

NORTH LINCOLNSHIRE COUNCIL

CABINET

**Annual Review of Local Arrangements to safeguard and promote the welfare of
children and young people 2018/19**

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 Cabinet to note the publication of the Annual Review of Local Arrangements to safeguard and promote the welfare of children and young people 2018/19, and to consider the review in relation to planning, commissioning and budget setting. The review demonstrates that the Children's Multi Agency Resilience and Safeguarding (MARS) Board (formerly the LSCB):

- Proactively planned for and implemented legislative changes (transitioning from the LSCB to Children's MARS arrangements)
- Effectively meets its statutory obligations
- Benefits from strong and consistent leadership
- Has made good progress against its areas of focus
- Listens and responds to the voices of children and young people

2. BACKGROUND INFORMATION

2.1 North Lincolnshire is aspirational for children, young people and families in this area and under the auspices of the Local Safeguarding Children Board (LSCB), there was a long history of working together to improve outcomes. This continued throughout the transition from the LSCB to the new Children's MARS arrangements, and as early adopters, we published our local arrangements on 31 October 2018.

2.2 As part of being an early adopter, there were opportunities to build on our already robust arrangements, to further test and develop the local approach and lead the way in developing and implementing new innovations. We have developed approaches to scrutiny and assurance resulting in an even more transparent and inclusive approach and we have also strengthened our relationship with schools and colleges building on good levels of engagement through a range of mechanisms. We have continued to listen, learn, review and adapt and the Children's MARS arrangements were reviewed and republished in June 2019.

2.3 As per Working Together to Safeguard Children 2018, there is a statutory requirement to publish an annual review, which sets out what has been done as a result of the local multi agency safeguarding arrangements. The review has been endorsed by the Children's MARS Board on behalf of the three

safeguarding partners from North Lincolnshire Council, North Lincolnshire Clinical Commissioning Group and Humberside Police. The review is then required to be distributed through relevant governance routes across the three safeguarding partner organisations and relevant partnership arrangements, to be considered in relation to planning, commissioning and budget setting.

- 2.4 The annual review provides a review of activity and impacts in respect of Children's MARS functions, including funding, performance, voice and stakeholder engagement, training, scrutiny and assurance and child safeguarding practice reviews.
- 2.5 The annual review outlines developments and progress relating to the five intents:
- Co-produce with children, young people and families using their strengths and assets to develop services to meet individual needs
 - Make children's safeguarding personal and swift so they remain in families, in school
 - Build children, young people and families resilience
 - Drive an even stronger partnership with schools, colleges and local agencies
 - Provide robust scrutiny and assurance to the partnership in relation to safeguarding and the welfare of children and young people in North Lincolnshire
- 2.6 The annual review also clarifies the three areas of focus and outlines activities and impacts made in order to reduce the harm from child exploitation, domestic abuse and neglect.
- 2.7 Significant achievements highlighted in the annual review covering April 2018 to June 2019 include:
- The LSCB continuing to have strong leadership through the Independent Chair and a good line of sight to front line multi agency practice and the quality of services that support children, young people and families
 - Successful transition from the LSCB to the Children's MARS Local Arrangements in line with the transitional guidance that accompanied Working Together to Safeguard Children 2018
 - Rebalancing of leadership responsibility and collaborative working between the three safeguarding partners to develop the local arrangements
 - Local arrangements launched at our 'Out of this World' conference in November 2018
 - Shared vision, culture and commitment to delivering the local arrangements underpinned by a delivery plan
 - Specific areas of focus allocated to individual safeguarding partners to drive implementation
 - Shared ownership of funding responsibilities including contributions to a new Multi Agency Innovation Hub to help innovate and deliver improved outcomes

- Efficient board arrangements with shared chairpersonship, core membership and active, engaged discussions and decision making
- Ongoing development and implementation of a more robust scrutiny and assurance framework, including independent scrutiny, through thematic and agency specific assurance events and practice learning line of sight events leading to changes in practice
- Strategic thinking and developmental discussions across key boards and partnerships including the Community Safety Partnership Board and Safeguarding Adults Board with more opportunities identified for shared priorities and collaborative working
- Ongoing and renewed focus on engaging with and listening to children, young people and families including young people's involvement in the launch conference and a square table consultation event
- Strengthened relationships with schools through involvement in the designated safeguarding leads forum and relationships with early help locality forums
- Enhanced relationships with early years providers and increasing representation across partnership arrangements
- Developed a new Children's MARS website as a means of sharing information and communication and publicising key documents and resources

3. **PROGRESS AGAINST PRIORITIES**

There has been significant partnership action pertaining the three areas of focus which has impacted on children, young people and families. Examples of impacts include:

3.1. **Reduce the harm from child exploitation**

- Multi agency procedures and training has led to increased recognition and identification of child criminal exploitation (CCE), County Lines and Organised Crime Groups
- Multi Agency Child Exploitation meetings evidence impact on reducing levels of risk to children and young people through risk management plans that supplement statutory child in need or protection plans
- Significant partnership disruption activity has been undertaken with suspected perpetrators and specific locations targeted which has contributed to the reduction in risk to children and young people. There is evidence of perpetrators being arrested, prosecuted and convicted
- There has been a reduction in the number of missing children incidents by 12% during 2018/19 compared to the previous year with robust multi agency working to prevent repeat missing
- Pathways of support for children who go missing include local therapeutic support from Changing Lives through Changing Minds who work closely with the partnership
- Work with secondary schools has seen a reduction in exclusions for children and young people
- Young people's stories and views have been utilised within the Not In Our Community social media campaign aimed at preventing children and young people from being groomed and exploited

- Young people's views have enhanced the understanding of the local picture of CCE and shaped interventions and services to prevent, support and protect children
- Varied approaches including group work and immersive positive activities with young people vulnerable to, at risk from or who have experienced child sexual exploitation and CCE has seen an increase in engagement, self-esteem and safety

3.2. Reduce the harm from domestic abuse

- Operation Encompass has continued to enable schools and colleges to be aware of Domestic Abuse (DA) incidents and proactively consider the impact on children and young people and the need for early help
- The DA Triage meeting has ensured that the right level of help and support is in place for children and young people including early help
- The Children's Independent Domestic Violence Advocate (IDVA) is co-located with the Council's Children's Services and provides help and support to young people across the early help and safeguarding pathway to enable recovery from the impact of DA
- Awareness raising and preventative approaches for children and young people including through schools, colleges and the locally developed Life Central app impact by helping them learn about healthy relationships, including through self help
- The Harmful Sexual Behaviour panel has continued to provide an holistic change programme for young people
- Good practice and learning was highlighted during the Practice Learning Line of Sight event on children living with DA
- The Multi Agency Risk Assessment Conference (MARAC) partnership arrangements have been reconfigured to further develop effectiveness and reduce duplication of meetings
- Multi Agency Tactical and Co-ordination (MATAC) meetings have increased the potential for reducing the risk of harm and/or recidivism and promote the safety of adults, children and young people at risk or suffering abuse from DA in a way that is also responding to perpetrators to minimise such risks
- Secured funding to implement a flexible approach to non-convicted perpetrators of DA that will include work with families who want to stay together to get safe and stay safe and move on to reach their full potential
- Adopting a partnership approach to the White Ribbon campaign enabled more creativity, additional capacity, wider engagement, consistent messages and access to a range of resources for a large wide audience of local people
- Helping to prepare schools and colleges for the forthcoming Relationships Education, Relationships and Sex Education and Health Education has provided opportunities for them to remain apprised of the changes and plan ahead of the statutory implementation date

3.3. Reduce the harm from neglect

- Almost 200 practitioners have been trained and accredited in the use of the Graded Care Profile 2 (GCP2) assessment tool

- Training by national speaker Jan Horwath was evaluated by practitioners as focusing on establishing the strengths of families and drawing on the daily lived experiences of family members. It also provided approaches to support practice that can be used alongside the GCP2
- Co-working on GCP2 assessments has built practitioner confidence and increased the use of the tool
- Outcomes of the GCP2 and areas of intervention are being integrated into children's plans
- Feedback from practitioners indicates that the GCP2 neglect assessment model has begun to support and develop consistency in language and the approach to neglect across early help and the safeguarding pathway
- Practitioners have said that the GCP2:
 - enhances understanding of the lived experience of the child
 - has promoted parents engagement
 - helped families to be clearer, at an earlier point, when there are concerns about neglect
 - was easy and relatively quick up to write up
- Family feedback about their experiences when the GCP2 has been used in assessment practice has included:
 - easy to understand
 - it's not like an assessment is being completed
 - clear and the colour coding helps to understand the strengths and areas of concern

4. AREAS OF FOCUS FOR 2019/20

4.1 Safeguarding partners and relevant agencies will continue to listen, learn, review and adapt in order to ensure the local Children's MARS arrangements best meet the needs of the children, young people and families in North Lincolnshire, so they are resilient and safeguarded.

4.2 Safeguarding partners will continue to deliver the core functions, ensure that effective safeguarding arrangements are in place and continue to seek assurance that further work is progressing in relation to the areas of focus identified in the review, as follows:

- Reduce the harm from child exploitation
- Reduce the harm to children from domestic abuse
- Reduce the harm from neglect

In addition, taking account of children and young people's views there will also be a focus on raising awareness of the risks outside the family environment.

5. OPTIONS FOR CONSIDERATION

5.1 To receive the Annual Review of Local Arrangements to safeguard and promote the welfare of children and young people 2018/19.

6. ANALYSIS OF OPTIONS

6.1 None, for information only.

7. **RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

7.1 None, for information only.

8. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

8.1 Not applicable.

9. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

9.1 There has been a range of consultation with safeguarding partners, relevant agencies and children, young people and families as part of the development and implementation of the Children's MARS arrangements. There will be further engagement opportunities as we continue to listen, learn, adapt and review.

10. **RECOMMENDATIONS**

10.1 To receive the Annual Review of Local Arrangements to safeguard and promote the welfare of children and young people 2018/19 and consider this where relevant in relation to planning, commissioning and budgets setting processes.

DIRECTOR OF CHILDREN AND COMMUNITY RESILIENCE

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Date: November 2019

Background Papers used in the preparation of this report:

[Annual Review of Local Arrangements to safeguard and promote the welfare of children and young people 2018/19](#)

[Working Together to Safeguard Children 2018](#)

[Children's MARS Local Arrangements June 2019](#)

Annual Review of Local Arrangements to safeguard and promote the welfare of children and young people

2018/19



North Lincolnshire

**CHILDREN'S
MULTI-AGENCY
RESILIENCE &
SAFEGUARDING
BOARD**



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Welcome

Welcome to our 2018/19 annual review of the local arrangements to safeguard and promote the welfare of children, young people and families.

In North Lincolnshire, we have a strong history of working together to improve outcomes for children, young people and families and this has continued throughout our transition from the Local Safeguarding Children Board (LSCB) to the new Children's Multi Agency Resilience and Safeguarding (MARS) Local Arrangements that were published on 31 October 2018.

To provide assurance and ensure transparency we agreed independent scrutiny of how effectively the arrangements are working for children and families as well as for practitioners, and how well we, the safeguarding partners, are providing strong leadership. We would like to thank **Edwina Harrison** as the Independent Scrutiny Officer for her constructive evaluation and recommendations on how to drive continuous improvements.

This review provides an excellent opportunity to acknowledge the work of the LSCB and to reflect on how we, as early adopters of the new multi agency safeguarding arrangements got to publication of our new Children's MARS Local Arrangements and the critical success factors.

Having a commitment to and aspirations of further developing innovative ways of multi agency working we have listened, learned, reviewed and adapted in order to ensure our local arrangements best meet the needs of the children, young people and families in North Lincolnshire, so that they are resilient and safeguarded.

As safeguarding partners, we are proud of our local practice and working together. We continue to focus on making sure that our children, young people and families are at the centre of the safeguarding system. We are building on our outstanding partnerships and practice to ensure that everyone is able to recognise and fulfil their responsibilities leading to improved outcomes for children, young people and families.



Mick Gibbs

Director of Children and
Community Resilience
North Lincolnshire
Council



Clare Linley

Director of Nursing
and Quality North
Lincolnshire
Clinical Commissioning
Group



Darren Wildbore

Temporary Chief
Superintendent
Humberside Police

Introduction

As early adopters of the new multi agency safeguarding arrangements, our Children's Multi Agency Resilience and Safeguarding (MARS) Local Arrangements were originally published in October 2018. Prior to this we continued to work under the auspices of the Local Safeguarding Children Board (LSCB).

As part of becoming an early adopter we have tested and developed approaches to scrutiny and assurance resulting in an even more transparent and inclusive approach. We have also strengthened our relationship with schools and colleges building on good levels of engagement through a range of mechanisms.

A remarkable local factor is our work to engage with and listen to children and young people. Through further developing a new approach to working with adolescents, including those at risk of child exploitation, we have continued to shape our multi agency practice through the safeguarding partner organisations, relevant agencies and other agencies.

As an early adopter we have shared learning with the National Children's Bureau as the facilitator of the multi agency safeguarding arrangements early adopter programme and also nationally and regionally as other areas have been developing their new multi agency safeguarding arrangements.

In line with our commitment to listen, learn, review and adapt, we refreshed our arrangements and republished in June 2019 (in line with statutory timescales).

This annual review will provide a summary of key highlights for the period April 2018 to June 2019 covering the work under the LSCB and Children's MARS arrangements. It outlines how we responded to change and transformed, reached publication and launched our arrangements.

This review highlights activities and impacts in relation to partnership groups, functions, the five intents of our arrangements and specific areas of focus that form part of the Children's MARS arrangements.

Key highlights and successes

Over the last year, there have been a range of significant achievements which include:

- The LSCB continuing to have strong leadership through the Independent Chair and a good line of sight to front line multi agency practice and the quality of services that support children, young people and families
- Successful transition from the LSCB to the Children's MARS Local Arrangements in line with the transitional guidance that accompanied Working Together to Safeguard Children 2018
- Rebalancing of leadership responsibility and collaborative working between the three safeguarding partners to develop the local arrangements
- Local arrangements launched at our 'Out of this World' conference
- Shared vision, culture and commitment to delivering the local arrangements underpinned by a delivery plan
- Specific areas of focus allocated to individual safeguarding partners to drive implementation
- Shared ownership of funding responsibilities including contributions to a new Multi-Agency Innovation Hub to help innovate and deliver improved outcomes
- Efficient board arrangements with shared chairpersonship, core membership and active, engaged discussions and decision making
- Ongoing development and implementation of a more robust scrutiny and assurance framework, including independent scrutiny, through thematic and agency specific assurance events and practice learning line of sight events leading to changes in practice
- Strategic thinking and developmental discussions across key boards and partnerships including the Community Safety Partnership Board and Safeguarding Adults Board with more opportunities identified for shared priorities and collaborative working
- Ongoing and renewed focus on engaging with and listening to children, young people and families including young people's involvement in the launch conference and a square table consultation event
- Strengthened relationships with schools through involvement in the designated safeguarding leads forum and relationships with early help locality forums
- Enhanced relationships with early years providers and increasing representation across partnership arrangements
- Developed a new Children's MARS website as a means of sharing information and communication and publicising key documents and resources

Independent scrutiny of the Children's MARS Local Arrangements

As part of our commitment to listen, learn, review and adapt and to ensure that we are fulfilling our responsibilities under Working Together to Safeguard Children 2018, our arrangements were independently scrutinised in July 2019. As part of this, the independent scrutineer undertook some desktop research/prior reading of Children's MARS Board, sub groups and other records, observed the Children's MARS Board, facilitated a multi agency practitioner and supervisor forum and met with the Innovation Hub.

Feedback from **Edwina Harrison, the Independent Scrutiny Officer** is highlighted below.

A 'seamless' process

- Transition to the new arrangements has gone well - the three key partners have assumed full responsibility for the new roles and at the right level. There is evidence of constructive challenge taking place and of distributed leadership across the agencies
- The key elements which impact positively on outcomes for children of the LSCB have been recognised and carried forward. These include the Line of Sight audits which provide continued opportunity for full involvement of all the safeguarding partners
- There is evidence of a sharper focus on the actions which can bring about positive change in the lives of children
- Evidence of commitment to the new arrangements is demonstrated through the agreement which has been reached on the financial contributions
- The new 'deep dive' process which was piloted through the Early Adopter status has been well received and will enhance existing audit processes. Front line staff appreciate the involvement of senior leaders and can see that changes take place as a result of the process

Work in progress

- The Innovation Hub is an innovative concept involving seconded staff from the three key partners working together. This team could have a significant impact on improving outcomes for children and young people by building on the work which has been undertaken during the period as an Early Adopter when the team was first established. Statutory partners should ensure that there is an equitable contribution to the ongoing developments
- Partnership working across is well established in North Lincolnshire but in view of the changes which have taken place there may be potential for some further alignment with other partnerships on specific issues

Responding to change and transformation

The LSCB responded proactively to national policy and legislative changes in safeguarding children including the Working Together to Safeguard Children 2018 consultation and Children and Social Work Act 2017.

In response to Working Together to Safeguard Children 2018, the responsibilities of the safeguarding partners in North Lincolnshire are fulfilled by the Director of Children and Community Resilience, NLC; the Director of Nursing and Quality, NLCCG; and the Chief Superintendent, Humberside Police. Safeguarding partners have equal and joint responsibility for the [Children's Multi Agency Resilience and Safeguarding \(MARS\) Local Arrangements](#), which signal North Lincolnshire's ambition to develop an equitable and robust partnership and a new way of working across the safeguarding system. The Children's MARS arrangements convey our responsibilities for safeguarding and promoting the welfare of children and young people. They also highlight our commitment to promoting and building resilience for children, young people and families.

The five intents of the Children's MARS arrangements are to:

- Co-produce with children, young people and families using their strengths and assets to develop services to meet their individual needs
- Make children's safeguarding personal and swift so they remain in families, in school
- Build children, young people and families resilience
- Drive an even stronger partnership with schools, colleges and local agencies
- Provide robust independent scrutiny and assurance to the partnership in relation to safeguarding and the welfare of children and young people in North Lincolnshire

Our areas of focus continue to be to reduce the harm from:

- child exploitation
- domestic abuse
- neglect

North Lincolnshire as 'early adopters'

Building on our outstanding LSCB, North Lincolnshire was selected to be an early adopter of the new multi-agency safeguarding arrangements. As early adopters, we committed to listen, learn, adapt and review as we transitioned from the LSCB to the new Children's MARS arrangements.

We have engaged with the National Children's Bureau, who are the facilitators of the early adopters programme, to share learning including through attendance at regional and national learning events and contributions to the online forum. We have also shared information and key documents to help and support other areas as they moved towards the new multi agency safeguarding arrangements, including a neighbouring area, who are applying some of our processes which will enhance commonalities and collaborative working across the patch.

As a means of sharing our journey, safeguarding partner representatives presented at the final celebration and reflection event in June 2019 regarding 'building in periodic reviews and treating 2019 compliance as just one part of implementation, not the final product'.

How we got to publication of our new Children's MARS Local Arrangements and the critical success factors

Reflecting on our early adopter activity, the **critical success factors** which enabled us to successfully transition from the LSCB to the new Children's MARS arrangements were:

- ✓ We established **shadow partnership arrangements** which allowed us to continue to work under the auspices of the LSCB while giving us the space and opportunity to develop the new arrangements
- ✓ Safeguarding partners were committed to **sharing ownership and working collaboratively at the highest level**
- ✓ **The scope of arrangements were agreed** and underpinned by a **robust memorandum of understanding** which clarified roles and responsibilities providing clarity of purpose
- ✓ The arrangements were focussed around **five key intents** which are outcome orientated
- ✓ **Dedicated capacity** was identified to support developments
- ✓ There were opportunities to **test and develop scrutiny and assurance activity**
- ✓ The **transition arrangements** were underpinned by a clear project approach to ensure compliance
- ✓ Safeguarding partners agreed **funding and resource for a Multi Agency Innovation Hub** to drive forward implementation and innovative practice

Launching the Children's MARS Local Arrangements

The Children's MARS arrangements were **published** on 31 October and **launched** at the 'Out of this World' conference on 2 November



Feedback from the conference was overwhelmingly positive:

- *"The best conference I have attended"*
- *"Really thought provoking"*
- *"Already thinking about how my practice can change"*
- *"Inspiring and motivating"*
- *"All speakers were excellent and informative"*
- *"Really impressive"*
- *"Such brilliant organisation"*

- Over 150 people attended from the safeguarding partner organisations and other agencies including leaders at all levels and young people representatives
- The Director of Learning, Skills and Culture, North Lincolnshire Council, formally opened the conference and introduced the audience to the place of North Lincolnshire
- Rosie Parkin, Youth Councillor, North Lincolnshire Youth Council, reinforced the importance of young people being part of the solution and introduced a film which provided an overview of local examples of co-production
- The safeguarding partners formally launched the Children's MARS arrangements by talking about our mission to MARS and how we can take services to children, young people and families to outstanding and beyond. Their input focussed on what we want to achieve, how we will know when we get there and what it means practically. The session culminated in them 'signing up' to the new arrangements. The conference was also an exciting opportunity to hear from nationally acclaimed speakers: Dez Holmes – regarding risk, rights, resilience and relationships: redesigning our approach to safeguarding young people; and Jasvinder Sanghera – on honour based abuse and forced marriage

Examples of other reflections from the conference included:

"Many thanks for the excellent conference today: stimulating and thought provoking speakers, just the right amount of time for sharing ideas and high quality facilities provided by the hotel. I look forward to continuing my support for safeguarding in NLC in the new arrangements" Head Teacher

"I just wanted to say thank you for putting on such a fantastic event on Friday. Such a lot of hard work must have gone into this and it clearly paid off. The speakers were fantastic and from the conversations around the room, they got everyone's thoughts going about how to develop practice further. It was a really well planned, inspirational day so thank you to you all for the time and effort that went into putting this on." Service Manager, North Lincolnshire Council

A [conference edition news update](#) provides further detail.

Governance

The inaugural Children's MARS Board took place on 11 November 2018 and there have been two subsequent meetings in January and April 2019. The key roles and functions for the Board, which are detailed in the [terms of reference](#) are to deliver on the agreed intents and to fulfil the responsibilities as detailed in the Children's MARS arrangements and underpinning [Memorandum of Understanding](#).

There has been a rebalancing of leadership responsibility and collaborative working between the three safeguarding partners to ensure an equal and robust partnership. As part of this, the chairing responsibilities have been agreed across the three safeguarding partners, with one partner taking up the chair in the first instance. There is a shared vision, culture and commitment to delivering the local arrangements which are underpinned by a delivery plan that for 2018/19 was built around the five intents and is supported through key workstreams or 'portfolio areas'. To monitor progress and drive forward creativity and innovation, each of the safeguarding partners have taken a lead responsibility for the portfolio areas as follows:

Chief Superintendent, Humberside Police

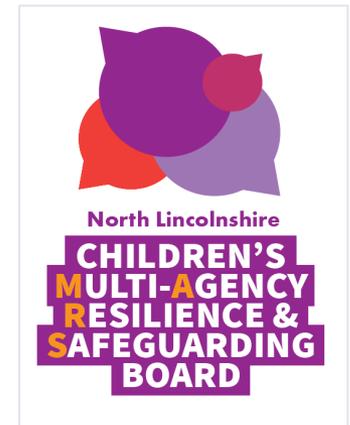
- Funding
- Performance

Director of Children and Community Resilience, North Lincolnshire Council

- Voice, engagement and stakeholder partnership
- Child safeguarding practice review process

Director of Nursing and Quality, North Lincolnshire Clinical Commissioning Group

- Multi agency education and training
- Scrutiny and assurance



Progress against the 2018/19 delivery plan has now been finalised. Any remaining actions and new actions have been rationalised into the 2019/20 delivery plan. This is a working plan and will change in year in order to be proactive and responsive to required action and drive forward innovation and creativity leading to improved outcomes.

Performance framework

The LSCB had a comprehensive performance management framework in place. This has been further developed under the Children's MARS Board. It is now focused around a two tier reporting system, as follows:

1 - Standard quarterly performance report which will be routinely available for every Board meeting

This will include:

- partnership information across the whole of the early help and safeguarding pathway in respect of activity, performance and trend data
- an analysis of this information indicating any areas of exception or concern and any areas of particularly good practice which require to be highlighted to the Board

2 - A quarterly performance and quality of practice 'deep dive' analysis of identified areas across the safeguarding pathway

It is proposed that these deep dives will be undertaken by the Innovation Hub, alongside partner agencies, and will be identified and agreed by the Board dependent upon either:

- the need to further explore and understand any areas of concern or exception
- to more fully understand performance and outcomes relating to the Board's areas of focus or emerging issues

In addition, the Chairs of the strategic groups will consider and further develop as necessary their own groups', more detailed data sets and performance indicators in respect of their areas of focus and the work of the strategic groups.

Partnerships

The strong partnership foundations established through the LSCB stood us in good stead for the transformation journey to our new multi agency safeguarding arrangements.

There are three key partnership groups in place which lead, champion, implement and oversee the early help and safeguarding pathway and learning and improvement:

- Early Help Strategic Leads Group (EHSLG)
- Safeguarding Pathway Lead Officers Group (SPLOG)
- Safeguarding Practice Learning and Improvement Group (SPLIG)

There has been significant activity, impact and outcomes since the launch of the new arrangements and work is underway to ensure the groups' contributions to the identified intents are clear and robust.

EARLY HELP STRATEGIC LEADS GROUP (EHSLG)

This group specifically brings together lead officers to lead, champion, implement and oversee the Early Help offer in line with the organisational model, the Children and Families (Threshold Document 2016/20) that covers agencies statutory functions to deliver early help.

The effectiveness and impact of North Lincolnshire's Early Help Offer 2018/19 sets out the range of early help services on offer to children, young people and families and provides a summary of key achievements and successes. By drawing on performance, data and service user feedback, the report demonstrates the vast array of early help activity. Key examples include:

- Reviewed the existing management structures to create a third tier management post of Head of Early Help, North Lincolnshire Council to continue to drive forward the Early Help Agenda across the local area
- North Lincolnshire was selected as an early adopter of the new multi agency safeguarding arrangements. The North Lincolnshire Children's Multi Agency Resilience and Safeguarding (MARS) Local Arrangements were published in October 2018, and have, for the first time, specifically focused upon building the resilience of children, young people and families throughout early help and the safeguarding pathway
- The Multi Agency Innovation Hub was established in April 2019 as part of the Children's MARS arrangements. This is a jointly resourced team of representatives from the three safeguarding partners and is focusing on developing and improving multi agency practice across the whole spectrum of the early help and safeguarding pathway

Partnerships

Examples of activity, impacts and outcomes continued:

- Continued to strengthen the role of the EHSLG in providing multi agency accountability, oversight and quality assurance of early help practice. Incorporating this group into the new Children's MARS arrangements has ensured that there is a Senior Officer line of sight on the effectiveness of early help across the partnership and an accountability to the three safeguarding partners via the Children's MARS Board
- Continued to extend the availability of digital and locality based resources which are available to children, young people and families in their own communities and at times when they require them. This has included the continuing use of the community hubs and children's centres as 'whole family' resources and development of more 'on-line' and digital solutions which are available 24 hours a day, 7 days a week
- Continued to strengthen the role of the Health Visiting and School Nursing 'Health and Wellbeing Service' offering support to children and young people aged - 9 months to 25 years. Increasing the focus on families with additional needs and vulnerabilities by developing an intensive model of Health Visiting and broadening the School Nursing offer to young people up to the age of 25 years who have Special Educational Needs or Disability
- A Family Solutions approach with families is embedded across services to enable families to identify support within their own networks, build their own resilience and create their own solutions within their own networks and communities
- The Families Initiative has been embedded across North Lincolnshire in order to develop a 'whole family' approach by services working with children and families. This aims to ensure that everyone within the family is able to receive the support that they need, at the lowest level of service, enabling them to achieve positive outcomes, live happy and healthy lives and access employment and training opportunities, thus building their own capacity and resilience to become independent of services
- Work has continued to strengthen practice and 'change the narrative' in order to refocus the multi agency response to adolescents and the emerging challenge of criminal exploitation. A persistent focus upon child criminal exploitation and the contextual safeguarding risks for children and adolescents has led to the development and delivery of training to frontline staff and supervisors, now being rolled out across the partnership. As a result the early identification of children and young people at risk of being criminally exploited has improved
- Partnership working with the Humberside Police Early Intervention Team to ensure that young people are diverted from crime and anti-social behaviour. The model is strengths based and incorporates a child focus that starts from and builds on the Adverse Childhood Experiences methodology considering the lived experience of the child

Partnerships

Examples of activity, impacts and outcomes continued:

- Continued focus upon supporting the emotional health and wellbeing of children, young people and their parents at a universal level including:
 - the formation of the Infant Mental Health Alliance between the Council, NLaG and RDaSH to develop an infant mental health strategy and pathway for children pre-birth to three years to support peri-natal, ante-natal and post-natal mental health for families
 - 100% of schools have an emotional health champion
 - over 250 people across agencies have been trained in Youth Mental Health First Aid
 - the Youth Council has continued to have influence and impact in relation to positive emotional health and wellbeing by the Positive Steps and Be Unique workstreams to improve resilience and focus on positive body image
 - all schools and colleges have a health plan formulated by the School Nursing Service focusing on the health needs of the children and young people in each school
- Increased focus on preventing the neglect of children and young people, including the training of a range of professionals across agencies in the use of the Graded Care Profile 2. This is a tool to assist in working with families to assess the impact of neglect upon children and young people and work with parents and carers to make improvements in their parenting in the identified areas of need
- Continued work with head teachers providing challenge and support to maintain children and young people in school, reducing exclusions and enabling children and young people to remain in local provision
- Training of a significant number of peer mentors within schools to support their peers with issues such as bullying, on line safety and healthy relationships
- Early help locality meetings are well established in order to support practitioners from early years settings, schools, health visitors, children's centres and the voluntary sector in undertaking assessments and providing appropriate help to families at the earliest stage



North Lincolnshire

**CHILDREN'S
MULTI-AGENCY
RESILIENCE &
SAFEGUARDING
BOARD**

Partnerships

We know how our early help system makes a difference to children, young people and families in North Lincolnshire

Growing up in North Lincolnshire, children and young people are more likely to:

1 - Be born healthy and continue to develop in a healthy way

- The vast majority of babies, 97% are born with a healthy weight
- 86% of 2 – 2.5 year olds meet or exceed healthy standards of development

2 - Have their health checks undertaken by a Health Visitor in a timely manner

- 87% of babies were seen by their health visitor between the ages of 6 and 8 weeks compared with 84% across England
- 97% of babies were seen by their health visitor for a 12 month review compared with 83% across England

3 - Receive support early on if they need help and be less likely to need a statutory Social Work service

- The number of referrals to Social Work Services has continued to decrease whilst those families receiving a targeted family support service has increased
- The rate of children in need in North Lincolnshire is less than nationally at 334 per 10,000 children at the end of March 2019 compared with 341 across England
- There are less children on a Child Protection Plan in North Lincolnshire with a rate of 44 per 10,000 children at the end of March 2019 compared with 45 nationally
- More children with a special educational need or disability have their Education, Health and Care Plans issued within the 20 week assessment period. The latest figure is 84% in North Lincolnshire at the end of January 2018 compared with 58% nationally and 69% Statistical Neighbours

4 - Achieve positive outcomes whilst living within their own families

- During the three years from April 2016 to March 2019 572 families have been supported to achieve positive outcomes against The Families Initiative criteria including improvements in their health, a reduction in crime and anti-social behaviour, improvements in parenting capacity, a reduction in incidents of domestic abuse and increased employment and access to training and education

5 - Be resilient and well prepared for adult life

- The latest College Lifestyle Survey of 1799 students aged between 16 and 18 years was completed between October 2017 and February 2018
- The vast majority of young people this age reported that they have a positive outlook on life, perceive themselves to be in good health, feel safe and happy in North Lincolnshire and are optimistic and confident about the future

Partnerships

SAFEGUARDING PATHWAY LEAD OFFICERS GROUP (SPLOG)

This group brings together lead officers with responsibilities for oversight and quality assurance of multi agency working within the 'safeguarding pathway' for children between early help services and statutory safeguarding processes.

Specifically, the group oversees and quality assures:

- The interface between early help and the Integrated Multi Agency Partnership (IMAP)
- Multi agency working and decision-making within IMAP
- The quality of multi agency assessments
- The effectiveness and timeliness of multi agency help and protection

There is a focus upon the experience, progress, and views of children, young people, and their families throughout.

Examples of key developments and successes:

- The voice of children and young people is at the centre of all we do and there is evidence of engagement at every level.
- Partnership working is strong and founded on longstanding relationships based upon trust, high challenge and high support.
- Partnership contributions to the safeguarding pathway for children and good performance in relation to areas of practice such as multi agency contribution to strategy discussions and attendance at child protection conferences.
- Partners have a strengthened understanding of populations, performance and practice. Increased and shared understanding of thresholds.
- Strong partnership commitment to creative and dynamic practice and doing the right thing for children to prevent them entering care, offending, being exploited or being involved in serious violence.
- Partnership Interface meetings are now embedded to focus on multi agency practice development to feed into the SPLOG.
- An Ofsted Focused visit took place in March and the [outcome letter](#) reflects positively and provides assurance that our ambition to provide the right help and protection at the right time and at the right level of need is well understood and evident in practice.

Partnerships

We know how our safeguarding pathway makes a difference to children in need of help and protection

Children in North Lincolnshire who are in need of help and protection make good progress and are supported to live safely within their family networks

- The number of children entering care (excluding those who are unaccompanied asylum seeking children) decreased during the year 2018/19 when compared to the previous year

The number of children entering the youth justice system as first time entrants is lower than ever demonstrating the success and effectiveness of the preventative approach

- In 2017/18 this figure was 209/100,000 (33 young people). This compares with an England rate of 273 and a Humberside rate of 312
- During 2018/19 there have been 19 first time entrants, giving a rate of 122/100,00

Safeguarding issues are identified quickly and responded to robustly by agencies working together

At the end of 2018/19:

- the number of re-referrals was 12% (compared to 21.9% England average and 22.2% Statistical Neighbours)
- 99% of assessments were completed within 45 days compared with 83% nationally
- 100% of child protection conferences were held within 15 days of the strategy discussion
- 0 children remained on a child protection plan for over 2 years



Partnerships

SAFEGUARDING PRACTICE LEARNING AND IMPROVEMENT GROUP (SPLIG)

The SPLIG, which was newly established in December 2018, focuses on:

- co-ordinating the outcomes from local multi agency scrutiny and assurance activity, reviewing, monitoring and implementing areas for development to ensure the Children's MARS arrangements positively impact on the shared commitment towards continuous improvements to front line practice
- the learning from local and national child safeguarding practice reviews, other national reports and research
- ensuring the dissemination of learning from local scrutiny and assurance activity, and from local and national practice reviews, reports and research



Since it's inaugural meeting, the SPLIG has led, overseen and contributed to a range of activities, including:

- Endorsed the terms of reference, which reinforces the SPLIG's contributions to the Children's MARS arrangements five intents
- Ongoing development towards the SPLIG performance framework which will also monitor how it contributes to the five intents
- Revised the 'Improving child protection and safeguarding practice' policy and procedures
- Overseen the implementation and completion of the local learning review
- Overseen the development, implementation and completion of the Child Sexual Abuse Practice Learning Line of Sight action plan and 7 minute briefing
- Reconfigured partnership arrangements to oversee preparation and development across the partnership relating to Joint Targeted Area Inspections themes

(Further detail regarding scrutiny and assurance activity, impact and outcomes is referenced in slides 36 - 41).

Learning and improvement

MULTI AGENCY AUDITS are co-ordinated through the Multi Agency Audit Group (MAAG), which has enabled shared learning and practice development from specific themes or areas of focus. The Safeguarding Pathway Lead Officer Group (SPLOG) directs audit work and also receives feedback on the impact of and further development of multi agency practice.

Examples of themes considered	Examples of learning
Pre birth pathway	Quality of children's services assessments was good and subsequent planning and multi agency contribution was positive. Opportunities to identify concerns at a earlier stage and learning identified to ensure joint working across health, children and adults services. Pre birth pathway subsequently enhanced through SPLOG.
Interface with mental health issues	Support offered is good and relevant history is important in ensuring the right intervention. Appropriate review of decision making when injuries to the child were identified. Evidence of good practice to meet the needs of the mum and baby. Pre birth or early help assessment may have prevented the escalation of risk and opportunities for wider information sharing.
Rape/child sexual exploitation cases which did/did not lead to a successful prosecution	There was a timely response to planning and risk management and the strategy discussions were of good quality with evidence of the rationale behind decision making. Overall, there is effective joint working between agencies and clear supervision throughout. Opportunities to improve consistency of recording across agencies were identified and a training session took place to focus on this.
Partner contributions to core groups (in terms of attendance and overall support)	There are opportunities to further develop partnership working with housing providers/services at the point of families being evicted which will be underpinned by a local protocol.
Achieving Best Evidence interviews	The strategy discussions looked at were of good quality and evidenced the rationalise behind decisions. Opportunities to take a clearer focus on invitees including non investigative agencies may strengthen the process. The timeliness of interviews is important in ensuring the most positive experiences for the child or young person.

There has also been reflection on the MAAG process itself which has resulted in extending the invitation to wider professionals involved with the child/family and requesting a chronology ahead of the MAAG which allows for a more focused, deeper understanding regarding the strengths in relation to practice and areas for development.

Learning and improvement

SERIOUS CASE REVIEWS AND LOCAL LEARNING REVIEWS

The LSCB submitted one serious case to the new national Child Safeguarding Practice Review Panel (the Panel) in June 2018 for their consideration.

The Panel agreed with the recommendation that the case did not meet the criteria for a serious case review on the basis that they were reassured that the local learning review had 'vigorously explored whether there was any cause for concern as to the way in which the authority, their board partners or other relevant partners had worked together to safeguard the children involved'. This was a case of child sexual abuse in the family environment.

LOCAL LEARNING REVIEW

Good practice

- the 'gut instinct' or 'emotional discomfort' felt by a number of professionals in relation to the perpetrator was acknowledged and acted upon in this case, resulting in **persistence and tenacity** that ultimately helped to protect the children. Professionals provided challenge, sought to test out and corroborate, demonstrated critical thinking, and **maintained a focus upon seeing and hearing the children**
- crucial importance of using **careful observations of children** and the reading of non-verbal clues to interpret what they are saying (or not saying), and to help understand **how they may be feeling in the context of their relationships** with others
- sophistication of the grooming process requires professional teams to develop long-term strategies to create safety for children to disclose, based upon **trusting and stable relationships**

Areas of learning

- **importance of critical analysis and then sometimes questioning and challenging what doctors and psychologists say.** 'Experts' may provide a specialist perspective however this may not be more important or valid than that of other professionals or family members, and certainly should be subject to proper evidence-based challenge and scrutiny
- **assessment work requires skill and is complex** especially when assessing capacity to protect of parents/carers – training by a national expert was made available for relevant staff. This has been used in assessments where the capacity to protect by a parent/carer is a focus and it has enhanced professional curiosity.

'The training has made me critically reflect more ... and on what we are actually considering regarding ability to protect, always considering what is the impact upon the child'.

The LSCB carried out a line of sight meeting in relation to the theme of intra-familial child sexual abuse in September 2018 to consider the extent to which the good practice points and areas of learning from the local learning review applied across the partnership. See slide 39. The local learning review action plan has been signed off by the Safeguarding Practice Learning and Improvement Group and the Children's MARS Board under the new arrangements. A 7 minute briefing has been developed and shared across the partnership to aid learning.

Learning and improvement

CHILD DEATH REVIEWS

The LSCB was responsible for ensuring that a review of each death of a child normally resident in North Lincolnshire was undertaken by the Child Death Overview Panel (CDOP) including arrangements for the analysis of information about deaths. This responsibility remained in place until the new child death review partners (North Lincolnshire Council and North Lincolnshire Clinical Commissioning Group) published the Northern Lincolnshire Child Death Review Arrangements 2019/20 on 26 June 2019. The Child Death Review Arrangements can be found on the [North Lincolnshire CCG website](#) or the [North Lincolnshire Council website](#).

The Northern Lincolnshire Child Death Overview Panel has been in place since April 2016 and enables shared learning across North and North East Lincolnshire. The purpose of the process is to try and reduce the number of preventable child deaths. The CDOP reviews child deaths upon completion of the review process which can include reviews of child deaths that occurred during the year or in previous years.

There were seven actual child deaths in North Lincolnshire during 2018/19. The local joint CDOP reviewed nine North Lincolnshire child deaths during 2018/19.

The large majority of child death reviews (68%) in North Lincolnshire between 2012/13 and 2018/19 involved children under 5 years of age, which is similar to the latest England figure of 75% for 2016/17 (Department for Education, 2017).

Nationally 27% of child deaths reviewed in England during 2016/17 were identified as having modifiable factors. Between 2012/13 and 2018/19, 15% of North Lincolnshire child deaths reviewed had modifiable factors identified.

CDOPs are required to assign each death to one of ten nationally defined categories. The highest proportion of classifications of child deaths reviewed in England during 2016/17 was 34% of deaths categorised as perinatal/neonatal events, and 25% of deaths categorised as chromosomal genetic and congenital anomalies. Between 2012/13 and 2018/19, 42% of all North Lincolnshire child deaths reviewed fell under these categories.

Learning and improvement

WHAT IS THE IMPACT OF THE CHILD DEATH REVIEW PROCESS?

- there were no actual child deaths or child deaths reviewed during 2018/19 that were related to safeguarding issues
- progress in implementing the new Northern Lincolnshire Child Death Review Arrangements 2019/20 are well advanced
- the circumstances of premature deaths will be an integral part of the new child death review (CDR) processes
- Northern Lincolnshire is working with the national E-CDOP provider to further develop the electronic reporting system and explore whether timeliness of response can be built into it for automatic reporting

The CDR partners will establish a Northern Lincolnshire CDR Partners Board which will meet on a quarterly basis to:

- oversee the effectiveness of the Child Death Review arrangements in practice
- seek and receive assurance on the learning and improvement activity undertaken in the locality in response to the arrangements
- receive and approve the Annual Report

The CDOP will ensure that appropriate links are made with the Children's MARS Board in relation to serious child safeguarding cases and child safeguarding practice reviews.

The CDR partners for North and North East Lincolnshire, Hull, East Riding of Yorkshire, North Yorkshire and York have agreed to come together on a larger footprint on an annual basis to share learning, and identify themes and trends. These collaborative regional CDOP arrangements are the process by which the CDR partners in the four localities will ensure compliance with the recommendation in Working Together 2018 for local CDR arrangements to cover a child population such that they typically review at least 60 child deaths per year.

Learning and improvement

MULTI AGENCY TRAINING

The Children's MARS (and prior LSCB) Training Programme remains extensive and offers a wide range of courses associated with safeguarding at different levels using various training methods to ensure accessibility to diverse groups including professionals, carers and voluntary and community agencies (including e-learning, workbooks, face to face training and bespoke packages).

During 2018/19 there were 1555 people trained through the training programme. Highlights include:

- over 300 people trained in child criminal exploitation (CCE), including 60 Designated Safeguarding Leads in schools/colleges and 20 staff trained as trainers
- 20 multi agency staff trained as trainers in domestic abuse including coercive control and in addition almost 300 people trained by The Blue Door specialist domestic abuse service in a range of domestic abuse related courses including about the impact on the child
- almost 200 multi agency staff trained in the use of the Graded Care Profile 2 (GCP2) neglect assessment tool by 20 locally NSPCC accredited trainers

Over 150 strategic, safeguarding and practice leaders attended the Children's MARS launch conference in November 2018 where national speakers presented on managing adolescent risk and contextual safeguarding, also honour based abuse and forced marriage.

Training remained of a high quality, delivered by knowledgeable and engaging trainers with examples of positive impacts on practice such as enhanced knowledge and skills to engage, assess, plan and work directly with children, young people and families.

Positive feedback included:

- 'Most useful parts were county lines information, how to recognise criminal exploitation and consent DVD' (Child Criminal Exploitation)
- 'Interactive and promoted a multi agency approach. I have previously had sight of GCP2, this training made it easier to use and understand' (Neglect GCP2)
- 'This will be used to inform day to day practice, deliver training and enhance staff knowledge, (Domestic Abuse Train the Trainer)
- 'Very informative, led by two knowledgeable experienced facilitators ... the most useful part was sharing views with other professionals and discussing child protection conferences and serious case reviews' (Child Protection)
- 'Being able to use different ways of working with children' (Understanding Trauma)

Learning and improvement

RESEARCH AND EVIDENCE BASED PRACTICE

Over the past year there has been a continued emphasis on developing multi agency practice with adolescents. We began to focus more closely on applying research to working differently with adolescents over two years ago. To add impetus Dez Holmes, Director of Research in Practice returned to North Lincolnshire as a keynote speaker at the Children's MARS arrangements launch conference in November 2018. Research has informed our approach to contextual safeguarding – remodelling the local Multi Agency Child Exploitation meeting, processes and multi agency practice with young people using their interests, strengths and assets.

Through Line of Sight Practice Learning events and multi agency case audits an evidence bank has been built that demonstrates multi agency practice has further developed around relationship based approaches, developing young people's self-esteem, building resilience and supporting them to understand the risks they face and how to keep themselves and their friends safe.

Young people's voices and own stories have been communicated through the local Not In Our Community social media campaign and feature in multi agency training.

Jasvinder Sanghera, founder of Karma Nirvana reminded leaders at all levels at the launch conference about the indicators of forced marriage and honour based abuse and the 'Do's' and 'Do Not's' of best practice through presenting her own compelling story and other people's stories.

[Children's MARS Board News Update: Conference Edition](#)

The Children's MARS Board also considers research in developing strategies, action plans, policies, procedures and practice.

Funding

Safeguarding partners have a shared ownership of funding responsibilities and they have agreed equitable and proportionate contributions to ensure the implementation of the Children's MARS arrangements. These consist of actual funding and in kind resources, for example representatives from safeguarding partner organisations contribute to the development and delivery of the training programme. In addition, each of the safeguarding partners have seconded a staff member into the Innovation Hub to undertake the role of resilience and safeguarding development officers.

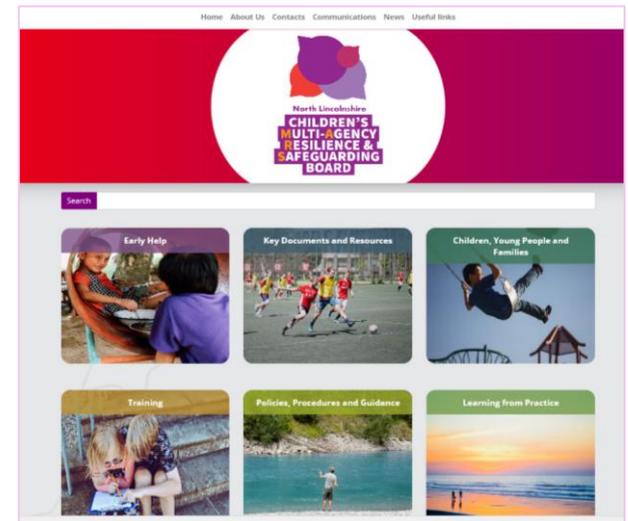
In the event of a safeguarding practice review, it has been agreed that funding will be met by the three safeguarding partners and where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the costs of any review.

Legacy funding from individual agencies under the auspices of the LSCB has continued for 2018/19 and 2019/20 (including National Probation Service, Community Rehabilitation Company, John Leggott College, North Lindsey College and CAFCASS).

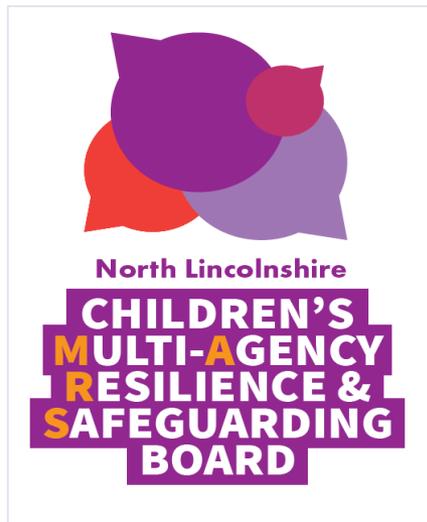
Communication

There is a commitment to communicating across the safeguarding partner organisations and other agencies. The Children's MARS website www.northlincscomars.co.uk is central to our communications and holds information which is focused around early help; key documents and resources; children, young people and families; training; policies, procedures and guidance and learning from practice. Additional information is also available in 'About Us', 'Contacts', 'Communications', 'News' and 'Useful links'.

[Children's MARS news updates](#) have been developed as another way of communicating information and messages relating to the Children's MARS arrangements. These are distributed to key stakeholders and there is an expectation that these are shared across individual agencies/organisations and that they are used as a means of prompting discussion, sharing learning and improving practice.



Children's MARS Local Arrangements – FIVE INTENTS



INTENT

Co-produce with children, young people and families using their strengths and assets to develop services to meet their individual needs

Children's MARS intent – CO-PRODUCTION

Voice and engagement activity and working collaboratively with children and young people to co-produce at an individual, service and strategic level is an area of strength in North Lincolnshire. Building on this strong foundation, safeguarding partners and agencies have continued to engage, listen to and co-produce with children, young people and families across the early help and safeguarding system, making use of their strengths and assets.

There is a range of examples of activity and impacts, and feedback is used to consistently shape areas of strategic focus, service development and delivery and also to individually support children, young people and families. Specific examples include:

Rosie Parkin, Youth Councillor delivered a speech at the **'Out of this World' conference** in November 2019, at which the Children's MARS Local Arrangements were launched, to reinforce the importance of engaging with children and young people. Rosie also introduced a film which provided a great overview of some local examples of co-production, which can be accessed [here](#).

A **SQUARE TABLE EVENT** took place in March 2019 to consider young people's issues as part of the wider children's planning arrangements, Children's MARS arrangements and opportunities for co-production.

The invitation was extended to members of North Lincolnshire Youth Council, Children in Care Council/Care Leavers and young people in receipt of services and the event was attended by ten young people and key officers (representing safeguarding partners). The event was co-facilitated by the Director of Children and Community Resilience, North Lincolnshire Council and a young person. Emerging headlines from the event were focused around the following areas:

- Community issues
- Knife Crime
- Resilience
- Emotional Wellbeing and Mental Health
- Positive Activities
- Transitioning to Adulthood/Schools
- Communication and Engagement
- Children's Challenge



The outcomes of the event have been shared with key partnerships including the Children's MARS Board and the local Children and Young People's Partnership, so that people who are in a position to shape and influence have access to young people's perspectives. The full write up from the event can be located [here](#).

Children's MARS intent – CO-PRODUCTION

The latest annual **Primary and Secondary Staying Safe Conferences** took place in June 2019.

Over 60 delegates attended the secondary conference and took part in three workshops of choice. The keynote speaker focussed on emotional health and how to stay safe which included understanding of the teenage brain. During the lunch session there was a mini summit hosted by Eskimo Soup focussing on grooming and exploitation, about which a number of students described as 'powerful'.

Over 155 delegates took part in the primary conference and again took part in three workshops of choice. Again, the keynote speaker focussed on emotional health, albeit from a different, age appropriate, perspective.

The workshops on both days were varied and facilitated by a range of people including Tim Pinto, Delta, Lincs First Aid, Young Voice, Street Sports, Eskimo Soup, Samaritans, #listentomyinnerbeat, NSPCC and the School Nursing Service.

All workshops were well attended and received positive feedback. The disability champions workshop, which was perceived to be impressive, was developed and facilitated by the North Lincolnshire Youth Council Disability Champions.

The **North Lincolnshire Youth Council** (NLYC) is a well established, representative group of young people who lead and champion opportunities for young people to have a voice, get involved and make a difference. The Children's MARS Board has positive relationships with the NLYC and it's members and young people lead and contribute to projects and workstreams that shape and influence the Children's MARS intents and areas of focus. Examples include:

- Young people continue to help and develop 'Not In Our Community' (NIOC) resources for children, young people, parents, carers and professionals with a view to raising awareness of child sexual exploitation (CSE) and child criminal exploitation (CCE). The insightful film 'Alfie's story' has been viewed by young people across North Lincolnshire and young people have been trained as NIOC Ambassadors to help strengthen messages around CSE and CCE issues.
- In 2018, knife crime was selected as one of the top two issues in the Make Your Mark annual youth ballot in which over 8000 local young people voted. The NLYC are supporting the campaign through raising awareness including inviting the police to present at the NLYC, focused discussions at the Great Debate events, young people attending the recent launch conference of #no more knives in April 2019, contributing to the Youth Select Committee inquiry into knife crime and attending the launch of the new awareness raising record and video by Beats Bus.
- The NLYC continues to embrace diversity and has most recently been involved in North Lincolnshire Pride celebrations and the establishment of Rainbow Youth, a young people's LGBT+ support group.

Through the NLYC, young people receive information which can help them to think differently, change their behaviours and support others. They are encouraged to have their say about young people's issues and share their lived experiences. Agency representatives who link in directly to the NLYC or make use of the information and resources available are able to use young people's views to shape and influence decision making and work alongside young people to co-design information, services and support. For more information about NLYC activities, impacts and outcomes, please access the 2018/19 annual report [here](#).

'The mixture of personal and practical opportunities through the youth council has undoubtedly rounded me into the young adult I have become today. This completely juxtaposes my pre-youth council personality, being a mischievous, troublesome and disruptive individual'

Former NLYC chair

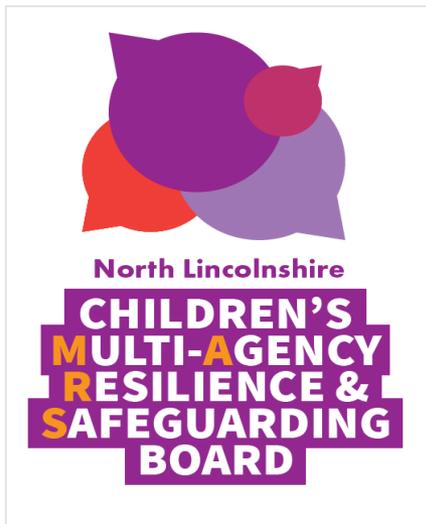
'Being involved in Rainbow Youth and the Youth Council has improved his confidence and given him a vehicle for effecting change for the LGBT+ young people of North Lincolnshire'

Dad of a young person who is trans male

There are many positives about the local area, though there are also many challenges for local action too....

Young people at the Square Table event in March 2019

**What young
people are
saying.....**



INTENT

Make children's safeguarding personal and swift so they remain in families, in school

Children's MARS intent – MAKE SAFEGUARDING PERSONAL

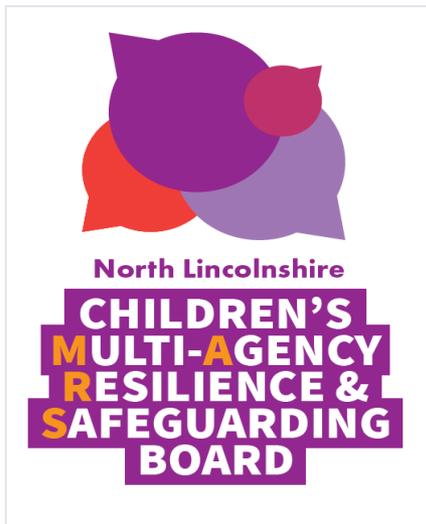
Creative and dynamic practice - There continues to be a strong partnership commitment to creative and dynamic practice and doing the right thing at the right time for children, young people and families so they remain in families, in school and in communities.

Examples of creative and dynamic practice include:

- The **Enhanced Risk and Resilience Evaluation Meetings (ERREM)** were piloted to test an approach in working with adolescents that enabled critical thinking in strengths based, child centred and solution focussed practice. The meetings allowed for analysis and formulation of ongoing needs and this approach was in addition to other ongoing work and therefore outcomes could not be measured purely in respect of the ERREM. Findings indicated that social workers valued the template questions, the style of which enhanced young people engaging and sharing a wealth of information. The use of language in detailing a day in the life of a young person, describing the young person and their networks was crucial in promoting best practice. This approach could essentially be part of a professionals toolkit in delivering a value based relational practice model. Feedback from professionals was that the approach aided them to focus on resilience factors that in turn could lead to lowering professional anxiety.
- **Senior Safeguarding Solutions Meetings** have now been established to overview cases that at 'stuck' or are at risk of escalation to provide a multi agency solution to keep children and families together where there is a risk of family breakdown, escalation to child protection or children on the edge of care.
- **The immersive summer programme** is a planned partnership response to working with young people to engage them in diversionary activities which take account of their strengths and areas of interest, with a focus on exit strategies leading to change in behaviours.

Understanding our people and place - Through the development of local profiling, there is a strengthened understanding on populations, performance and practice. Partners have worked collaboratively across the Children's MARS arrangements and the Community Safety Partnership to develop the vulnerability profile relating to children who have experienced or are at risk of exploitation and missing children. We are further developing the domestic abuse profile. Work is also being progressed to bring together a range of multi agency datasets to undertake a focused analysis at a detailed level of place (lower super output areas).

In all cases, there is an emphasis on victim, perpetrator and place/location and the information available is enabling partners to understand the co-dependencies and deploy resources to areas of greatest need.



INTENT

Build children, young people and families resilience

Children's MARS intent – BUILD RESILIENCE

There continues to be a commitment to developing our approach to working with and building children, young people and families resilience as well as through building workforce resilience. This is underpinned by training and education opportunities which also focus on contextual and transitional safeguarding underpinned by core values.

TEENAGE KICKS group work - created from listening to teenagers' voices about how to effectively support and build the resilience of young people who have been exposed to exploitation, sexual and domestic abuse. This group is facilitated by specialist multi agency workers.

It offers many things including:

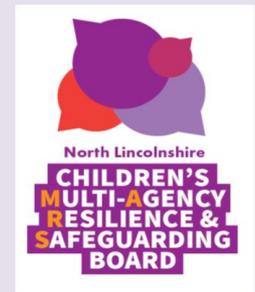
- a safe place to talk with a safe adult
- activities away from risk facing behaviours
- access to therapeutic intervention
- supports transition from group into community based support

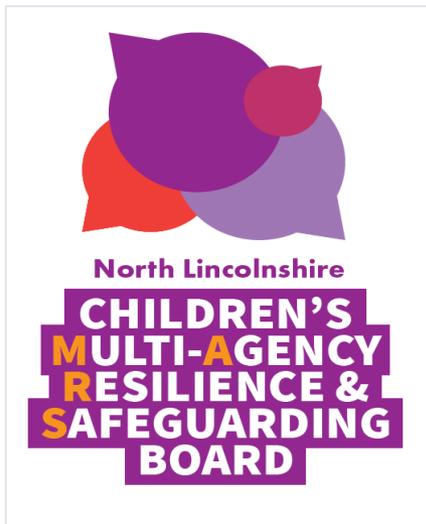
Impacts have included developing better family relationships, an increase in young people's confidence, self esteem and personal resilience as well as promoting positive social interaction through activities such as cooking, art and relaxation

There is the continued shaping of practice and services to support young people across the early help and safeguarding pathways.

Scope of Children's MARS training and education activity has included:

- early help
- safeguarding awareness
- child protection
- child sexual and criminal exploitation (including train the trainer)
- neglect
- Graded Care Profile 2
- child development and vulnerability in babies
- understanding trauma
- managing allegations
- domestic abuse (including train the trainer)
- substance misuse and safeguarding
- modern day slavery





INTENT

Drive an even stronger partnership with schools, colleges and local agencies

Children's MARS intent – STRONGER PARTNERSHIPS

There continues to be well embedded partnerships and relationships which underpin the Children's MARS arrangements. The Ofsted Focused Visit in March 2019 found that the 'thresholds are well understood' and that there is a 'purposeful strategy of engaging partners in changing the narrative so that families are supported at an early stage'.

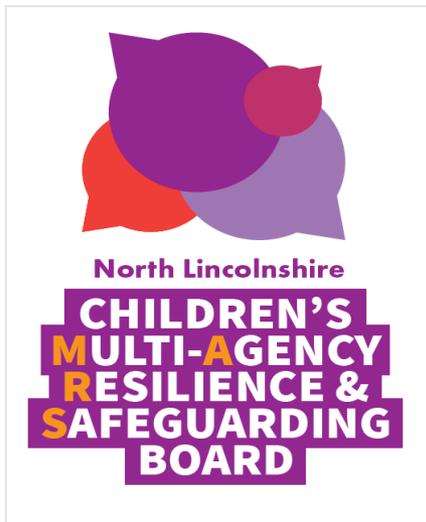
The **Stakeholder Partnership** was established in 2018 and there have been two meetings to date. The inaugural meeting was held with representatives from safeguarding partner organisations and other relevant agencies to engage them in the new arrangements and to consult with them as to how they wanted to be engaged in the new arrangements. A further meeting was held in June 2019 to update on progress and to focus on specific areas of focus including young voice, #nomoreknives campaign and domestic abuse. There was also a further opportunity for partners to reflect on their involvement in the arrangements and the format of the partnership. Some proposals for reconfiguring the partnership's membership, role and remit were suggested and these will be enacted through the Children's MARs delivery plan.



Building relationships with relevant agencies - As part of the Children's MARS arrangements, the list of relevant agencies and organisations is clearly identified and work is ongoing to develop and build relationships in order to enhance understanding of the new arrangements and develop multi agency practice. Examples of engagement and building relationships include:

- Attended interfaith breakfast with opportunities to establish links further
- Established links with early years safeguarding leads and invited them to engage in relevant partnerships i.e. Early Help Strategic Leads Group

Building relationships with schools and colleges – We have now established stronger links with designated safeguarding leads through the Designated Safeguarding Leads (DSL) Forum. Innovation Hub officers attended the DSL Forum in December 2018 and March 2019 to update on the Children's MARS arrangements and there are positive relationships between the Innovation Hub and other key officers including the School Improvement Officer (Safe Schools and Settings) and the Safeguarding Education Officer. Agendas for the DSL Forums are developed collaboratively and information shared at the meetings are published on the Children's MARS [website](#).



INTENT

Provide robust independent scrutiny and assurance to the partnership in relation to safeguarding and the welfare of children and young people in North Lincolnshire

Children's MARS intent – SCRUTINY AND ASSURANCE

The Children's MARS Scrutiny and Assurance Framework was published alongside the local arrangements and there has been a range of activity leading to local learning, partnership action and outcomes, for example:

PRACTICE LEARNING LINE OF SIGHT EVENTS remain an important part of the scrutiny and assurance activity. These events bring together senior and safeguarding leaders with practitioners and supervisors to enable sight on multi agency frontline case work practice and its impact on children's lived experiences. There have been three line of sight events in April and September 2018 and June 2019, each considering five cases relating to children living with domestic abuse, child sexual and criminal exploitation and intra-familial child sexual abuse.

Feedback is provided to those involved and disseminated widely through the Children's MARS News Updates that are available on the website in 'Learning from practice' and 'Communications'. Specific multi agency practice based actions identified are monitored through the Safeguarding Practice Learning and Improvement Group prior to sign off by the Children's MARS Board.

CHILDREN LIVING WITH DOMESTIC ABUSE

Good practice

- the importance of relationships - evidenced through strong relationships between practitioners with children and families also good multi agency working relationships and collaborative working across agencies
- children, young people and families are at the centre – enables a personalised approach, where work is structured around the needs of the family
- the impact of individuals - tenacious approach is making a difference
- good use of evidence based practice and expertise

Learning and improvement

- we continue to further develop prevention work including a focus on helping children in domestic abuse households understand healthy relationships to break the cycle of inter-generational abuse
- a flexible non convicted perpetrator programme has been developed to work with perpetrators, victims and children within a multi agency context and this will be implemented over the next year
- education and training continues to be further developed relating to recognising the signs of coercive control and behaviours also honour based abuse

Children's MARS intent – SCRUTINY AND ASSURANCE

CHILD SEXUAL AND CRIMINAL EXPLOITATION

Good practice

- long standing relationships between young people and professionals developing a sophisticated, strengths based understanding of needs and behaviours
- understanding of past experiences and their impact on young people
- excellent analysis of young people's voices including through advocacy
- learning from young people has led to development of policies and procedures regarding child criminal exploitation

Learning and improvement

- good practice and learning from young people's voices has been shared across services to shape practice as part of the roll out of awareness raising on child criminal exploitation
- intermediate level multi agency training on child criminal exploitation has been rolled out and a sustainable approach has been taken through the train the trainer concept so that agencies can deliver it to their own staff
- further development of the effectiveness of transition to services for adults where young people are vulnerable to child exploitation and approaching 18 years old has continued to be discussed. A self-assessment of practice and services has been undertaken using the National Working Group Child Sexual Exploitation Response Team's benchmarking tool 'Supporting and Safeguarding 16 to 18 year olds and beyond'. Actions have been included in the Child Exploitation Action Plan 2018/19 and 2019/20
- the Multi Agency Child Exploitation meetings now include discussion about children at high or medium risk of criminal exploitation as well as those at risk of sexual exploitation and the action plans complement statutory plans increasing their safeguarding and protection

Children's MARS intent – SCRUTINY AND ASSURANCE

INTRA-FAMILIAL CHILD SEXUAL ABUSE

Good practice

- information sharing and partnership working
- child focused practice including the practice leading up to and Achieving Best Evidence interview and afterwards by the police, social workers and other practitioners
- where necessary, swift, timely proceedings, the strength of assessment, family finding, skills of foster carers and the support they received drawing on research models of intervention in relation to the child, family and wider network
- specialist local training and self-directed learning enhanced evidenced based practice

Learning and improvement

- enhanced knowledge and skills of practitioners / supervisors by development of the Child Sexual Abuse in the Family Environment Toolkit taking into account the learning that is available on the [Children's MARS website](#)
- specialist training by the Lucy Faithfull Foundation continued to be available to multi agency staff
- family circumstances can be complex – a forum for multi agency reflection and exploration of solutions in cases with multi faceted issues has been developed
- potential links between neglect and child sexual abuse are highlighted during the multi agency training on neglect and the Graded Care Profile 2 to ensure that the tool is used in an explorative way

As an early adopter of the new arrangements the LSCB together with the Independent Chair tested and developed different ways of holding scrutiny and assurance events during 2018. From this a new practice learning line of sight event was developed, now more focused on multi agency case discussion to provide opportunities to share best practice and identify opportunities for learning.

Line of sight meetings continue to generate an evidence base of effective local practice and learning which the LSCB and Children's MARS Board have utilised strategically to further develop and improve multi agency practice.

Children's MARS intent – SCRUTINY AND ASSURANCE

The **SECTION 11 PROCESS** places a duty on specific organisations and agencies to ensure they fulfil their responsibilities to safeguard and promote the welfare of children. The Children's MARS Board Section 11 self assessment audit form was distributed in January 2019 and a summary of the audits was presented to the Children's MARS Board in April 2019.

This provided assurance that most standards across agencies had the necessary arrangements in place, were up to date and that they met the required standard. In some cases, the required standards are in place, but require some level of review of improvement. Actions identified within the audits are being monitored through the Children's MARS Board, who also agreed that work would be undertaken to review the audit form to better connect it with our agency specific assurance events. Individual Section 11 audits and associated action plans are taken into account as part of any subsequent agency specific assurance events.

AGENCY SPECIFIC ASSURANCE EVENTS are a new addition to the scrutiny and assurance framework and have provided safeguarding partners and key officers with an opportunity to visit specific agencies to 'walk the floor' and talk to practitioners and managers as well as children, young people and families. These events became fully operational in 2019 after a period of testing and developing the concept during 2018 as early adopters. There have been two agency specific assurance events undertaken involving Northern Lincolnshire and Goole Hospitals NHS Foundation Trust (NLAG) and Rotherham, Doncaster and South Humber NHS Foundation Trust (RDASH).

Overall, the events provided a good level of assurance that the organisations were fulfilling their safeguarding children responsibilities. Examples of key learning were identified and where areas for improvement and further consideration are identified these are communicated to the agency. The findings have been shared with the Children's MARS Board and any progress required will be monitored and challenged as appropriate.

Children's MARS intent – SCRUTINY AND ASSURANCE

Under section 175 of the Children Act 2004, the 2018/19 **SAFEGUARDING AUDIT FOR SCHOOLS AND COLLEGES** overseen by Governors measured compliance with the statutory guidance 'Keeping Children Safe in Education' and enabled the Children's MARS Board to receive assurance about essential safeguarding practice across all schools, colleges and settings attended by North Lincolnshire children and young people. All schools engaged in the audit, the outcomes of which highlighted consistently good practice in relation to safeguarding across schools, academies and colleges.

In addition to this all **PRIVATE, VOLUNTARY AND INDEPENDENT CHILDCARE PROVIDERS** complete the **SAFEGUARDING AUDIT**. Nurseries and pre-schools complete it on an annual basis and childminders on a bi-annual basis. Analysis of the data takes place that informs the Early Years training calendar. Bespoke safeguarding training is offered to providers alongside refresher and awareness training. Good practice is shared via workshops and information updates that are communicated through a monthly e-newsletter to all providers.

Findings from the audits are analysed and shared with the Children's MARS Board and action plans are put in place to monitor further improvements.



Area of focus – REDUCE HARM FROM CHILD EXPLOITATION

WHAT HAVE WE DONE?

- The Child Exploitation (CE) Strategy Group is well attended and has robustly monitored progress and the impact of the CE Action Plan for 2018/19 that has been completed and a new one developed for 2019/20
- An annual review of child exploitation and missing children for 2018/19 has been completed
- Multi agency policies and procedures in relation to child criminal exploitation (CCE) using national reports have been developed and implemented
- Multi Agency Child Exploitation (MACE) meetings have been held six weekly, are well embedded and enable monitoring of interventions as added value to children's individual statutory plans
- Multi Agency Missing Children meetings have been held monthly over a number of years and provide a focused opportunity to share information, intelligence and data collaboratively to prevent and reduce children going missing
- A Practice Learning Line of Sight event on child sexual and criminal exploitation was held in April 2018 – see slide 38
- During the year over 300 staff have been trained (including 60 Designated Safeguarding Leads from schools/colleges) and 20 staff trained as CCE trainers
- Practice with children and young people vulnerable to, at risk from or who have experienced child sexual exploitation (CSE) and CCE is influenced and shaped by the voices of young people
- Through child exploitation intervention workers, independent advocates, outreach youth workers, the police early intervention team and lead practice supervisors, there is dedicated support for children and young people
- All children and young people who went missing during the year were offered an independent return interview and most of these were taken up
- A range of resources and approaches are available which are tailored around individual young people's experiences to heighten their trust, confidence, self-esteem, awareness and safety
- There is a local child exploitation and missing profile in place relating to victims, offenders and locations that enables key strategic leaders to understand the local picture and to target resources

Area of focus – REDUCE HARM FROM CHILD EXPLOITATION

WHAT DIFFERENCE HAS IT MADE AND HOW DO WE KNOW?

- Multi agency procedures and training has led to increased recognition and identification of CCE, County Lines and Organised Crime Groups
- MACE meetings evidence impact on reducing levels of risk to children and young people through risk management plans that supplement statutory child in need or protection plans
- Significant partnership disruption activity has been undertaken with suspected perpetrators and specific locations targeted which has contributed to the reduction in risk to children and young people. There is evidence of perpetrators being arrested, prosecuted and convicted
- There has been a reduction in the number of missing children incidents by 12% during 2018/19 compared to the previous year with robust multi agency working to prevent repeat missing
- Pathways of support for children who go missing include local therapeutic support from Changing Lives through Changing Minds who work closely with the partnership
- Work with secondary schools has seen a reduction in exclusions for children and young people
- Young people's stories and views have been utilised within the Not In Our Community social media campaign aimed at preventing children and young people from being groomed and exploited
- Young people's views have enhanced the understanding of the local picture of CCE and shaped interventions and services to prevent, support and protect children
- Varied approaches including group work and immersive positive activities with young people vulnerable to, at risk from or who have experienced CSE and CCE has seen an increase in engagement, self esteem and safety

Area of focus – REDUCE HARM FROM DOMESTIC ABUSE

WHAT HAVE WE DONE?

- The Domestic Abuse (DA) Strategy Group is well attended and has monitored progress against the DA Action Plan for 2018/19 that has been completed and a new one has been developed for 2019/20
- A review of the multi agency DA Triage took place in August 2018 which concluded that it was robust in decision-making with consistent application of the Helping Children and Families (Threshold Document 2016/20)
- A Children's Independent Domestic Abuse Advisor (IDVA) provides dedicated support to 16 and 17 years olds within the context of The Blue Door all risk based DA specialist support service for victims
- Locally a strength is work with schools and colleges and there are a number of preventative programmes and resources used during PHSE including 'Expect Respect', 'Jigsaw' and 'the Hideout' that educates about relationships more broadly
- Locally the Life Central app continues to be developed by young people for young people and parents so that they can access advice on key issues such as healthy relationships
- A local Harmful Sexual Behaviour panel facilitates trained practitioners to use the 'Assessment Intervention Moving on' (AIM) assessment framework model and 'Good Lives' intervention for young people where there has been harmful sexual behaviour
- There is a range of tools, resources and approaches, including group work available relating to reducing the impact of DA which can be accessed to help shape and inform practice
- A Practice Learning Line of Sight event on children living with DA was held in June 2019 – see slide 37
- There is a local domestic abuse profile in place relating to victims, offenders and children affected, also locations that enables key strategic leaders to understand the local landscape and to target resources
- Established Multi Agency Tasking and Co-ordination (MATAC) monthly meetings since December 2018 through development work with Humberside Police and the Office of the Police and Crime Commissioner and this provides a structured response to managing the risk posed by serial perpetrators of DA
- Raised awareness through a partnership approach to the White Ribbon Campaign from 25 November to 10 December 2018. The campaign focused on ending male violence against women and girls and asked men / boys (and others) to 'never commit, excuse or stay silent about male violence towards women'. There were a number of co-ordinated activities including a Twitter campaign, promotional stalls, visits to local colleges and engagement with British Steel
- Supported schools and colleges in their preparation for new statutory Relationships Education, Relationships and Sex Education and Health Education, that come into place from September 2020, through termly network meetings, signposting to training by national and local organisations (e.g. PSHE Association, Big Talk, Cornerhouse), briefings for school and college governors and sharing good practice from schools accepted on the early adopter programme

Area of focus – REDUCE HARM FROM DOMESTIC ABUSE

WHAT DIFFERENCE HAS IT MADE AND HOW DO WE KNOW?

- Operation Encompass has continued to enable schools and colleges to be aware of DA incidents and proactively consider the impact on children and young people and the need for early help
- The DA Triage meeting has ensured that the right level of help and support is in place for children and young people including early help
- The Children's IDVA is co-located with the Council's Children's Services and provides help and support to young people across the early help and safeguarding pathway to enable recovery from the impact of DA
- Awareness raising and preventative approaches for children and young people including through schools, colleges and the locally developed Life Central app impact by helping them learn about healthy relationships, including through self help
- The Harmful Sexual Behaviour panel has continued to provide an holistic change programme for young people
- Good practice and learning from the Practice Learning Line of Sight event on children living with DA is outlined on slide 37
- The Multi Agency Risk Assessment Conference partnership arrangements have been reconfigured to further develop effectiveness and reduce duplication of meetings
- MATAC meetings have increased the potential for reducing the risk of harm and/or recidivism and promote the safety of adults, children and young people at risk or suffering abuse from DA in a way that is also responding to perpetrators to minimise such risks
- Secured funding to implement a flexible approach to non convicted perpetrators of DA that will include work with families who want to stay together to get safe and stay safe and move on to reach their full potential
- Adopting a partnership approach to the White Ribbon campaign enabled more creativity, additional capacity, wider engagement, consistent messages and access to a range of resources for a large wide audience of local people
- Helping to prepare schools and colleges for the forthcoming Relationships Education, Relationships and Sex Education and Health Education has provided opportunities for them to remain appraised of the changes and plan ahead of the statutory implementation date

Area of focus – REDUCE HARM FROM NEGLECT

WHAT HAVE WE DONE?

- The multi agency Neglect Graded Care Profile 2 (GCP2) Steering Group has monitored the progress of the Neglect GCP2 Implementation Plan that is underpinned by a policy statement on reducing the harm from neglect and neglect guidance, with links to recent research
- Developed guidance on the use of the Neglect GCP2 assessment tool in line with the principles of the Helping Children and Families (Threshold Document 2016-20)
- The 20 multi agency staff who are trained as trainers in the GCP2 neglect assessment tool have rolled out accredited training for multi agency practitioners in the use of the tool
- A programme of training has been devised for the wider workforce to understand, identify and respond to neglect
- The national expert, Jan Horwath, former Emeritus Professor of Child Welfare, University of Sheffield delivered neglect and impact on the child training in December 2018 to frontline staff
- Neglect GCP2 champions have provided peer support including through practitioner drop-in workshops to enable learning and best practice to be shared with those accredited in using the GCP2 assessment
- GCP2 assessments have been highlighted and discussed at child protection conferences and through supervision
- Tackling implementation challenges through nudges have been put in place to increase use of the GCP2 through training and social media
- Systems to capture data have been developed across a number of agencies to evidence the impact on children, young people and families
- Further development of data systems and quality assurance are actively being progressed through the Early Help Strategic Leads Group and Safeguarding Pathway Lead Officer Group

Area of focus – REDUCE HARM FROM NEGLECT

WHAT DIFFERENCE HAS IT MADE AND HOW DO WE KNOW?

- Almost 200 practitioners have been trained and accredited in the use of the GCP2 assessment tool
- Training by Jan Horwath was evaluated by practitioners as focusing on establishing the strengths of families and drawing on the daily lived experiences of family members. It also provided approaches to support practice that can be used alongside the GCP2
- Co-working on GCP2 assessments has built practitioner confidence and increased the use of the tool
- Outcomes of the GCP2 and areas of intervention are being integrated into children's plans
- Feedback from practitioners indicates that the GCP2 neglect assessment model has begun to support and develop consistency in language and the approach to neglect across early help and the safeguarding pathway
- **Practitioners have said that the GCP2:**
 - enhances understanding of the lived experience of the child
 - has promoted parents engagement
 - helped families to be clearer, at an earlier point, when there are concerns about neglect
 - was easy and relatively quick up to write up
- **Family feedback about their experiences when the GCP2 has been used in assessment practice has included:**
 - easy to understand
 - it's not like an assessment is being completed
 - clear and the colour coding helps to understand the strengths and areas of concern

Children's MARS Local Arrangements – WHAT NEXT?

As safeguarding partners and relevant agencies, we will continue to listen, learn, review and adapt in order to ensure our local Children's MARS arrangements best meet the needs of the children, young people and families in North Lincolnshire, so they are resilient and safeguarded. To do this, our arrangements are underpinned by a strategic and operational delivery plan which is framed around the five intents with an overarching intent to implement the local arrangements. Within this, actions pertaining to the safeguarding partner's portfolio areas are captured. Key areas for action include:

Implementing the new arrangements	<ul style="list-style-type: none"> • Agree funding arrangements for 2020/21 and beyond • Further develop the Innovation Hub • Build upon robust communication and engagement mechanisms
Co-produce with children, young people and families using their strengths and assets to develop services to meet their individual needs	<ul style="list-style-type: none"> • Further develop and implement opportunities for co-production
Make children's safeguarding personal and swift so they remain in families, in school	<ul style="list-style-type: none"> • Better understand the needs of the local population • Contribute to children's planning and commissioning and underpinning offer
Build children, young people and families' resilience	<ul style="list-style-type: none"> • Review and further develop our approach to working with adolescents • Develop workforce resilience through education and training
Drive an even stronger partnership with schools, colleges and local agencies	<ul style="list-style-type: none"> • Review, adapt and embed partnership arrangements for engaging with stakeholders • Further develop relationships with relevant agencies and other organisations and agencies • Ensure underpinning partnership arrangements are representative and remain fit for purpose
Provide robust independent scrutiny and assurance to the partnership	<ul style="list-style-type: none"> • Further develop and implement independent scrutiny arrangements • Embed arrangements for the Safeguarding Practice Learning and Improvement Group • Review and refine scrutiny and assurance framework including sharing learning

We will also continue to work collaboratively to deliver partnership action around our areas of focus, which include, to reduce the harm from:

- Domestic abuse
- Child exploitation
- Neglect

These areas of focus are underpinned by specific strategies/action plans.

In addition, taking account of children and young people's views, we will also focus on raising awareness of the risks outside of the family environment.

Postscript

We would like to acknowledge the role that Chief Superintendent Darren Downs had in working with the other safeguarding partners, Mick Gibbs and Clare Linley to transition from the LSCB to our new Children's MARS arrangements, the chairing of the Children's MARS Board until April 2019 and the collaborative work undertaken to launch and implement the new arrangements.



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