

SafetyNet

Annual Report

April 2019 – March 2020



Strategic Partnership Boards
SAFETY SAFEGUARDING WELLBEING



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Message from the Chair of SafetyNet Richard Tucker, Borough Commander

The Community Safety Partnership in Waltham Forest is made up of a broad spectrum of committed public servants and, when we meet, one of the things we always challenge ourselves to do is identify the difference we've made. We don't always agree on things but something that I find really impressive is the maturity of our partnership because it means that we can have difficult discussions and still get the business done.

This last year has been increasingly busy and challenging and I am very proud of the things this partnership has achieved with and for the residents of this borough. I genuinely believe that we are leading the way in some of what we do to tackle the linked scourges of domestic abuse and child criminal exploitation through our public health approach to tackling violence. Safe and Together and Botvin Essential LifeSkills are just two of the ground-breaking programmes we have introduced this year. We cannot be complacent, though, as the tragic murder of Jaden Moodie keeps reminding us.

Our partnership believes in combining safeguarding and enforcement and, as we head into the uncharted waters brought about by the Covid-19 pandemic, I personally trust that our collective strengths will come to the fore and we will find yet more new ways to continue our mission to make the borough a safer place.

Introduction and purpose of report

Section 5 of the Crime and Disorder Act 1998 imposes a duty on Local Authorities and the Police in England to establish Crime and Disorder Reduction Partnerships, now known as Community Safety Partnerships (CSPs). They are defined as "An alliance of organisations which generates strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area" The CSP in Waltham Forest is known locally as SafetyNet. The SafetyNet Partnership operates as the key forum to reduce crime and disorder in Waltham Forest.

SafetyNet hosts a wide range of activities and is statutorily responsible for

- Setting up a strategic group to direct the work of the partnership
- Regular engagement and consultation with the community about their priorities and update on progress with achieving them
- Setting up protocols and systems for sharing information
- Analysing a wide range of data, including recorded crime levels and patterns, in order to identify priorities in an annual strategic assessment
- Setting out a partnership plan and monitor progress
- Producing a strategy to reduce reoffending
- Commissioning domestic violence homicide reviews.

This annual report provides details of the Strategic Priority Action Plans for 2019/20. It illustrates how effective the SafetyNet has been over 2019/20 and outlines how its partners have contributed to the work of the Board. Contributions were sought directly from board members, programme managers and other relevant partnerships.

About Waltham Forest

The Greater London Authority (GLA) 2015 round of population projections estimate that Waltham Forest population will increase from 274,800 residents in 2016 to a total of 291,500 by 2021, an increase of 16,700 (6%). The fastest growing group is projected to be those aged 50 and over.

	Waltham Forest is home to an estimated 271,200 residents and 104,000 households
	The median age of residents is 34 years compared to the UK average of 40 years
	The borough is one of the most diverse areas in the country. 48% of residents are from a minority ethnic background
	The top five countries of origin for residents born overseas are Pakistan (8,200), Poland (8,200), Romania (4,300), Jamaica (4,200) and India (4,200)
	The top five languages spoken locally other than English are Urdu, Polish, Romanian, Turkish and Lithuanian
	93% of the 9,940 enterprises in Waltham Forest micro businesses employing fewer than 10 people

	More than 135,000 working age residents (73.1%) are in employment whilst the unemployment rate is down to 6.4%
	The average annual earnings for full-time working residents increased 4% from 2015 to 2016 and is currently at £30,900
	Waltham Forest is currently ranked 35th most deprived borough nationally according to the 2015 Index of Multiple Deprivation (an improvement from 15th most deprived in the 2010 edition)
	Life expectancy in Waltham Forest is similar to the England average – 79.4 years for men and 83.8 years for women



Key Statistics

From April 2019 to March 2020, a total of 24,298 crimes were recorded by the Metropolitan Police in Waltham Forest, which is an increase of 314 (1.31%) crimes on the year before.

Waltham Forest has a crime rate of 87.76 per 1,000 population which equates to 7 crimes per month per 1,000 people, which is lower than the average crime rate for London (8). Waltham Forest is ranked **12th lowest for crime out of the 32 boroughs**, with the highest three offences being:



1. Violent crime - 6092
2. Theft - 5170
3. Vehicle crime – 4435

Local Priorities

The Mayor's Police and Crime Plan performance framework consciously moved away from city wide targets to enable local solutions to local problems based upon evidence. The framework incorporates London wide priorities with a focus on high harm crimes and wider issues that affect all of London, alongside local volume crime priorities chosen by local authorities in partnership with local police.

London wide priorities were set as follows:

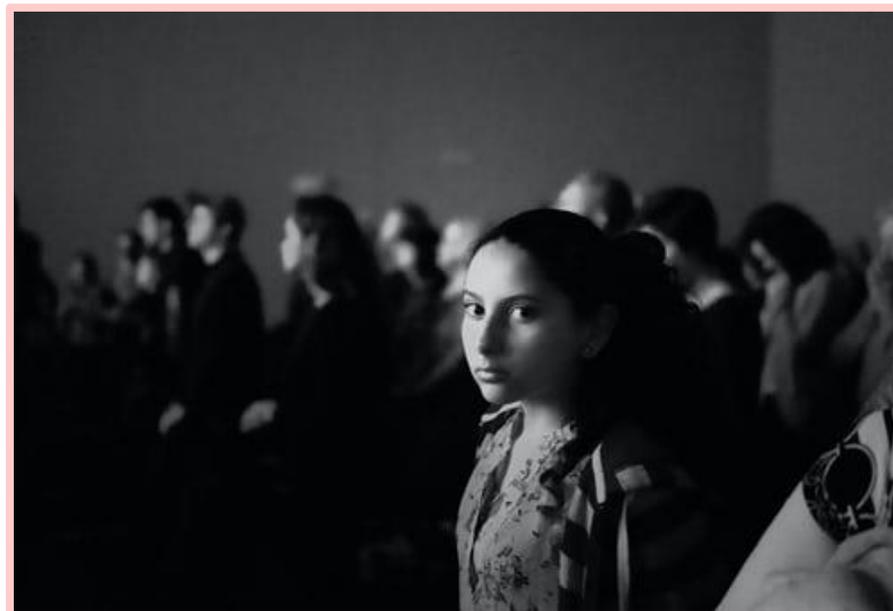
- Sexual offences
- Domestic Abuse
- Hate Crime
- Child Sexual Exploitation
- Weapon based (both knife and gun crime)



Violence Against Women & Girls (VAWG)

In Waltham Forest there were 1,333 Non-domestic abuse with injury which is a reduction of -10.30% from 2018/19

Number of domestic abuse incidents recorded by police	4,523	- 0.75%	↘
Number of domestic abuse offenses recorded by police	2,684	- 4.59%	↘
Number of sexual assaults recorded by police	485	(+7.63%)	↗
Number of referrals to Solace Women's Aid	1310	(-1.2%)	↘



Organised Crime / Exploitation / Youth Violence



In comparison to the previous year there were 117 knife crime with injury offences in LBWF, a reduction of -19 (-13.97%) in comparison the MPS experienced a reduction of -33 (-0.85%). In LBWF there were 83 gun crime offences, a reduction of -7 (-9.21%) comparatively the MPS experienced a reduction of -229 (-10.49%).

Hate Crime



There were 414 racist and religious crime. In comparison to the previous year there has been a reduction of - 4.61%.

Prevent



Prevent is proactively working to the elimination of extremism and is currently running several projects including Digital Resilience.

In relation to performance all referrals are from statutory sources and there has been positive performance for project participation in terms of community engagement with 268 community members trained.

Non-Domestic Abuse Violence with Injury



In Waltham Forest there were 1,333 Non-domestic abuse with injury which is a reduction of -10.30% from 2018/19.

Personal Property Offences (Robbery)



In Waltham Forest there were 773 Robbery of personal property which is reduction of -8.52% from 2018/19.



Burglary



In Waltham Forest there were 473 Business Burglary, a reduction of -1.25% from 2018/19 and 1,479 Residential Burglary a reduction of - 10.20% from 2018/19.

Theft from Shops



In Waltham Forest there were 953 Shoplifting offences which was an increase of +16.50% from 2018/19.

Theft from Motor Vehicle



In Waltham Forest crimes related to motor vehicles were:

- 40 Aggravated vehicle taking offences which was an increase of 20 +100%.
- 642 interfering with a motor vehicle an increase of +13.23%,
- 2,680 thefts from motor vehicle an increase of +8.37%
- 931 theft of motor vehicles which was decrease of -7.91%

SafetyNet and Strategic Partnerships



Governance and Membership

SafetyNet is supported by the SafetyNet Business Management Group (BMG). The BMG meets six weeks before SafetyNet's quarterly Board Meetings. As well as multi-agency partners, we have the benefit of lay members on the Board, the chair and deputy chair of the Safer Neighbour Board who brings a residents and community perspective to the work. The task and finish groups meet either monthly or bimonthly. The progress of these are reported to the Business Management Group and the Board.



SafetyNet met on a quarterly basis during 2019/20 and attendance is detailed below.

Partner agency / member	Q1	Q2	Q3	Q4	%
Community Rehabilitation Company	Green	Red	Green	Green	75
LBWF Council, Business Intelligence	Green	Green	Green	Green	100
LBWF Council, Care & Support	Green	Green	Green	Green	100
LBWF Council, Comms & Campaigns	Red	Green	Green	Green	75
LBWF Council, Housing Services	Green	Green	Green	Yellow	100
LBWF Council, Neighbourhoods	Red	Yellow	Yellow	Green	75
LBWF Council, Public Health	Yellow	Yellow	Red	Green	75
LBWF Council, Regulatory Services	Green	Green	Green	Green	100
LBWF Council, Wellbeing & Independence	Green	Green	Green	Green	100
London Fire Brigade	Red	Red	Yellow	Red	25
Metropolitan Police Service	Green	Green	Green	Green	100
National Probation Service	Green	Green	Red	Green	75
Safer Neighbourhoods Board	Red	Green	Red	Red	25
Schools and College representative	Green	Red	Red	Red	25
Victim Support	Red	Red	Red	Red	0
WF Clinical Commissioning Group	Red	Green	Red	Red	25

■ Member attended
 ■ Deputy attended
 ■ Did not attend

Think Family

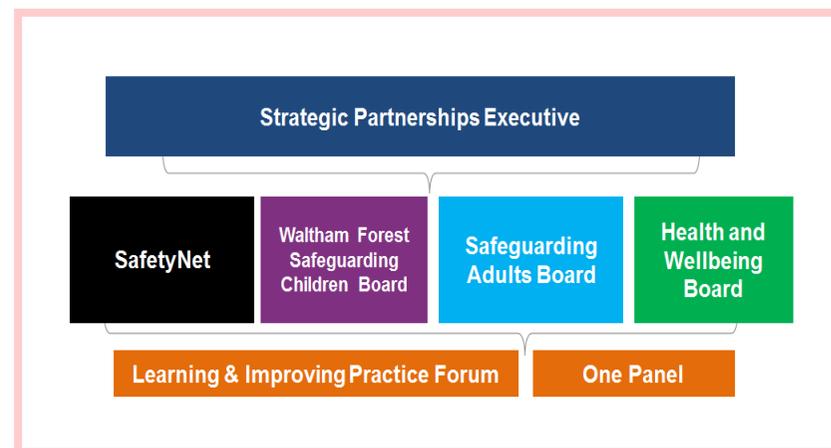
SafetyNet adopts the approach of 'Think Family' this means securing better outcomes for children and adults by co-ordinating the support they receive; and ensuring the safeguarding of each family member is taken into consideration. It is recognising that families are complex systems and if family members want to make changes that are helpful and long lasting this needs to be done with all members of the family as a whole. We need to recognise how the needs and outcomes of each person in the family affect each other.



If the work is only with one person in the family, there will only be limited changes to the whole system/family. Families are individual and will have their own culture and ways of working. It is important to learn from families how they work and change the way we work with them accordingly. Within the projects and strategies run by the board the Think Family approach is embedded throughout.

Strategic Partnership Unit and Our Strategic Links

In early 2016 the Strategic Partnership Unit was set up to provide joined up support across the four strategic boards; Waltham Forest Safeguarding Adults Board, SafetyNet, Health and Wellbeing Board and Waltham Forest Safeguarding Children Board. The unit provides policy support and strategic planning to all the boards and identifies opportunities to undertake cross-cutting work across more than one board with the aim of reducing duplication and increasing effectiveness and efficiency to improve outcomes for residents.



Examples of cross cutting work include the Learning and Improving Practice Forum which oversees multi-agency audit activity, multi-agency training and disseminating of learning from local learning and statutory reviews. We also have the One Panel that ensures we have a Think Family approach to our review work that enhances our learning.

This way of working is still unusual across London and nationally and we have continued to develop our approach to ensure we are maximising all opportunities. Evidence of impact includes improvements in the boards' functioning, alongside the appropriateness of reports through use of challenge questions for authors. With reduced duplication, it is now much easier to agree where a piece of work should sit when of interest to more than one board. The joined-up needs assessment and priority refresh added value and understanding to the boards. The One Panel continues to attract attention from across the country. Now a mature partnership, One Panel is able to make complex decisions and be clear about being proportionate and focused when commissioning reviews. Events such as Think Family, Think Safeguarding are much easier to organise and provide a Think Family holistic platform for partners.

Resources and Funding

In 2019/20 the four Strategic Partnership Boards received a total funding of £318,452 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.

Income £318,452		Expenditure £318,452	
Clinical Commissioning Group	£65,000	Salaries of SPU	£275,510
North East London Foundation Trust	£10,000	Salaries of Chairs for 19/20	£18,696
Barts Health NHS Trust	£27,000	Running costs, printing and publishing, events, bitesize, advert for chairs, travel, etc.	£12,746
Police - nationally agreed	£10,000	Statutory reviews – serious case review (SCR) and (safeguarding adult review) SAR	£11,500
CAFCASS	£500		
National Probation Service - nationally agreed	£1,000		
London Borough of Waltham Forest	£204,952		



Commitment by partners to ensure the voice of service user is at the centre of safeguarding

Community Rehabilitation Company

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.



LBWF Care and Support

(Incorporating Adult and Children Social Care)

We have continued to strengthen our approach to person centred assessments and reviews which is supported by supervision and audits. We participate in an annual survey to ensure we get regular feedback on the views of service users and in mental health the client is encouraged to write their care plan in the first person. In the adult social care, the panel insists on the voice of the client being heard and not just what the professional thinks is best for the client.

Our well-established processes for seeking the views of children and families have continued. Feedback from children and young people, parents and professionals continue to be generally positive.

Feedback from staff tells us that they make sure that the right issues are explored, all voices and opinions are sought and included, and people are clear what tasks they are to complete. They ensure that the child is central, for instance in review meetings when children don't attend, their wishes and feelings are sought, and decisions are made based on the child / young person having a positive impact.

We now want to continue to increase feedback from parents and professionals, including constructive criticism, and to use this to effectively improve practice.

LBWF Wellbeing & Independence

(Incorporating Community Safety, Early Help, Behaviour and Children Missing Education & Youth Offending)

In Wellbeing & Independence we have a commitment to putting the user voice at the heart of things. The YOS has a very active user group, Voices in Partnership (VIP), and in 2019/20 had one of its busiest and most creative years in its history. For example VIP helped with recruitment, gave their feedback and perspective on shaping services, provided useful information to help practitioners working with children who are experiencing debt bondage, shared their views on what can be done to support young people who are vulnerable to serious youth violence and helped to shape the new borough wide alternative provision and inclusion strategies.

As well as VIP, we work closely with other groups of young people through the Violence Reduction Partnership (VRP) to understand need, problem solve and co-produce solutions.

London Fire Brigade

One of our priorities is to provide pathways for those with specific vulnerabilities around fire to protect themselves and their families and others in the community. The voice of the service user being central to London Fire Brigade is evident in the recent evaluation of the Fire, Safe and Well Project (pilot of enhanced Home Fire Safety Visits) that took place in 5 London boroughs from December 2017 to September 2019, including Waltham Forest.

Metropolitan Police Service (North East Borough Command Unit)

All our officers have received training on the lasting effects of Adverse Childhood Experiences and how to identify these and work with partners to mitigate their impact on vulnerable children. Officers who deal directly with child victims have received specialist interview training

and will always prioritise the wishes of the child along with their best interests when driving any investigation.

Children and vulnerable adults who are the victims of crime are interviewed by specially trained officers and where appropriate, with the assistance of independent intermediaries and appropriate adults whose role it is to facilitate communication and ensure that the voice of the child or of the vulnerable service user is heard and fully considered.



National Probation Service

Throughout our engagement with Service users their voice is taken into account when assessing their needs. This is evidence in our sentence planning which asks for their view on the goals they wish to achieve and by using a WEB tool which enables the service user to make a self-assessment as to areas that they wish to develop. During risk assessments there is a self-assessment questionnaire which the service users completes, and this is used to inform the interventions that will be used to help them progress through their order. Last year 77% of Haringey, Redbridge and Waltham Forest (HRWF) service users were satisfied with the service provided.

“This is the first time we’ve had discussions like this at school and it’s been really useful to have a space to talk about this”

“A lot of boys need to know their behaviour isn’t okay. Thank you for saying that”

Public Health

Their work on the VAWG Whole School Approach project captured the views of young people and gained insight into their attitudes around healthy relationships.



Waltham Forest Clinical Commissioning Group (CCG)

The CCG has established a Patient Participation Group (PPG) and all local GP Practices have also set up PPGs for their individual Practices this enables a service user perspective. Service users are also invited to attend Governing Body meetings as this enables the impact of local initiatives to be tested.

Board Priorities



Strategic Partnership Boards
SAFETY SAFEGUARDING WELLBEING

Priorities for the four Strategic Partnership Boards 2019-21

Supporting agencies to work together to improve outcomes in safety, safeguarding and wellbeing for residents in Waltham Forest

Members:
Barts Health NHS Trust, CAFCASS, Care Quality Commission, Colleges and Schools, Community Rehabilitation Company, Community Waltham Forest, Healthwatch, Independent Care Providers, Lay Members, London Ambulance Service, London Fire Brigade, Metropolitan Police Service, National Probation Service, NELFT, Voluntary and Community Sector Organisations, Waltham Forest Council, Waltham Forest NHS Clinical Commissioning Group

Overarching priority: VIOLENCE AND EXPLOITATION

Adolescents Safeguarding & Resilience includes serious youth violence, child criminal exploitation, child sexual exploitation, children missing, harmful sexual behaviour, gangs etc. (led by Safeguarding Children Board)
Violence against Women and Girls (VAWG) includes domestic abuse, sexual violence, harmful practices, female genital mutilation (FGM), so-called 'honour' based violence, stalking and harassment, prostitution, etc. (led by SafetyNet)

 SafetyNet Reduce anti-social behaviour, gang crime, violence against women and girls, youth offending, and substance misuse	 Safeguarding Children Board Partners work together for the safety and well being of children and young people	 Safeguarding Adults Board To protect people who need help and support	 Health and Wellbeing Board To deliver health services in the borough, improve people's health and reduce health inequalities
Contest	Safeguarding in Settings	Self-Neglect	Alcohol & Drugs
Anti-Social Behaviour		Thresholds Guidance and Ways of Working with Adults	Healthy Living for All (Healthy Weight)

Cross-cutting priority: BETTER MENTAL HEALTH FOR ALL (led by Health and Wellbeing Board)

Ensuring residents influence the work of the boards in different ways.
Sharing learning with practitioners to improve practice.

www.walthamforest.gov.uk/strategicpartnerships

CONTEST



CONTEST is the UK Government's Counter Terrorism Strategy and is underpinned by the Counter Terrorism and Security Act 2015.

The CONTEST strategy is delivered through 4 work strands:

Prevent: To stop people becoming terrorists or supporting terrorism

Pursue: To stop terrorist attacks

Protect: To strengthen our protection against a terrorist attack

Prepare: To mitigate the impact of a terrorist attack

Bringing together the 4 Ps of the government's Counter Terrorism Strategy (CONTEST) at a local level is enabling a more strategic and joined up approach to people and place in WF. This will have a long-term benefit of bringing the right professionals together to ensure improved safety for residents from terror attacks.

CONTEST 3.0 was published in June 2018 and demonstrated a marked shift in strategic and operational delivery of the CONTEST strands;

1. Threat from terrorism (both global and from the UK) is now higher than it was at the time of the previous CONTEST strategy in 2011.
2. Learning from the terrorist events of 2017, leading to a greater focus on systemic co-ordination across the public sector in order to protect against multi-faceted, diverse and evolving threats.
3. The commitment to intervening earlier, following the recommendations from CT Policing's Operational Improvement review.

The national changes outlined above have implications on local governance and management, with a number of other London boroughs having already moved to a 'CONTEST' style governance model. The models vary and are depending on existing local set up, the need for structures which enhance local collaboration and risk-based decision making are primary drivers.

Overarching aim

- To establish the forum for joint partner ownership of CT through agreed and recognised decision-making structures
- To increase transparency for key partners and encourage wider opportunities for strategic and operational collaboration
- To encourage and drive the sharing of good practice and joint working between partner agencies
- To promote and drive the Counter-Terrorism and Security Act 2015 in accordance with statutory requirements
- To ensure current and future threats, risks and vulnerabilities relating to terrorism are fully understood, and are appropriately and proportionately managed and communicated through the strand risk logs
- To receive, discuss and approve recommendations from the Counter Terrorism Local Profile (CTLP)
- To propose a borough specific CONTEST delivery plan which will be reviewed annually, to ensure there is an auditable record of progress.
- To encourage a continued commitment to innovation in the CT space

Key Achievements

- **Establishment of the Waltham Forest CONTEST Management Group (CMG)** – The CMG will focus on the wider partnership activity aligned to the four strands of CONTEST, to assess, understand, address/mitigate the current and anticipated future terrorism threats, risks and vulnerabilities faced by the borough.

The aim of the CMG will be to harness the collective capabilities of the local authority and its partners in addressing any emerging issues to make Waltham Forest safer, and contribute to national and international efforts to reduce the harm caused by terrorism.

- **Summary of identified risks from across the CONTEST stands (where applicable)** - The Prevent and Prepare risk logs are in place and form the basis for the Waltham Forest CMG Risk Log. Information sharing barriers have thus far prevented the inclusion of a risk log for the Protect plan. Amongst other lines of enquiry, two key opportunities were identified for exploration at local level:
 1. Better partnership understanding of 'vulnerable locations' and risks/ mitigations in place
 2. A clear partnership owned decision-making process for Protective Security measures



Impact

- The formation of the CMG has served to increase the levels of ownership and accountability for partners with the group, ensuring that actions can be attributed to the appropriate service and monitored with regularity to ensure productive and efficient outcomes are achieved. By ensuring that there is representation from across the CONTEST landscape it has also facilitated a more efficient signposting process to partnership services as and when required.
- The establishment of a clearer structure of governance around all aspects of the CONTEST Strategy (and not just Prevent), it has facilitated a greater degree of exploratory discussions and enquiries within the CMG forum, which has in turn highlighted opportunities for increased levels of partnership briefing, collaborative working and information sharing. Examples include stronger links with the local Counter-Terrorism Security Advisor (CTSA's) and National Probation Service (NPS) in relation to Offender Management and representation at relevant local case management panels (MAPPA).

Anti-Social Behaviour



We know that ASB is a concern for our residents. In 2017 31% of residents reported that they are worried about anti-social behaviour. In addition, 34% of our residents were worried about crime. Our new ASB Strategy is born from recognition that the only way to reduce ASB is to do so in partnership with others. We have already seen success when trialling new ways of working with partners in Police, by adopting a ‘hotspot’ approach which focusses on difficult areas.

Overarching aim

The partnership has a single overarching vision for tackling anti-social behaviour:

“As a Borough we want to see a reduction in incidents of ASB and the harm it causes across Waltham Forest, with any incidents dealt with quickly and effectively using a multi-agency model.”

The strategy sets out to achieve the following outcomes:

- We want incidents of ASB and the impact of ASB to be reduced, especially in hotspot areas
- We want residents to feel safer and more empowered to report ASB
- We want incidents to be dealt with efficiently, with support provided to those affected
- Where perpetrators are vulnerable, we want support to be provided to lessen the chance of further anti-social behaviour

Key Achievements

- Adoption of 5-year ASB Strategy and Operating Model.
- Working in partnership with Police and partner agencies on joint operations, there are currently over 10 joint operations live in the borough.
- ASB reporting chat bot launched to improve reporting mechanisms for residents.
- Introduction of a Public Space Protection Order (PSPO) in north of the borough.
- High visibility and tenure neutral borough wide ASB patrol service pilot implemented.
- Better support for victims of crime and ASB.

Impact

- The proportion of residents who say they are worried about anti-social behaviour appears to have decreased in the latest results (2019/20) and may now be lower than the London average – the first time this has ever happened.
- We have seen a 7% drop in knife crime in the borough.
- Increase in reports of ASB driven by the ease to report via the ASB chat bot and better engagement with residents.
- Reduction in crime by 1.8% in the PSPO area compared with two years previous.
- Better partnership working with the Police, Residential Providers and businesses.
- Improvement in public perception and better intelligence gathering.
- Increase in number of victims accepting offer of support- 115 in the last year.

“We have been working with the Councils ASB Patrol Service for the past few months and we have found them to be very proactive, available and able. There are 20 wards on the borough of Waltham Forest and all Police teams that have worked alongside the ASB Patrol Service have found them to be very productive in dealing with the joint issues we have on the borough. Whether that be ASB, groups loitering, begging, street drinking – any issue that is affecting residents/business quality of life” **Local Inspector**



Violence Reduction Partnership

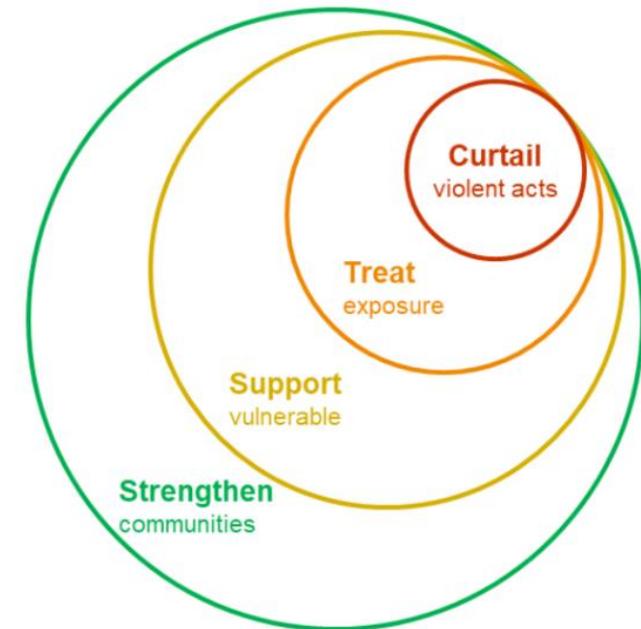
Cross Cutting Priority reporting to SafetyNet



Violence and Exploitation reports to all four boards and is embedded within the work we currently deliver. Waltham Forest Council's public health approach to tackling violence includes working closely with all of our partners and building a violence reduction partnership. The four strands of curtail, treat, support and strengthen ensure that we view this as a joint approach.

- **Curtail** 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 factors.
- **Strengthen** community resilience through a universal approach.

Each domain has a working group made up of key partners – including Council and Police officers, health and education services, and community groups. Each domain group meet once a term to develop innovative and strategic approaches to reduce violence, and to update on progress. Young people are well represented on each of the domain groups, but to ensure their voice is fully embedded, a separate Young People's Group meets to test emerging actions, offer challenge and/or endorsement.



Overarching Aims

- Build resilience in primary school children and support transition to secondary through universal and targeted interventions;
- Consistent safety and well-being curriculum and trauma-informed practice across Waltham Forest schools and colleges for students, staff and parents;
- Every partner organisation to embed trauma informed practice across Waltham Forest;
- Enhance safeguarding pathway for children involved in criminal exploitation.

Key Achievements

As a partnership, we've managed to bring in almost £1M in external grant income, incubated 15 new projects, reached more than 2000 children and young people, recruited nearly 200 volunteers, achieved subscription to the Community Safety Newsletter by 1:9 residents, and seen a reduction in knife crime of 19% over the year.

Working in close partnership with CSC to plan and execute the merger of risk management panels to affect a more comprehensive approach to contextual safeguarding in the borough. We have championed the link between school exclusions and serious youth violence led the work to reimagine Alternative Educational Provision in the borough and is at the forefront of work to improve behaviour and attendance and reduce exclusion rates. Also provided scrutiny for those children in custody when reports emerged that custody was not safe for children.

Close work has also taken place with Public Health colleagues to ensure an effective pathway for vulnerable young people with substance use problems.



Other key achievements include:

- More joint operations with the police, work in St James led to a 38% reduction in crime;
- 48 community mentors trained to help support young people at risk of exploitation and violence;
- Launch of 'Safe and Together' model to support domestic abuse survivors;
- Recruited local residents to act as 'Ask Me' ambassadors to address concerns around gangs;
- Almost 20% reduction in persistent absence (meaning 573 more pupils in school);
- Almost 2,000 primary school children on LifeSkills programme, showing best progression results seen in the UK;
- Launched Anti- Social Behaviour Strategy;
- Implemented gang-exit programme, supporting leavers in the community and as they exit prison.

The work of this programme is extensive, necessity an separate annual report for 2019, click [here](#)



Violence against Women and Girls

Together with our partners London Borough of Hackney, Respect and the Safe and Together Institute we launched a new approach to Domestic Abuse. The Safe and Together model is an approach designed to improve the way that children's safeguarding systems respond to children affected by domestic abuse. It provides a framework for partnering with domestic abuse victims and intervening with domestic abuse perpetrators to enhance the safety and wellbeing of children.

Safe and Together has had international success in changing children's services' responses to domestic abuse, increasing the number of children who remain safely with their non-abusive parent and decreasing re-referral rates. So far, we have supported 50 staff through the four-day core training.

This year we have also successfully implemented to the IRIS project. IRIS is a collaboration between primary care and third sector organisations specialising in domestic abuse and violence. Core areas of the programme include ongoing training, education and consultancy for the clinical team and administrative staff, care pathways for primary health care practitioners and an enhanced referral pathway to specialist domestic violence services for patients with experience of DVA.

In addition to our principle DV service delivered by Solace women's aid, Victims support are now providing IDVA support in Whips Cross Hospital, the witness care unit and at Leytonstone custody centre. This has enabled us to increase the number of services which IDVAs are colocated which has increased referrals through better interagency working.

Thanks to a successful funding application to MHCLG were established the WiSER project in borough. WiSER works with women who find that mainstream services do not meet the full complexity of their needs. WiSER targets women who have not engaged with support services for an extended period and/or who have repeatedly come to the notice of statutory services at the point of crisis, at high cost to the public purse. We know that their experience of VAWG intersects with severe and multiple disadvantage (SMD), increasing their vulnerability and risk posing additional barriers to their recovery.



Organised Crime / Exploitation / Youth Violence

Although there have been tragic incidents involving young people and violence in 2019/2020, the establishment of our VRP has really focussed our efforts to tackle gangs and youth violence, and serves as a pivotal reminder about how much work there is to do to reduce violence in Waltham Forest.

The four domains of Curtail, Treat, Support and Strengthen helps to embed best practice and reduce fear of violence. Some key activity this year includes:

- 48 community mentors trained to help those at risk of gangs and youth violence.
- 40 local residents recruited as AskUs Ambassadors to address concerns around gangs.
- 184 young people and their families supported through gang exit.
- 115 professionals trained to recognise vulnerable young women caught up in gangs and county lines.

Operation Ushanka

A total of 30 men - aged between 16 and 32-years-old – were arrested and charged with possession with intent to supply class A and B drugs, following early dawn arrests on 5 March 2020.

They were remanded into custody, where most remained until trial. The global COVID-19 pandemic meant trials were delayed.

Detectives seized a number of weapons, drugs, and cash at various addresses across the borough. Officers also retrieved a number of phones, which helped build up intelligence of drug dealing in the borough.

This resulted in a five-month investigation by Met detectives as part of a proactive operation to tackle the drivers of violent crime in the area and act on community concerns. There was excellent joint working with local authority partners, as some individuals who were not being considered for arrest or criminal prosecution, received civil injunctions.

Overall crime has dropped almost 70% in the St. James street area, though the impact of COVID-19 cannot be discounted.

Community Mentoring Case Study

A referral for Cal* was received in September 2019 through the FAP and he was soon moved to the outreach provision of a local school. Initial concerns were that Cal was verbally and physically threatening towards school staff in the pupil referral unit he attended. He had been on behaviour support plans for some time, with no change to his behaviour. He presented as very angry and it seemed as though no intervention was working.

Dai* began mentoring Cal in October 2019. Cal was very positive and participated well. He agreed to all the terms of the mentoring and showed enthusiasm for Dai as his mentor. Taking a trauma-informed approach, Dai engaged in conversations around personal hygiene, clothing/appearances, manners and speaking politely. In addition to the direct work with Cal, Dai took part in a Team Around the Family meetings for Cal. Early Help, family practitioner, student social worker, the school and mum were usually present as well.

By the Spring term of 19/20 Cal was in mainstream school and making amazing progress. He was moved up several classes and subjects. His engagement with Dai continued and ended up being led by Cal himself, e.g. initiating how to write a CV and asking Dai to run mock interviews for him.

The school fed back in February 2020, “Outstanding student who has integrated well into mainstream school. He has taken up many extracurricular activities including The Brilliant Club** programme. Dai from Spark2Life has had a significant influence with Cal regarding mindset and integration.”

** Not real names*

*** The Brilliant Club exists to increase the number of pupils from under-represented backgrounds progressing to highly selective universities by mobilising the PhD community to share its academic expertise with state schools.*

Other Cross Cutting Priorities



Better Mental Health for All

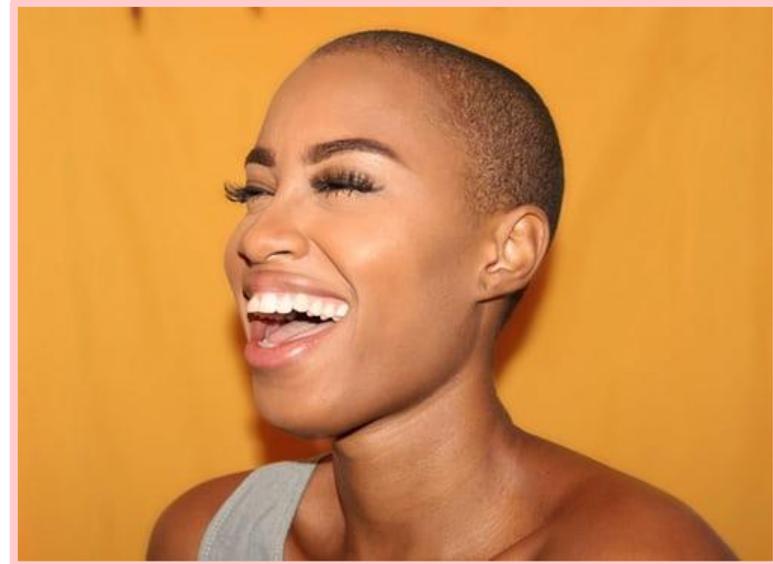
(Reporting to the Health and Wellbeing Board)

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.

Overarching Aims

The group's action plan is built on the Public Health approach used in VRP:

- *Strengthen:* helping those that are currently well to avoid the development of mental health problems. This includes developing a social, physical and economic environment that is conducive to good mental health and wellbeing.
- *Support:* improving the local support for those susceptible to mental health problems due to their exposure to risk factors including poor housing, poverty, isolation etc. and those that are currently experiencing low levels of stress, anxiety and other common mental health issues.
- *Treat:* improving pathways/services for those experiencing mental health conditions and those in recovery.
- *Curtail:* addressing negative outcomes for those who have reached crisis point including those detained under the mental health act and those considering or attempting suicide.



Key Achievements

- 150 'champions' for the borough's Time for Change Hub, with eleven £500 grants awarded and 1200 community contacts.
- Developed a Mental Health Charter that 38 schools signed up to.
- Connecting Communities community networks created.
- Prepared for a Serious Mental Illness (SMI) service to open in primary care from 1 April 2020 to reduce referrals to secondary care and the number of crisis patients while increasing the number of people receiving care within the community.
- Developed a protocol for responding to suicides in the borough.
- Established the '5 Ways to Wellbeing' campaign locally.
- Delivered Health Impact Assessment training to local regeneration and planning officers to support negotiations with developers.
- Agreed new Food Poverty Strategy.
- Prepared for submission to the Mayor of London's Healthy Workplace.

Cuckooing (Reporting to Safeguarding Adult Board)

The term “cuckooing” refers to the process by which a person exploits a resident’s vulnerability and/or threatens violence and takes over their home to use for criminal activities, often drug dealing and sexual exploitation.

Key achievements

- Tools were developed to ensure all agencies were giving a consistent message about Cuckooing.
- Awareness raising material was designed for residents, in partnership with residents to ensure the messages were clear.
- A pathway has been formed so all cuckooing cases go through a single point of access - the Multi-Agency Safeguarding Hub (MASH).
- The terms of reference, membership and scope of the Anti-Social Behaviour Risk Assessment Conference was reviewed and refreshed to ensure that people being Cuckooed received a multi-agency safeguarding response.

Through the awareness raising and training there has been major culture change, especially with police, housing and ASB team adopting more of a safeguarding approach which has been evidenced in the increased use of closure orders rather than house moves. The police have used learning from cuckooing in other areas of work, ensuring the victim is seen as the vulnerable person and is safeguarded. The awareness raising will highlight what cuckooing is to the community and other services is which will lead to more vulnerable people being supported. When communities and agencies make the referrals, the partnership can work together to prevent the situation getting any worse. With a clear system now in place it means that all the people are referred to one place and agencies can work together; this will give faster and more effective support and outcomes to the person experiencing cuckooing.

The impact of the Strategic Board Priorities on agencies

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

Community Rehabilitation Company

Being part of the planned re-introduction of a Reducing Re-offending Board has supported us in focussing on key areas of offending alongside partners rather than as a single agency. For example, strengthening strategic relationships with Police leadership has enabled better information sharing to jointly manage risk in some of our concerning street crime cases. It has also enabled us to set up key ‘live’ information sharing to quickly respond to emerging domestic abuse risk reported by victims.

LBWF Housing

Closer working between housing and the corporate ASB team, has improved information sharing and monitoring arrangements and enables us to build on multi-agency approach to tackling ASB through high priority estates pilot.

LBWF Public Health

We are actively involved in all board priorities. For example, discussions around the VAWG priority led to progress around funding the IRIS project to improve GP responses and the Whole School Approach for VAWG has been informed by the work of the Adolescents Safeguarding priority, as part of the VRP.

LBWF Wellbeing and Independence (W&I)

We have been at the forefront of the work to tackle violence and exploitation, contributing significantly through thought leadership and practical energy.



Metropolitan Police Service (North East Borough Command Unit)

2019/20 has seen the bedding in of profound internal restructuring of how the Metropolitan Police provide safeguarding services to our most vulnerable citizens. Having brought child protection, community safety and serious sexual offences under a single locally accountable strand, we have strengthened our ability to respond in a coordinated way to issues such as VAWG, CSE and gang related violence both within law-enforcement and across key partnerships. These changes have helped to deliver on local objectives particularly in the areas of risk management of Domestic Abuse case and the joint working within the Multi-Agency Risk Assessment Conference (MARAC) framework. Our specialist team that deals with users of Indecent Images of Children has been highlighted as a pilot site within the Metropolitan Police and exemplar of good practice. Our detection rate for Rape and Serious Sexual Offences is currently the highest in London.

National Probation Service

There has been a strengthening of the working relationship between National Probation Service (NPS) and the Multi-Agency Safeguarding Hub (MASH) which has resulted in improved information sharing. The adolescent safeguarding manager and the MASH manager was able to contribute to the cluster roadshow where the focus was on safeguarding and domestic abuse which proved to be very effective and informative for staff.

Waltham Forest Clinical Commissioning Group (CCG)

The CCG participates fully in activity across the strategic boards including awareness raising events such as the annual safe & well month and the 16 days of activism.

The CCG is a participant in the Identification and Referral to Improve Safety (IRISi) steering group and supported the nomination of a Clinical lead GP for IRISi to implement this evidence-based initiative which will ultimately enhance the ability of the primary care workforce to identify and work with survivors and perpetrators of domestic abuse.

An additional programme of VAWG related work by the CCG has supported survivors of female genital mutilation and has included the commissioning of a range of FGM clinics which have provided choice to survivors of FGM in Northeast London, safeguarded children and improved health outcomes for affected communities, alongside various awareness raising events around FGM for practitioners.

The Designated Nurse for safeguarding children has worked alongside the Youth Offending Service, Met Police and CAMHS to explore reachable moments for children in police custody.

The Learning & Improving Practice Forum

This forum oversees a multi-agency audit programme and reports to the WFSCB. The Learning and Improving Practice Forum oversees the multi-agency audit program as well as driving forward the effective dissemination and sharing of learning across the partnership in a variety of ways as outlined below.

The Learning and Improving Practice Forum (LIF) coordinates four multi-agency audits a year, with the themes identified by the LIF in relation to the priorities for the four strategic boards. The audits are usually undertaken by front line managers. The LIF felt it was important to gain the views of front line practitioners and this would also be a way of involving practitioners more in the work of the four strategic boards.

Spotlights

We distributed spotlights too over 1000 practitioners in Waltham Forest with key messages from the four strategic boards, learnings from reviews and audits as well as details of any up and coming training. The aim was that these bulletins would raise the profile of the boards and awareness of key topics these included:

- Self-Neglect;
- Violence against women and girls;
- Challenging the Culture of Knife Crime;
- Mental Health;
- Diabetes;
- Carers;
- Escalation;
- Cuckooing.



Safe and Well month – June 2019

Month of raising awareness of all priorities across the four boards, included learning from audit and reviews – delivered by SAB and WFSCB chairs, alongside seminars, training and briefings. Some of these sessions included:

- Introduction to Mental Health and Young People;
- Working with older women experiencing Domestic Abuse;
- Harmful Practices;
- Self-Neglect Awareness
- Supporting Adults and Young People with Substance Misuse;
- The Waltham Forest Gangs Prevention Programme;
- Modern Slavery Awareness;
- Think Family and Professional Curiosity.

Cross-Cutting Resources

As a partnership we have learnt lots of lessons from audits and reviews and now we want to focus on sharing that learning. Within all of the boards professional curiosity has come up in reviews and audits.

An interactive resource pack on Professional Curiosity was created and shared amongst all agencies, the pack was demonstrated to all four boards and encouraged to be used in team meetings.

The image shows a digital resource pack interface. At the top left, a teal box contains the text: "Resource pack for sharing learning and improving practice" and "PROFESSIONAL CURIOSITY". Below this, a light blue box contains the text: "As a partnership we have learnt lots of lessons from audits and reviews and now we want to focus on sharing that learning. Over the next 12 months we will be looking at four key topics that we want to embed into practice: Professional curiosity, think family, multi-agency working and escalation." To the right, a white box with a teal border contains the title "Strategic Partnership Boards" and the sub-headers "SAFETY SAFEGUARDING WELLBEING". Below this, it states: "This resource pack aims to raise awareness about the topics we want to embed into practice." and "The expectation is that you will share this resource pack widely and use it:". A bulleted list follows: "in team meetings", "as part of group/individual supervision", and "for own development". Below the list, it says: "You can look at it as a whole or dip in or out of it at your convenience. Use the icons below to navigate through". At the bottom, a yellow navigation bar contains icons for: "What is professional curiosity?", "Top tips", "Watch/listen to films", "WF resources", "Scenarios: act out or discuss", and "Action for you". The Strategic Partnership Boards logo and name are in the bottom left corner.

The One Panel: Statutory and Local Reviews

For the period of this report, one statutory review was completed and had already commenced as a Serious Case Review.

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, such as a Serious Case Review, a Safeguarding Adults Review and a Domestic Homicide Review. All reviews take a Think Family approach.

SCR Child D

D's mother experienced domestic abuse prior to her pregnancy and had to flee from her abuser, who was his father. Mother then lived in east London and was isolated with very limited support/friends, and no family. She was living in Newham when she booked for her pregnancy. Before D was born, she moved to Waltham Forest where she lived in a refuge for women experiencing domestic abuse.

When D was 4 months old and at the time of his death, he was in the sole care of his mother. They were living in temporary studio accommodation in Hackney, sourced by London Borough Waltham Forest Housing. The coroner gave cause of death as "unexplained" noting signs consistent with asphyxiation, and undiagnosed brain condition.

The findings from this SCR were shared widely amongst the partnership via a [7 minute briefing](#)

SCR Child C

Child C was a 14 year boy who was murdered and had been criminally exploited.

The [review for Child C](#), [board response](#) and [7 minute briefing](#) were all published in May 2020 and details will be included in next year's annual report. However much of the improvement work started in 2019 as the review was progressing.



How partners share learning from audits and reviews

Community Rehabilitation Company (CRC)

Learning from relevant reviews has been cascaded down to front-line staff. The interactive 7 minute briefings and learning packs have been particularly popular and effective in assisting London CRC staff working with adults to understand a wider perspective to safeguarding and an understanding of how the wider partnership can support.

LBWF Care and Support

(incorporating Adults and Children Social Care)

Regular all staff briefing sessions are held to share key learning points from all statutory reviews. This is for all reviews across both service areas and not limited to SCRs to children's and SARs to adults – these have been really well received by the workforce, it enables focus on the key points that practitioners and team can take forward in their team and in their individual practice. Learning themes are also shared through supervision and clinical meetings in LD and MH.

LBWF Housing

'Spotlight on' communications and 7-minute briefings from the Strategic partnership team are shared with the housing senior leadership team and heads of service so they can disseminate to their teams to discuss at team meetings for review and reflection. More recently these have included briefings on carers, team around the person, self-neglect, professional curiosity, activism against gender-based violence and better mental health for all.

As the findings for Serious Case Review Child C emerged, Housing worked to improve processes for relocating households following gang related violence.

In relation to Safeguarding Adult Review for Mark Housing have been central to raising awareness and developing a referral pathway for cuckooing. We have also disseminated comms on Team around the Person to support multi-agency working with people who don't meet the threshold for statutory safeguarding.



LBWF Public Health

We have shared and used the Strategic Partnerships learning material such as the regular spotlights and resource packs to shape the content of some of the Public Health resources developed, for example as part of the Whole School VAWG Legacy work aimed at school staff. We have taken forward findings from audits into both substance misuse and mental health as well as acting on the learning from reviews.

LBWF Wellbeing & Independence

(Incorporating Community Safety, Early Help, Behaviour and Children Missing Education & Youth Offending)

The Serious Case Review Child C, who had been criminally exploited had a profound effect on W&I. Staff were closely involved in the review and developing operational responses to the recommendations, including the Urgent Response and planning for the merger of a number of separate risk management panels. We have made wide use of all the subsequent learning materials including the *Professional Curiosity Resource Pack*.

Metropolitan Police Service (North East Borough Command Unit)

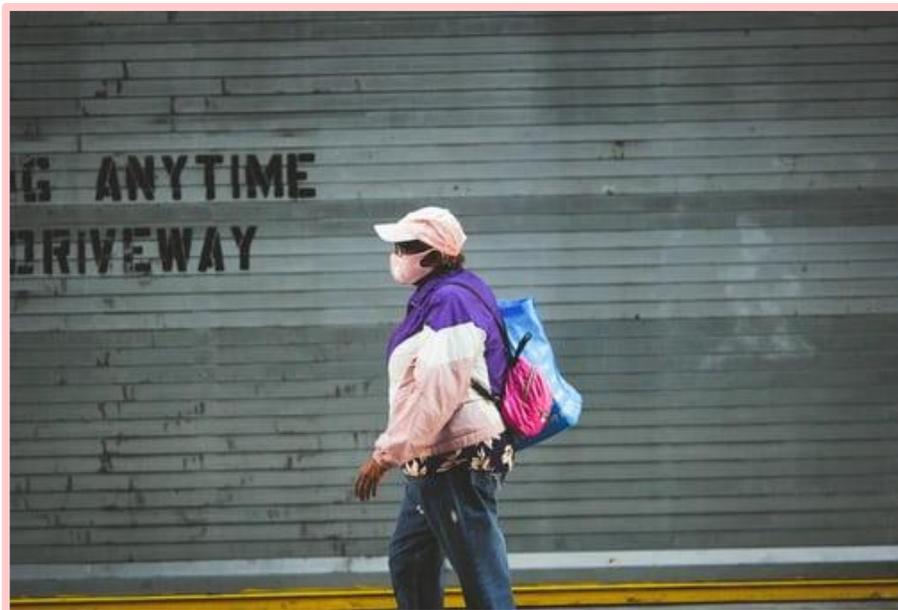
Learning has been disseminated and shared through our SLT forum and our Organisational Learning Board.

Waltham Forest Clinical Commissioning Group (CCG)

Learning from all Serious Case Reviews and Safeguarding Adult Reviews has been disseminated to Primary Care co-facilitated by the Designated Nurse for safeguarding children and the Named GP for safeguarding children and Adults, including the professional curiosity resource pack. Learning was also shared across national and regional networks.

What's next for 2020/21.....

2019/20 ended in unprecedented times and transformed life as we know it with the escalation of a global pandemic. All those working with children, adults and families were presented with challenges that they overwhelmingly rose to, exemplifying the outstanding strength of the partnership here in Waltham Forest. Alongside this, Black Lives Matter gained momentum and facilitated further discourse around structural racism. Undoubtedly, both sets of events will frame how the SafetyNet moves forward and how the partnership can take direct action to enact meaningful change. As already detailed in this report, work continues, where required, to deliver on the existing priorities that were agreed following the joined-up needs assessment and review of the priorities for the four strategic boards by the whole partnership in February 2019.



Racial Disparity and Intersectionality

While this report was being prepared, the Strategic Partnership Executive (SPE), as a result of the global response to the deaths of black people by police, were engaging in constructive, challenging debate regarding racial disparity, racism and the intersectionality of race, gender and class etc on both the lives of practitioners across the partnership and the lives of our residents.

All the work that is presently in progress across the strategic boards is undergoing a review through the lens of racial disparity to identify if there are areas that require different or additional actions to narrow the gap between the outcomes for different groups of residents. This will be further detailed in the report for 2020/21.

Anti-Social Behaviour

Partnership work will continue to reduce anti-social behaviour in the Borough. Our main focus will be the following:

- Early intervention and identification of cuckooing victims through better partnership working (Operation Monkash).
- Better partnership working with Residential Providers to reduce ASB on estates.
- Improve use of ASB tools across different enforcement agencies through training and ongoing support.

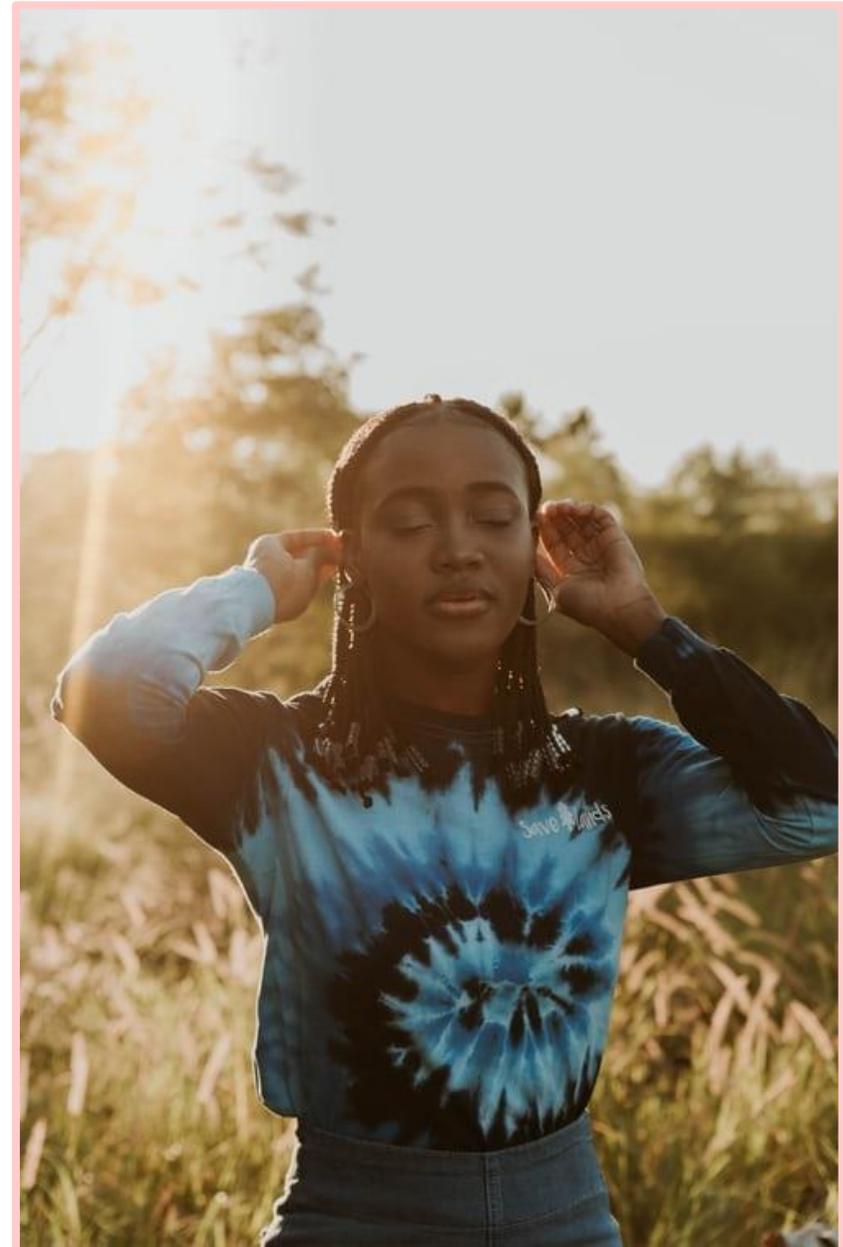
CONTEST

Priorities for the CONTEST Management Group (CMG) in the next year will centre around the greater alignment of Police, Local Authority and wider partner services when responding the local intelligence regarding physical/geographical risk and threat in relation to terrorism (Protect/Prepare). This will include cementing the Police's Security Review Meeting as the operational board for all Protect and Prepare priorities, thus positioning the CMG as a forum for strategic oversight and governance.

Reoffending - new priority area of work

The overall focus of the group is to ensure relevant cohorts of offenders, with a special attention to reducing first time entrants into YOS and those most at risk of offending are identified and that partners develop, implement and monitor the effectiveness of high-quality projects and interventions to prevent offending and reduce the rate of re-offending.

Also, to undertake scrutiny around previous reviews on discrimination, race and disproportionality, to raise awareness of lessons learnt.



Violence and Exploitation

Over the next year the aims for the Violence Reduction Partnership are as followed:

Curtail	Treat	Support	Strengthen
<p>violent acts at source, pursuing perpetrators & enforcing action</p> <p>Increased use of gang injunctions & other enforcement powers: Targeting injunctions at individuals to prevent their operation.</p> <p>Programme to build confidence between Police & YP: restorative work that seeks to increase effectiveness of stop & search in WF.</p> <p>Tackling organised crime: Partner with NE London Serious Crime Directorate, to do more to tackle the local leaders of organised crime.</p>	<p>those who have been exposed to violence to control the spread</p> <p>Expanding Functional Family Therapy for young offenders and their families.</p> <p>Providing trauma training to local VCS organisations that work with young people, to better treat those experiencing violence.</p> <p>Building a Youth & Family Resilience Service to provide innovative and localised treatment to those experiencing or at risk of violence.</p>	<p>those susceptible to violence due to their exposure to risk factors</p> <p>Consultation and finalisation of the Alternative Provision Strategy, including the transformation of Hawkswood provision.</p> <p>Opportunity Bank launching next year to provide work experience opportunities within the council and through our business networks.</p> <p>Expanding community mentoring – currently oversubscribed – providing targeted mentoring to those at risk of exclusion.</p>	<p>community resilience through a universal approach</p> <p>Expanding LifeSkills programme into local secondary schools, training 30 teachers across the borough.</p> <p>Fear of violence is increasing, so we are undertaking research into residents perceptions of crime and violence, so we can better address concerns.</p> <p>Partnership with ELBA to provide capacity and capability support to local VCS working with young people.</p>