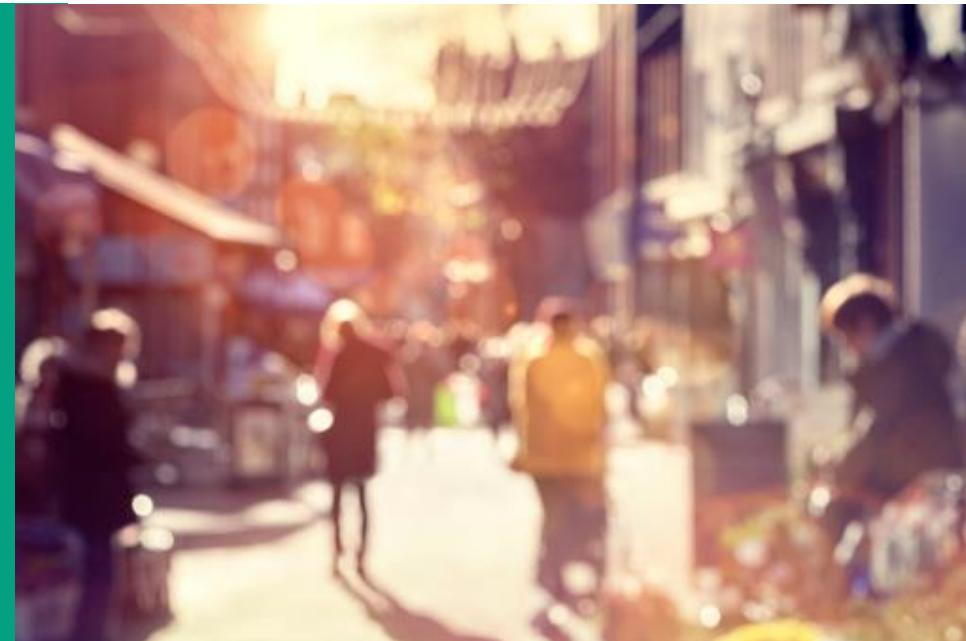


Waltham Forest Community Safety Partnership

# SafetyNet

## Annual Report

### 2020 - 2021



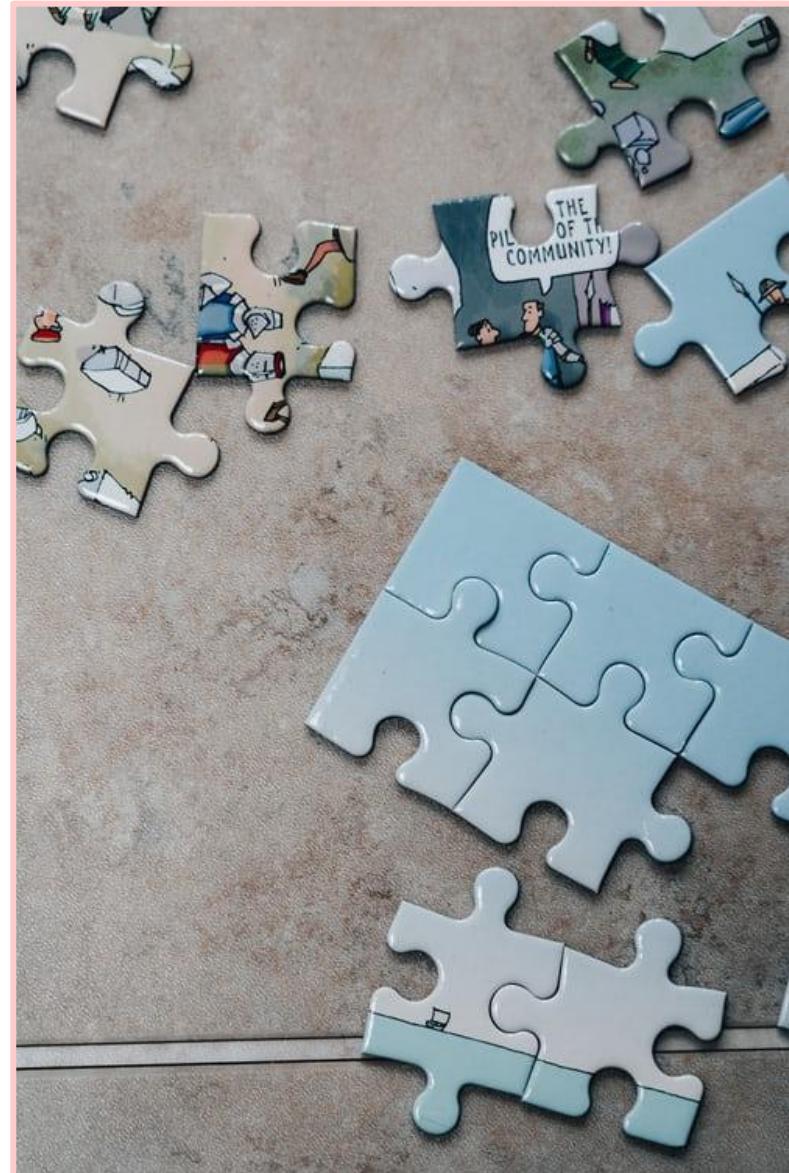
Strategic Partnership Boards

SAFETY SAFEGUARDING WELLBEING



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## **Message from the Chair of SafetyNet**

**Richard Tucker, Borough Commander, North East Borough Command Unit, Met Police**

Entering 2020/21 was a time of many unknowns. COVID19 meant that many victims / survivors were less visible than ever before. The partnership and individual agencies quickly adapted to new ways of working, doing all they could to work together to keep residents safe which highlighted our commitment and dedication as public servants. This last year has been like no other and I am very proud to have played a part in what we have achieved as a partnership for the residents of this borough.

For instance, the Violence Reduction Partnership has been instrumental in the sustained reduction of serious youth violence through initiatives such as the Urgent Response Coordination and the launch of the Outset Centre. Agency collaboration with Youth Offending Services and Probation has gone from strength to strength and has set us up for achieving more next year. The joined up working on anti-social behaviour via Operation 20x20x20 was a truly collaborative affair and resulted in direct and tangible actions as a result of intelligence gathered from within the community. Importantly we were able to hear residents' concerns and act on them accordingly.

George Floyd's tragic murder in May 2020 understandably triggered worldwide outcry and led to us re-examining practice and process across the boards to better understand local issues relating to racial disparity and what we need to do about it. You will see that this is now a golden thread in all that we do.

It only remains for me to say a huge and heartfelt thank you to everyone who plays a part in keeping our resident and families safe in Waltham Forest.

## **Purpose of this report**

Section 5 of the Crime and Disorder Act 1998 imposes a duty on Local Authorities and the Police in England to establish Community Safety Partnerships (CSPs). They are defined as “an alliance of organisations which generates strategies and policies, implements 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.

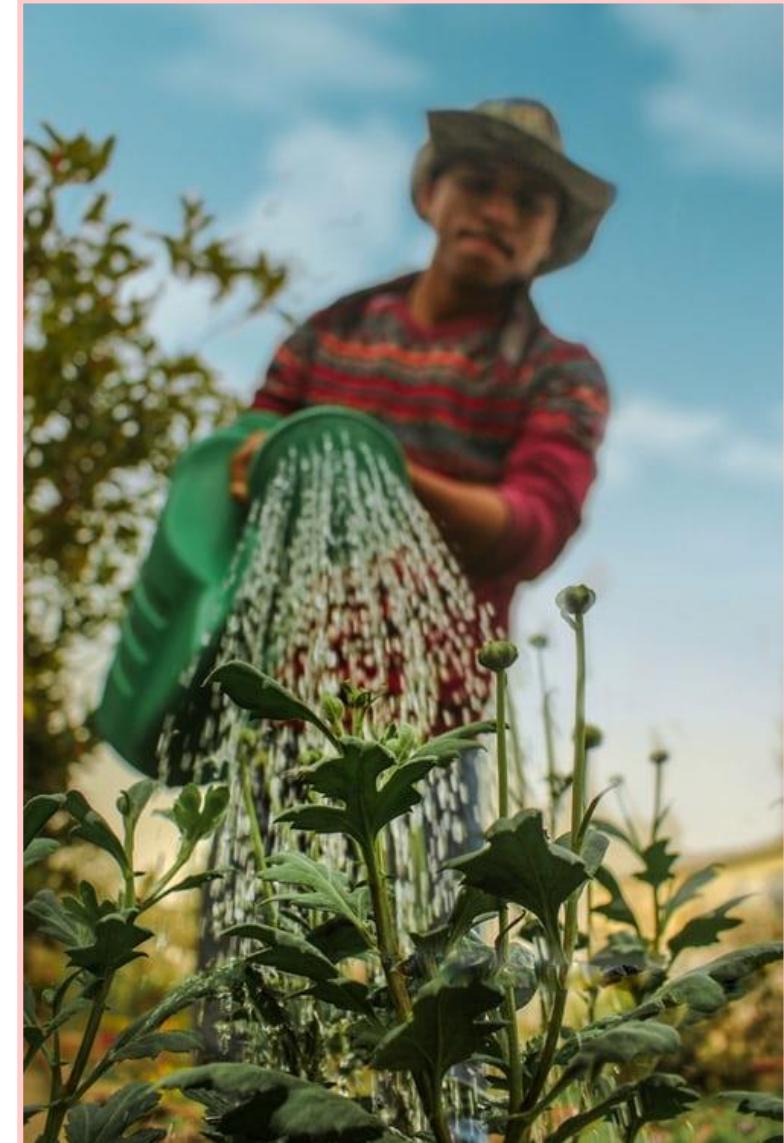
SafetyNet hosts a wide range of activities and is statutorily responsible for:

- 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 2020/21. It illustrates how effective the SafetyNet partnership has been over the year 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 partners.

## About Waltham Forest

|  |   |
|--|---|
|  | Home to an estimated <b>277,000</b> residents and 102,500 households  |
|  | Median age of residents is <b>35.2 years</b> compared to the UK average of <b>40 years</b>  |
|  | One of the most diverse areas in the country.<br><b>53%</b> of residents are from a minority ethnic background;   |
|  | Top five countries of origin for residents born overseas are Romania ( <b>11,000</b> ), Hungary ( <b>6,000</b> ), Poland ( <b>6,000</b> ), Bulgaria ( <b>5,000</b> ) and Lithuania ( <b>5,000</b> ) |
|  | Top five languages spoken locally other than English are Urdu, Polish, Romanian, Turkish and Lithuanian   |
|  | <b>94.2%</b> of enterprises in Waltham Forest are micro businesses that employ fewer than 10 people   |
|  | As of March 2020, more than 156,000 working age residents in Waltham Forest <b>73.6%</b> were in employment.  |
|  | The median annual earnings for full-time working residents is <b>£35,000</b> .<br>The average house price in the borough as of December 2019 was <b>£450,000</b> , an increase of 83% since 2013.   |
|  | Waltham Forest is currently ranked the <b>82nd</b> most deprived borough nationally<br>(An improvement from 35th in 2015 and 15th in 2010)  |
|  | Life expectancy in Waltham Forest reflects the England average – <b>79.4</b> years for men and <b>83.8</b> years for women.   |



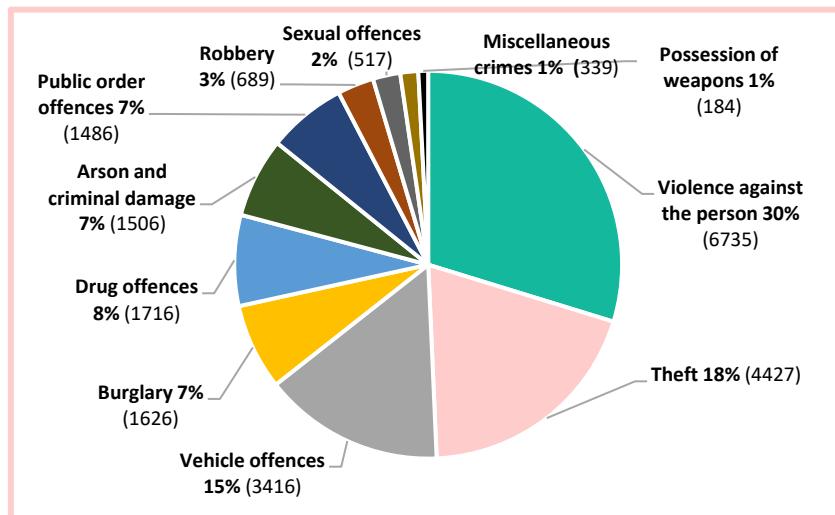
Data from [London Borough of Waltham Forest statistics about the borough](#) is from a range of sources

## Snapshot of community safety in Waltham Forest

22,582  
offences

In 2020 – 2021, the total number of offences in Waltham Forest was 7.4% lower than in the previous 12 months, which is largely due to the reduction in offences during the coronavirus lockdown. Across London there was a decrease of 18.7%.

Acquisitive crimes (theft, burglary, robbery) and vehicle offences have seen significant decreases year on year (between -13% and -22%), however violence offences have increased by 10% year on year.



ASB

3,152 anti-social behaviour issues were reported to and/or dealt with by the Council in 2020/21. This is an increase of around 41% compared to the previous year which is largely related to a peak of incidents recorded during the coronavirus lockdown in spring/summer 2020.

There were a total of 4,604 enforcement actions (e.g. Community Protection Warnings, Notices and Fixed Penalty Notices) issued in the last 12 months, which is a decrease of around a quarter on the previous year; the decrease relates to reduced activity during 'lockdown' periods.

DA

Knife  
crime

Hate  
crime

Perception

There were **4,896 recorded domestic incidents** in 2020/21, an increase of 8.3% on the previous year. The number of recorded domestic abuse offences in 2020/21 also increased, to 3,101 (+14.6%).

The number of young knife crime victims has now stabilised at around 50 over the course of 12 months, representing a significant decrease from the peaks in 2018. The percentage of residents who are worried about knife crime reached 50% in 2019/20 – this is the latest available as surveys have been interrupted by the pandemic. Across London the figure is now 36%.

The police recorded **582 racist and religious hate crime offences** in Waltham Forest in 2020/21, up from 416 in the previous year (+33.7%).

London and Newham have continued to see increases and have a rate which was around 10% higher in 2020/21. There were 98 other hate crime offences in 2020/21, an increase from 77 in the previous year (+26%). This rate is also lower than London but now higher than in Newham.

Almost half (49%) of Waltham Forest residents say that they are worried about crime in their area. This has increased significantly in the last 2 years and has been consistently higher than in London.

The proportion of residents who say they are worried about anti-social behaviour appears to have decreased in the latest results and may now be lower than in London – the first time this has ever happened.

## Governance

SafetyNet, Safeguarding Adults Board, Safeguarding Children's Board, 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 community safety partnership.

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 Safeguarding Children Board. Held virtually, this meeting proved fruitful and offered an innovative and effective way for moving forward.



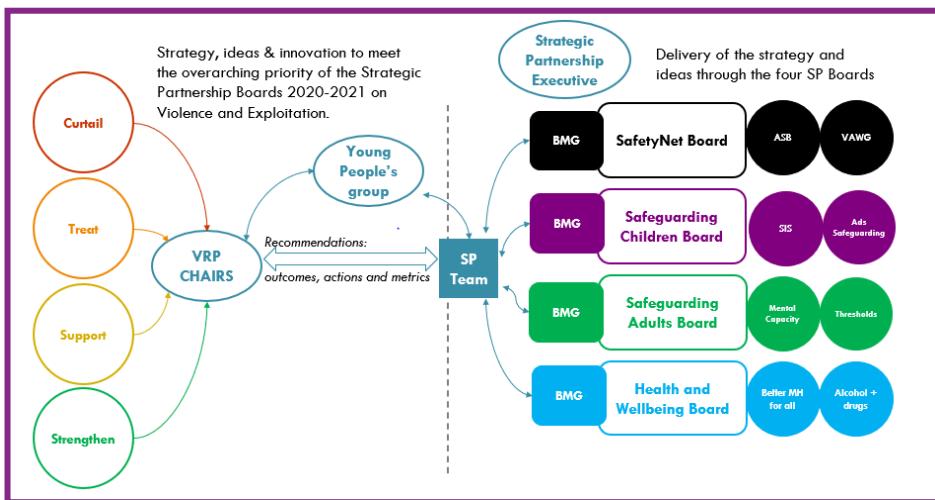
Overall, the full SafetyNet Partnership met virtually, once in 2020-21 and the Joint Board met virtually, twice. ([See attendance listed in appendix 1](#)). As per previous years, the boards' focuses, and agendas were planned by the Business Management Group that met six weeks ahead of each board. The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

## 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, comprising Violence Against Women & Girls (VAWG) and Adolescents Safeguarding & Resilience. This 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:

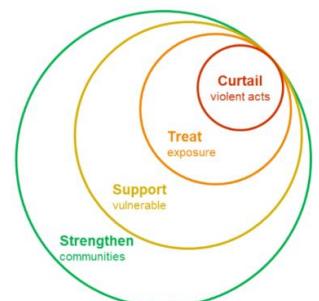
**To reduce violence in Waltham Forest so that our residents feel safer**

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:

- **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 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

## VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)

Led by SafetyNet

COVID and lockdown restrictions exacerbated circumstances for those experiencing abuse. With face to face services 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
- 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

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

### SNAPSHOT: VAWG support and services in numbers

|   |   |                       |   |
|---|---|-----------------------|---|
| Approx.<br><b>1055</b>  | survivors supported by Solace Women's Aid         | Approx.<br><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>32</b> children  |   | <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 |   |                       |   |

- 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

## **ADOLESCENTS SAFEGUARDING & RESILIENCE**

Led by Waltham Forest Safeguarding Children Board (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 includes 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?

## BROKEN THE CYCLE



### 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

- Maximised reachable moments via:
  - New protocol for Urgent Response Coordination (see diagram across)
  - 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).

- Implemented express safeguarding pathways from Emergency Department

The Violence Reduction Service in Whips 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.

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

## URGENT RESPONSE PROTOCOL



**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.

- 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.

## 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

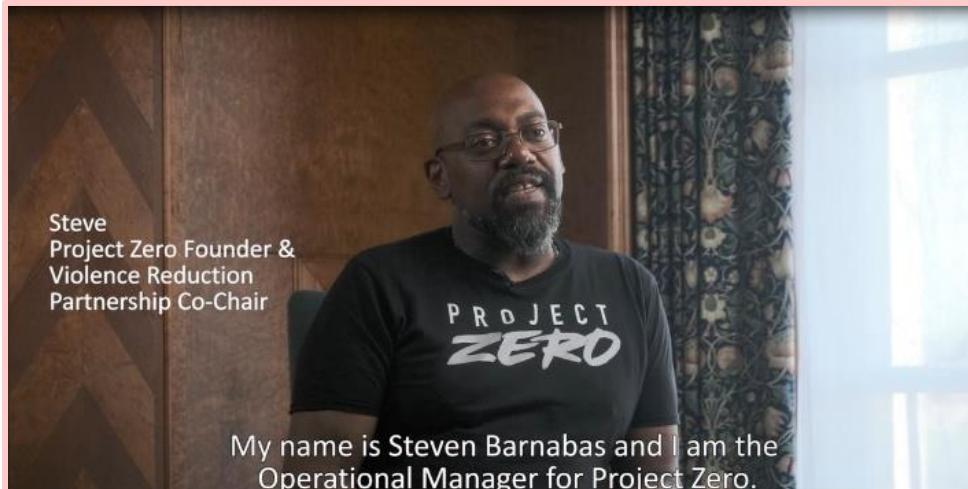
73 mentors (45 female and 28 male) continued to engage young people throughout the pandemic using Zoom, Teams, phone calls, doors step visits, cycling, walks in the park and a variety of other creative pursuits, as lockdown restrictions allowed.

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

**(continued)**

- 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.**



- 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



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

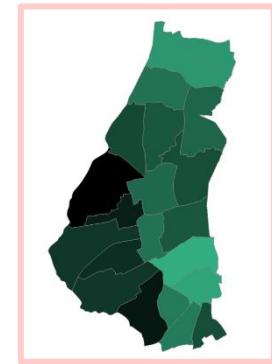
#### CRIMINAL JUSTICE SYSTEM - RACIAL DISPARITY

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.

- Commissioned a comprehensive range of specialist support for young people at risk of exclusion and exploitation
- Launched fortnightly all age [Exploitation and Risk Panel](#) (ERP) – to plan, safeguard and support young people exposed to violence and exploitation

#### SNAPSHOT: ERP in numbers

|   |                              |   |  |
|---|------------------------------|---|--|
| <b>413</b>  | Total number referred to ERP | <b>258</b>  | Young people aged under 18 referred to ERP |
| Of the total referred, <b>83%</b> were male and <b>16.64%</b> were female |                              | Of those young people, <b>36%</b> were Black/Black British, <b>30%</b> were white and <b>16.5%</b> were Asian |  |



Proportion of those referred to ERP  
(Darker shades denote higher proportion)

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

### INVOLVING AND SUPPORTING PARENTS

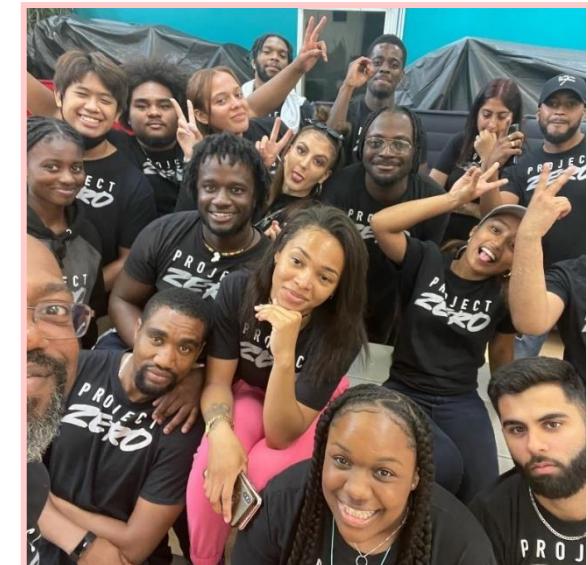
As a result of local stakeholder engagement with parents and carers, which revealed that many parents lack trust in services; have difficulty navigating public sector systems at times; and have an overwhelming preference for more informal peer-support; we were successful in bidding for external funding 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.

**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.
- [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.

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.



### **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



### **Anti-Social Behaviour (ASB)**

#### **SafetyNet Priority**

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 [Anti-Social Behaviour Strategy 2019 - 2024](#) sets out our coordinated approach to address the issues of Anti-Social behaviour (ASB) in the borough. It is a shared strategy, delivered by the Council and the wider SafetyNet Partnership in conjunction with Housing providers in the borough.

The Anti-Social Behaviour Operating Model sets out how we expect the Partnership to deliver our ambitions to tackle ASB in the borough. It has been developed in conjunction with the strategy.

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

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

## **RESIDENTS' VOICES WERE HEARD**

- Continuous improvement of the customer journey for reporting ASB to the Council
- A new joint hyper local operating model pilot via Operation 20x20x20 and Community Matters has improved engagement with residents face to face and increased ASB reporting



## **Operation 20x20x20**

The aim of the operation is to implement a new joint approach in partnership with Police to address serious ASB across all 20 wards in Waltham Forest. The Police and Council work together to reduce ASB and tackle problem priorities of each ward led by residents and councillors.

The Council and Police jointly held 16 street briefings and surgeries across several wards to engage and discuss issues with residents.

Several ward Councillors joined us and listened to various concerns of residents in the local area. This provided the opportunity to raise issues direct with the Council or Police.

## **MORE SUPPORT FOR VICTIMS**

- Increase in number of victims accepting offer of victim support - 115 in the last year.
- Continued support for victims of ASB via our Victim Support Champion.

During 2020 – 2021, 70 Premises Closure Orders were granted at Court to the ASB Team. These were pursued to safeguard the vulnerable victims and prevent crime and ASB emanating from problematic properties.



## **REDUCED NUMBER OF ASB REPORTS**

- 2% decrease in incidents reported to the Council in town centres/hotspot areas following easing of lockdown.
- Variation and expansion of the Public Space Protection Order (PSPO) in south of the borough.
- Successful ASB Patrol Service pilot which has led to a longer-term contract being approved.

- Partnership approach between the ASB Team and Police to manage problematic premises linked to cuckooing, drug dens and problematic premises. This has been recognised as best practise.
- Increase in joint patrols between the Council and Police to tackle ASB.



#### WHAT'S NEXT FOR ASB IN 2021/22?

- ❖ Tackling priority locations for ASB
- ❖ New approach to community engagement
- ❖ Co-produced solutions to ASB with residents and businesses
- ❖ Dedicated multi-agency campaign engaging with residents
- ❖ New CCTV Operations Centre
- ❖ Continued joint working with Housing

## Reducing Reoffending

*SafetyNet Priority*

### YOUTH OFFENDING

At the heart of our partnership is a strong Youth Offending Service (YOS), which has a well-led, highly skilled multi-agency staff team, integrated within the innovative Youth and Family Resilience Service. Our partnership can point to the strength of our high level of integration around the children and families we support and to whole system responses across health, safeguarding and justice.

In Waltham Forest we want all our children to be safe, healthy, happy and to be provided with a good quality education and opportunities that enable them to flourish. This means that children who offend or are at risk of offending must be seen as children first, who require our care, support, protection, and challenge so that they can achieve alongside their peers.

The Youth Offending Service in Waltham Forest is committed to a whole system response through our Violence Reduction Partnership, addressing all aspects of prevention, treatment, and enforcement. This approach is already bearing dividends in ongoing reductions in serious violence. This is a course which is supported by all partners and which is central to the youth justice mission to improve the safety and well-being of children in the borough. The YOS' work is core to the VRP and the work of the VRP will enhance the YOS' efforts to reduce offending, promote safeguarding and protect the public. Some of the key activity and impact for residents is outlined in Adolescents Safeguarding & Resilience as part of the overarching priority for Violence & Exploitation.

Whilst Waltham Forest has seen a continued decrease in custody levels over recent years, and at a significantly faster rate than London and neighbours, we remain committed to keeping as many children as possible out of custody. We know that the children in our youth justice system have, typically, not had the best start in life. It is our duty as a partnership to address the many challenges they and their families experience in order to promote their development into constructive members of our community, improving their life chances and thereby reducing crime and victimisation in our borough.

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

**Binary re-offending rate for Apr 18 - Mar 19 shows a significant improvement**, with a reduction of 8.1%, which is a significantly greater improvement than seen across England, London, or comparative neighbours. This binary rate performance also places us at a lower rate of re-offending than London as a whole.

Encouragingly our re-offences per re-offender rate has reduced further to 2.66 and makes us the 2nd lowest in our family comparator group, and the top performing London YOS against this indicator in our comparator group and significantly below the average of 3.72 offences per re-offender.

#### **REDUCTION IN FIRST TIME ENTRANTS**

- Processes and resources for the Out of Court Disposal Panel have significantly improved over the last two years including staffing restructure, robust pre-panel assessments, more joined up working, input from victims, additional scrutiny, and oversight.

**What is an out of court disposal?** A community resolution or similar, youth caution or youth conditional caution, normally used for low-level offences, where it is not in the public interest to prosecute.

- More joined up working across the Met Police North East Borough Command Unit Joint BCU
- Improved working relationships with partner agencies such as Project Zero, Through Life, Chances Social Impact Bond and the Anti-Social Behaviour Team to improve prevention approaches.
- Creating opportunities for Voices in Partnership to share their views and experiences
- Significant improvements to the Referral Order Panel Practice

#### **ADDITIONAL SUPPORT ON OFFER**

- Support provided to special schools and pupil referral units with visits during lockdown to children for whom there were concerns, (even if not currently on statutory orders) to prevent re-offending. The mobile response unit also supported with providing laptops (for children who were in digital poverty) provided food parcels for some families struggling and even supported with rent arrears/tenancy issues.
- A CAMHS clinician was also regularly part of the rapid response team to offer outreach support around emotional wellbeing when children were struggling during the lockdown and pandemic. It also facilitated those children being able to engage with CAMHS who had historically refused such interventions.
- High-Risk Panel reviewed and several recommendations identified for improvement.
- Core team of 'AIM' trained YOS practitioners to address the needs of young people who have exhibited Harmful Sexual Behaviour, in partnership with the Harmful Sexual Behaviour borough co-ordinator.
- 'Tree of Life' training delivered to all staff, which is based on narrative therapy principles and is used to support communication with those that have experienced trauma.

#### **REDUCED USE OF CUSTODY FOR CHILDREN**

- A dedicated team of Intensive Supervision and Surveillance (ISS) practitioners, who collect young people on a bus to attend appointments (due to travelling in the borough with gang issues).
- A dedicated bail and remand worker, who ensures that robust bail packages are offered to the court when remanded young people have a bail application.

- Custody lead established towards the end of 20/21 to provide guidance and oversight of those few cases that are sentenced to custody.
- Whilst our white children sentenced to custody has remained the same, positively we have seen a reduction in all other ethnic groups sentenced to custody as can be

The YOS has consolidated the vast improvement in the rate of custody per thousand with an 88% reduction from the 2017/18 to 20/21. The current rate of 0.12 per 1000 of population places us lower now than even England averages, lower than London averages and less than half the rate of our comparative neighbours, which is 0.30 per 1000. Given the continued level of violence in the borough this continued positive performance provides us with confidence that the quality, scrutiny, and gatekeeping of our pre-sentence reports are incrementally improving.

There was also a significant reduction in remand figures between 19/20 (11 children) to 20/21 (5 children) representatives of a 55% reduction. With regard to RILA we have seen a reduction from 6 (19/20) to 5 (20/21)

- A pro-active approach to planning and responding to all potential remands, reducing the number of remands to youth detention accommodation in 2020/21
- Effective support by Children's Social Care in providing care placements to facilitate Remands into Local Authority Accommodation

#### **YOUNG PEOPLE ARE EFFECTIVELY SAFEGUARDED**

- New Safeguarding lead role introduced in the Youth & Family Resilience Service (YFRS)

- 67 positive outcomes via YOS contribution to the Troubled Families Payment by Results programme
- Dedicated YFRS MASH worker (which covers both education and YOS) has been physically embedded within the Multi-Agency Safeguarding Hub
- Management monthly reviews between Children's Social Care, Virtual School and YOS for children who are looked after

#### **INTEGRATED OFFENDER MANAGEMENT (ADULTS)**

Integrated Offender Management (IOM) is an overarching framework for bringing together agencies in local areas to prioritise interventions with offenders who commit persistent violent crime in their locality. Local IOM arrangements will work best if they are not restricted to statutory or local criminal justice agencies, but involve a wide range of social agencies, including the voluntary sector, who have a role to play in tackling risk factors associated with crime and offending.

The wraparound model that IOM operates by has proved to be very successful in addressing criminogenic needs (housing, substance misuse, ETE and mental health) being the main areas. This in-turn has reduced reoffending with this cohort of service users.

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

#### **SIGNIFICANT CRIMINOGENIC NEED IS ADDRESSED**

- Increase in the domestic abuse cohort to 32 which is an increase from the previous year. In 20-21 we had 39 service users with domestic abuse on their Police National Computer (PNC) record, this was a 22% increase from the previous year. In terms of the 18-24 strand, there was an increase from 12 to 15.
- During the pandemic there was a reduction in the number of service users in structured treatment, however this correlated to the reduction in drug related offending

## WHAT'S NEXT FOR REDUCING REOFFENDING IN 2021/22?

- ❖ Implement the recommendations from review of High-Risk Panel
- ❖ Develop a joint Deferred Prosecution pilot across the North East Borough Command Unit
- ❖ Implement the revised joint national protocol for transitions in England
- ❖ Deliver training and raise awareness about the potential impact and implications for young people providing no comment interviews
- ❖ Implement the Alternative Provision strategy to reduce school exclusions and support more children to remain and or return to mainstream education, including the disproportionality actions plan
- ❖ Develop a sophisticated performance reporting platform to track re-offending and drill down on types of offences, interventions, and outcomes
- ❖ Commence utilising GPS electronic monitoring to provide more assurance to the Courts as part of pre-sentence report proposals for custody threshold cases
- ❖ Re-merging of Community Rehabilitation Company (CRC) and the National Probation Service (NPS) to form HM Prison and Probation Service
- ❖ Relaunch of Integrated Offender Management to include more violent offenders moving to a 'harm reduction' approach
- ❖ Increased work with domestic abuse perpetrators to address criminogenic needs in order to reduce risks of violence
- ❖ Stronger links with mental health services to address complex needs
- ❖ Increase engagement of substance misusing service
- ❖ Stronger links between IOM and YOS to increase transition cases

## Contest

### SafetyNet Priority

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 Waltham Forest. 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 and accountability 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 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)

*What difference has CONTEST as a priority made to residents?*

#### **EMERGING SAFEGUARDING NEEDS ARE ADDRESSED SOONER**

- By improving information sharing, the CMG has been instrumental in the Waltham Forest submission for the latest iteration of the Police's Counter-Terrorism Local Profile (CTLP). By drawing data from key partners such as Probation and CT Police, the CTLP is able to provide a richer and more accurate picture of where the threats lie in relation to terrorist activity in the borough.

#### **FRONTLINE SERVICES ARE SUPPORTED TO BETTER UNDERSTAND RISK AND THREAT**

- Operational and Strategic structures embedded with the local Counter Terrorism provision – The formation of the CMG has facilitated an increased understanding and implementation of governance and oversight for all Counter-Terrorism provision in Waltham Forest. By establishing clear distinctions between operational and strategic boards, the CMG provides clarity to partners and statutory services on their respective roles and responsibilities.
- Increased collaboration between partner agencies in response to Threat and Vulnerability Assessments (TVRA's) in the borough – Through the identification of key partners and services across the CONTEST piece, the CMG has played a crucial role in supporting timely and effective information sharing processes to ensure that the understanding around local risk and threat is up-to-date and relevant for services and residents alike. This has enabled services to share in tasking and decision-making responsibilities and supported the culture of collective responsibility in terms of the local Counter-Terrorism approach.

## **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 overarching priority Better Mental Health for All 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



## **Other SafetyNet business: No Space for Hate**

In July 2020 the [recommendations from our Waltham Forest citizens assembly](#) were published. This event brought together 45 randomly selected Waltham Forest residents during February and March 2020 to develop ideas on how to stop hate in the borough and ensure everyone feels equally welcome and safe. Despite the pandemic, a significant amount of work took place to drive this agenda forward. Key achievements:

### **MEDIA CAMPAIGN**

- Over 425 people/institutions signed pledges to show solidarity against hate
- 45 residents submitted their photo's to feature in the outdoor ad campaign

### **BYSTANDER INTERVENTION**

- 60 fully trained local Bystander Intervention Ambassadors
- 2 Councillor-led night surgeries in hot-spot areas

### **REPORTING, VICTIM SUPPORT & RESTORATIVE JUSTICE**

- Launched dedicated hate crime reporting line
- Engagement with business to support female customers

### **ENGAGING INSTITUTIONS**

- Campaign briefing to 30 partners
- Generated interest for ‘Safe Space’ pilot

### **YOUNG PEOPLE**

- On-boarded 5 young people as part of the No Space for Hate Panel
- Engaged 65 young people in bystander intervention
- Piloted ‘Stand by Her’ training with students from George Monoux College

### **What's next for No Space for Hate?**

Launch Phase 2 of the Campaign, with a focus on the collective responsibilities in challenging hate

- Target businesses and professionals with direct touchpoints with our community in Bystander Intervention Training
- Appointment of a dedicated Hate Crime Officer
- Development of a ‘safe zones’ initiative
- Young Ambassadors Programme

## The impact of the pandemic on agencies

The work of the boards, including the SafetyNet 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 pause 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.

## **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 was 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.



### **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.

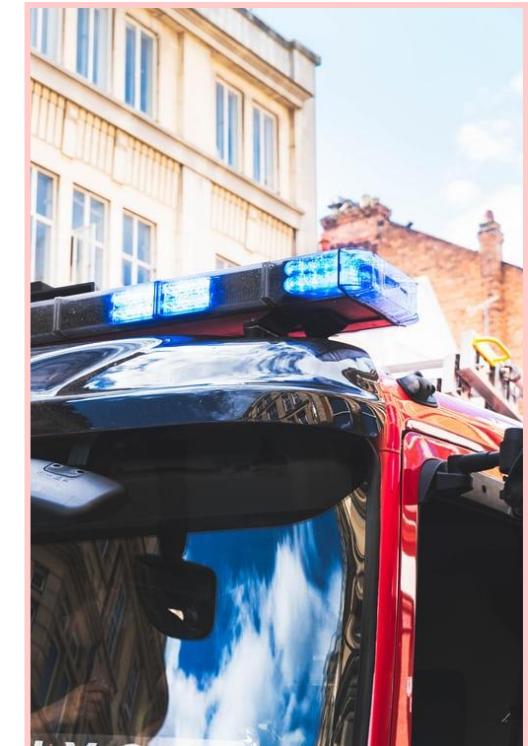
### **London Fire Brigade (LFB)**

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.

## **Learning & improving practice in Waltham Forest**

The Learning and Improving Practice Forum along with the One Panel work across Adults and Children's.

The remit of the One Panel includes domestic homicide reviews, safeguarding adult reviews and child safeguarding practice reviews. This arrangement has been in existence for many years and has worked well in bringing a wide range of expertise to look at specific cases.

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, it was agreed that the most common themes arising from reviews were lack of 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 because of the demands of the pandemic to minimise the amount of communication being circulated across services and this affected the planned programme of work. This will be revisited in the coming year with a view to reviewing 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 on 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 this includes our bitesize video guides and spotlights. In 2020/21 we distributed spotlights on: awareness / resources for Safeguarding Adults Week, ending Violence Against Women & Girls, Modern Slavery, Making Every Contact Count and supporting people with drug and alcohol abuse.

Additionally, recognising the incredible commitment of our community who came together to support each other we created bitesize video guides on [safeguarding awareness for volunteers](#) and [domestic abuse](#). This was shared widely, both locally and across safeguarding board networks nationally.



### **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.

## 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 carried out and details can be found in the [Waltham Forest Safeguarding Children Board annual report 2020/21](#). No domestic homicide reviews were carried out nor published, however one rapid review was carried out that is pertinent to SafetyNet 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.

## What's next for 2021/22?

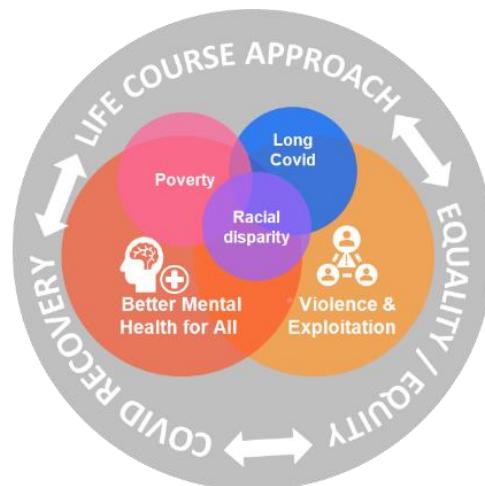
The pandemic has had a significant impact on many of our residents as well as our workforce. COVID 19 has highlighted and exposed the challenges that many individuals are facing, including ill-health, poor quality housing, poverty, and inequality.

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 absorb 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: In acknowledgement of the past year, priorities will be underpinned by three core themes:



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

Data tells us that we're on the right track with our Public Health Approach to violence reduction – it resonates with partners but there is more we can do to ensure it resonates at a community level

Our residents are still the most fearful in London about gun and knife crime, despite a decline in incidence both in absolute terms and relative to the rest of London

Building on our 15- minute neighbourhood - we now want to bring the Public Health approach to the community level and embed it in a neighbourhood context to involve residents much more directly

To deliver our VRP ambition to reduce violence we need to deliver the following on a HYPER LOCAL LEVEL:

- tackle violence
- end racial disparity
- improve public perceptions of violence
- visibly demonstrate our leadership

We know that this is a long-term endeavour and are committed to holding fast to our strategy to enable future generations to live free of violence.

## Appendix 1: Attendance at SafetyNet

During 2020/21, one full SafetyNet meeting and two joint board meetings took place. Partners welcomed the move to joint meetings.

 Member attended     Deputy attended     Did not attend     Member resigned or role ended

| Partner agency/member            | July 20 – Joint | Oct 20 – SafetyNet | Feb 21 – Joint | %   |
|----------------------------------|-----------------|--------------------|----------------|-----|
| HM Prison and Probation Service  |                 |                    |                | 100 |
| LBWF Council, Adults Social Care |                 |                    |                | 66  |
| LBWF Council, Comms & Campaigns  |                 |                    |                | 66  |
| LBWF Council, Early Help         |                 |                    |                | 100 |
| LBWF Council, Housing Services   |                 |                    |                | 100 |
| LBWF Council, Neighbourhoods     |                 |                    |                | 33  |
| LBWF Council, Public Health      |                 |                    |                | 100 |
| LBWF Regulatory Services         |                 |                    |                | 66  |
| Lead Member for Community Safety |                 |                    |                | 100 |
| London Fire Brigade              |                 |                    |                | 66  |
| Metropolitan Police Service      |                 |                    |                | 100 |
| Education representative         |                 |                    |                | 66  |
| TNW Clinical Commissioning Group |                 |                    |                | 100 |
| Victim Support                   |                 |                    |                | 33  |

## Appendix 2: Resource & Funding

| SPU Income   | £258,887 | SPU Expenditure                            | £258,887 |
|--|----------|--|----------|
| <b>Clinical Commissioning Group</b> ( <i>includes £5175 towards statutory review</i> ) | £40,175  |  |          |
| <b>North East London Foundation Trust</b>  | £10,000  | <b>Strategic Partnership Unit Salaries</b> | £209,254 |
| <b>Barts Health NHS Trust</b> ( <i>includes £5175 towards statutory review</i> )       | £32,175  | <b>Salaries for Chairs 20/21</b>           | £28,588  |
| <b>Police</b> (£10,000 nationally agreed + includes £5175 towards statutory review)    | £15,175  | <b>Running costs, bitesize, etc.</b>       | £3,670   |
| <b>London Fire Brigade</b>   | £1000    | <b>Statutory reviews</b>                   | £17,375  |
| <b>HM Prisons &amp; Probation Service</b> ( <i>nationally agreed</i> )                 | £1,000   |  |          |
| <b>London Borough of Waltham Forest</b>  | 159,362  |  |          |