of complexity.

Young adults were priorities and we implemented an exceptional delivery model for the transition to adult services, which placed a paused on the transfer of cases, unless the individual was assessed as high risk of harm to the public and there was at least six months remaining on their order. This enabled us to ensure consistency and continuity of care for the individual and support a safe transfer to adult services, that remained in the best interest of the young person and an acknowledgement of which organisation could best cater for their needs.

Integrated Offender Management (IOM) is a good model to demonstrate how partnership arrangements tightened up in relation to support for people on probation during 2020-21. Both Probation and Partnership agencies intensified support and intervention within the caseload particularly around substance misuse and in order to disrupt risks around domestic abuse. Phones were purchased where required to issue to people on probation, which helped to support the resettlement of those who had been released from custody.

### **LBWF Adults Social Care**

Social Work services continued throughout the pandemic. Adjustments were put in place to enable staff to work from home where possible and for some activities to be carried out remotely. However, risk management approaches were applied so that where needed there was a physical presence to ensure the safety and wellbeing of our vulnerable residents.



### **LBWF Children's Social Care**

*(includes Youth & Family Resilience Service, comprising Behaviour and Children Missing Education and Youth Offending Services)*

Children's Services maintained a high level of delivery throughout the pandemic and lots of critical activity that would usually be delivered face to face, switched seamlessly to a virtual approach. Child Protection conferences instantly switched to virtual meetings and whilst this came with challenges and was not suitable for all families and situations, there were many positives. For example, GPs have been attending conferences, something previously very rare, and teachers have been able to support children to feed in their views without missing school or feeling overwhelmed in very adult heavy meetings.

During lockdown the Youth Offending Service (YOS) immediately set up a mobile response unit for those children who were assessed as high risk of serious harm, reoffending or for whom we had serious concerns. These children were visited at least 4-5 days per week, including weekends and bank holidays. Those children assessed as lower risk with safety concerns, who began to disengage with virtual interventions were prioritised for visits. The YOS CAMHS clinician routinely attended on the visits to offer therapeutic outreach support. This proved critical in terms of reaching those children who have not ordinarily engaged with CAMHS and who were feeling vulnerable given the lockdown circumstances. Additional support was provided as part of the visits including food parcels, housing support and laptops for children not able to access education.

### **LBWF / CCG Integrated Commissioning**

Our team lead the response to support the care markets during the pandemic. We worked closely with stakeholders from across the system to ensure that our most vulnerable residents were supported safely. We provided guidance to the markets in a number of formats including forums, briefings and bespoke advice as required. We particularly focused upon the markets where there was a lack of national guidance such as supported living and day opportunities. We specifically worked with public health and infection control colleagues to ensure that the market were able to put the right infection control procedures in place to reduce COVID transmission, we set up PPE distribution, supported scheme risk assessments and disseminated guidance. Our unique integrated roles allowed us to work as part of both health and care systems to protect the most vulnerable residents.

### **LBWF Early Help**

The Early Help teams have continued to be at the forefront of the work to tackle violence and exploitation, contributing significant thought leadership and practical energy. Despite COVID and lockdown restrictions we have mobilised new projects and we have led on implementing new processes for keeping individuals and families safe. We have also harnessed the urgent need to tackle racial disparity with work underway internally to become an anti-racist division.

### **LBWF Education**

During the pandemic, we improved joint working across Children's Social Care, Education, SEND, Early Help and Public Health to address the needs of vulnerable children. We also supported schools to work with a wider range of services than ever before.

#### **Barncroft School**

“We set up a foodbank which we also subsequently fund raised £10,000 for. We set up rotas for staff to call every family at least once a week. We created our own “vulnerable” family list which was about a third of the school to make sure we were calling everyone who might need help. Our Headteacher became a referrer for the Children in Need fund/grants and was able to secure fridges/freezers/washing machines etc for families in need. We kept in close contact with social workers regarding Child Protection & Children in Need families. We decided to employ our own Mental Health & Wellbeing Lead – a trained child therapist – because we knew the level of need was growing and was only going to get worse. “

### **LBWF Housing**

During 2020-21, Housing Services made several adaptations to ensure our residents and service users continued to remain safe and well during pandemic. This involved a significant shift from previous face-to-face and in-person support to greater use of digital and remote methods of contact, much of which freed up more time for staff to focus on adding value for our most vulnerable tenants.

For example, reports of ASB increased throughout the pandemic because of the restrictions and stay at home guidance. During this period, we continued to receive referrals via telephone and provided weekly support on high-risk cases which we continued to investigate in partnership with the council's ASB team and the Police. Partnership meetings and case reviews were held via MS Teams, whilst regular patrols continued to take place in line with social distancing guidance on estates with a high volume of cases, including successful closure orders being granted in partnership with the police.

At the height of lockdown our teams also assisted in delivering essential items, such as food packages and prescriptions, to vulnerable residents. This was based on our pre-existing knowledge and data, as well as working in partnership with colleagues across the council. Vulnerable and elderly residents also received welfare calls to proactively check on their safety.





### **LBWF Public Health**

There has understandably been a need for Public Health to focus on dealing with the immediate problems relating to COVID. Despite this, the break with traditional ways of working and strengthened bonds across the system provided opportunities for introducing new and innovative service transformations during the pandemic. This included implementing new remote and digital services, a number of which have resulted in improved outcomes and efficiencies. Examples include, substance misuse services – virtual one to one appointments, delivery/collection of medicines, postal test kits for blood born viruses, and Zoom group sessions were introduced to complement face to face support when needed.

### **London Fire Brigade (LFB)**

The LFB introduced a variation on the “normal service” of providing Home Fire Safety Visits (HFSV). Although visits continued, we introduced an additional layer of assessment to balance against the COVID risk. Where high / very high-risk residents were identified, a HFSV was undertaken using additional control measures.

A new Safeguarding referral proforma has been developed which reflects the increasing prevalence of concerns being identified by LFB staff. This now allows the LFB to suggest or recommend interventions. The LFB have utilised some operational staff to support the borough COVID “hub” to provide delivery of PPE and other essentials to workers and residents in the borough.

During the later stages of the year a pilot Community Engagement program was launched. Waltham Forest was selected following a competitive bidding process, to take part. Partners across the borough were invited, along with residents, to attend two online community engagement meetings. The outcome of these and further engagement activities will directly shape the service that is provided by LFB to residents.

To assist the identification of risk from fire, the LFB are working with partners to roll out training for NELFT and care providers. This is very relevant when vulnerable residents are not being seen by friends and family.





**Metropolitan Police Service** *(North East Borough Command Unit)*

The North East BCU made full use of remote working and conferencing technology to ensure that the critical infrastructure of partnership safeguarding was uninterrupted during the period of the pandemic whilst operational services continued to be delivered. An example of safeguarding as a partnership is demonstrated by the Community Safety Unit working with both local multi-agency services to implement innovative pathways for survivors of domestic abuse to seek support help and refuge. Additionally, officers from “Safer Schools” supported Child Protection and Child Social Care to carry out home visits on most vulnerable children during school closure.

**North East London Foundation Trust (NELFT)**

The NELFT model of safeguarding highlights that “safeguarding is everyone’s business”. This has continued during NELFT’S responses to the pandemic. The Named Professionals and Associate Director (AD)for Safeguarding/LAC have continued to work closely with operational and management colleagues within NELFT and continued to respond to safeguarding concerns and risks.

NELFT have continued to prioritise safeguarding partnership working, attendance and participation at partnership meetings at both a strategic and operational level. This includes representation at the Waltham Forest Safeguarding Boards, subgroup meetings and statutory safeguarding meetings.

Despite the pandemic partners have embraced and utilised technology that has enabled them to continue its function to oversee and lead safeguarding in Waltham Forest. During 2020-21 there has been positive joint-working and collaboration between partner agencies. An example of this is appropriate escalation, discussion, and collaborative working between NELFT, CCG and LBWF in relation to complex case management for a CHC (Continuing Health Care) patient and concerns that relate to care and engagement from the parent. Each agency had utilised and promoted the current guidance available; adult threshold document, escalation process (high level risk reporting)/raising a safeguarding concern and provided expertise around mental capacity and the best interest process in line with the current Mental Capacity Act: Code of Practice.



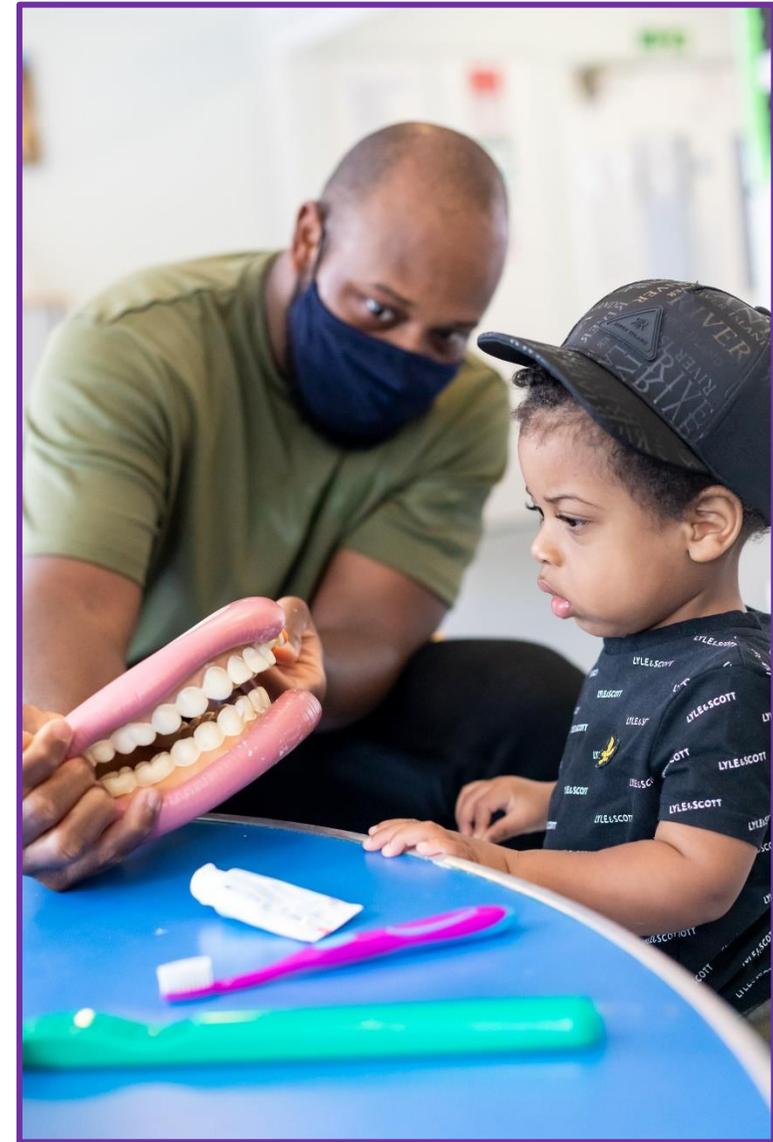
NHS North East London Clinical Commissioning Group (*Tower Hamlets / Newham / Waltham Forest – TNW*)

The impact of COVID resulted in services transforming to offer predominantly virtual consultations across CAMHS, and minimising face to face appointments, which were still available where required, to offer the choice of a blended offer.

In addition to the change in service provision there was a noticeable increase in the acuity of presentation which placed increased pressure on the service to meet the needs of the patients, resulting in the services offering a more trauma informed approach and building this into the service delivery as part of the recovery planning for commissioned services. Adequate PPE was commissioned to ensure that designated safeguarding children doctors and community paediatricians continued face to face child protection medicals during the pandemic, ensuring that child protection enquiries and processes could proceed.

Communications were greatly improved with CAMHS providing advice and support to education colleagues, parents, and GPs to support children and young people with their mental health in schools, at home and other settings. During phase one and two of the pandemic, NELFT CAMHS consultants delivered awareness sessions to GPs regarding CAMHS which included referrals, sign posting to early support and in-house interventions GPs can offer. This supported the upskilling of GPs to respond to the increased mental health crisis presentations during the pandemic.

The designated safeguarding and children looked after professionals developed protocols to safeguard children in services subject to COVID adaptations and national mandates to deliver virtual health assessments. These protocols enabled robust risk stratification to take place and vulnerable children's assessments to be prioritised to ensure their health needs were met.



## Key activities of the Waltham Forest Safeguarding Children Board

### Work of the Local Authority Designated Officer (LADO)

There were 924 contacts and referrals into the LADO and Safeguarding in Education team during 20/21 compared with 515 in the reporting year 19/20. 444 of these were COVID specific contacts with settings to support the safeguarding response of schools, colleges, and early years. The team were reactive and supportive providing policy and practice support to the fast pace of change required.

There were 212 concerns and allegations made to the LADO compared to 207 last year. We saw an increase in the category of concerns in a professional's home life from 16% of referrals to 32%. In addition, concerns about professional conduct rose from 12% to 22%. Reports from professionals stated that they were feeling exhausted and overwhelmed by the pressure placed on them to meet the continual changes placed on them from the government and therefore their employers, whilst also trying to meet the demand placed on them as family members.

There was a rise in those referred due to concerns about domestic abuse and this aligns with other data from other parts of the partnership.

A focus of the service next reporting year will be to continue to support the development of supportive services to our education and early years providers.

### FEEDBACK ON LADO

“an invaluable source of support and guidance for the school. They have always responded very proactively to our needs and they are fully aware and in touch with the demands placed on schools and their staff. The expertise and professionalism that we have been provided from the service has greatly enhanced our decision making on critical matters and often very sensitive situations.”

“very helpful feedback at every step of the way and they have remained contactable throughout, frequently out of hours. It is their dedication and commitment to the processes that we work with which mean that they often go above and beyond for schools and their teams.”

“We have appreciated the high-quality training the team provides, advice on individual pupils and membership of the DSL hub. The team are very knowledgeable about safeguarding but also know schools and therefore their advice is authoritative and practical.”

### Child Death Review

As reported in last year's report, the WFSCB continues to keep linked into the child death review process. Whilst the formal arrangements for collaboration with agencies represented across the Waltham Forest, East London – Newham & Tower Hamlets, City & Hackney (WELC) footprint continued, the necessary working arrangements have taken place to ensure that statutory functions are being discharged accordingly.

At the time of publishing this report the annual data, including themes for learning for Child Death Review across the WELC footprint was in the process of being collated and will be brought to the WFSCB in due course.

## Learning & improving practice

The Learning & Improving Practice Forum drives forward the effective dissemination and sharing of learning across the partnership in a variety of ways as outlined below. All learning activities are “in-house” led, coordinated by the Strategic Partnership Unit, and delivered with support from practitioners and managers from across the partnership.

A decision was made in 2020 to pause on multi-agency audits and focus on the embedding of learning. As a partnership, at that point, it was agreed that the most common themes arising from reviews were professional curiosity, multi-agency working, escalation and Think Family and a plan was put in place to deliver a programme of awareness raising that could be monitored for impact. Whilst some of the awareness raising work took place for professional curiosity, it became necessary to minimise the amount of communication being circulated across services and this affected the planned programme of work. Since then, we note the point raised about professional curiosity versus ‘the second question’ in the Child Safeguarding Practice Review Panel’s [Annual review of LCSPRs and rapid reviews](#). Embedding learning will be revisited in the coming year to review how we can most effectively measure the impact of learning and improving practice work.



## Training

Training is just one part of our creative approach to sharing learning and improving practice in Waltham Forest. It is delivered by multi-agency partners and is focussed around themes that arise from reviews and audits. We understand that practitioners have limited capacity to both attend and deliver full days of training, so we try to provide as much of a varied offer as possible and includes our bitesize video guides, spotlights, and safe and well month.

## Cross cutting resources

With Adolescents Safeguarding & Resilience one of our overarching priorities, an interactive resource pack on Safeguarding Adolescents was created and shared amongst all agencies. The pack was demonstrated to all four boards and encouraged to be used in team meetings. Feedback indicated that practitioners found the tool useful and feedback from the Safeguarding Adolescents Practitioners Network indicates that confidence has grown as a result of this resource and others that followed throughout the year such as an interactive tool adopted from the Contextual Safeguarding Network.

## **The One Panel: statutory and local reviews**

Referrals for statutory reviews are considered by the One Panel. This consists of senior officers from different agencies including health, children social care, adult social care, community safety and police. It receives referrals on cases that may meet the criteria for a statutory review. For the period of this report, one child safeguarding practice review was completed, and significant progress was made in relation to a previous serious case review.

### **Serous Case Review for Child C**

Child C was 14 years old and was Black British, of African Caribbean heritage. He had been living in Waltham Forest for 9 months before his murder on 8 January 2019. He was deliberately knocked off a moped and then stabbed repeatedly. One person has been convicted of his murder.

The [review for Child C](#), [board response](#) and [7 minute briefing](#) were published in May 2020. As detailed on [page 8](#), significant changes to practice have been made since this tragic loss and work continues now to gather evidence of the impact these changes have made.

### **Rapid Review for Child E**

Child E was 17 years old, from a Gambian family, brought up in Spain and living with his older brothers in Waltham Forest. He was stabbed outside his family home in October 2020 and very sadly died. He had significant interactions with the Police and was awaiting court dates related to alleged drug offences. This led to the Youth and Family Resilience Service (YFRS) reaching out to him offering support, as a voluntary intervention, as they believed he was being criminally exploited. Child E and his brothers did not feel this was the situation. Whilst this was a voluntary intervention, which means there was no requirement for Child E to engage or the YFRS to offer a service, the

YFRS officer approached it in the same way as a statutory case due to her concerns about his exploitation. The YFRS made substantial attempts at engaging with Child E and his brothers.

Much of the work to build on the learning from Child E has commenced however measure of impact is yet to be fully established. A [7 minute briefing](#) was produced and disseminated at the time and also subsequently at various points in the year that followed.

### **Child Safeguarding Practice Review for Khalsa**

The pseudonym Khalsa was chosen by his father, as a recognition of his child, who he was and his strong commitment to his Sikh faith. Khalsa was being raised by his father following the sudden death of his mother when he was 7 years old which was understandably devastating for the family and they struggled to adapt to the changes. Khalsa was described by those who knew him as kind, helpful and loyal and who sought to do the right thing. Khalsa often presented as “well” which meant that some people involved with him may have underestimated the severity of his illness.

This ‘over optimism of wellness’ created a contradiction for professionals about the possible risks to Khalsa within the safeguarding context. His asthma was said to be “managed”. He also experienced episodes of significant incidents which resulted in emergency medical services being called on 3 occasions prior to his death. On the 3rd occasion, ambulance and hospital staff were unable to revive him. His cause of death was given as respiratory arrest due to asthma.

[Khalsa’s child safeguarding practice review](#) was published in January 2021. Work is underway across the partnership to use the learning from Khalsa to improve practice, including general awareness raising of asthma. Details of impact and improved practice will be shared in next year’s annual report.

## What's next for 2021/22?

The pandemic has had a significant impact on many of our residents as well as our workforce. COVID 19 has highlighted and exposed the challenges that many individuals are facing, including ill-health, poor quality housing, poverty, and inequality. The adaptability of our workforce and our residents was an outstanding factor in our response to the pandemic and morale remains high. The longer-term impact continues to unfold and demand for services continues to rise. Across the partnership, reset plans are underway to mitigate the even greater demand that is likely to take place as a result of increasing population growth combined with the economic and health implications of the pandemic.

Towards the end of 2020/21 the partnership came together to review the priorities via a high-level synthesis that supported cross-agency discussions for the agreed set of strategic priorities for 2021 – 2023.

As we began to start transitioning out of lockdown it was agreed that Better Mental Health for All and Violence & Exploitation would continue as overarching priorities. Modern Slavery is reinstated as a priority under Violence & Exploitation and will be led by the Safeguarding Adults Board. In acknowledgement of the past year, priorities will be underpinned by three core themes:

- **Equality / Equity**
- **Life Course Approach**
- **COVID Recovery**



## Appendix 1: Attendance at WFSCB

During 2020/21, one full WFSCB meeting and two joint board meetings took place. Despite the pandemic, attendance was even better than the previous year. This is likely due to meetings taking place virtually and reflects the excellence and strength of the partnership. Partners welcomed the move to joint meetings.

<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50; border: 1px solid black;"></span> Member attended	<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFEB3B; border: 1px solid black;"></span> Deputy attended	<span style="display: inline-block; width: 15px; height: 15px; background-color: #F44336; border: 1px solid black;"></span> Did not attend	<span style="display: inline-block; width: 15px; height: 15px; background-color: #9E9E9E; border: 1px solid black;"></span> Member resigned or role vacant
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Partner agency/member	July - Joint	Oct - WFSCB	Feb - Joint	%
Barts	Member attended	Did not attend	Deputy attended	67
CAFCASS	Did not attend	Member attended	Did not attend	33
Further education (college)	Member attended	Member attended	Did not attend	67
Lay Member 1	Member attended	Member attended	Did not attend	67
Lay Member 3	Member attended	Did not attend	Member resigned or role vacant	50
LBWF Council, Adults Social Care	Member attended	Member attended	Member attended	100
LBWF Council, Children's Social Care	Member attended	Member attended	Member attended	100
LBWF Council, Early Help	Deputy attended	Member attended	Member attended	100
LBWF Council, Educational Improvement	Did not attend	Member attended	Deputy attended	67
LBWF Council, Housing Services	Member attended	Member attended	Member attended	100
LBWF Council, Public Health	Deputy attended	Member attended	Member attended	100
Lead Member for education, children, and young people	Member attended	Member attended	Member attended	100
Metropolitan Police Service	Member attended	Member attended	Member attended	100
National Probation Service	Member attended	Member attended	Member attended	100
NELFT - Integrated Care Director	Member attended	Deputy attended	Deputy attended	100
NELFT, Designated Doctor	Member attended	Member attended	Member attended	100
Schools – Primary	Member resigned or role vacant	Member attended	Member resigned or role vacant	100
Schools – Secondary	Member resigned or role vacant	Member resigned or role vacant	Member resigned or role vacant	N/A
Schools - Special	Member attended	Member attended	Member resigned or role vacant	100
Voluntary sector rep - Pinpoint	Member attended	Member attended	Member attended	100
WF CCG - Director of Quality and Safety	Member attended	Member attended	Member attended	100
WF CCG – Designated Nurse	Member attended	Member attended	Member attended	100
WF CCG – Named GP	Member attended	Member attended	Member attended	100
Violence Reduction Unit – Community representative	Member attended	Member attended	Member attended	100

## Appendix 2: Resources and funding

SPU Income	£258,887
<b>Clinical Commissioning Group</b> (includes £5175 towards statutory review)	£40,175
<b>North East London Foundation Trust</b>	£10,000
<b>Barts Health NHS Trust</b> (includes £5175 towards statutory review)	£32,175
<b>Police</b> (£10,000 nationally agreed + includes £5175 towards statutory review)	£15,175
<b>London Fire Brigade</b>	£1000
<b>National Probation Service</b> (nationally agreed)	£1,000
<b>London Borough of Waltham Forest</b>	159,362

SPU Expenditure	£258,887
<b>Strategic Partnership Unit Salaries</b>	£209,254
<b>Salaries for Chairs 20/21</b>	£28,588
<b>Running costs, bitesize, etc.</b>	£3,670
<b>Statutory reviews</b>	£17,375