

# BRENT SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT

25-26



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## Foreword by the Delegated Safeguarding Partners of the Safeguarding Children Partnership (SCP)

During this reporting period, the Safeguarding Children Partnership strengthened its work across both digital safeguarding, transitions and children's social care transformation.

Progress towards the priority of Online Safety included the completion of the school mobile phone survey, which aligned with national trends and informed Brent Council's policy development. We also advanced the 'Always Online Together' guidance to address knowledge gaps among parents, carers, and practitioners, with the first version for children aged 3-13 now drafted and moving toward publication.

Alongside this, the partnership continued to support the wider social care reform through the Families First Partnership Programme. A dedicated stakeholder group provides governance and strategic oversight, supported by a phased delivery plan. The first formal submission was completed in December 2025, with further monitoring updates due to the Department for Education in April 2026.

This year also saw the creation of a joint Transitional Safeguarding Group in collaboration with the Safeguarding Adults Board to strengthen support for vulnerable young people aged 14-25. Initial workshops highlighted strong practice but identified a need for earlier, more consistent transition planning. In place of the planned case audit, a discretionary Safeguarding Adults Review was considered, with findings expected in spring 2026 to guide system-wide improvements. Together, these developments reflect our continued commitment to strengthening safeguarding practice and improving outcomes for children, young people, and families across Brent.

At the time of writing Working Together to Safeguard Children 2026 was published but for the purposes of this annual report Working Together 2023 will be referenced as the base for partnership activity in this reporting cycle.

### Comment from the SCP Independent Scrutineer

The Annual Report for 2025/6 highlights the progress made by the three statutory partners, alongside the wider partnership, in keeping children safe in Brent. During this period, the partnership has navigated a range of challenges, including responding to new Government guidance and requirements that signal a significant shift in how services are organised and delivered. Partners have supported the renewed focus on placing "families first," with the safeguarding partnership playing a central role in driving this approach.

While the reorganisation of the Integrated Care Board (ICB) has presented challenges, safeguarding children has remained a clear priority across the borough, supported by continued strong collaboration between the Police and partner agencies.

The Safeguarding Children Forum continues to play a key role as a space for discussion, challenge, and development. It has identified emerging priorities, including the growing influence of social media on children's safety and wellbeing, and the need for a coordinated partnership response. The Forum has also led a review of the learning and development offer, resulting in a refreshed strategy that strengthens the alignment between identified learning needs and the delivery of targeted, responsive training.

Working Together to Safeguard Children 2023 (Now 2026) is issued under the Children Act 2004 and the Children, Social Work Act 2017 and Children's Social Care National Framework 2023. The guidance outlines that local organisations and agencies have a duty to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions. In addition, there is also a shared responsibility between organisations and agencies to safeguard and promote the welfare of all children in a local area.

The responsibility for the strategic oversight of this join-up locally rests with the three Statutory Safeguarding partners, who have a shared and equal duty to arrange to work together to safeguard and promote the welfare of all children in a local area.

Working Together to Safeguard Children 2026 further emphasises the critical role of education settings within local safeguarding arrangements, recognising them as a key safeguarding partner alongside the statutory agencies. Schools, early years settings, and further education providers play a vital role in identifying concerns early, providing support, and acting as consistent points of contact for children and families. As such, they are increasingly regarded as a 'fourth partner' within safeguarding arrangements, with an expectation of meaningful involvement in governance, decision-making, and information sharing.

### **The three safeguarding partners in relation to a local area in England are defined as:**



- 1. The Local Authority**
- 2. The Integrated Care Board**
- 3. The Police**

### **The three safeguarding partners must:**

- agree on ways to co-ordinate their safeguarding services
- act as a strategic leadership group in supporting and engaging others, including relevant agencies
- take decisions on behalf of their organisation or agency and commit them on policy, resourcing, and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements
- implement local and national learning including from serious child safeguarding incidents

## 03 BRENT MULTI-AGENCY SAFEGUARDING CHILDREN ARRANGEMENTS

The purpose of the local arrangements is to support and enable local organisations and agencies to work together in a system where:

- **Children are safeguarded** and their welfare promoted.
- **Partner organisations and agencies collaborate**, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- **Organisations and agencies challenge** appropriately and hold one another to account effectively.
- **There is early identification and analysis** of new safeguarding issues and emerging threats.
- **Learning is promoted and embedded** in a way that local services for children and families can become more reflective and implement changes to practice.
- **Information is shared effectively** to facilitate more accurate and timely decision making for children and families.

To fulfil this role, the three Statutory Safeguarding partners have set out jointly how they work together and with other relevant agencies in the Brent Multiagency Safeguarding Partnership Arrangements (MASA).

Brent's MASA was first published on the Brent Safeguarding Partnerships website in June 2019 and implemented on 30 September 2019. The published arrangements were reviewed, updated and published by the Partnership in January 2025 in order to achieve compliance with Working Together to Safeguard Children 2023.

### Brent's Safeguarding Children Partnership arrangements operates a four-tier structure:

**Tier 1 - The Joint Executive Group** - Safeguarding Children Partnership - Lead Safeguarding Partners (LSPs) and Safeguarding Adults Board Leadership Group are representative of the local LSP requirement.

**Tier 2 - The Delegated Safeguarding Partners Group (DSP)** - high-level strategic leadership group.

**Tier 3 - Brent Safeguarding Children Forum** - diverse and wider-ranging partnership group.

**Tier 4 - Delivery focussed sub groups** - responsible for carrying out specific statutory duties of the partnership, these include:

- Case Review Group
- Multi-agency Audit Group
- Task and Finish Groups

## 03 BRENT STRATEGIC PARTNERS - JOINT EXECUTIVE GROUP

**The Joint Executive Group fulfilled the objectives, functions and responsibilities set out in Working Together 2023 to safeguard and promote the welfare of all children in Brent by:**

- Setting the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively.
- Leading their organisation’s individual contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates to account for the delivery of agency commitments.
- Reviewing and sign off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.
- Providing shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
- Ensuring multi-agency arrangements have the necessary level of business support, including intelligence and analytical functions, such as an agreed data set providing oversight and a robust understanding of practice.
- Ensuring all relevant agencies, including education settings, are clear on their role and contribution to multi-agency safeguarding arrangements.

**The Joint Executive Group membership includes:**

<b>Brent Council</b>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Corporate Director of Children and Young People</li> <li>• Corporate Director of Service Reform and Strategy</li> <li>• Director of Adult Social Care</li> </ul>
<b>North West London Integrated Care Board (ICB)</b>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Chief Nursing Officer</li> <li>• Assistant Director for Safeguarding</li> </ul>
<b>Metropolitan Police</b>	<ul style="list-style-type: none"> <li>• Borough Commander NW BCU</li> </ul>
<b>Independent Chair and Scrutineer</b>	<ul style="list-style-type: none"> <li>• Independent Scrutineer of Brent Safeguarding Children Partnership</li> <li>• Independent Chair of Brent Safeguarding Adults Board</li> </ul>

# 03 BRENT DELEGATED SAFEGUARDING PARTNERS GROUP (DSP)

**The DSP Group fulfilled the objectives, functions and responsibilities set out in Working Together 2023 to safeguard and promote the welfare of all children in Brent by:**

- agreeing the overarching strategic vision and local priorities for safeguarding children
- challenging and holding the Safeguarding Forum to account
- agreeing, publishing, and reviewing the safeguarding oversight arrangements
- monitoring serious child safeguarding cases which raise issues of importance
- ensuring that the arrangements to work together to identify and respond to the needs of children in the area are effective and robust
- identifying any new safeguarding issues and emerging threats
- making strategic links with other Brent partnerships
- making provision for independent scrutiny of the safeguarding arrangements

**The DSP Group membership includes:**

Brent Council	<ul style="list-style-type: none"><li>• Corporate Director of Children and Young People</li><li>• The Leader Member for Children, Young People and Schools</li></ul>
North West London Integrated Care Board (ICB)	<ul style="list-style-type: none"><li>• Chief Nursing Officer</li><li>• Assistant Director for Safeguarding</li></ul>
Metropolitan Police	<ul style="list-style-type: none"><li>• Detective Superintendent for Public Protection NW BCU</li></ul>
Independent Scrutiny	<ul style="list-style-type: none"><li>• Independent Scrutineer for Brent Safeguarding Children Partnership</li></ul>

**The Brent Safeguarding Children Forum is a broad multi-agency partnership, accountable to the DSP Group and chaired by the Independent Scrutineer. It provides strategic oversight of safeguarding arrangements in line with Working Together 2023.**

The Forum drives delivery of local safeguarding priorities, strengthens relationships across strategic partnerships, schools, and the community, and seeks assurance that agencies are meeting their safeguarding responsibilities. This includes scrutinising information-sharing, safeguarding policies, and multi-agency practice through audits and challenge.

Key functions include maintaining the Brent Thresholds document, overseeing the interagency learning and development programme, and ensuring learning from local and national child safeguarding cases informs practice. The Forum also undertakes Local Learning Reviews, considers emerging risks, and incorporates the voices of children and families into safeguarding processes.

It monitors multi-agency performance through regular analysis of management information and annual reports, supports the resolution of escalated inter-agency disputes, and ensures partners follow London Safeguarding Children Procedures. The Forum remains responsive to new and emerging safeguarding issues, promoting consistent learning and effective partnership action across Brent.

The Brent Safeguarding Partners appoint relevant agencies and organisations to the Brent Safeguarding Children Forum, selecting those that provide essential strategic and operational insight into safeguarding children across the borough. These agencies form the Forum's core membership.

Forum members are expected to actively engage in partnership work, influence strategic planning within their organisations, provide timely information to support multi-agency safeguarding activity, and ensure Forum decisions are implemented internally, escalating any barriers to the DSP Group. Members also play a key role in communicating partnership priorities and learning within their agencies.

Recognising the value of community involvement, the Safeguarding Partners have appointed a lay member to the Forum, with plans to expand lay representation. The lay member helps strengthen links with Brent's communities, promotes safeguarding awareness, represents community perspectives in Forum discussions, and supports wider community cohesion.

The Forum maintains strong engagement with early years providers, schools, and the Further Education College, reflecting the significant safeguarding role of the education sector. Attendance at Forum meetings is monitored, and any concerns regarding member engagement are addressed directly with the relevant agency and escalated to the DSP Group where necessary.

The membership of the Forum includes representation from the following partners, relevant agencies and a lay member:

Safeguarding Partners	
North West London ICB	Designated Safeguarding Children Professionals for Brent Assistant Director for Safeguarding Named GP for Safeguarding, Brent
Brent Council	Statutory Lead Member for Children's Services (Safeguarding, Early Help and Social Care) Children and Young People Housing Needs Safeguarding Adults Public Health Community Safety
Metropolitan Police	North West Basic Command Unit (BCU) Public Protection

Agency/Organisation	
Education establishments	College of North West London / United Colleges Group Alperton Community School Lyon Park Primary School The Village and Woodfield Special Schools Kingsbury High School Preston Manor School
Central London Community Healthcare NHS Trust (CLCH)	
Central North West London Mental Health Foundation NHS Trust (CNWL)	
Children and Family Court Advisory and Support Service (CAFCASS)	
London Ambulance Service (LAS)	
London North West University Healthcare NHS Trust (LNWUHT)	
Probation Service	

**The Case Review Group is critical to the work of the Safeguarding Partners in Brent. It is the key mechanism for carrying out reviews of serious safeguarding cases that meet the criteria set out in Working Together 2023.**

The Case Review Group meeting is led Chaired by the Independent Scrutineer and is responsible for:

- considering all serious incident cases in Brent and making recommendations to the Safeguarding Partners for determination if the learning review criteria has been met to refer a case to the National Panel.
- identifying recommendations for any lessons to be learnt from serious incidents in Brent coordinating the arrangements on behalf of the Safeguarding Partners for commissioning and publishing local child safeguarding practice reviews
- developing the terms of reference, monitoring progress developing improvement plans coming for each local review
- making recommendations for multi-agency learning events based on the findings arising from case reviews and what the process is for undertaking them  
sharing examples of good practice to develop understanding of what works well.

The Case Review Group has a fixed core membership drawn from the statutory safeguarding partners and relevant agencies. It has the flexibility to invite other relevant professionals to discuss certain cases as and when appropriate (including Rapid Reviews).

In recognition of the sensitive and confidential nature of business, all agency representatives/members must sign a confidentiality agreement, which includes the requirement to appropriately share and securely store information.

The Case Review Group also ensures that where possible and appropriate to do so, children, young people and families are involved in Local Child Safeguarding Practice Reviews (LCSPR)

During this reporting year, one Rapid Review was undertaken following an incident of serious youth violence. The salient learning points were on the following areas:

- Parental Engagement, Cultural Context and Family Dynamics
- Assessment Quality, Follow-Through and Professional Curiosity
- Information Sharing and Multi-Agency Coordination
- Opportunities for Early and Preventative Support
- Child's Voice and Safety
- System Pressures

There were two Serious Incident Initial Fact-Finding discussions. One regarding a young person who died after a fall. The second was a baby with suspected 'shaken baby' injuries; following robust dialogue and identified learning partners agreed that this case did not meet the criteria for a Rapid Review.

In the interests of quality assurance and following the limited number of Rapid Reviews over the past twelve months, a 'Case of Concern' process has been introduced. This mechanism is designed to provide an additional layer of oversight in circumstances where a near-miss safeguarding incident has occurred. It ensures that multi-agency learning is identified, applied, and embedded promptly, strengthening collective accountability and improving practice across the partnership.

During this reporting period one case was received which subsequently led to a Serious Incident Fact Finding Discussion.

**Multi-agency audit activity evaluates the effectiveness of agencies, individually and together, to improve the wellbeing of children, including ensuring that children and young people get the right help and protection at the right time.**

During this reporting year the Multiagency Audit Group has undertaken audits on the following themes: Serious Youth Violence, Domestic Abuse and Child Sexual Abuse . It has also successfully supported the Local Authority in a Ofsted inspection of SEND and a London Innovation and Improvement Alliance - Police Stop and Search audit.

The Multi-agency Audit Group meeting is chaired by Brent Council Head of Safeguarding and Quality Assurance and is responsible for;

- Developing a good oversight of multi-agency practice through audit activity.
- reviewing how agencies work together to create the right conditions for effective practice evaluating how and where improvements are needed
- developing and implementing a programme of multi-agency audits to establish that appropriate safeguarding activities are being undertaken and that effective procedures and practices are in place
- conducting multi-agency audits, making multi-agency practice recommendations, and disseminating learning
- monitoring implementation of multi-agency recommendations and actions arising from audits and consider what difference these have made
- testing and monitoring multi-agency compliance with Section 11 of the Children Act 2004 requirements

The Multi-agency Audit Group has a fixed core membership drawn from the statutory safeguarding partners and relevant agencies. It has the flexibility to invite other relevant professionals to participate in certain audits as and when appropriate.

The core membership of the Multi-agency Audit Group includes representation from the following partners, relevant agencies, and organisations;

Safeguarding Partners		Agency/Organisation
North West London ICB	Designated Safeguarding Children Professionals for Brent Named GP for Safeguarding, Brent	Central London Community Healthcare NHS Trust (CLCH)
Brent Council	Children and Young People	Central North West London Mental Health Foundation NHS Trust (CNWL)
Metropolitan Police	North West Basic Command Unit (BCU) Public Protection	London North West University Healthcare NHS Trust (LNWUHT)
		Education representatives (Designated Safeguarding Lead - Preston Manor School)

The Safeguarding Partners agreed that the Safeguarding Forum is led by an Independent Chair, who also undertakes the role of the Independent Scrutineer.

The Independent Chair's role includes:

- appropriately challenging partner agencies and professionals for the purposes of safeguarding and promoting the welfare of children and young people in Brent
- providing direction to the Safeguarding Forum and ensuring statutory obligations and local priorities are being delivered
- overseeing the progression case reviews to ensure they meet required timescales
- ensuring that key local issues and national developments are considered by the Safeguarding Forum
- challenging and monitoring the performance and participation of partners in the work of the Safeguarding Forum
- chair and agree the record of rapid reviews and oversee the implementation of recommendations and learning

## OFFICER SUPPORT ARRANGEMENTS

Support staffing arrangements for the Brent safeguarding children partnership arrangements are funded and resourced by Brent Council.

The Strategic Partnerships Team is responsible for leading the coordination of the arrangements and is managed by the Strategic Partnerships Manager. The team is based in the Children, Young People & Community Development Team of the Council.

Alongside the safeguarding children partnership arrangements, the Strategic Partnerships Team also coordinates activities for other strategic partnerships in Brent including; Brent Safeguarding Adults Board, Brent Health and Wellbeing Board, Integrated Care Partnership Board and Brent Children's Trust.

This staffing structure enables stronger coordination between the strategic partnerships in Brent to both avoid duplication and develop joint initiatives. It also successfully facilitates a level of independence from the operational safeguarding activity of the council.

The staffing provision within the Strategic Partnerships Team that coordinate the safeguarding children arrangements include;

- A full time Strategic Partnerships Manager
- A full time Strategic Partnerships Lead
- A part time Strategic Partnerships Learning and Development Officer

The Brent Council Governance Team provide some administration support for both the DSP Group and Safeguarding Forum meetings (approximately 1 day a month).

The safeguarding partners agree the partnership financial funding to support the local arrangements on an annual basis and the financial year runs from the 1 April to the 31 March the following year.

### Safeguarding Partnership Contributions

#### Brent Council

Brent Council's contribution consists of the officer support staffing/resource arrangements for the partnership. The substantial level of this expenditure means no additional contributions have been made towards the partnership arrangements.

#### Metropolitan Police

In 2024 as part of their commitment to the Children's Strategy the budgetary contribution from the Metropolitan Police, agreed centrally by MOPAC was set at £5,000 and to remain unchanged until at least 2029. However, in February 2026 Safeguarding Partnerships were notified of an increase in this contribution to £25,000 from April 2026.

#### North West London ICB

NWL ICB financially contribute towards the partnership financial arrangements, this is a continuation of the contribution previously made by Brent ICB and is set at £45,941 for this financial year.

### Relevant Agency Contributions

Between 1 April 2025 and 31 March 2026 Brent Safeguarding Children Partnership also received financial contributions from the following relevant agencies:

National Probation Service	£ 3635,45
London North West University Healthcare Trust	£ 11,000

Financial Contribution	Amount £
Metropolitan Police	5,000
NWL ICB	45,941
Probation Service	3,635.45
London North West University Health Care NHS Trust	11,000
<b>TOTAL</b>	<b>65,576.45</b>

### Expenditure

Below is a summary of Partnership expenditure covering the financial period since the last annual report:

Expense	Amount £
Independent Scrutineer fees	22,500
Learning Management System (LMS) and website contributions	1,500
External facilitators for multi-agency training	8,200
Events	5,000
Community and Engagement	300
<b>Total</b>	<b>37,500</b>

The partnership recognises that there has been an underspend in this financial year which has been impacted by a number of factors including:

- The partnership has not seen any expenditure against Child Safeguarding Practice Reviews.
- There has been a focus on strengthening the existing multi-agency learning and development programme with a view to developing a richer and broader programme during the next financial year.

As a result, this underspend will be carried over into next year's reserves and it is projected that the partnership spend will increase during the next financial year through the activities associated with this including Section 11 audits and the recruitment and retention of young scrutineers.

MONTH	KEY AREAS OF FOCUS
<p><b>June 2025</b></p>	<p><b>JOINT EXECUTIVE GROUP</b></p> <ul style="list-style-type: none"> <li>• Safeguarding Partnership updates - including the Casey Audit</li> <li>• Learning and Development programme update</li> <li>• Transition Safeguarding Group</li> <li>• Annual reports and preparation for Brent Community and Wellbeing Scrutiny Committee</li> </ul> <p><b>DSP GROUP</b></p> <ul style="list-style-type: none"> <li>• Presentation on the initial set up and implementation of the Families First Partnership Programme</li> <li>• Update on the changes to the ICB</li> <li>• Discussion on The Child Safeguarding Practice Review Panel - “Its Silent” Race, Racism and Safeguarding Children.</li> </ul> <p><b>SAFEGUARDING CHILDREN FORUM</b></p> <ul style="list-style-type: none"> <li>• Online Safety Task and Finish Group update addressing the work plan and proposed themes.</li> <li>• Children’s Wellbeing and Schools Bill and what it means for the Partnership</li> </ul> <p><b>CASE REVIEW GROUP</b></p> <ul style="list-style-type: none"> <li>• Notification of Care Leaver Death. Pathway plans for Care Leavers to be reviewed</li> <li>• Presentation on serious violence incident involving 5 young people which resulted in a Multiagency Audit agreed for September 2025</li> </ul>
<p><b>September 2025</b></p>	<p><b>DSP GROUP</b></p> <ul style="list-style-type: none"> <li>• Presentation of the BFFD Annual Report.</li> <li>• Update on Hillingdon’s JTAI and the implications for Brent.</li> <li>• Police update on Local Missing Hubs</li> <li>• Sign off on the Families First Partnership Programme Governance Arrangements.</li> </ul> <p><b>SAFEGUARDING CHILDREN FORUM</b></p> <ul style="list-style-type: none"> <li>• Private Fostering and LADO annual reports reviewed</li> <li>• Youth Select Committee Report on Youth Violence and Social Media was presented by representation from Brent Youth Parliament.</li> </ul>
<p><b>November 2025</b></p>	<p><b>CASE REVIEW GROUP</b></p> <ul style="list-style-type: none"> <li>• Update from Multiagency Audit on Domestic Abuse. Positive feedback on trauma informed schools. Assurances sought from CLCH on school nursing and community development around understanding of the cultural lens.</li> <li>• Introduction of Case of Concern process.</li> <li>• Multiagency Audit on serious violence Incident paused at the request of Police.</li> <li>• Draft Brent Thresholds Guidance shared for review and feedback.</li> </ul>

MONTH	KEY AREAS OF FOCUS
<p><b>December 2025</b></p>	<p><b>JOINT EXECUTIVE GROUP</b></p> <ul style="list-style-type: none"> <li>• Safeguarding Partnership Updates</li> <li>• Update on Transitional Safeguarding Project</li> <li>• Partnerships Learning and Development Review</li> </ul> <p><b>DSP GROUP</b></p> <ul style="list-style-type: none"> <li>• Matters arising from the Joint Executive Group</li> <li>• Multiagency Audit Group - Action plan and themes agreed.</li> <li>• Update from Independent Scrutiny - Key areas of focus: Housing in a safeguarding context, engagement with</li> </ul> <p><b>SAFEGUARDING CHILDREN FROUM</b></p> <ul style="list-style-type: none"> <li>• Learning and Development update on proposed changes to the delivery of multiagency training and the new strategic plan.</li> <li>• Online Safety focus of 'Com' Networks.</li> </ul> <p><b>MULITAGENCY AUDIT GROUP</b></p> <ul style="list-style-type: none"> <li>• Carried out an audit on Child Sexual Abuse.</li> </ul>
<p><b>February 2026</b></p>	<p><b>CASE REVIEW GROUP</b></p> <ul style="list-style-type: none"> <li>• Update from Multiagency Audit on Child Sexual Abuse - Key recommendation around strengthening information sharing pathways with Police.</li> <li>• Rigorous discussion around govement paper on the Multiagency Response to children who are victims of domestic abuse and reflections for Brent.</li> </ul>
<p><b>March 2026</b></p>	<p><b>DSP GROUP</b></p> <ul style="list-style-type: none"> <li>• Executive summary of the thematic JTAI on Domestic Absue and Independent Scrutiny reflections.</li> <li>• Strategic oversight of the Philomena Protocol</li> <li>• Update on the Pan-London Lead Safeguarding Partners meetings</li> <li>• ICB update</li> </ul> <p><b>SAFEGUARDING CHILDREN FORUM</b></p> <ul style="list-style-type: none"> <li>• North West London Local Authorities update on CSA</li> <li>• Dicussion on the Mulitagency Response to domestic abuse - Thematic Review.</li> <li>• Metropolitan Police presentation on the Philomena Protocol</li> <li>• Presentation Children Missing from Care Homes</li> <li>• Update on the Families First Partnership Programme</li> </ul>

## NORTH WEST LONDON INTEGRATED CARE BOARD



The NWL ICB Safeguarding team have worked collaboratively with partner agencies and are committed to developing positive professional relationships whilst supporting professional challenge. The ICB Safeguarding team have attended and contributed to Safeguarding Children Partnership meetings throughout this reporting period.

The Designated Nurse, Head of Safeguarding and a senior representative from the Police now meet quarterly to discuss safeguarding issues and cases to improve communication across the agencies.

The Designated Nurse Safeguarding Children has worked together with Children's services to improve staff understanding of each other's roles.

The vulnerability of children looked after is recognised by the ICB Safeguarding and Children Looked After team who work collaboratively to ensure the safety of this vulnerable group.

The issue of young people waiting for a suitable placement in the Emergency Department and paediatric wards places pressure on the young person, the hospital and staff. Professionals from all agencies have worked together to find the best outcome for the young person. There is a national shortage of specialist placements and NHS England is informed about escalated cases.

There is a robust pathway for escalation of cases/professional challenges by the Designated Nurse to the Head of Safeguarding in CSC, with timely and effective actions.

### **Online Safety**

The NWL ICB Safeguarding team provide oversight to ensure online safety is considered as a contextual safeguarding issue for Brent children and young people.

Consideration is given to online harm, particularly for adolescents and young people with additional vulnerabilities when providing advice and supervision regarding cases to professionals in provider health organisations. It is also covered in level 3 Safeguarding training sessions to raise awareness of issues such as grooming, online bullying and radicalisation.

### **Developing Data Collection, Use and Analysis**

Each health provider organisation submits a quarterly Safeguarding Health Outcome Framework (SHOF) to the ICB Safeguarding team.

The SHOF submissions provide the ICB with assurance in regard to health providers and their safeguarding governance, policies, practice and activity. It also keeps them abreast of new initiatives and developments in their Safeguarding service.

It provides data for all boroughs allowing some data comparison and identifying themes and trends across the NWL footprint. The analysis of the data can highlight new areas of concern or recognise areas of improvement.

## NORTH WEST LONDON INTEGRATED CARE BOARD



### **Capturing the Voice of Young People**

The ICB Safeguarding team provide expert advice and supervision to staff working in health provider organisations. The need to listen and engage with children and young people is explored routinely as part of this process.

When engaging in multiagency audit the voice of the child within the records is sought, it is not only if the voice is recorded but if they are appropriately heard and responded to. The voice of the child is sought within statutory health assessments for children looked after. This is monitored by the Designated Nurse for Children Looked After when IHA/RHA Audits are completed.

How the voices of preverbal, non-verbal and SEND children are heard is explored during advice giving and supervision.

### **Neurodiversity**

The ICB recognises the safeguarding risks associated with unmet neurodiverse need and the importance of coordinated multi-agency pathways. There are several early interventions, and prevention offers alongside more universal and specialist support for neurodiverse children and young people:

- Positive Behaviour support to children who are on the dynamic risk register
- CAMHS offer assessment and interventions
- Centre for ADHD and Autism
- Mental Health Support Teams in Schools
- Partnerships for Neurodiversity in Schools
- CAMHS under 5's service

The ICB with partners supports neurodiverse and SEND children at risk of harm via: The dynamic support register across health, education, and social care systems to support children and young people with ASD and/or LD who are most at risk of hospital admission. The Designated Nurse will support this process when there are safeguarding concerns and potential escalation concerns. Support is also provided to the Children and Young People's Mental Health and Neurodevelopmental Steering Group if needed.

Challenges include the continued pressure of wait times for assessment and diagnosis

### **Transitional Safeguarding**

The Safeguarding Adult Board is leading a discretionary SAR regarding the transition of young people's transition from children's to adult services.

Members of NWL ICB Safeguarding team attended workshops regarding this work stream. Designated Professionals for Safeguarding Children, Children Looked After and Adults are involved with supporting cases where there are concerns about the transition period to support smooth transitions and identify gaps.

### INTEGRATED CARE BOARD



#### Evidence of Impact, Learning and Improvement

Learning from local and national reviews, and audits is shared via safeguarding training provided by the Safeguarding team, as well as through advice and supervision with professionals in health provider organisations.

The Northwest London ICB has successfully co-ordinated and delivered a comprehensive safeguarding training programme meeting the training needs of the Designated Professionals, Named Professionals, and the wider Northwest London Children's workforce. The core safeguarding training offer in 2025/26 included Safeguarding Children (Level 3) and Safeguarding Adults (Level 3). These are full day training courses delivered online by the NWL ICB Safeguarding Team.

In addition to the core training offer other training courses were commissioned in 2025//26:

- Level 3 Children Looked After and Care Leavers - new training package

- Domestic Abuse - new training package

- Perinatal mental health and safeguarding Level 3, delivered with CLCH and Health Visitor colleagues for primary care (over 100 attended)

- Safeguarding standards in primary care Level 3 for primary care (88 attended)

- VTS training Level 3 safeguarding (over 90 attended).

A Section 11 audit was completed and summarised to primary care with evidence of good safeguarding practice, awareness and professional curiosity.

The risk to young babies from crying potentially resulting in shaking is being addressed by the ICB with the ICON programme being rolled out across NWL. This is included in the Level 3 Safeguarding Children training package as well as provider training packages. Keeping Babies Safe training was delivered by the Designated Nurse, with the session including ICON / Safe Sleeping and MMR.

All Rapid Reviews and Child Safeguarding Practice Reviews are added to the NHS England tracker. This provides both a local and National picture of themes, which support information shared during training and supervision. Regular updates from the Tracker are shared with the ICB Safeguarding team by the two Designated Nurses who lead on this work, and the wider ICS Safeguarding meeting.

#### Priorities and Forward Look for 2026-27

NWL ICB merged with NCL ICB on 1<sup>st</sup> April 2026 to form the West and North London ICB, which nationally is the largest one, covering 13 London Boroughs. As a new organisation there will be a period of significant change and new ways of working which have to be embedded.

During this time, the commitment to safeguarding and the Partnership continues, but the new arrangements will require understanding and support from Partners as we navigate the new health and safeguarding landscape. Decisions regarding future priorities for 2026-27 will be determined once the reorganisation is complete.

### METROPOLITAN POLICE



Operation Encompass (the sharing of DA incidents with relevant children's schools) is now a statutory duty. There have however been barriers to success with this as school details are not always provided by parents (As there is no obligation), or they are not asked. Establishing the correct school subsequently has been a large barrier to this obligation which is designed to safeguard children after there has been DA reported in the household.

An initial trial with another of our Boroughs proved extremely successful in carrying out these obligations. This saw the local authority open their schools data to a limited number of MASH officers. This in conjunction with a specific data search for the police MASH to identify the incidents, then establish the relevant schools has proven that with these tools, officers have had an extremely high compliance rate (Those missed are largely down to off Borough schooling or EHE children).

Brent have now opened their data portal to the Brent MASH (pending sufficient training on the system), which is a very positive step in safeguarding children affected by DA, and an excellent example of our agencies working together collaboratively in safeguarding.

#### **Online Safety**

The MPS in recognising online harms has formulated a strategic response led by Central Specialist Crime to handle and contain the threats involved, including from such 'Com' group offending. (The strategic paper is not available for dissemination). This response sees the MPS coordinating with the NCA and has some examples of cases identifying online harms and actions taken to date. An MPS lead officer has been identified specifically for COM offending and work will progress in this area across the MPS both within specialist crime, cyber crime units, Met Intelligence and BCUs.

#### **Developing Data Collection, Use and Analysis**

Since the introduction of new MPS systems on the 'Connect' platform, the MPS has overcome the initial hurdles to access data, and made improvements with Connect, giving the ability to gather data to support performance and quality assurance.

NW BCU are now gathering data for two of the three Boroughs at their request for specific data, which is accompanied by appropriate context for scrutiny meetings in a multi agency data dashboard. Brent have yet to request data for this purpose, but when the request is made, it can be returned with appropriate data.

#### **Capturing the Voice of Young People**

MPS Child Strategy

Children are disproportionately affected by crime in London, both as victims and perpetrators and if the MPS develop better relationships with children we will solve and prevent more crime.

### METROPOLITAN POLICE



New Met for London has committed to making a meaningful difference to how we police children, and over recent months we have been working to develop a Children's Strategy for the MPS, which recognises that children are different to adults: they have different needs and vulnerabilities. A key part of this strategy is to set out where the police can add most value in keeping children safe and where there are other duties which our safeguarding partners are better equipped and trained to deliver. The strategy sets out a series of actions or commitments, to ensure that we keep children in London safe, build their trust and bring to justice those who abuse and exploit them.

- **More Trust:** We will reset our relationships with London's children, building positive and trusted relationships and a renewed confidence in policing.
- **Less Crime:** We will increase our efforts to prevent and reduce crime committed against children, and we will be more precise and proactive in identifying abusers of children and bringing offenders to justice.
- **High Standards:** We will ensure our officers have the capacity, capability and cultural competence to safeguard children and we will improve our partnership working setting out clearly the role of the police in keeping children safe.

The strategic objectives are underpinned by 36 specific actions to enable the outcomes desired. The most recent MPS wide training for all officers includes the rollout of the MPS Child Strategy.

To ensure all officers within the Metropolitan Police Service understand the Child Strategy, this subject (amongst other topics listed below), have been the subjects of the second phase of the 'New Met for London' (NMfL) training that is mandatory for all officers up to the rank of Inspector. More details on this are in section 2 - learning.

#### **Neurodiversity**

The MPS has devised neurodiversity training for officers and staff, for a range of situations, including in the workplace, and others for investigators aimed at obtaining the best evidence from suspects, witnesses and victims with neurodiversity.

Partnership reviews (one recently in relation to child death) will take into account neurodiversity issues for both children involved and parents, which all seeks improvements to service to improve the lives of children. Where appropriate (As recently), actions are set as a multi agency partnership to review services and improve.

#### **Transitional Safeguarding**

The MPS works to legal standards of children and adults, and as such has different powers available with those over the age of 18 years of age.

### METROPOLITAN POLICE



The MPS has recently changed its approach to Child Exploitation. The CE team were previously engagement, rather than criminal investigation. The CET will have all Police Constable posts replaced by Detective Constables who will also all be trained to the same standard as the Child Abuse detectives. Their aim now is to identify perpetrators of exploitation of children, arrest and prosecute them for a range of possible offences. This approach since late 2025 has seen the successful charging of multiple suspects of child exploitation, and also had a positive impact on some of the children being exploited.

The emerging challenges is a gap between engagement and the perpetrator focussed response by police. To this end, the engagement will remain with Social Care rather than police, and officers will step in to ensure victim contact with the children, and ensure the child's voice is captured during their investigations.

#### **Evidence of Impact, Learning and Improvement**

The recommendations from the stop and search audit are awaited, which is expected in 2026.

The NW BCU Local Missing Hub coordinator has carried out multi agency enquiries with regards the effective use of the Philomena protocols and good levels of standards. The work has established gaps in the use of the provision which are now being worked on with statutory partners to address and improve.

#### **Priorities and Forward Look for 2026-27**

1. The MPS has a strategic objective to ensure offenders are managed effectively to safeguard the vulnerable members of the community, including children - whether from risks inside or outside the home. Locally on NW BCU work has commenced to more closely align the Child Exploitation Team with the Local Missing Hub, recognising the considerable cross over between missing and exploited children and ensure that a prompt and effective response is given on each occasion concerns are raised. This work combines with strengthening of Philomena protocols being undertaken by the NW BCU Missing coordinator.

2. As the MPS designs an appropriate and effective response to online harms, this remains an area of risk which is still being addressed to ensure an appropriate policing response.

### BRENT CHILDREN YOUNG PEOPLE AND COMMUNITY DEVELOPMENT

The CYP Corporate Director's expanded remit now includes Community Development. This has created the opportunity for stronger links between children's services, community safety, and employment support, ensuring coordinated, whole-family approaches to improving outcomes. This allows for greater cohesion in areas that relate to children's services including Community Safety and Brent Start. Over the past year work has taken place to understand synergies and integrate Community Development into CYPCD. One example of the impact of this work is a more cohesive offer of services for children at risk of harm outside the home.



In anticipation of the Family First Partnership Programme, Phase 1 of service redesign in Early Help and Social Care was implemented in June 2025. This redesign integrated targeted early help and child in need support for families into Family Support Teams. Child Protection/ Court Teams reduce transitions for children, enable seamless targeted early help and social care interventions, and ability for team managers to maintain stronger management oversight of the child's journey. Family Support Workers are integrated into Family Support Teams, working alongside social workers to provide family support. All staff in Family Support and Child Protection/Court Teams have participated in 2 12-week implementation training programme with topics including assessments, court work, addressing neglect and direct work with children. A new Targeted Prevention Hub brings together a range of interventions to wrap around children and families, including gangs work, mentoring and return home interviews. The Targeted Prevention Hub also includes a Family Group Conference Service, a further development of the Families First Partnership Programme, and this service enhances early intervention and adolescent support and promotes families taking the lead in their support plans where they are able to do so. Formal governance structures involving health, police, and schools are now embedded to lead Phase 2 of the Families First Partnership programme reforms.

In November 2025, an Ofsted Inspection of Local Authority Children's Services focussed visit took place, looking at Brent's arrangements for children in care. The findings of this visit demonstrated strong practice for children in Brent's care, with recommendations to improve life story work and the response to children who go missing from care. An improvement plan was developed following the inspection to address these areas.

In April 2026 an Ofsted ILACS inspection took place, the details of which can be found here: [London Borough of Brent - Ofsted ILACS Inspection - April 2026](#)

#### Online Safety

It is recognised that online safety is an ongoing priority across work with children and families in Brent. Progress within CYPCD includes:

- Online Safety is being built into the revised Family Support Assessment Template that will launch in early 2026/27
- Training on online safety is available for all practitioners.

## BRENT CHILDREN YOUNG PEOPLE AND COMMUNITY DEVELOPMENT

- The Brent schools Designated Safeguarding Leads (DSL) conference on safety in February 2025, and the continuing drive to recognise online risk and share resources across the DSL Network. The impact of this conference influenced the development of a Brent School Commitment: The PHONE Pledge for schools to sign up to.



To develop the Brent PHONE pledge, the local authority has worked with a group of primary and secondary headteachers from across Brent to explore how we could respond to these concerns. Through this, the Brent PHONE Pledge was created to support schools in managing children’s use of mobile phones. The Pledge is made up of five clear principles: P – Protect; H – Help; O – Observe; N – Nurture; E – Educate.



Recent Department for Education guidance states that all schools should be “mobile phone-free environments by default”, but the Brent Pledge intentionally goes further than simply restricting mobile phone use. It supports schools to consider the safe and purposeful use of all smart technologies, ensuring: consistency across classrooms and spaces; safeguarding against the broader risks posed by connected devices; clarity for pupils, staff, and families; and high expectations for learning behaviours and digital responsibility.

### Developing Data Collection, Use and Analysis

Power BI dashboards are routinely used in CYPCD to identify trends, monitor performance and inform service development. This information is used for both management oversight and quality assurance initiatives. Power BI dashboards allow for an integrated approach to understand vulnerability, including for children with an Education Health and Care Plan and those who are Electively Home Educated. This has led to joint audit initiatives over the past year from both a Children’s Social Care and an Inclusion Service Perspective. This has led to better joint working across two directorates and a broader understanding from front line practitioners about elective home education.

## BRENT CHILDREN YOUNG PEOPLE AND COMMUNITY DEVELOPMENT

### Capturing the Voice of Young People



The CYPCD ways of capturing the voices of children and young people are incorporated into the CYPCD Participation Strategy and in other specific strategies such as the Brent Youth Strategy and Inclusion strategy. Examples of listening and acting upon the voices of children and young people include:

- Through Brent Care Journeys (now known as BCJ Empire), care experienced children and young people directly influence service priorities, participation models, and strategic decisions, including attendance in the Corporate Parenting Committee meetings. Children and young people provide direct feedback on their experiences and influencing the Council's statutory responsibilities, which has led to 'Care Experience' becoming a protected characteristic in Brent. A member of Brent Care Journeys represents Brent on the national Family Justice Young People's Board and ensures that messages from the national group feed back to Brent and vice versa.
- Young people's voices have been central to the co-production of the refreshed Brent Youth Strategy 2025–2028, resulting in clearer, child-friendly language, digital accessibility, and a stronger sense of youth ownership. Ongoing governance arrangements ensure young people remain actively involved in delivery. Young people were part of the selection process for capital funding allocations to providers for youth projects to support better youth provision facilities.
- The CYP case file audit programme includes gaining feedback from children and parents/carers that is triangulated with a review of the case file and a conversation with the lead practitioner, and where possible with the child and family. This allows for a holistic understanding of a child's lived experience to inform improvements for the family and for the service. Direct quotes are shared with senior leaders in the quarterly Quality Assurance report.
- Brent Youth Parliament actively campaigns on areas that are important to them, including campaigns on anti-vaping, Period Poverty and serious youth violence. The actively contributed to initiatives on climate change including the Roots of Brent film project and contributing to Brent's climate strategy. A member of BYP as part of her role on the UK youth parliament was elected to sit on the Youth select committee where she led an enquiry investigating links between social media and youth violence the following link is to the report published [Youth Violence and Social Media](#). This young person presented the findings from this work to the Safeguarding Children Forum.

### Neurodiversity

The theme of safeguarding children who are neurodiverse had been developed within CYPCD over the past year. This includes:

- Stronger working relationships across services working with children and young people with Special Educational Needs and Disability, Inclusion, specialist services for children on the autistic spectrum and frontline practitioners. Through joint audit activity and shared learning and development opportunities, there is greater understanding of safeguarding needs.
- The Brent Schools Designated Safeguarding Leads Annual Conference was a full day focused on neurodiversity and safeguarding. This included specialist sessions focussed on the specific needs of children with neurodiversity, methods of communication and safeguarding tools. The Contextual Safeguarding Lead focussed on how some children with neurodiverse needs are more vulnerable to extra-familial harm.

### BRENT CHILDREN YOUNG PEOPLE AND COMMUNITY DEVELOPMENT

The day concluded with reflective case discussions with DSLs, social workers and those working in specialist services to help DSLs reflection on children with neurodiverse needs and safeguarding.



#### Transitional Safeguarding

Ongoing progress has been made to ensure young people are safeguarded as they transition to adulthood. The key ways of doing this are:

- The Exploitation, Violence and Vulnerability Panel is CYPCD's key way to monitor transition from children's services to adult's services at the age of 18. This panel responds to the needs of children at risk of extra-familial harm. An adults portion of the panel covers those over the age of 18. Many of the services commissioned for young people at risk of harm are up to the age of 25, covering the transition period to adults.
- Care experiences young people who meet criteria for care leaving services have an allocated personal advisor. These personal advisors receive training on extra-familial harm and vulnerability in early adulthood.
- In the Children with Disabilities Team, young people receive support from the same team until the age of 25.
- CYPCD is contributing to Safeguarding Adult Reviews across CYPCD and ASC to understand transitional safeguarding and gather a fuller understanding of what is needed to support young people moving to adulthood.

#### Evidence of Impact, Learning and Improvement

There is a strong and robust quality assurance system in place in CYPCD that includes responding to learning from rapid reviews and audit activity. This includes:

- Regular training by the Head of Safeguarding and QA on learning from serious cases – including national learning, local rapid reviews and multi-agency audits
- Learning from quality assurance activity is shared with managers and practitioners to support practice improvement. This learning informs the Learning and Development offer and is tracked through the Practice Improvement Plan to support ongoing development.

#### Priorities and Forward Look for 2026–27

There is a focus on the different reform programmes across the CYPCD directorate to ensure implementation of reforms is cohesive and incorporated across all services for children and families. This includes ongoing Best Start in Life reforms and SEND reforms. In Early Help and Social Care, the focus for 2026/27 will be on driving reforms under the Family First Partnership Programme, including embedding the redesigned practice model, piloting the new Family Support Assessment and strengthening cross-borough collaboration to improve commissioning, practice consistency, and service impact.

# 06 MULTIAGENCY LEARNING AND DEVELOPMENT STRATEGIC PLAN

During this reporting year, the multi-agency Learning and Development (L&D) offer has undergone significant review and change. The focus has been on reducing duplication between the joint safeguarding partnerships' training and individual agencies' programmes.

The new Brent Safeguarding Partnerships Learning and Development Strategic Plan has been developed in response to feedback and recognition that the prior approach to the Partnerships learning strategy, led by a sub group, was not as effective at addressing learning and driving system improvements as it should be. The group, whilst well established, did not always have the right voices or knowledge in the room to help move forward the learning priorities.

It was recognised that different pieces of work and different topics would often require a more diverse range of input and subject matter knowledge than the sub-group could allow in it's present format. It was also recognised that face to face training, whilst valuable in the right setting, for the right topic, is not always the best or most effective way to disseminate learning to the wider Brent system.

The new strategy aims to enhance the multi-agency learning and development programme for both the Safeguarding Children Partnership and the Safeguarding Adults Board. It sets out an expanded vision to diversify learning formats with an ambition to also strengthen impact of the learning.

The development of the new strategy was led by Independent Scrutineer Keith Makin and outlines a more flexible approach to developing and coproducing learning solutions. This will be supported by the development of an implementation plan to start to embed the new approach.

## Learning and Development Approach



### Our approach to multi-agency safeguarding learning and development

**The Safeguarding Partnerships** recognise that learning extends beyond formal training courses. Meaningful development happens through everyday work including structured training, on-the-job experiences, collaboration, coaching, self-directed learning, and knowledge sharing.

#### Delivering Learning

To support this approach, a variety of learning methods are offered to meet different needs and contexts. Each method is designed to build skills, strengthen knowledge, promote collaborative multi-agency working and improve practice across Brent.



#### Self-directed learning

Curated resources (such as newsletters and best practice guidance), briefings, online libraries, e-learning, podcasts and webinars that support flexible and accessible learning



#### Collaborative learning

Policy and toolkit launches, reflection sessions, live audits, game-based learning, and events that strengthen joint working, support reflection on practice, and encourage learning across all sectors



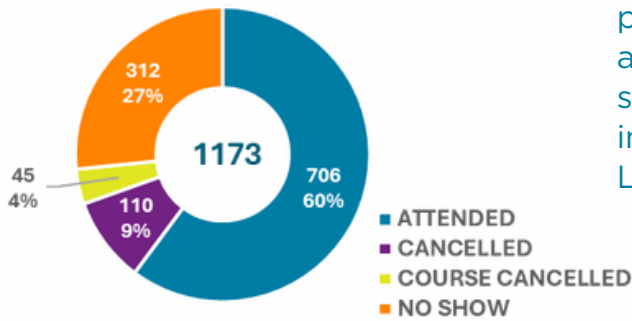
#### Structured Multi-Agency Training

Facilitator-led, topic-specific sessions to build shared understanding and consistent practice, embedding learning from multi-agency reviews, audits and case studies



## Trainer Led Sessions Attendance

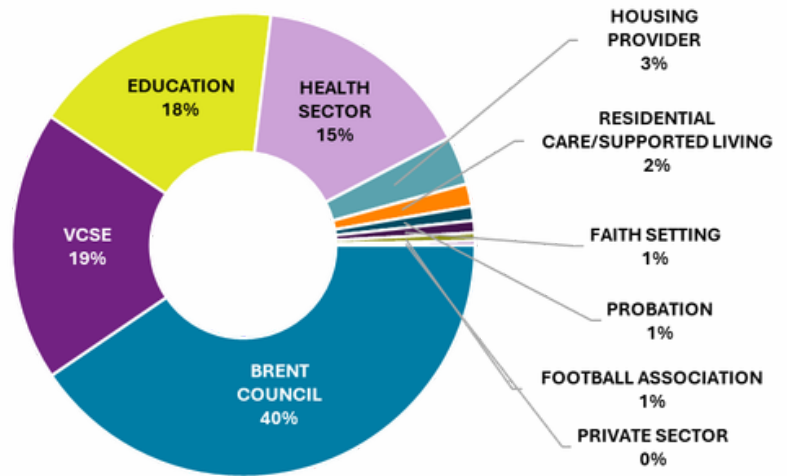
PROGRAMME ATTENDANCE RATE 2025/2026



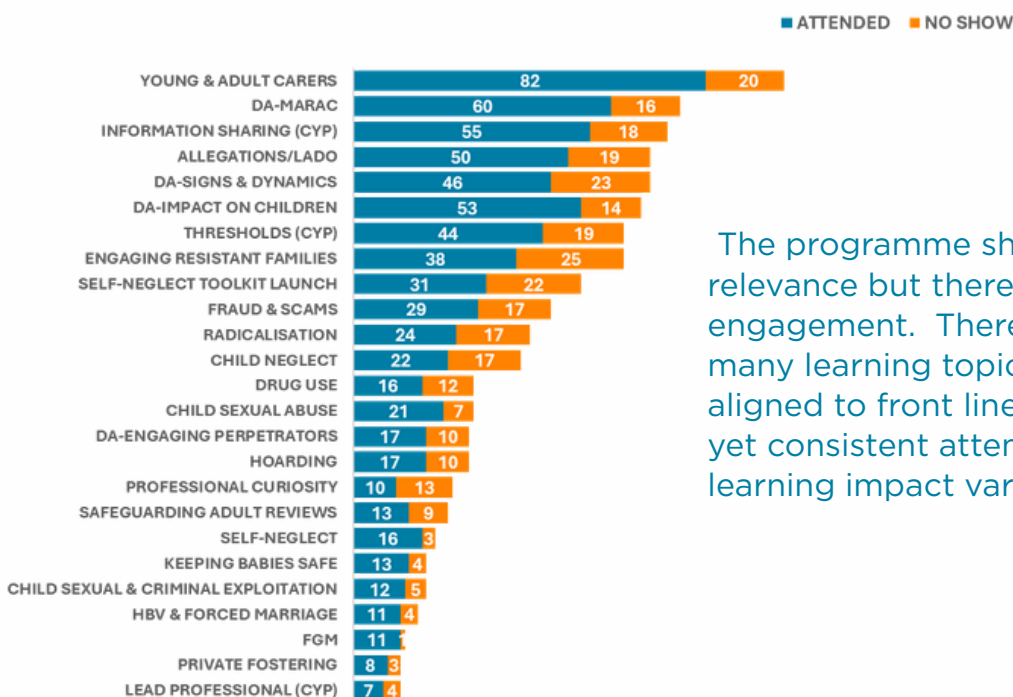
Programme performance is currently stable with participation generally exceeding cancellations and no-shows. However, there is scope to strengthen consistency and overall impact, including aligning delivery more closely with the Learning & Development (L&D) Strategic Plan.

The increased attendance from education and VCSE organisations is positive and reflects the targeted efforts made to strengthen reach. These partners now form a significant proportion of multiagency participation demonstrating commitment to safeguarding practice.

ATTENDANCE BY SECTOR



COURSE ATTENDANCE BREAKDOWN



The programme shows strong breadth and relevance but there are uneven levels of engagement. There is a high interest across many learning topics, particularly those aligned to front line safeguarding practice, yet consistent attendance and sustained learning impact vary by course topic.



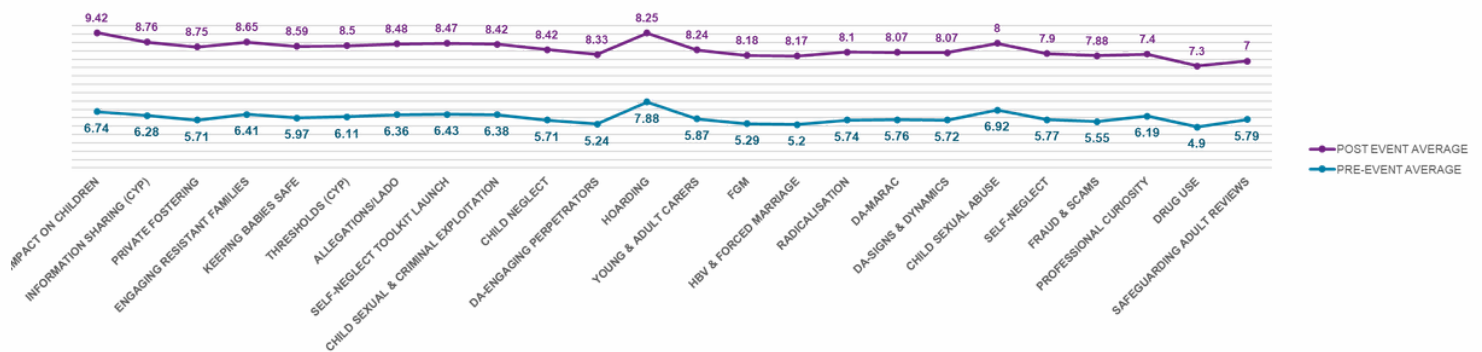
## Evaluation and Impact

The Safeguarding partnerships use a Learning Management system to manage the end to end process of multiagency training in Brent.

Part of this system includes a learning outcomes evaluation tool to measure the impact of training on professional practice.

Feedback demonstrates a clear improvement in understanding, knowledge and confidence, with an average learning gain in across the whole multiagency training programme as 22.3%.

LEARNING GAIN



Evaluation feedback shows the multi-agency training programme has been consistently well received, with most participants rating delivery as good or excellent. Delegates particularly valued the engaging facilitation and use of case studies to bring complex safeguarding issues to life.

### Value of multi-agency training

"The course content was good and there was good discussion with other professionals which added value."

### Delivery and use of real life case studies

"Excellent delivery, very interesting and informative."  
"The case studies were excellent... 10/10."

### Increased confidence in safeguarding practice and multiagency working

"I feel more confident responding to safeguarding concerns in a multiagency context"

### Increased confidence in multi-agency working

"I feel more confident responding to safeguarding concerns in a multi-agency context."

### Learning translated into practical safeguarding actions.

"I will use the knowledge to complete my current child and family assessments"

Participants felt the training met expectations and aligned closely with their roles, while strengthening confidence in recognising and responding to safeguarding concerns within a multi-agency context.

There is clear evidence that learning has been applied in practice, with delegates identifying tangible changes in their work.

Overall, feedback provides strong assurance that the programme is a high-quality that is enhancing professional confidence and strengthening multi-agency working across the partnership.

## NEXT TWELVE MONTHS

Over the next year Brent Safeguarding Children Partnership will prioritise the below key areas of focus:



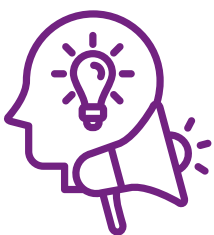
**Neglect** - has been identified as a priority focus in line with the London Safeguarding Children Partnership (LSCP) due to its limitations in recognition and recording and the significant, long-term impact it can have on a child's development, health, and wellbeing.

Strengthening our approach to recognising, assessing, and intervening in cases of neglect will ensure that children receive timely, coordinated support and consistent practice across the partnership.



**Families First Partnership Programme** - Supporting the implementation of the Families First Partnership Programme is a key strategic priority, recognising its focus on earlier intervention, whole-family support, and strengthened multi-agency collaboration through Multiagency Child Protection Teams.

Provide effective strategic oversight via the Stakeholders Board group, maintaining clear governance, robust performance monitoring, and shared accountability across agencies.



**Capturing the Voice of Young People** - remains a central priority, recognising the importance of their lived experience in shaping effective safeguarding practice.

The recruitment of Young Scrutineers to participate in DSP group meetings, alongside involvement in BSCP Task and Finish Groups, strengthens our commitment to meaningful youth engagement at a strategic level.

By creating structured opportunities for young people to contribute to scrutiny, planning, and service development, we will ensure their perspectives inform decision-making, challenge existing practice, and support the development of services that better meet their needs.