Redbridge Safeguarding Children Partnership

Annual Scrutiny Report

April 2025 - March 2026



Published October 2026

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Introduction by the Redbridge Delegated Safeguarding Partners

We are pleased, as Delegated Safeguarding Partners (DSPs), to present the annual report of the Redbridge Safeguarding Children Partnership (RSCP) multi agency safeguarding arrangements. This report highlights key achievements from the past year and identifies areas requiring a greater focus in 2026/27. We recognise that this is a period of significant organisational change for all statutory safeguarding partners, set against the backdrop of an ambitious programme of child safeguarding reforms. In this context, the role of DSP's is more vital than ever – working jointly with our wider partners to ensure that we successfully co-design, oversee, assure, and deliver implementation plans that reflect the voices of our local children and communities in Redbridge. We would like to acknowledge the efforts and contributions of all stakeholders to safeguard children during the past year and their ongoing work to improve outcomes for local children and their families in 2026/27 and beyond.



Chief Superintendent Dan Card

Borough Commander

EA BCU MPS



Daniel Phelps

Executive Director

Children's Services

LB Redbridge



Korkor Ceasar

Deputy Director All Age

Safeguarding, NHS NEL

ICB

Comments from the Independent Scrutineer



Throughout the period from April 2025- March 2026, I have continued to work alongside the RSCP in the role of Independent Scrutineer. It has been a challenging year due to vacancies and interim arrangements in the Local Authority in relation to the Director for Children's Social Care and Director of Education and SEND. The ICB have been undergoing a restructure which has created instability and additional workload pressures. Locally the MPS East Area Basic Command Unit has been stable in this period, but workload demand has made it challenging to maintain consistent attendance at RSCP meetings. Additionally, the outcome of the SEND Inspection that took place in May 2025 was extremely disappointing, though I am assured about the progress to improvement that has been taking place since.

The RSCP have been very open to scrutiny, which has resulted in reflection and a clear commitment to drive improvements, ensuring the effectiveness and quality of the multi-agency arrangements in effectively safeguarding and promoting the welfare of children.

I have regularly attended the meetings of the RSCP and the Safeguarding Executive Group and have met with the Lead Safeguarding Partners for the Local Authorities and the Integrated Care Board to discuss governance, areas of priority, safeguarding activity, staffing and funding requirements of the RSCP.

As part of my role as Independent Scrutineer, I have utilised "The Six Steps for Independent Scrutiny" (Appendix 1) to scrutinise the overall work the RSCP

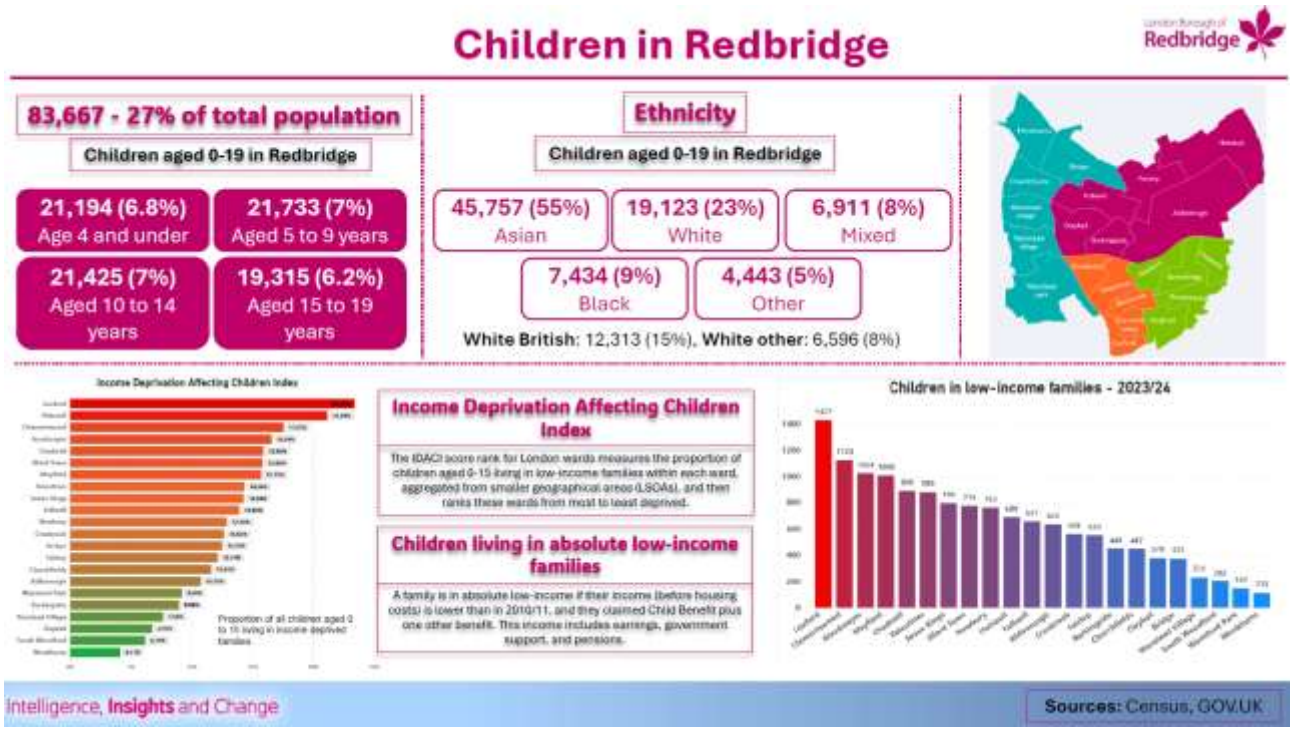
In addition, I have provided

- Scrutiny of work undertaken by the subgroups to progress the identified priorities.
- Scrutiny of the partnership data and quality assurance processes, providing challenge and advice regarding areas of development.
- Supporting the work undertaken to support a joined-up approach across the priorities and work of the various strategic boards.
- Focused scrutiny on the CSPR Panel "I wanted them all to notice", 2024 (see page 17)

Eileen Mills

Independent Scrutineer

Children And Young People in Redbridge



Child Poverty

40% children (aged 15 and under) are living in income deprived households (IMD 2025)

20% children live in low-income families (DWP 23/24)

36% children living in poverty

(End child poverty 23/24)

Redbridge is a large, diverse borough with a significant child population and high levels of deprivation, which together shape the context within which partners operate to support children and families.

About Redbridge Safeguarding Children Partnership

Child Safeguarding Multiagency Arrangements in Redbridge

The RSCP published reviewed Multiagency Safeguarding Arrangements (MASA) in December 2024 and operationalised the arrangements in January 2025.

RSCP Vision

"We want all children in Redbridge to be happy, healthy, and safe; to feel listened to and to have the maximum opportunities to be ambitious. If children or their families need help and support it should be at the right time, by the right person and in the right place for them. We are determined to secure this aim for every child and young person in Redbridge."

RSCP Values

- All children have the right to live their lives free from violence, abuse, and neglect and they feel safe in their homes and communities.
- All children and young people should have the opportunity to grow up safely and be protected from abuse and neglect, crime, and anti-social behaviour.
- The individual, family and community should be at the heart of safeguarding practice, and we should value and actively seek their views and experiences to shape future practice and policy.
- High quality multi-agency working based on consensus, equality, respect, and collaboration is essential to good safeguarding outcomes.
- There is a commitment to continuous improvement and learning across the Partnership.
- There is a commitment to identify and respond to disproportionality that is identified within safeguarding for all children and young people.
- There is a commitment to take a Children's Right Based approach, which means

➢ Organisations will prioritise children's rights in their work with children and families to improve children's lives

➢ All children are given the opportunities to make the most of their talents and potential

➢ All children are given access to information and resources to enable them to take full advantage of their rights

➢ All children are provided with meaningful opportunities to influence decisions about their lives

➢ Organisations and individuals are accountable to children for decisions, and for outcomes that affect children's lives

At the end of this reporting period the latest version of Working Together to Safeguard Children was, published by the Department for Education and updated on 18 March 2026.

Through the next year the RSCP plan to review the current vision and values to ensure that they reflect the changes in Working Together 2026; namely to recognise

- **The transition from "Early Help" to "Family Help"**

Perhaps the biggest change is the move towards a Family Help model, bringing together targeted Early Help and Section 17 support into a more integrated, multidisciplinary approach. The focus is on providing seamless support, reducing handoffs between services, and ensuring families have consistent relationships with practitioners.

Redbridge has already made significant progress towards the Family Help model set out in Working Together 2026. Through its role as a Family First Partnership Pathfinder, partners have tested and developed integrated approaches that reduce fragmentation, improve information sharing and ensure families experience consistent and coordinated support.

- **Stronger Focus on Equality, Racism and Disproportionality**

The 2023 version introduced equity considerations, but the 2026 guidance goes further by explicitly requiring leaders and practitioners to challenge racism and discrimination and understand how these affect children's experiences and outcomes. It also strengthens expectations around analysing safeguarding data for disproportionality.

The RSCP's focus on "I Wanted Them All to Notice" as part of its priorities for this year demonstrated its commitment to understanding how vulnerability, discrimination and unequal experiences can affect children's safety and wellbeing. This priority aligns closely with the strengthened emphasis within Working Together to Safeguard Children 2026 on anti-discriminatory practice, tackling disproportionality and ensuring every child's voice is heard. Although reflected in the current values addressing disproportionality needs to be central to all aspects of the work of the RSCP.

- **Greater Emphasis on Demonstrating Impact**

The 2023 guidance focused heavily on safeguarding arrangements. The 2026 guidance places more emphasis on whether partnerships can demonstrate the difference they are making for children and families. Annual reports should show impact, not just activity.

The RSCP is well placed to respond to the increased emphasis in Working Together 2026 on evidencing impact, as can be seen in the impact of the priority workstream on Families First Pathfinder programme, as detailed on page 22.

- **Broader Recognition of Different Forms of Harm**

The updated guidance gives greater prominence to: Child sexual abuse; Coercive control; Domestic abuse; Teenage relationship abuse; Online harms; Group-based exploitation; Harm to infants and unborn children.

The message is that safeguarding must address multiple and interacting harms, rather than dealing with risks in isolation.

The RSCP's current training programme demonstrates good coverage of several safeguarding issues prioritised within Working Together to Safeguard Children 2026 and strives to continually develop the training offer in response to identified areas of learning.

The Audit and Scrutiny Subgroup, though their audit activity, look at how multiple and interacting harms are managed.

Governance and Structure

North-East London (NEL) Safeguarding Children Lead Safeguarding Partners Meetings

The Lead Safeguarding Partners (LSPs) for the RSCP are:

- Chief Executive, NEL NHS ICB,
- Assistant Commissioner (AC), MPS
- Chief Executive Officer (CEO), LB Redbridge

Our LSPs are part of the NEL ICB LSP annual meeting which takes place across the sub-region to give strategic direction to local safeguarding children's partnerships in the area and which identify opportunities for regional or sub-regional collaboration.

Redbridge Safeguarding Adult Board and the RSCP Executive

The RSCP reports into the joint Redbridge Safeguarding Adult Board and the RSCP Executive which consists of the Delegated Safeguarding Partners, and Director of Education and will report, as appropriate, to the LSPs.

Redbridge Safeguarding Children Partnership

Redbridge Safeguarding Children Partnership meets at least four times a year, has a strategic focus, leading subgroups who report on a work plan for their area. A thematic approach is taken throughout the year with a focus on the priority areas. The members of the RSCP can be found in Appendix 3.

The RSCP is chaired by one of the Delegated Safeguarding Partners 's on an annual cycle. The DSPs are:

- Director of Nursing, NEL NHS ICB
- Chief Superintendent, Basic Command Unit East Area, (EA BCU MPS)
- Executive Director of Children's Services LB Redbridge

The Chair for 2026/27 will be the Executive Director of Children's Services LB Redbridge.

The RSCP has established links with the Redbridge Community Safety Partnership and the Redbridge Safeguarding Adult Board. The RSCP is supported by the following Subgroups:

- **Learning & Improvement Subgroup**

  Oversees the development and delivery of the RSCP multiagency audit programme, responds to learning from reviews both local and national. Evaluating learning an improvement activity.

- **Training Subgroup**

  Undertakes training need analysis of multi-agency safeguarding children training needs. Develops, commissions, and evaluates the impact of multi-agency training.

- **Data Subgroup**

  The purpose of the Data Subgroup is to develop a multi-agency data set for and children and review the data to inform the activity of the RSCP.

- **Redbridge 'One Panel'**

  Is joint with the RSAB and Community Safety Partnership (CSP) a multi-agency group which receives referrals on cases in Redbridge that may meet statutory review criteria, such as a Safeguarding Adults Review (SARs), Child Safeguarding Practice Reviews (CSPRs) or Domestic Homicide Reviews (DHRs). The purpose of the Panel is to provide a multi-agency decision making forums for all referrals for statutory reviews against the relevant criteria and to make recommendations in respect of what type of review should be undertaken, if any.

- **Audit and Scrutiny**

  The Audit and Scrutiny Subgroup is responsible for:

  - Designing, implementing and analysing the responses to multi-agency audits.
  - Oversight, scrutiny of progress and response to Action Plans for Case Reviews, both local and national and leading on actions as directed.
  - Scrutiny of findings, learning and improvement from single agency safeguarding audits.
  - Contributing to the learning cycle from insights from the other Subgroups i.e. RSAB & RSCP Data Subgroup; RSCP Learning & Improvement Subgroup; RSCP Training Subgroup

Scrutiny

Our Independent Scrutineer act as a critical friend and offers independent scrutiny and challenge to the partnership in line with Working Together requirements. This year the RSCP introduced and Audit and Scrutiny Subgroup to strengthen the learning cycle, which is chaired by the Independent Scrutineer.



Considering the Impact of National Guidance on the RSCP

During 2025-26, the safeguarding landscape has been shaped by several significant national developments, including the Families First Partnership Programme, the publication of Working Together to Safeguard Children 2026, revisions to the Ofsted ILACS framework and the progression of the Children's Wellbeing and Schools Bill. Collectively, these developments signal a clear shift towards Family Help, stronger multi-agency child protection arrangements, greater focus on tackling inequality and disproportionality, and a stronger expectation that safeguarding partnerships demonstrate the difference they are making to the lives of children and families. Redbridge's role as a Families First Pathfinder places the Partnership in a strong position to respond to and help shape this national reform agenda.

The RSCP are required to oversee major system reform to do so the Partnership needs to ensure that its Assurance Framework focuses on priority risks and emerging vulnerabilities, supported by the routine use of data, audit findings and learning from reviews. The RSCP requires explicit oversight of Family Help and Child Protection reforms.

Learning from Reviews

Redbridge has a strong culture of wanting to improve practice. This is evidenced through the work of the Redbridge One Panel which coordinates and maintains oversight of the outcomes of all types of case reviews, both statutory and non-statutory, for both adults and children to bring system learning together where possible.

During the reporting period, four referrals for children were received from a range of agencies including, Children's Social Care, and Health Agencies, which demonstrates the commitment to learning and safeguarding effectiveness by statutory partners. Two of the cases met the threshold of serious harm, as determined by criteria outlined in Working Together to Safeguard Children (2023), resulting in a statutory Rapid Review taking place.

The Rapid Reviews were completed and submitted to the national CSPR Panel within statutory guidance and findings accepted.

Both Rapid Reviews took place in January 2026 one with the recommendation to undertake a Local Safeguarding Practice Review, which is due to be presented to the RSCP in the next reporting period.

The second Rapid Review related to a child suicide, which will be reviewed by the Child Death Overview Panel (CDOP) planned thematic work on suicides across the Northeast London footprint.

The other two cases had outcomes for single agency learning.

In October 2025 Child Safeguarding Practice Review Zara was published. The Review found that, despite the involvement of numerous agencies and many individual interventions, the support provided to "Zara", a 15-year-old girl with complex emotional,

mental health, autism and online safety needs, was not sufficiently coordinated or risk-aware.

Services worked largely in isolation, with no clearly identified lead professional or comprehensive multi-agency plan to bring together information from education, health, social care, police and the family. As a result, significant concerns including repeated suicidal ideation, online exploitation, family relationship difficulties, school challenges and the impact of autism spectrum disorder were not fully understood or managed collectively.

The review concluded that Zara's voice and lived experience were not consistently central to decision-making, professionals did not always apply sufficient curiosity to explore concerns in depth. While the review does not conclude that a different outcome would have been achieved, it found that Zara's experiences could and should have been better understood and supported.

The report made several recommendations

- Strengthen multi-agency working by ensuring the Families First for Children model provides clear leadership, coordinated planning and effective Lead Professional arrangements for children with complex needs, supported by multi-agency training.

- Improve understanding of ASD across safeguarding services, including training on autism-related vulnerabilities, online exploitation and mental health risks, alongside development of a neurodevelopmental toolkit and consideration of ASD advocates.

- Enhance practice around hearing children's voices, ensuring professionals understand children's unique experiences and that their needs influence decisions about support, allocation of workers and intervention planning.

- Promote non-judgemental, family-centred practice, including development of resources to support professionals working with children with autism and their families and embedding the RSCP/RSAB "Think Family" approach.

In response to the recommendations an action has been developed and progress over seen by the Audit and Scrutiny Subgroup. As a result, the following actions have taken place

- The arrangements for a child who has multiple complex needs at different times has been incorporate into the new RSCP Multi-Agency Thresholds & Referrals Guidance Working Together in Redbridge -Supporting Families and Keeping Children Safe:
- SEND Reform proposals are being submitted that will fundamentally change Redbridge's approach to early identification of need and this will be linked to Families First Reform early help re-design
- Guidance and information for families and professionals on Family Help Front Door to support understanding of the way support is delivered in Redbridge
- The Development of resources to support practitioners in their understanding of Autism and safeguarding is in progress

Evidence of Impact of the work of the RSCP

Training Subgroup

Key Achievements

The RSCP Training Programme continues in this year, to offer diverse and extensive learning, based on the priorities agreed by the RSCP.

Every year, course content is updated with new research and evidence-based practice. We have added a new series of courses, Responding to Local and National Priorities. This includes guidance and learning from Child Safeguarding Practice Reviews.

We have increased our free offer to frontline workers through partnering with key agencies.

The RSCP Training Programme continues to be well promoted, and bookings remained stable at 1093. Our effort to decrease non-attendance is showing continual progress from 263 in 23/24 to 172 in 24/25

What difference has it made?

The quantitative and qualitative data gathered, in regard to the 24/25 Training Programme, demonstrate that the programme continues to deliver good learning and development for professionals attending.

The Subgroup has reported impressive examples of workforce development in safeguarding but has also reported that continuing staffing pressures and funding challenges have affected training delivery and attendance.

Trainees benefitted from the accessibility of online learning, including more free shorter briefings.

Partnerships continued with local providers and partners, utilising existing local contracts and priorities to provide free training on the programme: Supporting Recovery and Health of Children Affected by Child Sexual Abuse (The Havens and NEL CSA Hub), Think Family (Barts Health NHS Trust) and Modern Slavery (The Salvation Army)

WHAT DID YOU FIND USEFUL ABOUT TODAY'S TRAINING?

This training was exactly what I was looking for. I had been trying to identify a training like this for a long time, I was very pleased when it came

up."

"I enjoyed the collaborative approach and learning from other types of settings giving a better insight on how things work across the sector. I will join Operation Encompass."

"During the training we went through scenarios on situations we could face, what was really valuable was seeing how the different other agencies can work together

Next Steps

Development of the RSCP Multi-Agency Training Programme 2026–2027, its accessibility and marketing within the academic year.

To ensure engagement of all statutory partners. Health and Police to consider protected resource and time to allocate key 'training champions' to attend multi-agency training.

We will continue to encourage under-represented partners to engage in the Training Subgroup, to participate in the multi-agency learning it provides and to promote the development of single agency learning, as required for all safeguarding partners.

Redbridge One Panel

Over the past year, the Redbridge One Panel has continued to provide strategic oversight and multi-agency scrutiny of the most complex safeguarding adult and children concerns across the borough. The panel, whilst chaired by the Deputy Director for Safeguarding Adults, NEL ICB and comprising partners from health, social care, housing, police, and the voluntary sector, met **eight times between April 2024 and March 2025**, including one extraordinary meeting and one follow-up meeting for complex discussions. The Chairing will now transfer to the MPS with secretariate support from the Local Authority for 2026 28

Key Achievements

- A clear straightforward referral process that underpins an efficient mechanism for case submission.
- Attendance at the Panel has contributed significantly to members' continuous professional development, enhancing their understanding of multi-agency safeguarding.
- The development of the Panel guidance and standard agenda items also contribute to consistency in operations.
- Recognised as having a strong multi-agency approach and Integrated multi-agency learning from safeguarding adult reviews (SARs), Rapid Reviews and Child Safeguarding Practice Reviews (CSPR) and Domestic Abuse Related Death Reviews (DARDR).
- Provision of a forum for presentation of findings and learning from case reviews undertaken outside of Redbridge, both regionally and nationally.

What difference has it made?

- This year, the Panel has increasingly functioned as a hub for reflection, assurance, and challenge — ensuring that safeguarding in Redbridge is not only compliant, but person-centred and rooted in human rights. It has played a pivotal role in escalating systemic barriers to the Executive, influencing local quality improvement activity across safeguarding pathways.
- The Panel's ability to track cases effectively, ensures appropriate follow-up actions are taken.
- Good attendance and consistency in Panel leadership, particularly with oversight from the SAB Chair/RSCP Independent Scrutineer, provide structured decision-making.

- The Panel is recognised for its strong multi-agency approach, with members valuing the collaborative nature of discussions and the benefit of shared decision-making.

Next Steps

- Review of the Panel Guidance .to incorporate the role of reviewing Drug and Alcohol Related Deaths (DARDs).
- Improvement of the quality and timeliness of the provision of scoping information to the Panel.
- Formalisation of the decision-making process: a review of guidance to introduce a voting system for case decisions to ensure a transparent and balanced approach and consider the introduction of Breakout Discussion Groups when consideration of cases for statutory review

Data Subgroup

Key Achievements

The Data Subgroup for RSCP and RSAB has meet 3 times in 2025-26.



At the end of the year the decision was made for the Subgroup to operate as a RSCP only subgroup to allow focus on the changing requirements for data and to develop a multi-agency reporting card that can evidence impact of the way the partnership works

What difference has it made?

Subgroup members have reviewed the data sets and developed a new scorecard for 2026-27.

Next Steps

The dashboard will be finalised in collaboration with all subgroup members, who will subsequently be requested to provide data aligned with the defined measures.

Quarterly meetings will be held to review, analyse, and scrutinise submitted data, identifying areas that may require further examination.

Learning & Improvement Subgroup

Key Achievements

The Learning and Improvement Subgroup has maintained strong oversight of both local and national safeguarding learning throughout the year, ensuring that lessons from case reviews, audits and national reports have been translated into tangible improvement activity.

The Subgroup has supported several areas of multi-agency learning and practice development. This included oversight of the NEL Section 85 Audit, learning from cases involving children with complex medical and neurodevelopmental needs, development of guidance relating to alternative therapies and oxygen-dependent children travelling abroad.

Work has also commenced to address the findings of the CSPR Panel Briefing "It's Silent: Race, Racism and Safeguarding Children" 2025, ensuring that anti-racist practice and children's lived experiences remain central to future safeguarding activity.

What Difference Has It Made?

The work of the subgroup has contributed to a stronger culture of learning, reflection and partnership accountability across Redbridge. Learning from reviews has directly informed service development, including the implementation of the Families First model, enhanced approaches to multi-agency planning, and a greater focus on understanding the needs of children with SEND and neurodiverse conditions.

The subgroup has helped ensure that safeguarding learning is not viewed as a single-agency responsibility but as a shared commitment across education, health, social care and community partners.

The work of the subgroup is helping agencies to improve professional curiosity, strengthen risk assessment, and place greater emphasis on hearing and responding to children's voices and lived experiences.

Next Steps

Over the coming year, the subgroup will focus on delivering and monitoring the action plans arising from the RSCP 'Zara' Local Child Safeguarding Practice Review, 2025, the Race, Racism and Safeguarding Children national review.

It will also consider learning from any forthcoming national reviews, and the CSPR Panel Report Protecting all vulnerable babies better, 2026, and other emerging safeguarding themes, while maintaining oversight the impact of race, culture and identity on safeguarding outcomes.

A key priority will be ensuring that learning translates into measurable improvements in practice and better outcomes for children and families across Redbridge.

Audit & Scrutiny Subgroup

Key Achievements

The Subgroup met for the first time in September 2025, and it has since then agreed Terms of Reference, developed a multi-agency audit tool, and undertaken two multi-agency audits - Child Sexual Abuse (CSA) and Domestic Abuse (DA). It has also taken the lead in reviewing the findings of the Section 11 audit.

What difference has it made?

The DA audit demonstrated strong partnership working and examples of excellent practice, but highlighted the need to strengthen information sharing, improve understanding of children lived experience, increase workforce confidence in direct work with children, and enhance case closure and family-wide risk assessment processes.

The CSA audit provided assurance that there are strong examples of collaborative and child-centred safeguarding practice across the partnership, whilst identifying clear opportunities to strengthen professional curiosity, children's participation, assessment quality, escalation processes and multi-agency communication. This learning is now being used to drive service improvement and workforce development.

Next Steps

The Subgroup workplan features continuing to strengthen the multi-agency audit programme and undertake two further audits in 2026 – 2027; to agree an approach for the next Section 11 audit; and to review the impact of closed Local Learning Reviews (LLR) on practice.

Key Achievements in Priority Areas 2025-26

Responding to national Child Safeguarding Practice Review (CSPR) Panel Reports

The RSCP focused on two National Child Safeguarding Practice Panel reports

- I wanted them all to notice – Protecting children and responding to child sexual abuse within the family environment, November 2024
- It's Silent: Race, Racism & Safeguarding Children, March 2025

A third report was expected but was not produced until 2026.

I Wanted Them All To Notice – Protecting children and responding to child sexual abuse within the family environment		
Key Achievement	**What difference has it made**	**Next steps**
Completed a multi-agency audit of five CSA-in-the-family cases, providing assurance and a detailed understanding of how agencies identify, assess and respond to child sexual abuse. Identified examples of strong multi-agency practice, including effective information sharing, coordinated safeguarding responses and positive professional relationships that supported children's engagement. Highlighted child-centred practice and collaborative working that reduced duplication and improved support to children and families. Used the findings to inform wider partnership learning and support implementation of the national CSPR Panel recommendations on child sexual abuse in the family environment.	Improved understanding across the partnership of what good CSA practice looks like and where improvements are needed. Increased awareness of the importance of hearing and evidencing the child's voice in assessments, planning and decision-making. Identified gaps in multi-agency communication, strategy meeting attendance, use of assessment tools and professional challenge, enabling targeted improvement activity. Strengthened focus on professional curiosity, cultural competence and the need to move beyond disclosure-led practice to earlier recognition of risk. Informed workforce development priorities, supervision arrangements and future quality assurance activity across the partnership.	Re-promote the multi-agency escalation policy to strengthen professional challenge and decision-making. Establish a consistent feedback process for referrers, particularly schools, so that outcomes and next steps are routinely shared. Embed the use of CSA assessment tools, including Signs and Indicators and Traffic Light tools, across all relevant services Use the learning to inform the development of the RSCP CSA Strategy 2026-2027 and future audit activity to test whether practice improvements are becoming embedded.

It's Silent: Race, Racism & Safeguarding Children		
Key Achievement	**What difference has it made**	**Next steps**
Developed and implemented a multi-agency action plan in response to the national CSPR Panel report "It's Silent: Race, Racism and Safeguarding Children". Reviewed and strengthened key safeguarding review documents, including Rapid Review templates, Terms of Reference and LCSPR processes, to ensure greater consideration of race, ethnicity, culture and potential barriers experienced by children and families. Embedded anti-racism, unconscious bias, professional curiosity and empathy within RSCP multi-agency training programmes. Established multi-agency supervision arrangements through the MACPT and strengthened expectations that culture, ethnicity and racism are explored in safeguarding reviews.	Improved how safeguarding reviews consider the impact of race, racism, culture and ethnicity on children's experiences and professional decision-making. Increased organisational focus on recognising and challenging racial bias and discrimination within safeguarding systems and practice. Enhanced practitioner awareness and confidence through training, reflective practice and multi-agency supervision. Strengthened quality assurance processes to provide greater scrutiny of how race and culture are considered in reviews and audits. Improved opportunities for learning from reviews and for sharing challenges and learning across the partnership.	Finalise and implement the quality assurance checklist for Rapid Reviews and LCSPRs. Continue developing learning circles, workshops and briefings to support practitioners in discussing race, identity, culture and racism confidently. Strengthen the use of lived experience and diverse reviewers within safeguarding review processes. Establish clearer routes for learning from complaints and feedback to inform partnership improvement. Continue monitoring how culture, ethnicity, racism and bias are considered in audits, reviews and safeguarding decision-making across the partnership.

Learning from Case Reviews and responding to Section 11 Findings

In review period the RSCP focused implementing the recommendations from the following:

- Local CSPR 'Zara'
- Local Learning Review 'AB'
- Analysis S11 responses

Key Achievement	What difference has it made	Next steps
Local Learning Review AB a baby that died following a concealed pregnancy		
Completed the Child AB Local Learning Review Action Plan, addressing key themes of concealed pregnancy, neglect, international safeguarding information sharing and understanding parental capacity where English is not a first language. Undertook a multi-agency Domestic Abuse Audit, with findings informing partnership learning and improvements in practice. A Domestic Abuse Quick Reference Guide was also published. Strengthened safeguarding practice across the health system through a review of information sharing between maternity, acute and health visiting services. Improved engagement of education in safeguarding processes through enhanced arrangements during school holidays, including MACPT education representation and direct DSL contacts. Developed and implemented a process for responding to referrals from international child protection agencies, providing greater clarity and consistency in decision-making.	Increased professional awareness of concealed pregnancy, domestic abuse, neglect and the impact of race, culture, language and parental capacity on safeguarding practice. Strengthened responses to children and families moving into Redbridge from overseas through clearer procedures and professional curiosity around international referrals. Enhanced oversight of children at risk through greater involvement of education partners and improved safeguarding pathways. Ensured learning from the review directly influenced practice with AB's siblings and informed wider partnership improvement activity. Obtain assurance that improvements in information sharing, professional curiosity and multi-agency working are sustained over time.	Test whether learning from the review has become embedded through future multi-agency audits and quality assurance activity. Include themes from the AB Review, particularly neglect, children missing education, parental capacity, domestic abuse and international safeguarding referrals, within future audit programmes. Continue implementation of the Protecting Vulnerable Babies Better action plan and monitor its impact. Review the effectiveness of the race, racism and safeguarding action plan and its impact on practice with diverse communities.

Responding to non-statutory guidance DfE the Families First Partnership Programme Guide, March 2025

Take forward the requirements of the guidance as it pertains to safeguarding children's partnerships.

Key Achievement	What difference has it made	Next steps
Front Door now manages all contacts and diverts/signposts earlier where needs can be met without Family Help assessment. Five Family Help teams are aligned around a single assessment, one lead practitioner and a team around the family, removing duplication, touchpoints and repeat activity Multi-Agency Child Protection Team has reduced unnecessary escalation while keeping safeguarding decisions robust and timely.	A restructured service delivering better resident experience, reduced duplication, stronger safeguarding and reduced avoidable demand +0.9% Contacts managed despite rising demand 935 Families diverted at point of contact by enhanced front door -29.3% Statutory assessments reduced -47.8% Repeat child protection enquiries 4 Less children entering care out of hours	A 2026-27 project plan has now been developed and will be delivered through the Families First Partnerships Operational Board, with progress scrutinised by the Families First Partnership Strategic Board and RSCP. The revised 2026-27 plan focuses on end-to-end delivery of the Families First Partnership Programme, bringing together Better Start, Family Hubs, the SEND agenda and kinship support into a single coherent system. Through this integrated approach, the experience of children and families will be improved, with the majority supported to access help within their local communities, reducing the need for statutory intervention. Where children do require critical intervention, the programme will maximise the use of family and kinship networks to safely support children to remain within their families wherever possible.

What's Next for 2026 – 2028?

The priorities were agreed at the April 2026 RSCP meeting, with a recommendation to allow a two-year period for completion. These priorities, which will frame the work of the RSCP over 2026 – 2028, will be taken forward through the 'lens' of the voice of the child, inequalities and workforce capacity in line with the RSCP Statement of Vision and Values.

No.	Priority	Rationale	Actions
1	Oversight of the Families First Partnership (FFP), Best Start and SEND Reforms	DfE Statutory Guidance – ensuring families in need of support receive co-ordinated, strength-based, preventative interventions to prevent escalating harm and improve outcomes for children.	Regular quarterly reporting, oversight and challenge; receipt of evidence through data; engagement with relevant Boards; and multi-agency audits.
2	Safeguarding Children with SEND and Neurodiversity/Autism in relation to self-harm and suicide	Ofsted and CQC SEND Inspection 2025 & Improvement Notice Local, regional and national case reviews including RSCP Rapid Reviews, Local Learning Reviews, LCSPRs; WF SCP LCSPR Use of Restrictive Practices, 2026; The Mossbourne Review, 2025 Child Friendly Redbridge	Development of a Multi-agency CME Strategy taking findings and learning from the 'SA' Rapid Review/Local Learning Review (LLR) and 'Zara' LCSPR, 2025.
			Review and development of the dataset in relation to safeguarding children with SEND available to the SEND Operational Board.
			Access for children from age 9 years plus for emotional and mental health (EMH) support without need of identification of neurodiversity.
			Improving recognition and response to children with SEND/neurodiversity who are at additional risk.
3	Exploitation and Transitional Safeguarding	Operation Beaconport/Pintar Rapid Review 'MT' CHSCP Child 'Q' LCSPR, 2022 CSPR Panel Report: Race, Racism and Safeguarding, 2025	Provision of support to children at risk of exploitation during the extended adolescent period, that will not automatically transition to Adult Services under the Care Act 2014 through review of the Redbridge Transitional Safeguarding Panel/Community MARAC and alignment with Strategic MASCE.

Appendix 1

Independent Scrutiny

This checklist is developed from "The Six Steps for Independent Scrutiny" and informed by the work undertaken by The Association of Safeguarding Partners (TASP) Independent Scrutineer Network. This scrutiny report covers the period from March 2025 - April 2026. The checklist identifies six areas to scrutinise the overall work of a Local Safeguarding Children Partnership (LSCP).

Overall, the Safeguarding Children Arrangements are effective in Redbridge

KEY MEASURES OF SCRUTINY

1. Strategic leadership
2. Engagement of Relevant Agencies
3. Children & Young People
4. Quality Assurance & Data Sharing
5. Learning from reviews and research
6. Multi-Agency Safeguarding Training & Workforce Development

RAG RATING

Each question in each of the steps can be answered and graded as follows:

Green: positive that the question can be answered with evidence to illustrate this
Amber: acknowledgement that some parts of the question can be answered positively (with evidence to illustrate the positive response) but that there is still work to be done
Red: it is not possible to confirm that any part of the question can be answered with a positive response.

Any response (green, amber, or red) mayl still require an action plan to ensure reaching and maintaining desired outcomes.

	1 Redbridge SCP Leadership			
	Key Line of Enquiry	**Evidence**	**RAG rating**	**Actions required**
1.1	The RSCP Partner Leads are clearly identified and accountable; are developing, reviewing and ensuring funding for strategic RSCP activity; and are identifying and publishing agreed desired outcomes for RSCP activity safeguarding children.	In December 2024 the Safeguarding Partners published Statement of Multi-Agency Safeguarding Arrangements and Redbridge Safeguarding Children Partnership (RSCP) Statement of Vision and Values The RSCP have agreed and published annual priorities. There is a Joint Executive Group for the Redbridge Safeguarding Adults Board (RSAB) and the RSCP with published Terms of Reference (ToR). Delegated Safeguarding Partners are members. 2025-26 has been a challenging year due vacancies and interim posts in the LA for DCS. The organisational review of the ICB. This meant that attendance was frequently not at the required level and in some meetings absent. There in agreement in place for the Lead Safeguarding Partners in the NEL footprint to meet on an annual basis, it is not clear how that arrangement feedback or influences local arrangements. During this period the RSCP was chaired by the ICB Chief Nurse (DSP), who chaired two of the four planned RSCP meetings. One of the meetings was delegated to an ICB representative at a lower level of authority and the second was only partly chaired with the Independent Scrutineer stepping as the Chief Nurse had to leave the meeting early due to other unexpected work demands. The police representative on both the Executive and RSCP is always delegated to Detective Superintendent Public Protection. One RSCP meeting this was further delegated down.		1. Introduce Partnership attendance monitoring as part of the Multiagency data set 2. Review the MASA arrangements in 2026 27 then consider the changes in Working Together 2026 and FFP on the current arrangements 3. Develop mechanisms to assure the Partners that there is equitable contribution to the work of the RSCP and the extent to which the RSCP is meeting it objectives. Hold each other to account 4. Continue to receive an annual independent scrutiny report 5. Seek clarity of the LSP meetings and reporting mechanisms

		During this period the Local Authority children Services experienced considerable changes in strategic leadership and Interim leadership positions, which impacted on attendance on two occasions, with less senior representatives attending the RSCP. The attendance of Education at a Director level improved significantly in this reporting period The RSCP needs to keep consistent oversight of attendance at meetings by agencies and the expected level of authority and consistency of attendance. For transparency and accountability The RSCP is not equitably or adequately funded		
1.2	Delegated representatives of the three lead partners are strategically placed on relevant partnership meetings, subgroups, and working groups.	As above		
1.3	The three partner leads are working alongside other partnerships: safeguarding adult board; community safety partnership; health and wellbeing board.	The Executive includes RSAB and RSCP leadership. The HWBB receive the annual scrutiny report. The Chair of the RSAB and RSCP Independent Scrutineer attends CSP and there is representation from CSP at the RSAB and RSCP. Implementation of the One panel to bring learning together from RSAB CSP and RSCP. Review of the CSP has led to oversight of Youth Justice and Child Exploitation transferring to the RSCP for oversight		1. Reviews RSCP governance structures to reflect the changes 2. Ensure TOR for workstreams/subgroups from the RSCP and CSP reflect governance and assurance functions.
1.4	The three strategic leads are ensuring that necessary annual reporting is in place: with the RSCP annual report appropriately scrutinised. They are ensuring that a process is in place to review annual RSCP outcomes and for assessing forward planning procedures.	The Annual Scrutiny Report is completed by the Independent Scrutineer, which is not in line with guidance. Priority areas of work are reported on at every RSCP meeting in which the Scrutineer does scrutinise		1. Arrangements for annual reporting needs to be reviewed in line with WT 2026. 2. Future reports are to be impact focused and produced by partners, the findings are then reviewed by the independent scrutineer/include focused pieces of scrutiny.

	2 Engagement of Relevant Agencies			
	Key Line of Enquiry	**Evidence**	**RAG rating**	**Actions required**
2.1	All relevant agencies within the RSCP are appropriately informed of, and engaged with, the safeguarding children partnership arrangements and RSCP priorities.	Yes - that can be seen in the attendance at meeting and subgroups and the raising of agenda items. Again, at times agencies are delegating attendance. There has been and increasing engagement from Education at the LA albeit on interim arrangements. The Director of Education is now a member of the Redbridge Safeguarding Executive. At times it has been difficult to get traction on moving priorities forward due to capacity across partners and the resource available via the business unit. The Area SEND inspection of Redbridge received in MAY 2025 identified widespread systemic failings leading to significant concerns about the experiences and outcomes of children and young people with special educational needs and/or disabilities (SEND), which the local area partnership must address urgently. The connections across school and colleges requires further development. Section 11 assurance has only been provided for maintained schools.		1. To establish a mechanism for monitoring attendance as per 1.1 2. The RSCP to be cited on progress of the SEND action plan and risk with education. 3. Review the request for section 11 engagement from all school in the borough 4. Representation of Education at strategic and operational levels in monitored 5. Revision of the MASA
2.2	All safeguarding partners are engaged with identifying and reviewing RSCP priorities: communication channels are clear for safeguarding concerns to move up to and down from the three lead partners.	Yes – minutes of Partnership and Executive meetings.		
2.3	All safeguarding partners are engaging with RSCP information sharing and staff training protocols.	Pan London Safeguarding Children procedures are in place, and Redbridge is signed up to the London data sharing agreement (2021). A review of local arrangement has taken place to reflect the implementation of the Family First Pathfinders Programme has been completed		1. Continue to raise and challenge where there are gaps in MA attendance at training

		Section 11 undertaken and reported to the RSCP in July 2025 The RSCP Training Subgroup monitor MA attendance and participation		
2.4	The wider safeguarding children partnership is informed and updated with current findings from research and local and national reviews. They are informed of local and national guidelines regarding safeguarding children in and outside of the home environment.	The RSCP has a newsletter where updates both nationally and locally are shared. Regular presentation at the RSCP and Executive meetings for consideration of any local responses required.		

	3. Outcomes for Children & Young People			
	Key Line of Enquiry	**Evidence**	**RAG rating**	**Actions required**
3.1	Children and Young People are consulted; and given opportunities to input into, and influence the development, implementation, and review of the RSCP desired outcomes for children	The new MASA includes a commitment to a Children's Rights approach as part of the UNICEF Child Friendly Redbridge. There is little evidence of progress against this value at the RSCP level		1 To consider how Children can better participate in the work of the RSCP.
3.2	A communication system is in place (engagement strategy) to ensure that those impacted most by safeguarding concerns are aware of their right to be safeguarded and to play a part in developing initiatives to prevent, respond to, and report about safeguarding threats.	As above Redbridge YP take part in the annual youth voice audit identifying priorities for their safety. The RSCP is part of the UNICEF 'Child Friendly Redbridge'		1. As above
3.3	Opportunities are in place for Children and Young People to lead or co-lead safeguarding initiatives focused on improving outcomes for children, safeguarding training for adults and children; and attending relevant meetings, working groups, and subgroups.	This remains a gap for the RSCP		As above
3.4	Young people play a role in assessing and representing desired outcomes during their transition to adult services.	Transition Has been a priority area of work for the RSCP in the past but the panel had been disestablished Transitions has also highlighted in the SEND inspection		1. Seek assurance of transition of children with SEND from the SEND improvement Board and develop transitional pathways for other children.

	4.Quality Assurance & Information Sharing			
	Key Line of Enquiry	**Evidence**	**RAG rating**	**Actions required**
4.1	Mechanisms are in place for the three core partners to collect, analyse, and share relevant multi-agency data pertaining to safeguarding children.	Data set presented quarterly ,but lacking in multiagency input to reflect partnership arrangements.		1. Continue the work on the development of a wider partner data set to be analysed as a partnership 2. Develop exception report for the RSCP with areas of good practice and areas that need further scrutiny
4.2	Agencies from the wider partnership are undertaking and sharing their own single agency audits of data pertaining to safeguarding children.	The RSCP has established a Audit and Scrutiny subgroup		1. To develop the links between subgroups a

		and undertake 2 multiagency audit sand receives audit from partner		demonstrable QA framework
4.3	Relevant data from the full RSCP is being used to review the impact of safeguarding initiatives on desired outcomes for children.	Limited at the present time		1. The develop of the data set needs to link to the priorities of the RSCP
4.4	Relevant data shared across the partnership is used to inform an assessment of gaps in data needed to identify priorities, and future safeguarding plans.	Remains in its infancy		1. As above

	5 Learning from Local & National Reviews & Research			
	Key Line of Enquiry	**Evidence**	**RAG rating**	**Actions required**
5.1	The full RSCP are aware of the criteria and process for referral of serious incidents	Information is published on the RSCP website. As part of the process the DSPs are required to jointly make the decision on notification of serious incidents and Rapid Review – Due to interim arrangements in this period delays were experienced but mow resolved the present time is causing delay		
5.2	Case reviews are adequately resourced to enhance learning, to embrace contextual as well as individual and family concerns and to involve the full range of strategic and operational staff to extract and embed learning.	CSPR are reviewed and commissioned as required When Local Learning Reviews are initiated, it can be demanding on all agencies and take longer than the desired 6 month to complete. Funding for one CSPR was considerably delayed due to no funding agreement.		1. Funding as discussed in 1.1 2. All agencies to consider the resources made available to support learning 3. Review the RSCP Learning and Improvement framework as part of wide Quality Assurance
5.3	Learning from local and national reviews is cascaded and used to improve outcomes for children, their families and community.	Audit and scrutiny subgroup to undertake assurance against national and local learning. Demonstrating impact needs further development		1. Develop the QA framework that includes how impact is measured
5.4	Learning from case reviews is integrated into future RSCP training, policy, and practice.	Yes		

Appendix 2

RSCP Budget 2025 - 2026

Income	£	Expenditure	£
Public Health Grant	**17,253**	Staffing	**136,111**
Local Authority Contribution*	**57,806**	Independent Chair/Scrutineer	**32,998**
MOPAC	**5,000**	Case Reviews	**7,250**
National Probation Service	**2,502**	Training Programme	**5,864**
NHS NEL ICB*	**36,200**	TASP Membership	**750**
Barts Health NHS Trust	**5,000**	Office Equipment & Stationery	**109**
BHRUT	**3,231**	ICO fee	**52**
NELFT	**7,500**		
Training charges	**23,035**		
Total**	**157,527**	**Total**	**183,134**

***ICB and Local Authority income includes contributions towards Rapid Review costs.

**The budget shortfall was met from reserves from 2024 – 2025.

Appendix 3

RSCP Membership

Delegated Safeguarding Leads (DSLs)
Chief Superintendent, Borough Commander, East Area BCU, MPS
Executive Director of Children's Services, LBR
Chief Clinical Quality & Commissioning Officer & Deputy Director for All Age Safeguarding, NHS NEL ICB
Members
Independent Scrutineer
Detective Superintendent Public Protection, East Area BCU MPS
Chief Executive, LB Redbridge
Director of Public Health, LB Redbridge
Operational Director, Children & Families Service, LB Redbridge
Interim Director - Education & Inclusion, LB Redbridge
Head of Youth Justice & Positive Activities, LB Redbridge
Interim Director of Children's Services – Children's Social Care, LB Redbridge
Team Manager, Early Years and Childcare, LB Redbridge
Interim Operational Director, Housing Services, LB Redbridge
Head of Community Safety, LB Redbridge
Deputy Director Safeguarding Children, NHS NEL ICB
Designated Nurse Safeguarding Children, NHS NEL ICB
Consultant Nurse Safeguarding Primary Care, NHS NEL ICB
Consultant Paediatrician for Child Death, NHS NEL ICB
Director of Partnership, Impact & Delivery, NHS NEL ICB
Associate Director of Safeguarding, Barts Health NHS Trust
Think Family Lead Nurse, Barts Health NHS Trust
Deputy Director Safeguarding, BHRUT
Named Nurse Safeguarding Children, BHRUT
Integrated Director, NELFT
Named Nurse Safeguarding Children, NELFT
Lead Safeguarding Doctor, PELC
Senior Safeguarding and Enrichment Manager, New City College
Headteacher, Apex Primary School
Headteacher, John Bramston Primary School
Headteacher, Beal High School
Headteacher, Seven Kings School
Headteacher, Little Health School
Associate Headteacher, Oakdale Junior School
Area Manager, National Probation Service (NPS)

Senior Service Manager, CAFCASS
Head of Children's Services, Barnardos
Head of Health and Wellbeing, Community Action Redbridge
Vice-Chair, Redbridge Faith Forum
Senior Solicitor Social Care, LB Redbridge (Legal Advisor)
LBR Lead Member Children & Young People (Participant Observer)
Lay Members
RSCP Partnership Manager

