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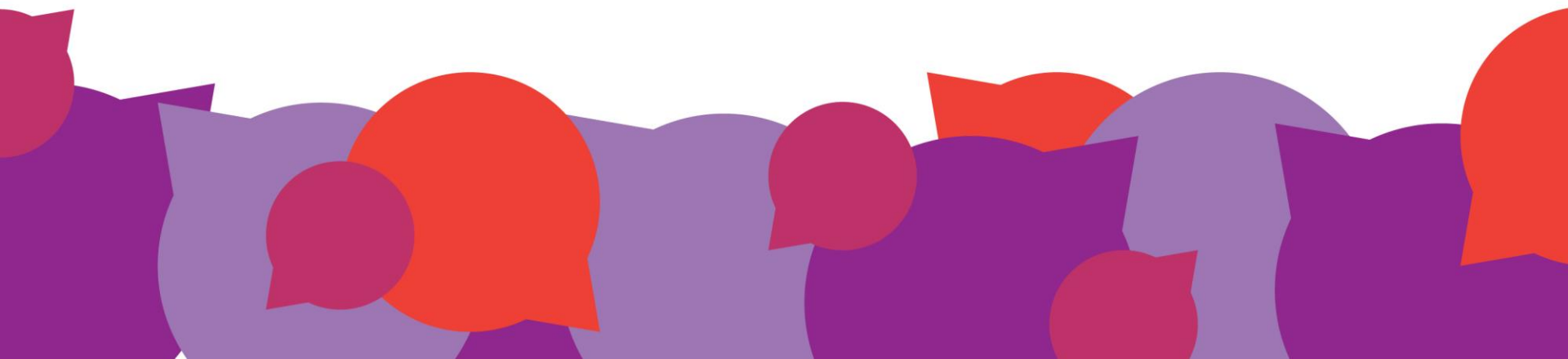
# Annual Report of Local Arrangements to safeguard and promote the welfare of children and young people

2019/20



North Lincolnshire

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



# Contents

Title	Slide No.	Title	Slide No.
Welcome and Introduction	3	Area of focus	33
Key Highlights and Successes	5	- Reduce harm from child exploitation	33
Independent Scrutiny of the Children's MARS Local Arrangements	6	- Reduce harm from domestic abuse	37
Governance	7	- Reduce harm from neglect	40
Performance Framework	7	COVID-19 Pandemic Children's MARS Board Line of Sight and Assurance	43
Partnerships	8	- Summary of our Response to COVID-19	44
- Early Help Strategic Leads Group	8	- Children's MARS Board Line of Sight and Assurance	45
- Safeguarding Pathway Lead Officer Group	11	- Response to Key Government Guidance	45
- Safeguarding Practice Learning and Improvement Group	13	- Children's MARS Board Continued Leadership Role	46
Learning and Improvement	14	- Communication	47
Funding	16	- Multi Agency Education and Training	47
Communication	16	- Learning Lessons, Recovery and Reset	48
Children's MARS five intents	18	- What children, young people, parents and carers are saying	49
- Co-production	18	Children's MARS Local Arrangements - What Next?	50
- Make safeguarding personal	22	- Developing arrangements and proposed 'Shine a Light' Areas of Focus	51
- Build resilience	24	- Line of Sight Areas of Focus and ongoing monitoring	52
- Stronger partnerships	26	Glossary	53
- Scrutiny and assurance	28	Contact and Follow Us	55

# Welcome and Introduction

Welcome to our **Annual Report of Local Arrangements to safeguard and promote the welfare of children and young people 2019/20**

In North Lincolnshire, children, young people, families and communities are at the heart of what we do and we are proud to acknowledge and celebrate the positive outcomes achieved and the strength of partnership working.

Across the partnership, we are aspirational and committed to improving outcomes for children, so they can achieve their potential and be in their families, in their schools and in their communities. Through our Children's Multi-Agency Safeguarding and Resilience (MARS) Local Arrangements, we want to help and protect children and families including promoting resilience and early help which we believe are fundamental to a successful safeguarding system.

We have high expectations of ourselves as partners to deliver outcomes through integrated working and we have a culture of high challenge and high support which is indicative of our robust, longstanding and creative partnership arrangements.

To provide assurance and ensure transparency we remain committed to independently scrutinising how effectively the local 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 leading on the annual scrutiny of our local arrangements and Dave Basker as Independent Scrutiny Officer for leading on case specific scrutiny activity, and for their constructive evaluations and areas for consideration on how to drive continuous improvements.

This report is an excellent opportunity to acknowledge the work across the partnership, to reflect on how we have embedded and refined our local arrangements and the critical success factors. Our strong partnerships, clear processes and robust practice across the early help and safeguarding system have enabled us to continue to safeguard and promote the welfare of children, young people and families, including in changing circumstances through our response to the COVID-19 pandemic.

This report fulfils our statutory responsibility to publish a report at least once in every 12 month period and sets out what we have done as a result of our local arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.

In addition, the report also includes:

- evidence of the impact of the work of safeguarding partners and relevant agencies, including multi-agency education and training, on outcomes for children and families across the early help and safeguarding system
- an analysis of progress against our areas of focus
- reference to our responses to any local or national child safeguarding reviews
- ways in which we have engaged with children and families and how this has informed practice and local provision

This report also identifies how we have refined our local arrangements, specifically:

- reviewed our five intents which are included in this report. They are now explicit within our principles so that they act as a launchpad to drive forward the partnership for the next few years
- reconfigured our infrastructure to manage and support the Children's MARS Arrangements
- refreshed our partnership framework by combining the Early Help Strategic Leads Group and the Safeguarding Pathway Lead Officer Group
- included the Lead Member for Children and Families as a participatory observer within partnership arrangements

We are committed to a culture of listening, learning, reviewing and adapting and this is reinforced through our republished arrangements, our learning and improvement culture that is welcoming of improvements and innovations and the multi-agency practice developments and service transformation that continue to evolve.

We are building on our outstanding partnerships and practice to ensure that everyone is able to recognise and fulfil their responsibilities including through anti oppressive and anti racist practice. We continue to focus on making sure that our children, young people and families are at the centre of the early help and safeguarding system. This is set within the context of our One Family Approach which aims to create a system that works for all children, young people and families. Our ambition is for children to be **in their family, in their school and in their community** and we will prioritise those who have additional need, to reduce inequalities and improve outcomes for all children and families, taking account of ethnicity, race and religion and those with specific additional vulnerabilities.



**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**

Chief Superintendent  
South Bank Divisional  
Commander  
Humberside Police

## Key Highlights and Successes

Over the last year, there have been a range of key activities, impacts and achievements for example:

- Shared vision, culture and commitment to delivering the local arrangements underpinned by a delivery plan
- Continued to have strong leadership through the Children's MARS Board and a good line of sight to front line multi-agency practice and the quality of services that support children, young people and families
- Specific functions remain allocated to individual safeguarding partners as portfolio areas to drive implementation
- Efficient board arrangements with shared chairpersonship, core membership and active, engaged discussions and decision making
- Ongoing development and implementation of our 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 to progress the development of a joint self assessment and assurance process across the Children's MARS Board and Safeguarding Adults Board
- Ongoing and renewed focus on engaging with and listening to children, young people and families to understand their views and experiences
- Significantly enhanced communications through the Children's MARS website and @SafeNorthLincs social media platforms as a means of sharing information and communication and publicising key documents and resources
- Ongoing education and learning offer, including face to face and e-learning, and a learning event at which more than 180 staff across the partnership attended pertaining female genital mutilation, forced marriage and honour based abuse
- Reviewed and reconfigured partnership arrangements to ensure more cohesive oversight of the whole early help and safeguarding system
- Recruited a small pool of Independent Scrutiny Officers with a breadth of skills, knowledge and experience and range of expertise across health, children's social care and police work and flexibility to fulfil the range of independent scrutiny functions

# 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 local arrangements have been independently scrutinised in July 2020. The Independent Scrutiny Officer indicated that the recommendations from last year have all been fully considered and implemented where appropriate. This year's independent scrutiny of our local arrangements included:

- desktop research/prior reading of Children's MARS Board, sub groups and other records
- facilitation of a multi-agency practitioner and supervisor forum
- met with key officers who manage and support the Children's MARS Board
- observation of the Children's MARS Board

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

## Strengths

- Evidence of equal and joint, consistent, creative and committed leadership continues
- The recommendations from last year have all been fully considered and implemented where appropriate and the changes have been noticed by practitioners
- The Children's MARS arrangements are effective in providing help and protection to children
- As a result of the joint work on the priorities which have been agreed, children in North Lincolnshire report that they experience a positive difference in their lives
- Practitioners are well informed as a result of the priority which is given to communication and training/development
- Independent Scrutiny is strong and underpins quality assurance activities as demonstrated in the Scrutiny and Assurance Framework
- There has been a swift and confident response to the challenges posed by COVID-19

## Areas for Consideration

- Clarify the role and function of the Subject Matter Experts to ensure that they are representative of the key partners in the first instance
- Review the current Communication Strategy which includes the role of the CMARS News update
- Bring together the findings from listening to children across the agencies into one coherent document which can inform the Scrutiny and Assurance Planner
- Given that the response to COVID-19 has been so positive, ensure that the learning is referred to explicitly in planning for the future
- Develop a financial strategy for the next three years which anticipates the longer-term impact of COVID-19 and the potential risks and mitigations

## Governance

The key roles and functions for the Board, are detailed in the [Terms of Reference](#) and the responsibilities are detailed in the Children's MARS Local Arrangements and underpinning [Memorandum of Understanding](#).

There continues to be collaborative working between the three safeguarding partners to ensure an equal and robust partnership. As part of this, there is a rotating chair agreement across the three safeguarding partners and between April 2019 and March 2020, the Chief Superintendent, Humberside Police was the chair of the Children's MARS Board. The key functions are led by individual safeguarding partners through '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 2019/20 delivery plan has now been finalised.

Any remaining actions and new actions have been rationalised into the 2020/21 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 Children's MARS Board has a comprehensive performance management framework in place.

**A Quarterly Performance and Evaluation Report is routinely available for every Board meeting** which includes partnership information of activity, performance and trend data across:

- Early Help
- Safeguarding Pathway
- Areas of Focus – child exploitation, domestic abuse and neglect
- Other Areas for Consideration – covering exceptions or emerging issues
- Learning and Improvement activity and multi-agency education and training

A summary analysis is completed by the Chairs of the subgroups highlighting to the Board strengths, achievements, impact and outcomes also areas for learning and development.

More detailed data sets and performance reports are produced for the Children's MARS sub groups.

*Note - figures provided in this report are as accurate as possible at the time that this report is published yet it needs to be acknowledged that the figures may slightly change upon publication by the relevant government department*

# Partnerships

## Early Help Strategic Leads Group

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

### Examples of Key Activities, Developments and Successes:

- Reviewed the governance relating to the early help and protection pathways and developed, alongside partners, a new Children's Help and Protection Pathway (CHaPP) forum for lead officers, joining together the previous Early Help Strategic Leads Group and Safeguarding pathway Lead Officer Group to ensure a more joined up oversight of the entire early help and safeguarding system.
- Integrated the FaSST (targeted family support) and children's centre offer to provide a more joined up local family support offer, using a more enabling model of help that builds upon the strong relationships and reputation of both services within local communities.
- Continued to extend the availability of digital and locality based resources which are available to children and families in their own communities and at times when they require them. This has included an increasing focus on the community hubs and children's centre offer as 'whole family' resources and development of more online and digital solutions based upon ensuring consistent high quality information, advice and guidance which is available 24 hours a day, 7 days a week.
- Working together across agencies more closely from a locality perspective has led to a more integrated approach to identifying vulnerable families needing early help, who may be less visible to services.
- 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. This emphasis will grow as the One Family Approach is agreed and rolled out across the partnership.
- The Families Initiative (TFI) outcomes framework 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 help 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.
- Continued focus upon supporting the emotional wellbeing and mental health of children, young people and their parents at a universal level. This has included the commissioning of the Kooth web based support service for young people and the further development 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.
- Worked with partners at a regional and local level to cascade multi-agency training, develop a web based resource for professionals and families and implement a 'Reducing Parental Conflict' pathway providing help and resources to parents to enable them to manage family conflict in a constructive way at an early stage of difficulties arising.
- Continued to strengthen the role of the Intensive Family Support Service to provide targeted support to those families requiring an intensive period of help to enable them to provide the best level of care to their children, prevent family breakdown and enable children and young people to remain, or quickly return to, living with their own family.



# Partnerships

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

Based on 2019/20 figures, growing up in North Lincolnshire, children and young people:

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

- 88% 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 82% across England.
- 93% of children received a development check at the age of 2 – 2.5 years compared with 90% across England
- 88% of 2-2.5 year olds met or exceeded healthy standards in all 5 areas of their development

## 3 - Achieve positive outcomes whilst living within their own families

- During the 4 years from April 2016 to March 2020, 852 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 education and training

## 2 - 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 targeted help has increased
- Targeted family support from FaSST and children's centres results in effective help for families, evidenced through feedback and data showing that 91% of FaSST cases were stepped down successfully to universal services
- All registered child care providers that have been inspected in the private and voluntary sector are now rated as Good or Outstanding, giving the best start to our children's education
- More children with a special educational need or disability have their Education, Health and Care Plans issued within the 20 week assessment period. This is 68.6% in North Lincolnshire compared with 60.4% nationally

## 4 – Stay out of the youth justice system

- The number of children entering the youth justice system as 'First Time Entrants' is consistently low in North Lincolnshire demonstrating the success and effectiveness of the preventative approach. In 2018/19 this figure was 195/100,000 (31 young people). This compares with an England rate of 224
- During 2019/20 there have been 27 first time entrants, giving a rate of 170/100,000

## 5 – Remain living within their own family and community

- The number of children entering care has reduced by 59% between 2018/19 and 2019/20

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*“Father feels that the support provided has changed his life and allowed the family to live a normal life. He says thank you for all help given to them”*

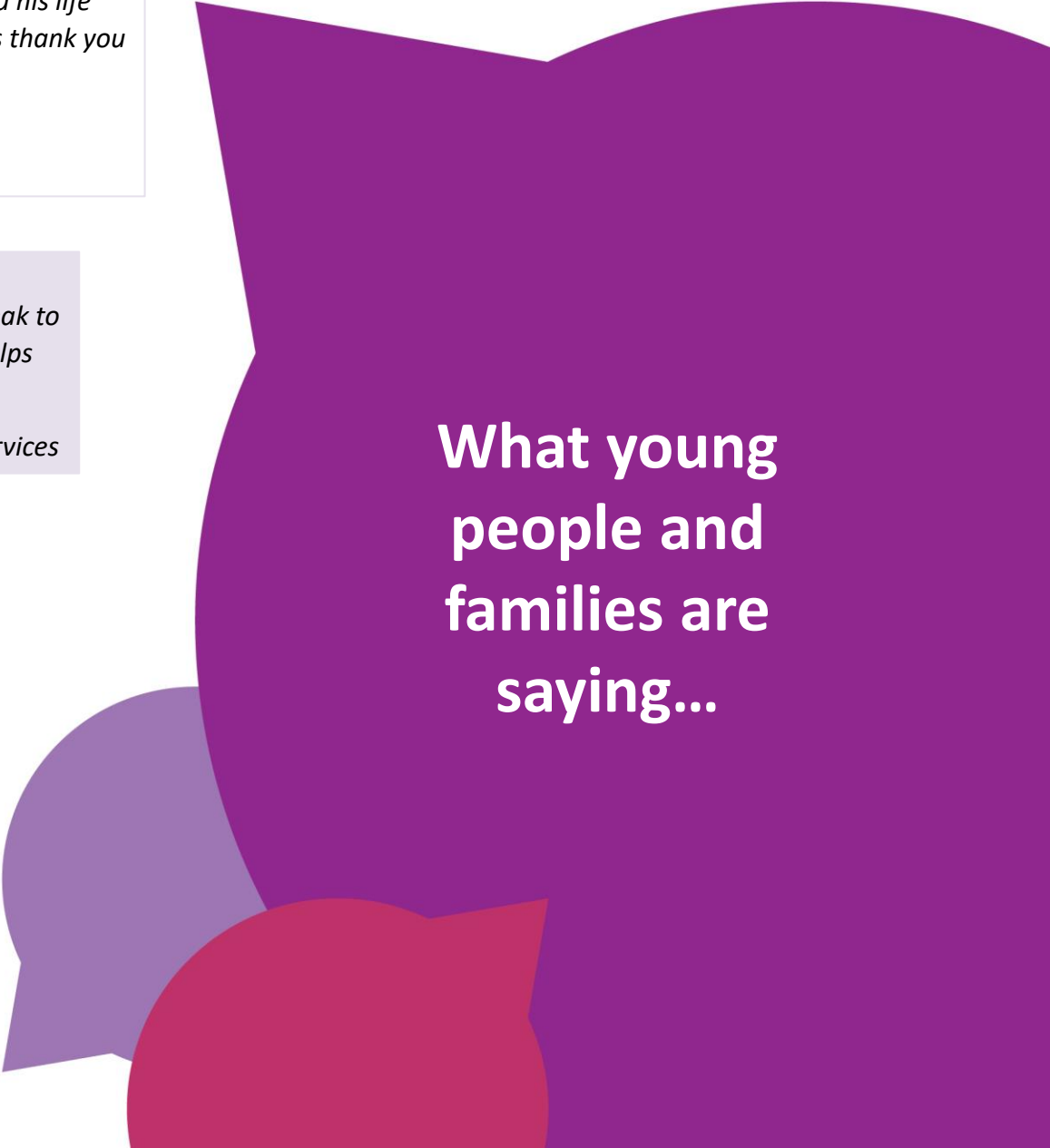
*Young person whose family experiencing early help support/services*

*“Thank you for your help with regards to my child’s heightened anxiety and violence. Knowing I can speak to you on the phone for advice means so much and helps and supports my worries and frustration too”*

*Family member experiencing early help support/services*

*“I want to thank you for being on board and supporting us. You can tell when someone is being genuine and caring and we can tell that you are. We are really appreciative all of the help you are giving us. You are warm and lovely and we can tell that you care. We have really been pushed to our limits and it’s so refreshing having someone like you who’s willing to take the time to support us”*

*Family member experiencing early help support/services*



**What young people and families are saying...**

# Partnerships

## Safeguarding Pathway Lead Officers Group

This Safeguarding Pathway Lead Officers Group (SPLOG) 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 activities, 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.
- 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.
- Multi-Agency Audit Group audits and quality assurance of practice demonstrates a shared understanding of thresholds and that multi-agency practice is effective and timely, and that help leads to progress for children.
- 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.

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## Partnerships

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

**Based on 2019/20 figures, growing up in North Lincolnshire, children and young people:**

**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 decreased during the year 2019/20 when compared to the previous year
- 77% of our children in care are placed in foster care which is above the latest England average of 72%
- 19% of our children in care are placed out of area compared to the latest England average of 41%

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

At the end of 2019/20:

- Repeat contacts were 16.4% compared to the England average of 22.6%
- Re-referrals were 20% compared to the England average of 22.6%
- 92% of assessments were completed and authorised within 45 days remaining consistently high compared with the latest England average of 83%
- The rate of children in need in North Lincolnshire is less than nationally at 281 per 10,000 children at the end of March 2020 compared with 334 across England
- 100% of child protection conferences were held within 15 days of the strategy discussion
- 100% of child protection review conferences were held within timescale
- There are less children on a Child Protection Plan in North Lincolnshire with a rate of 20 per 10,000 children at the end of 2020 compared with 44 per 10,000 nationally
- Very few children remained on a child protection plan for over 2 years

## Partnerships

### Safeguarding Practice Learning and Improvement Group

The Safeguarding Learning and Improvement Group (SPLIG) focuses on:

- co-ordinating the outcomes from local multi-agency scrutiny and assurance activity
- reviewing, monitoring and implementing areas for development from local multi-agency scrutiny and assurance activity 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 to develop local practice
- ensuring the dissemination of learning from local scrutiny and assurance activity, and from local and national practice reviews, reports and research to enhance local practice

### Examples of Key Activities, Developments and Successes:

- Overseen the development and implementation of the children living with domestic abuse, children living with mental ill health and child sexual and criminal exploitation Practice Learning Line of Sight action plans.
- Developed and shared 7-minute briefings in relation to Practice Learning Line of Sight Events to feedback good practice, learning and boost practitioners and supervisors to reflect on their practice and the early help and safeguarding system in which they work
- Trained key professionals across the partnership about the notification and decision-making process for undertaking rapid reviews and child safeguarding practice reviews including Designated Safeguarding Leads for schools, colleges and alternative education providers
- Developed a learning and improvement evaluation framework to provide an overall picture of activity and impact to the Children's MARS Board
- Completed an evaluation of agencies training across the partnership to underpin the revised Children's MARS Education and Training Programme for 2020/21
- Considered the key practice themes and messages from the Child Safeguarding Practice Review Panel's Annual Report 2018/19 and local implications

*Further detail regarding scrutiny and assurance activity, impact and outcomes is referenced in slides 27 to 31*

## Learning and Improvement

### Child Safeguarding Practice Reviews

The Children's MARS Board / safeguarding partners have not been notified of any serious child safeguarding incidents during the period of this annual report.

#### Learning from national Child Safeguarding Practice Review Panel reports:

We have taken account of learning from review activity led by the national Child Safeguarding Review Panel, including:

- The Child Safeguarding Practice Review Panel outlined local learning points in their report '**It was hard to escape: Safeguarding children at risk from criminal exploitation**', March 2020 and the Child Exploitation and Missing Strategy Group has considered these feeding actions into the CE and Missing Action Plan as required

### Child Death Reviews

The child death review partners who are North Lincolnshire Council and North Lincolnshire Clinical Commissioning Group published the Northern Lincolnshire Child Death Review Arrangements in June 2019. The Child Death Review Arrangements can be found on the [North Lincolnshire CCG website](#) or the [North Lincolnshire Council website](#).

The child death review partners have established a Northern Lincolnshire Child Death Review Partners Executive Board which meets on a quarterly basis to oversee the effectiveness of the Child Death Review Arrangements in practice, agrees and monitors the funding in accordance with their statutory requirements, seeks and receives assurance on the learning and improvement activity undertaken in the locality in response to the arrangements and receives and approves the Annual Report.

The Child Death Review Arrangements are linked with the Children's MARS Board policies and procedures for notification of a serious child safeguarding incident and the process for a Child Safeguarding Practice Review. As outlined above there have been no notifications of any serious child safeguarding incidents during the period of this annual report.

There were no actual child deaths or child deaths reviewed during 2019/20 that were related to safeguarding issues.

# Learning and Improvement

## Multi-Agency Education and Training

The Children's MARS Education and 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 2019/20 there were 992 people trained through the education and training programme. Highlights include:

- over 180 professionals trained in Honour Based Abuse, Forced Marriage and Female Genital Mutilation at a large training event held in January 2020 with national keynote speakers. Attendees included a total of 28 different agencies and 21 different teams from within North Lincolnshire Council
- 138 multi-agency staff trained in Reducing Parental Conflict including additional modules for supervisors and 15 staff trained as trainers
- 84 multi-agency staff trained in the use of the Graded Care Profile 2 (GCP2) neglect assessment tool by local NSPCC accredited trainers
- almost 300 workbooks were certified by the Children's MARS Board for Safeguarding Awareness, Child Sexual Abuse and Female Genital Mutilation. A number of these were completed by 'Parent Champion' volunteers for North Lincolnshire Council and young people attending North Lindsey College

Based on feedback and evaluation, 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:

- 'The FGM trainer was very knowledgeable and inspiring. I felt the documentary on forced marriage and honour based abuse was very effective and really captured the issue from the perspective of a victim' (Female Genital Mutilation)
- 'Prepared me for the eventuality I get a call for service to deal with a victim and can be knowledgeable and provide reassurances' (Honour Based Abuse and Forced Marriage)
- 'It has given me an insight into how children/parents may think and made me think about my approach when doing early help assessment e.g. Creative thinking' (Neglect and Graded Care Profile 2)
- It was beneficial being on the course with a cross section of professionals and this helped understand and acknowledge other perspectives and viewpoints (Child Protection)
- 'The vast knowledge and experience of learning co-ordinators/trainers was invaluable' (Child Protection)

## 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 education and training programme. In addition, each of the safeguarding partners have agreed that key subject matter experts from their organisations will lead specific pieces of work to progress the areas of focus, strategies and action plans.

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.

Funding from wider individual agencies has continued for 2019/20 and 2020/21 (including from the National Probation Service, Community Rehabilitation Company, John Leggott College and North Lindsey College).

## Communication

There is a commitment to communicating across the safeguarding partner organisations and other agencies. The [Children's MARS website](#) is central to our communications approach and has been refreshed to include a bank of resources for professionals to use. Live feeds of our Facebook and Twitter accounts have been added to the website to ensure live and responsive communications are available to a wider range of professionals.

There has been a consistent presence on [Safe North Lincs](#) social media feeds which has led to an increase in the number of followers and has allowed key messages to be shared across North Lincolnshire. Links have been established with the Community Safety Partnership South Bank Communications Group which includes key communications representatives from across the partnership at a regional level. This has created opportunities to collaborate on a multi-agency basis to share messages and reach a wider and more diverse audience.

We have connected the Facebook and Twitter Feeds with the Children's MARS Board website and regular email communications alert practitioners to what is new and available. An electronic mechanism for practitioners to sign up to receive communications from the Children's MARS Board has been implemented as part of this and is utilised by practitioners on a regular basis.

[Children's MARS news updates](#) continue to be used to communicate information and messages relating to the Children's MARS arrangements to key stakeholders. Areas of multi-agency practice has been incorporated into the refreshed news updates to share good practice and learning across the partnership. The appearance and format has been refreshed to ensure the newsletter is concise and engaging to readers.



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*"I've worked alongside a number of local authorities during my career and I honestly think that North Lincolnshire is one of the best in terms of safeguarding and partnership working (the number of attendees at the meetings is testament to that!!)"*

Representative from a relevant agency

*"The Practice Learning Line of Sight events are positive in that they allow practitioners and managers to have healthy conversations. Sometimes conversation can be difficult but it is beneficial to be able to see differing perspectives. North Lincolnshire has a culture where professionals can have difficult conversations to make positive steps and reflect upon the learning"*

*"By signposting staff to the Children's MARS website, it gives staff autonomy and encourages them to keep themselves updated with the latest guidance. The website is a trusted and reliable source of information to signpost to"*

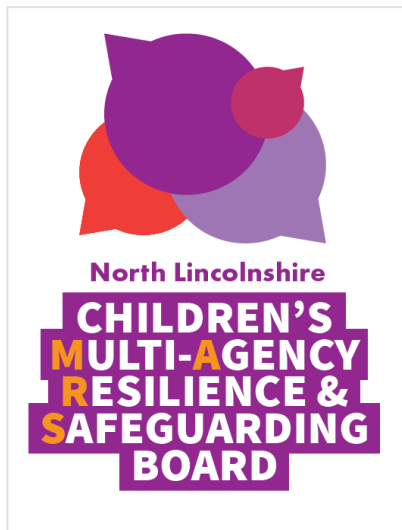
*"The training for Designated Safeguarding Leads has been promoted through the Children's MARS Board and all resources and presentations are available on the website. Schools use the Early Help resources regularly and feel that it is useful as they can find out what is expected of them within the Early Help arena"*

*Multi agency representatives from multi agency practitioner forum*



**What  
managers  
and  
practitioners  
are saying....**

## 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

## Co-Production

Voice and engagement activity and working collaboratively with children, young people and families 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:

**Primary and Secondary Staying Safe Conferences** for Children and Young People took place on 27 and 28 June 2019.

Over 60 delegates attended the secondary conference and took part in 3 workshops of choice. The keynote speaker focused 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 being powerful.

Over 155 delegates took part in the primary conference and again took part in 3 workshops of choice. Again, the keynote speaker focused 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.

**Electively Home Educated Event** took place on 8 November 2019.

The event was an opportunity for a range of agencies, businesses and organisations to attend to share information and consult with parents and their children and young people who are electively home educated. Staff representing Children's MARS attended the event at which 11 parents of 24 children from under 2 to 17 years old engaged in the consultation, which focused on understanding their big issues relating to them being safe, well, prosperous and connected and the wider challenges for partnership action at a community level including growing the economy, keeping people safe and well and enabling communities to flourish. As part of this, there was also consideration as to what they wanted to challenge agencies to do and how they can help. Generally parents indicated that they feel safe overall.

### Children's Challenge

The outcomes of the Electively Home Educated Event, along with other consultation and engagement activity has helped to shape and influence the Children's Challenge 2020/24 which identifies challenges for partnership action as well as identifying challenges for children, young people themselves to improve outcomes and enable them to be in their homes, in their schools and in their communities.

## Co-Production

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 early help and safeguarding system, the Children's MARS Board and its areas of focus. Examples include:

- Young people continue to 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). NIOC have produced an interactive film, **Ava's story**, which was co-produced with young people, was developed to raise awareness of domestic abuse with young people. Made in Scunthorpe and released in January 2020, this film explores how domestic abuse can make a young person more vulnerable to grooming and entering into an abusive relationship. The film was featured as a news story by ITV Calendar.
- In 2019, knife crime was again selected as one of the top issues in the Make Your Mark annual youth ballot in which over 8000 local young people voted. The NLYC contributed to raising awareness including inviting the police to present at the NLYC, focused discussions at the Great Debate events, young people attending the launch conference of #nomoreknives 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.
- Young people also co-produced a healthy environments project, which culminated in a conference in December 2019 hosted by young people, at which over 60 representatives across the partnership attended. There was a focus on what makes a healthy environment, but also on the importance of community infrastructure which contributes to young people feeling safe and well.
- The NLYC continues to embrace diversity and has most recently been involved in North Lincolnshire Pride celebrations, ongoing work through their Disability Champions and have continued to support 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.

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*There are resources available to help keep ourselves safe i.e. Not In Our Community. Social media and digital platforms are used to share positive messages for the greater good*

*North Lincolnshire Youth Council members*

*Having trusted relationships is crucial to keeping ourselves safe and well and overall, young people said they all felt they had a choice of people to talk to*

*Children in Care Council members*

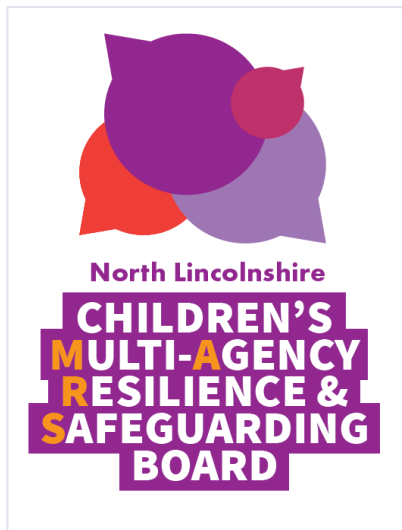
*“You help me and my family and make sure we are safe and happy”*

*Young person experiencing services*

*Children, parents, foster carers understand why services are involved, that they have the chance to have their say, that they believe the work services are doing is making them/their children feel safer and that they fully understand the child's plan*

*Children, young people and families experiencing services*

**What  
children,  
young people  
and families  
are saying...**



## Intent

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

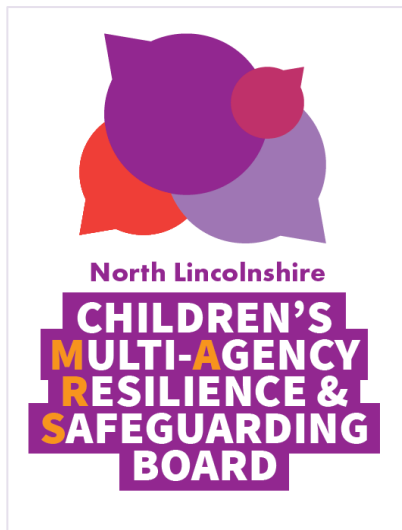
## Making Safeguarding Personal

**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:

- **Whole family resources** have been developed through the integration of the FaSST targeted family support service and children's centre offer to provide a more joined up local family support offer, using a more enabling model of help that builds upon the strong relationships and reputation of both services within local communities. Relationships and connectivity have been strengthened with the Health Visiting and School Nursing Health and Wellbeing Service for children and young people from -9 months to 25 years. Working together more closely from a locality perspective has led to a more integrated approach to identifying vulnerable families needing early help who may be less visible to services. Availability of online and digital resources have been extended with an increased focus on the community hubs and children's centre offer as 'whole family' resources.
- **Immersive skills and aspirations project** was a planned partnership response to working with young people to engage them in diversionary activities which took into account their strengths and areas of interest, with a focus on exit strategies leading to change in behaviours. This project was shortlisted for the Howard League for Penal Reform Community Award 2019 and the North Lincolnshire Community Champions Award for community contribution for crime reduction 2019 and achieved the latter.
- **Targeted safety and prevention sessions** held in schools, colleges and other provisions by Missing Children's Advocates accompanied by others such as Humberside Police Missing Person's Co-ordinator and Early Intervention Team, Child Exploitation Intervention Team, Youth Offending Service and DELTA young people's substance misuse service. These sessions enhance children's understanding of the risks of going missing and by taking a strengths-based approach increase children and young people's skills to keep themselves and their friends safe and develop resilience.

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

In all profiles there is an emphasis on victim, perpetrator and location/context and the information available is enabling partners to understand the interconnections and deploy resources to areas of greatest need.



## Intent

Build children, young people and families' resilience



## Building Resilience

There is a continued 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 education and training 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

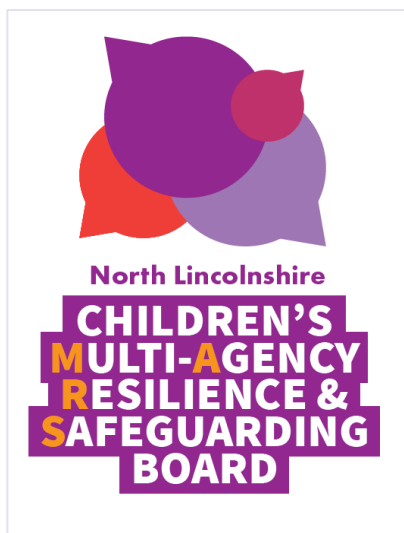
There is the continued shaping of practice and services to support young people across the early help and safeguarding pathways.

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

- early help
- safeguarding awareness
- safeguarding disabled children
- child protection
- child criminal exploitation
- neglect
- Graded Care Profile 2
- understanding trauma
- managing allegations against adults who work with children
- reducing parental conflict (including training for supervisors and train the trainer)
- honour based abuse and forced marriage
- female genital mutilation

**Edge of care offer** - There is a focus on restoration work and strengthening parenting relationships and the family's resilience where children are on the edge of care and supporting children and young people to be reunited with their families

**Holding On Approach** – There is a voluntary offer of support for mothers and fathers who have experienced children being removed from their care and / or who are at risk of repeat removals of children from their care. The approach provides an opportunity for the adults to focus on their own needs and to learn new ways to adapt to challenges and stresses. The model is based on the premise that resilience is something that can be learned and developed, if the adult is given the opportunity to discover their strengths and abilities.



## Intent

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

# Stronger Partnerships

There continues to be well embedded partnerships and relationships which underpin the Children's MARS arrangements.

## 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 local arrangements and further develop multi-agency practice. Examples of engagement and building relationships include:

- Increased engagement with wider agency representatives within the monthly Multi-Agency Audit Group (MAAG). Partners have contributed to learning and improvement and shared good practice across services
- Partnership interface meetings have been embedded and enable partner to collaborate, discuss and challenge that has strengthened partnership working and understanding of complex cases
- The Multi-Agency Child Exploitation meetings continue to be well attended by partner agencies who contribute proactively and provide added value to children's statutory plans
- Partners have been well engaged in the Children's MARS subgroups and specialist task and finish groups for areas of focused work
- A networking opportunity was provided as part of the large training event in January which received positive feedback for the variety of agency representatives present

## Stakeholder engagement

A stakeholder partnership 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 local arrangements and established partnerships.

Virtual communications have been built upon and stakeholders receive regular updates on work across the partnership through the quarterly [Children's MARS News Update](#). The news update has been reconfigured to include good practice examples of multi-agency work and to communicate key themes and partnership progress on our areas of focus. Regular email communications are provided to stakeholders which includes updates on training opportunities, new policies and procedures and key messages.

The Children's MARS website is a rich source of information and resources and practitioners have fed back that it is a 'go to place for guidance and latest policies and procedures'.

## Building relationships with schools and colleges

We have established stronger links with designated safeguarding leads through the Designated Safeguarding Leads (DSL) Forum. 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 and accompanying papers for the DSL Forums are developed collaboratively and information shared at the meetings are published on the Children's MARS [website](#).

Representatives from schools and colleges are included as part of the Practice Learning Line of Sight Events and the MAAG and have had opportunities to share their experiences and good practice with other partnership representatives.

Continued support for Operation Encompass has enabled schools and colleges to be aware of domestic abuse incidents and we have evaluated the impact on children and young people and the need for early help.



## 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

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## Scrutiny and Assurance

The Children's MARS Scrutiny and Assurance Framework was published alongside the local arrangements and there has been a range of robust scrutiny and assurance activity, including independent scrutiny, through thematic and agency specific assurance events and practice learning line of sight events leading to local learning, partnership action, changes in practice and outcomes, for example:

**Practice Learning Line of Sight Events** remain an important part of the scrutiny and assurance activity. These events bring together strategic, senior and safeguarding leaders with practitioners and supervisors to enable a line of sight on multi-agency frontline case work practice and its impact on children's lived experiences.

All events involve agencies auditing children's cases, case discussions and reflective debrief discussions chaired by either Independent Scrutiny Officers, a safeguarding partner or Children's MARS Board representative to distil the good practice, learning and development work for the Children's MARS Board to take forward.

There have been four line of sight events in June 2019, November 2019 with two in June 2020. The first two considered five cases each relating to children living with domestic abuse and children living with mental ill health. Two events were held virtually in June 2020 both on the theme of child sexual and criminal exploitation and the first one considered two cases whilst the second one was a case specific event.

Practitioners and supervisors are impressive in discussing their direct work and support for children and families during these events. Feedback from them is that these events provide an opportunity to showcase their good practice and they feel supported by strategic, senior and safeguarding leaders who better understand the challenges and good practice in frontline work.

Feedback is provided to those involved and disseminated widely through the Children's MARS News Updates and 7 Minute Briefings that are available on the website in 'Learning from practice' and 'Communications'. Following all events multi-agency action plans are developed by the Safeguarding Practice Learning and Improvement Group (SPLIG) as outlined on slide 13. These are monitored and reviewed for impact on frontline multi-agency practice by the SPLIG and signed off by the Children's MARS Board.

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

# Scrutiny and Assurance

## 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 positive difference to outcomes for children and young people
- Good use of evidence based practice and expertise

### Learning, activity 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 implemented focusing on changing the behaviours of perpetrators alongside supporting victims and children within a multi-agency context
- Education and training has taken place relating to honour based abuse also recognising the signs of coercive control

## Children living with Mental Ill Health

### Good practice

- Good partnership working across the early help and safeguarding pathway
- Child's voice was evident in all cases - children were active participants and their views were shaping their plan
- Effective communication between services including swift responses in crisis situations
- Knowledgeable and skilled practitioners – positive feedback about mental health first aid training, training and support to foster carers and practitioners extending their learning about mental ill health

### Learning, activity and improvement

- We continue to build upon practitioners knowledge and understanding of children's mental ill health and emotional distress
- Recognise the impact upon the child and family of multiple practitioners involved and adapt as necessary – this is included in the [Helping Children and Families in North Lincolnshire 2020/24 document](#)
- We continue to develop our understanding on how the system learns from responding to crisis situations and how agencies support families at these times

# Scrutiny and Assurance

## Child Sexual and Criminal Exploitation

### Good practice

- Information sharing and intelligence gathering across all agencies
- Partnership working, the child's voice and knowledgeable practitioners who understood child exploitation, contextual safeguarding and places and spaces within the community
- Consistency of practitioners involved using relational and trauma informed practice and working at a pace which is helpful and empowering for the young person
- Engagement with parents as safeguarding partners which has made a difference to their child's life
- Transitions for young people into adulthood are being considered
- Brilliant work with the young person from the time the information came through to services with sound methodology around statutory requirements
- Persistent and resilient workers who 'hold their nerve' when risks are contextual
- Strength of the partnership has enabled professionals to be honest and open and there is trust between colleagues to support and challenge each other

### Learning, activity and improvement

- We have developed refresher training on the use of appropriate professional language to describe children who are vulnerable to, at risk from or experiencing exploitation
- We have equipped practitioners to do more of 'what works' through early help and development of more resources
- Agencies continue to support parents to be protective and address the extra-familial harm of young people
- Continued strategic multi-agency locality-based work to target and further transform harmful locations, places and spaces
- Further development of the local approach to working with families as experts and supporting them to formulate a plan for their child as part of the wider work on the local approach to working with adolescents
- Ongoing contextual safeguarding development work to include the revision of practices, forms, processes and systems utilising the University of Bedfordshire's research and resources

The learning and improvement from this event has fed into the refresh of the Child Exploitation and Missing Action Plan 2020/21 and the Community Safety Partnership Plan.

## 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 safeguarding self assessment form was distributed in January 2019 and a summary of the audits was presented to the Children's MARS Board in April 2019. Actions identified within the audits are being monitored through the Children's MARS Board and further updates on agencies action plans have been received during 2019/20. This has provided assurance that most standards across agencies are in place and up to date. In some cases, the required standards are in place, but require some level of review or improvement.

The Children's MARS Board has undertaken a review of the safeguarding self-assessment audit together with the Local Safeguarding Adult's Board and a joint self-assessment audit has been developed, including a COVID- 19 section, to reduce duplication for agencies who complete it. This will be disseminated in Autumn 2020. Individual safeguarding self-assessment audits and associated action plans are taken into account as part of agency specific assurance events.

**Agency Specific Assurance Events** were a new addition to the scrutiny and assurance framework during 2019 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. There have been three agency specific assurance events undertaken involving Northern Lincolnshire and Goole Hospitals (NLaG) NHS Foundation Trust and two events covering Rotherham, Doncaster and South Humber (RDaSH) NHS Foundation Trust including the 0 -19 service (health visiting and school nursing) and Child, Adolescent Mental Health Services (CAMHS) also Great Oaks mental health services held jointly with Local Safeguarding Adult Board (LSAB) representatives.

Overall, the events provided a good level of assurance that the organisations were fulfilling their safeguarding children/adult's 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 LSAB , where relevant, and any progress required will be monitored and challenged as appropriate.

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 the Harm from  
**Child Exploitation**

# Reduce Harm from Child Exploitation

## What have we done?

- The Child Exploitation Strategy Group is well attended and has robustly monitored progress and the impact of the Child Exploitation and Missing Action Plan for 2019/20 that has been completed and a new one developed for 2020/21
- An annual review of Child Exploitation and Missing Children for 2019/20 has been completed with actions feeding into the 2020/21 action plan
- Continued to develop our local partnership approach to working with adolescents and to contextual safeguarding
- 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, identify emerging themes, and collaboratively prevent and reduce children going missing
- Two Practice Learning Line of Sight events on child sexual and criminal exploitation were held in June 2020 – see slide 30
- Targeted safety and prevention sessions held in schools, colleges and other provisions by Missing Children's Advocates accompanied by others such as Humberside Police Missing Person's Co-ordinator and Early Intervention Team, Child Exploitation Intervention Team, Youth Offending Service and DELTA young people's substance misuse service.
- 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
- Sustained investment in local services including child exploitation intervention workers, independent advocates, outreach youth workers, the police early intervention team and lead practice supervisors, who provide 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/contexts that enables key strategic leaders to understand the local picture and to target resources

# Reduce Harm from Child Exploitation

## What difference has it made?

- 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 child 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 also harmful settings being tackled including businesses, properties, other places and spaces
- identifies locations relating to child exploitation/missing children, perpetrators and the links – enables targeting of contexts including businesses, properties, other places and spaces, perpetrators to disrupt and prosecute
- Pathways of support for children who go missing include local therapeutic support from Changing Lives through Changing Minds who work closely with the partnership
- Positive feedback from children and their families includes them saying they feel safe and that they have positive, trusting relationships with their workers (via Missing Children's Advocates, Child Exploitation Intervention Team and Children's MARS Line of Sight events)
- Young people's views have enhanced the understanding of the local picture of child exploitation and shaped practice 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 exploitation has seen an increase in engagement, self esteem and safety

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*I was really worried when we first started doing our sessions because I just had so many lightbulb moments and realised what had been happening to me. I really don't know what I would have done if you hadn't helped me see things differently. I find you funny but serious at the same time, you never tell me off but straight and honest with me I like that*

*Young person involved with the Child Exploitation Intervention Team*

*Today I am walking with joy in my stride as I have been accepted into University. I want to thank you for all you did to help me on my journey as I wouldn't be here without you*

*Young person who had been involved with services over a year prior*

*We are very grateful for your support and help with (child's name), I don't know what we would have done without you, you help us to understand things*

*Extended family member involved with Social Care Services*

**What young people and families are saying.....**



Area of Focus

Reduce the Harm from  
**Domestic Abuse**

# Reduce Harm from Domestic Abuse

## What have we done?

- The Domestic Abuse Strategy Group is well attended and has monitored progress against the DA Action Plan for 2019/20 that has been completed and a new one has been developed for 2020/21
- Multi-Agency Risk Assessment Conference (MARAC) steering group has been subsumed into the DA Strategy Group
- 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 domestic abuse specialist support service for victims
- 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
- A Practice Learning Line of Sight event on children living with domestic abuse was held in June 2019 – see slide 29
- Held a large multi-agency learning event in relation to honour based abuse, forced marriage and female genital mutilation
- Rolled out a Reducing Parental Conflict training programme and jointly launched a Relationship Matters website across the Yorkshire and the Humber region to offer families information, tips and help
- 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
- Established Multi-Agency Tasking and Co-ordination (MATAAC) monthly meetings chaired by Humberside Police that provides a structured response to managing the risk posed by serial perpetrators of domestic abuse
- Developed a local non-convicted perpetrator programme Re:Form focused on changing perpetrator behaviours whilst supporting victims and their children to enable families to get safe, stay safe and become independent of services where it is safe to do so
- By disseminating national guidance, we have supported schools and colleges in their preparation for new statutory Relationships and Sex Education and Health Education, that comes into place from September 2020. This has included through termly network meetings, signposting to training by national and local organisations (e.g. PSHE Association, Big Talk, Cornerhouse), briefings for schools, colleges, alternative providers and governors and by sharing good practice from the schools accepted onto the Early Adopter programme
- 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
- Worked together with The Blue Door and across the partnership to secure national funding to expand safe accommodation options for victims of domestic abuse with complex issues and their children through intensified support

# Reduce Harm from Domestic Abuse

## What difference has it made?

- MARAC Steering Group being held as part of the Domestic Abuse Strategy Group has increased shared ownership and reduced duplication
- Children's IDVA has provided help and support to young people across the early help and safeguarding pathway to enable recovery from the impact of domestic abuse
- 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 domestic abuse is outlined on slide 29
- Impact of training on honour based abuse, forced marriage and female genital mutilation also of Reducing Parental Conflict is outlined on slide 15
- Awareness raising and preventative approaches for children and young people including through schools, colleges and locally developed Life Central app also Not In Our Community social media campaign impact by helping them learn about healthy relationships and educate about grooming. Such self help mechanisms have been regularly raised by local young people as one of their preferred methods
- MATAC meetings and the Re:Form non-convicted perpetrator programme have increased the likelihood of improving the safety of victims of domestic abuse and their children alongside the potential for reducing the risk of harm from domestic abuse.
- Helping to prepare schools, colleges and alternative providers for the forthcoming Relationships and Sex Education and Health Education has provided opportunities for them to remain apprised of the changes, plan ahead of the statutory implementation date and schools are now implementing the new curriculum
- The domestic abuse profile has increased understanding of areas of greatest and emerging need to enable a strategic focus
- Partnership working is leading to expansion of safe accommodation options for victims of domestic abuse with complex issues and their children through intensified support



Area of Focus

Reduce the Harm from  
**Neglect**



# Reduce Harm from Neglect

## What have we done?

- The Early Help Strategic Leads Group has developed a quarterly reporting mechanism for the completion of the Graded Care Profile 2 (GCP2) neglect assessment tool
- A team of 20 multi-agency champions continued to offer training and almost 300 practitioners have been trained and accredited in the use of the GCP2 assessment tool in the last 2 years
- Targeting of designated safeguarding and pastoral leads in schools has led to a small number of schools now having staff trained in using the GCP2 tool
- The tool has been promoted within the Early Help locality network meetings and support is provided to schools to reduce the harm from neglect
- GCP2 assessments continue to be highlighted and discussed at child protection conferences and through supervision

## What difference has it made?

- 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
- Case examples have illustrated where the tool has been used effectively to enable parents to make changes resulting in both child protection planning and Public Law Outline ending
- Practitioners' feedback from the training has indicated that the tool has allowed them to consider the individual experiences of each family member and the lived experiences of the child
- Three workers from North Lincolnshire, from the Clinical Commissioning Group, FaSST targeted family support service and the Integrated Multi-Agency Partnership were nominated for an NSPCC Elephant Award for their work in promoting the GCP2 across the multi-agency partnership and attended the awards ceremony in January. At the event, two of the nominees won awards
- The multi-agency group of champions are currently working together to undertake a full analysis of the implementation of the tool so far. Initial findings have indicated that use of the tool is gradually increasing and there has been some positive experiences reported from practitioners and families when the tool has been used. Both practitioners and parents have commented upon the benefit of the visual nature of the tool which has helped to identify where there are strengths in parenting and also the areas of priority to work upon

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*Very useful it being broken down the way it is. It gave me the ability to see the condition of the environment myself and how far I had let the conditions decline*

*Parent referring to experience of GCP2*

*The numbering and colours made it easy for us to see what we are doing well and where we can make some improvements and why*

*Parent referring to experience of GCP2*

*The tool was very good to highlight to the mother what areas she was struggling in, but also highlighted what she was really good at which encouraged her to make the changes required*

*Practitioner who had completed GCP2 with family*

*It encourages positive engagement with families as it allows them to be more part of the process*

*Practitioner who had completed GCP2 with family*

**What parents  
and  
practitioners  
are telling  
us....**



## COVID-19 Pandemic

Children's MARS Board Line of  
Sight and Assurance

# Children's MARS Board Line of Sight and Assurance

## Summary of our Response to COVID-19

The Children's MARS Local Arrangements have continued to support the underpinning practices, processes, infrastructure and governance arrangements to ensure a high level of safeguarding across the partnership

Children's MARS Board has continued to meet virtually and we refined the arrangements at the April meeting to focus on the COVID-19 response and our ongoing focus on assurance across the early help and safeguarding pathway

Developed a COVID-19 update into CMARS Board performance reporting arrangements

Under the auspices of the Children's MARS Board, a letter about hidden harm was distributed across the partnership which included resources for children, young people, parents and professionals

Continued to meet with children and families, face to face where required, and through virtual mechanisms as a means of ongoing engagement and statutory compliance. Consulted with more than 500 children, young people and parents/carers to understand their experiences of COVID-19, the outcomes of which were fed into the CMARS Board and shared across the partnership as appropriate to inform practice

Robust partnership arrangements have continued, through virtual mechanisms, for example:

- Children's MARS Sub Groups
- Partnership Interface Meetings
- Multi-Agency Child Exploitation (MACE) Meeting and Multi-Agency Missing Children Group
- Child Protection Conferences

Generally, there has been improved attendance as a result of the accessibility of virtual meetings across the partnership, including children, young people and families

Continued to undertake scrutiny and assurance activity, for example:

- Independent Scrutiny Officer attended MACE triage and MACE meeting as a participatory observer
- Line of Sight events (in relation to child exploitation and case specific) attended/facilitated by Independent Scrutiny Officer
- Independent scrutiny of Local Arrangements (Independent Scrutiny Officer facilitated multi-agency forum, undertook a desktop review exercise and attended the July Board as a participatory observer)

Virtually engaged in regional events, meetings and webinars and shared specific information and insights for local consideration i.e. related to learning from serious incident notifications with a COVID-19 context and virtual rapid reviews

Agreed a COVID-19 specific area of focus for 2020/21 to ensure a continued oversight of our response to and impacts of COVID-19 across the early help and safeguarding pathway

Supported the workforce across the partnership, professionally and personally, in relation to the evolving situation. The workforce has been resilient, flexible, innovative, creative in caring for and meeting the needs of our children and families. Children and families themselves have, in the main, responded with resilience and determination.

## Children's MARS Board Line of Sight and Assurance

- The UK Government announced a lockdown due to the coronavirus COVID-19 pandemic on 23 March 2020.
- The COVID-19 pandemic has presented significant challenges to safeguarding and promoting the welfare of children both nationally and locally. Agencies and organisations across the Children's MARS partnership have demonstrated swift and agile responses, resource flexibility, innovation, creativity and commitment in working together to help and protect children and families.
- Across the partnership there has been exceptional leadership and management at all levels and working at pace on new and different tasks including stepping out of roles in order to safeguard and promote the welfare of children. Chief officers, safeguarding partners and leaders across the partnership have supported staff especially those on the frontline to promote their safety and wellbeing.

## Response to Key Government Guidance

In response to key Government guidance issued relating to safeguarding and promoting the welfare of children during the COVID-19 pandemic the Children's MARS Board:

- considered the joint note issued by the Department of Education (DfE) in March on behalf of the national Child Safeguarding Review Panel, included this in the Children's MARS policies and procedures: Improving Child Protection and Safeguarding Practice and disseminated these to safeguarding partner organisations and wider relevant agencies
- established processes to be assured that local safeguarding arrangements were fit for purpose and maintained a line of sight on the partnership response to Coronavirus (COVID-19): guidance for children's social care services that was issued originally in April (with subsequent revisions) for all those delivering or with an interest in children's social care
- considered the very few local flexibilities utilised due to the Adoption and Children (Coronavirus) (Amendment) regulations 2020 that came into force in April until September e.g. revised adoption medical process agreed to ensure no delay
- acknowledged that all primary and most secondary legislation remained unchanged and that the overarching welfare and safeguarding duties in Working Together 2018 largely remained unchanged and placed an emphasis on this through the Board and sub group meetings

## Children's MARS Board Line of Sight and Assurance

### Children's MARS Board Continued Leadership Role

The Children's MARS Board has continued to support the underpinning practices, processes, systems and infrastructure through its governance arrangements and underpinning functions to ensure a high level of safeguarding practice across the partnership:

- We refined arrangements for the Children's MARS Board meeting in April 2020 to focus on the COVID-19 partnership response and maintain a focus on assurance across the early help and safeguarding pathway. This included consideration of the heightened risks for children and adults and 'hidden harm' that the COVID-19 pandemic has brought to the fore and as certain types of harm were emerging nationally as potentially more prevalent and less visible, for e.g. domestic abuse, child exploitation and online harm. A letter from the Safeguarding Partners was widely distributed which alerted agencies to hidden harm and included resources for children, young people, parents and practitioners
- Specific insights for local consideration have been disseminated across the partnership due to our local safeguarding partners and their representatives being engaging at a sub-regional, regional and national level e.g. learning from serious incident notifications with a COVID-19 context
- Evidence sought that senior leaders and managers across organisations have supported their workforce professionally and personally in relation to the evolving COVID-19 situation. This has included enabling staff to remain connected within new and fluid working arrangements through digital technology and supporting their welfare and safety
- Feedback confirmed that children and families have largely responded with resilience and determination to the COVID-19 situation. Foster carers, carers and adopters have shown immense care and collaboration through this time
- Children's MARS Hub and partners have continued to facilitate the collation, review, analysis and distribution of relevant information and briefings across the partnership relating to national guidance, legislation, policy and practice from across Government and public sector bodies to support multi-agency practice

# Children's MARS Board Line of Sight and Assurance

## Communication

There has been an increased presence on social media channels throughout the COVID-19 period. Links were established with communications teams across the partnership and multi-agency communications were coordinated. Some examples were:

- The development of leaflets for parents and carers and children and young people which signposted them to a number of self help resources including online safety and emotional wellbeing support. These were distributed across the partnership and made available on the Children's MARS website. Positive feedback was given during a recent Practice Learning Line of Sight event in which the leaflets were used effectively with a number of families who were unsure where to access online support
- Promotion of advice and guidance relating to what to do if you are worried about a child and raising awareness of hidden harm and emerging issues
- A communications campaign was developed in response to the national concerns regarding hidden harm and the increased risk to babies during the COVID-19 period. Key multi-agency resources were shared across a number of partner organisation's communication channels.

## Multi-Agency Education and Training

In light of the government advice and guidance around social distancing, the Children's MARS Board suspended all face to face training. In order to support individuals in keeping up to date with their skills and knowledge the Children's MARS Education and Training Programme recommenced with a virtual offer. This has provided greater flexibility for professionals to access training and has led to an increased demand for courses. There has been an increase in bookings from a number of rural based schools and agencies, independent providers and from across relevant agencies and wider teams who may have struggled to attend a face to face course previously.

The virtual training offer includes:

- A new e-workbook for Safeguarding Children Awareness
- 100 e-learning licences for Reducing Parental Conflict for practitioners to access whilst working from home
- The revision of the face to face training courses to allow them to take place through Microsoft Teams video platform
- Virtual local and national webinars, training events and e-learning were advertised to those staff on the Children's MARS communications list and through the Children's MARS website
- A toolkit was developed and made available on the Children's MARS website in relation to using technology when working with children and families
- Engagement with the Yorkshire and Humber Multi-Agency Safeguarding Trainers meeting to share experiences and good practice when carrying out virtual training

# Children's MARS Board Line of Sight and Assurance

## Learning Lessons, Recovery and Reset

Across the partnership how can the lessons we are learning support the ongoing recovery and reset from COVID-19?

Nationally the risks, impact and consequences of the COVID-19 pandemic add significant complexity to existing risks and their impact on children, young people and families. These risks and the reduced visibility of children and families who access services combined with the uncertainties about the future situation can result in rapidly escalating needs and risks that may go uncovered or unreported, leaving children and families without the help and protection that they need:

- The safeguarding partner organisations and wider agencies have and continue to experience differing demands, at times significant and/or complex. We will continue to build on our partnership working to overcome the challenges ahead, as changes are made to the COVID-19 measures, including continuing to support early years providers, schools, colleges and alternative education providers. An upturn in demand may be experienced from multi-agency services across the early help and safeguarding pathway. Continued working together is required to provide early help and to safeguard and promote the welfare of children and young people recognising that some may need additional help, including help to re-engage in education
- Across the local partnership different approaches to the help and protection of children have been developed. The Children's MARS Board will continue to **listen, learn, review and adapt** local multi-agency practices, processes and systems to ensure that local need and emerging areas of harm are met in the context of national guidance. This will take into account the newly established virtual working practices and further embed the availability of information, advice and guidance for children, young people, families and practitioners across the partnership
- Co-production with children, young people and families, timely information sharing and partnership working are central to timely self help, early help or statutory support and protection, good practice and lead to building children and young people's resilience and effective safeguarding. We will continue to listen to the voices of children, young people and parents / carers and reflect these in decisions, strategies and action plans also consider and promote diversity and equality of opportunity
- Support for and the well-being and safety of the workforce will be priority for the partnership



## Feedback from 549 children, young people, parents and carers as part of consultation of views and experiences of receiving services through COVID-19

### Areas of good practice

- Children and adults valued the steps taken to remain in contact and continue to provide support and intervention.
- Children and adults liked the use of technology and the different means to keep in touch – some commented that they felt ‘better’ supported as people were more available. Responsiveness was said to have improved and that this should continue going forward.
- Families welcomed ‘checking in’ calls in-between actual visits. The notion of relationship social work is evident in the returns and families thankful and appreciative of the service they are receiving.
- Those consulted fed back consistently that they value face-to-face contact and the relationships with their workers so would want a ‘balance’ of face-to-face and virtual contact.
- It was consistently raised across services that there should be a choice of virtual or face to face meetings.
- Children liked that the adults were using ‘their’ technology.
- Positive feedback was expressed in the use of virtual meetings as they were felt to be more accessible and reduced potential obstacles.
- Parents also noted that on-line meetings could be less ‘intimidating’ so they felt more comfortable.
- Improved relationships were noted with adults and children sharing teenage cultural interests.

### Areas for consideration and development

- Access to and the accessibility of technology was raised as an issue by a proportion of families – some did not have immediate access to equipment and technology to utilise virtual tools.
- Some reservations were raised by a small proportion of those consulted over complex sensitive meetings being held virtually as they may not always be able to maintain privacy within their own environment.
- It was expressed that within virtual meetings it was better to be able to see people’s faces during the meeting so any developments going forward should include this.
- Some adults – foster and adoptive carers in particular said that they would like the development of more virtual training.
- Further advice, training and information on the use of new virtual tools and technology would be beneficial for some carers and families.

*The findings have been shared with practitioners, managers and the Children’s MARS Board as appropriate and are being used to further develop practice*

**What children, young people, parents and carers are saying.....**



## Children's MARS Local Arrangements

## What Next?

## Developing arrangements and proposed 'Shine a Light' Areas of Focus

The Children's MARS Board held a development meeting in July 2020 with the Chairs of the sub groups focused on:

- review and adaptation of the Children's MARS Local Arrangements based on the past year's learning and to reflect the new and developing infrastructure, changes to governance arrangements so that our arrangements act as a launchpad to drive the partnership forward for the next few years
- ongoing dialogue and continued shared understanding of the impact of COVID-19 on safeguarding and promoting the welfare of children, young people and their families during recovery planning giving consideration to emerging themes and what is needed to restore and reset support services
- the areas of focus in which the Children's MARS Board wish to 'shine a light' on and to maintain oversight of to ensure there is focused partnership action, system change and robust practice to contribute to safeguarding and promoting the welfare of children and families.

'Shine a Light' Areas of Focus	Lead Partnership	Anticipated Partnership Action and System Change
Further develop the multi-agency <b>Contextual Safeguarding Approach</b> and work with adolescents and their families	CE and Missing Strategy Group	<ul style="list-style-type: none"> <li>• Roll out and embed the Contextual Safeguarding Approach</li> <li>• Implementation of education and training across the workforce</li> <li>• Review and refresh forms, systems and processes</li> <li>• Refresh Child Exploitation Strategy and underpinning group (to take account of contextual safeguarding focus)</li> </ul>
<b>Continue to respond to COVID-19 and emerging harm</b> across the early help and safeguarding system	Children's Help and Protection Pathway Group	<ul style="list-style-type: none"> <li>• Partnership data development and analytics</li> <li>• Identify and address emerging themes and risks from performance data, practice wisdom and voice</li> <li>• Develop and embed new practices to take account of changing needs and circumstances</li> <li>• Ensure early help and safeguarding pathway is responsive to need and demand in a changing environment. Specific areas of focus will include:               <ul style="list-style-type: none"> <li>• infants</li> <li>• child sexual abuse</li> </ul> </li> </ul>

## Line of Sight Areas of Focus and ongoing monitoring

There are some areas of focus in which the Children’s MARS Board will maintain a ‘**line of sight**’ of in order to seek assurance, challenge, shape and influence partnership action and system change which are the responsibility of other partnership and planning frameworks.

Line of Sight Areas of Focus	Lead Partnership (Governance)	Seeking Assurance of Partnership Action and System Change
<b>Emotional Health and Wellbeing</b>	Social Emotional Mental Health Strategy Group (under the Integrated Children’s Trust)	<ul style="list-style-type: none"> <li>• Seek assurance that the emotional wellbeing and mental health system is responsive to need and demand</li> </ul>
<b>Domestic Abuse</b>	Domestic Abuse Strategy Group (under the Community Safety Partnership)	<ul style="list-style-type: none"> <li>• Seek assurance that there is a focus on victims, perpetrators, places and locations to reduce the impact of domestic abuse on children and families</li> <li>• Seek assurance that the Domestic Abuse Bill is implemented including the safe accommodation duty and underpinning needs assessment and Domestic Abuse partnership board</li> </ul>

### Implementation and Review

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 enable them to be in their families, in their schools and in their communities.

To do this, our arrangements are underpinned by a strategic and operational delivery plan, with an overarching intent to implement the local arrangements, in which actions pertaining to the safeguarding partner’s portfolio areas and key areas of focus are captured.

We are committed to independent scrutiny of our local arrangements, which contributes to our annual report and refresh of our local arrangements.

# GLOSSARY

A	<p><b>Anti-racist practice</b> a form of action against racism and systemic racism and the oppression of marginalised groups. Being anti-racist is based on the conscious efforts and actions to provide equitable opportunities for all people on an individual and systemic level. People can act against racism by acknowledging personal privileges, confronting acts of racial discrimination, and working to change personal racial biases</p> <p><b>Anti-oppressive practice</b> focuses on ending socioeconomic oppression. Approaches aim to challenge the structure of society, and the use of power, where they are being used to maintain some groups in disadvantaged positions. This is rooted in the notions of improving the quality of life and wellbeing of individuals, groups and communities and the intrinsic value of a diverse society</p>
C	<p><b>Changing Lives through Changing Minds</b> is a local provider of therapeutic support for young people</p> <p><b>Child criminal exploitation (CCE)</b> involves exploitative situations, contexts and relationships where a child (or a third person or persons) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them completing a task on behalf of another individual or group of individuals; this is often of a criminal nature</p> <p><b>Child Safeguarding Practice Review</b> may be undertaken following identification and agreement that a case meets the criteria of a serious child safeguarding case. It is for the safeguarding partners to determine whether the criteria are met and whether a local child safeguarding practice review is appropriate taking into account that the overall purpose of a review is to identify improvements to practice. In some cases where the definition of a serious child safeguarding case is not met yet there may be issues of importance to the local area, the safeguarding partners may choose to undertake a local child safeguarding practice review</p> <p><b>Child sexual exploitation (CSE)</b> is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator</p> <p><b>Contextual Safeguarding</b> As well as risks to the welfare of children from within their families, children may be vulnerable to abuse or exploitation from outside their families. These extra-familial risks might arise at school and other educational establishments, from within peer groups, or more widely from within the wider community and/or online. These risks can take a variety of different forms and children can be vulnerable to multiple risks, including exploitation by criminal gangs and organised crime groups such as county lines; trafficking, online abuse; sexual exploitation and the influences of extremism leading to radicalisation. Extremist groups make use of the internet to radicalise and recruit and to promote extremist materials. Any potential harmful effects to individuals identified as vulnerable to extremist ideologies or being drawn into terrorism should also be considered</p>
D	<p><b>Drug Education Liaison Treatment Agency (DELTA)</b> is the North Lincolnshire young people’s drug and alcohol service who provide support to those aged 19 and below</p> <p><b>Designated Safeguarding Lead (DSL)</b> is a job role primarily used within school and educational settings whose main responsibilities are to ensure that safeguarding policies are followed and to act as the first point of contact for any safeguarding or child protection issues</p>
F	<p><b>Families are Safe, Supported, Transformed (FaSST)</b> is the targeted family support service in North Lincolnshire</p>
H	<p><b>Hidden Harm</b> can be considered as uncovered and/or unreported abuse of a person or people</p> <p><b>Harmful Sexual Behaviour (HSB) Panel</b> is a multi agency partnership group who work together to improve outcomes for children who express sexual behaviours that are developmentally inappropriate or harmful to themselves or others</p>
I	<p><b>Independent Domestic Violence Advisor (IDVA)</b> provide safety advice and support to high risk victims of domestic abuse</p> <p><b>Integrated Multi-Agency Partnership (IMAP)</b> is a partnership of co-located social work, police, health and education practitioners and supervisors who take contacts and referrals on children where there are safeguarding or protection concerns. They share and analyse information to inform decisions regarding whether a child is in need or in need of protection</p>

# GLOSSARY

K	<b>Kooth</b> is an online emotional and mental health support service that young people in North Lincolnshire aged 11 – 24 can access
L	<b>Life Central</b> is a local website providing emotional, health and wellbeing resources for young people, parents, carers and professionals in North Lincolnshire
M	<b>Multi-Agency Risk Assessment Conference (MARAC)</b> is a victim focused meeting where information is shared on the highest risk cases of domestic abuse between different statutory and voluntary sector agencies <b>Multi-Agency Looked After Partnership (MALAP)</b> is a multi-agency group who work together to improve outcomes for children and young people in care and care leavers <b>Multi-Agency Child Exploitation (MACE) Meeting</b> is a partnership group who work together to improve outcomes for children and young people who are experiencing and/or at risk of child sexual or criminal exploitation <b>Multi-Agency Tasking and Co-ordination (MATAC) Meeting</b> is a domestic abuse, perpetrator focussed, multi-agency meeting which aims to reduce the risk of harm or repeat incidents of domestic abuse and improve the safety of those who are at risk or suffer domestic abuse <b>Missing Children's Advocates</b> offer and complete independent return interviews with children who have been missing and share information so that children's welfare is promoted and that they are safeguarded
N	<b>Northern Lincolnshire and Goole (NLaG) NHS Foundation Trust</b> is the provider of NHS services through Scunthorpe General Hospital and community services in North Lincolnshire and two other neighbouring local areas <b>Not In Our Community (NIOC)</b> is a campaign developed across the Humberside Police force area that helps young people protect themselves and their friends against grooming and child exploitation
O	The <b>One Family Approach (OFA)</b> aims to create a system that works for all children, young people and families in North Lincolnshire <b>Operation Encompass</b> is a partnership information sharing process between police and schools which enables support to be offered to children and young people living with domestic abuse
R	A <b>Rapid Review</b> is undertaken when the safeguarding partners have agreed that the criteria for a serious child safeguarding case have been met. The Rapid Review enables facts to be gathered, any immediate action to ensure children's safety to be taken and considers the potential for identifying improvements to safeguard and promote the welfare of children. The Rapid Review assists the safeguarding partners to decide what steps they should take next, including whether or not to undertake a local child safeguarding practice review <b>Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH)</b> is the provider of NHS services and community services in North Lincolnshire
S	<b>Section 11 (Children's Act 2004)</b> places duties on a range of organisations, agencies and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children
T	<b>The Blue Door Support Service</b> is a local Community Interest Company that provides specialist domestic abuse services for victims and children aged 16 to 17 years



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