



North Somerset Safeguarding Children Partnership

Annual Report

April 2024 - March 2025



Avon and Somerset Police
SERVE.PROTECT.RESPECT.



North
Somerset
Council



Healthier Together
Improving health and care in Bristol,
North Somerset and South Gloucestershire



Bristol, North Somerset
and South Gloucestershire
Integrated Care Board

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Foreword

Foreword from the NSSCP Chair

As the Chair of the Partnership, I am pleased to present this year's annual report for the North Somerset Safeguarding Children Partnership (NSSCP). Over the past year, we have made significant steps in strengthening our Partnership—one that is firmly rooted in strong governance, shared accountability, and a relentless commitment to improving outcomes for children and young people.

Our progress has been shaped by the collective efforts of dedicated professionals across all agencies, working together with clarity, purpose, and compassion. The implementation of robust governance structures has provided a solid foundation for our work, enabling us to respond more effectively to emerging challenges and to drive continuous improvement across the safeguarding system.

The principles outlined in *Working Together 2023* have guided our development, helping us to strengthen our multi-agency arrangements and embed a culture of learning and reflection. Our focus on quality assurance, learning from practice, and strengthening multi-agency responses has already begun to yield tangible improvements. While we have made considerable progress, we recognise that ensuring children's voices are consistently heard and acted upon is not yet fully embedded across our Partnership. This remains a key priority for the year ahead, as we work to place children's lived experiences at the heart of our safeguarding practice.

As we look ahead, our ambition remains clear: to build a partnership that not only protects children from harm but also enables them to thrive. We are committed to fostering a culture of curiosity, innovation, and shared learning—one that places the needs of children and young people at the heart of everything we do.

To the children, families, and communities we serve: we remain steadfast in our commitment to work together to create a safer, more supportive North Somerset. And to our partners and practitioners: thank you for your unwavering dedication to the children and families we serve and your belief in the power of partnership.

Together, we are building a future where every child can grow up safe and supported.

Michael Richardson

Chair of North Somerset Delegated Safeguarding Partners



Introduction

Welcome to the 12-monthly report of the North Somerset Safeguarding Children Partnership (NSSCP). The report outlines key areas of work undertaken from 1st April 2024 to 31st March 2025, and identifies priorities to further improve the effectiveness of the Partnership.

The Lead Safeguarding Partners (LSPs) have committed to shared and equitable leadership of the multi-agency safeguarding arrangements for children as set out in Working Together to Safeguard Children 2023 [here](#). The LSPs delegate strategic and operational decision-making responsibility to the Delegated Safeguarding Partners (DSPs). The NSSCP continues on its improvement journey at pace.

Lead Safeguarding Partners

- Jo Walker, CEO North Somerset Council
- Shane Devlin, CEO BNSSG, ICB
- Sarah Crew, Chief Constable, Avon & Somerset Constabulary

Delegated Safeguarding Partners

- Claire Shields, Director of Children's Services, North Somerset Council
- Michael Richardson, Deputy Chief Nurse, BNSSG, ICB
- Liz Hughes, Chief Superintendent, Avon & Somerset Constabulary

Section 1: Statutory Guidance Requirements

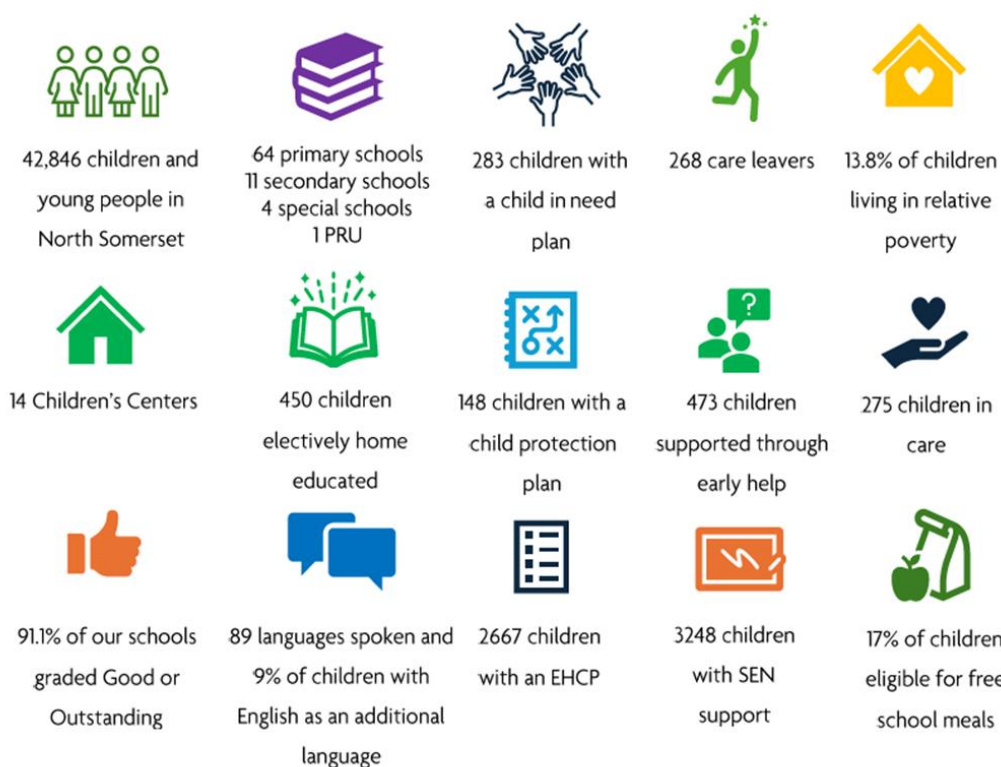
The North Somerset Safeguarding Children's Partnership (NSSCP) has worked effectively to meet the expectations and changes set out in statutory guidance, including 'Working Together to Safeguard Children 2023'. The Partnership has continued to strengthen multi-agency safeguarding arrangements to ensure that children in North Somerset are protected from harm and that agencies work collaboratively to improve outcomes.

The key actions that have been taken include reviewing and updating the multi-agency safeguarding arrangements (MASA); these are now published on the NSSCP website. [NSSCP MASA arrangements](#). Within the MASA, are strengthened governance and leadership structures. There is now a clear line of accountability, escalation and delegation to deliver the arrangements. To support a small local authority and agency capacity, subgroups have been slimmed down to those that align with the Partnership's priorities and that will have the most impact. This year has seen significant progress across key areas of the NSSCP. The importance of information sharing has been actively reinforced, with strategic leadership outlining clear accountability and effective oversight. The Partnership has successfully broadened its membership, welcoming relevant agencies and fostering improved relationships with both the education and voluntary sectors to enhance engagement and attendance. Independent scrutiny arrangements are now firmly in place, providing valuable external insight. Moreover, a sustainable funding model has been agreed, securing the foundation for continued collaborative safeguarding efforts.

Section 2: Area Profile

2.1 Demographics

North Somerset is a diverse local authority area that includes both urban and rural communities, with varying levels of deprivation and need.





Map of North Somerset by decile of deprivation domain – showing Weston Central and Weston South as most deprived

Decile ● 1 ● 2 ● 3 ● 4 ● 5 ● 6 ● 7 ● 8 ● 9 ● 10

2.2 Recent inspections:

- Ofsted Children's Services focused visit – February 2025 [here](#)
- HMIC report on an inspection visit to police custody suites in Avon and Somerset Police - May 2024 [here](#)
- Joint targeted area inspection of the multi-agency response to serious youth violence in Somerset (which included the police force for NSSCP) – July 2024 [here](#)

2.3 Partnership Landscape

The statutory partners are North Somerset Council, Avon and Somerset Police, NHS Bristol, North Somerset and South Gloucestershire Integrated Care Board (ICB), and other key agencies. The geographical area covers the local authority area of North Somerset Council.

Section 3: Progress Against Statutory Guidance

3.1 Implementation of Changes in Statutory Guidance

Below you will find a summary of the progress made in implementing statutory guidance and the Partnership key priorities.

Child Safeguarding Practice Review (CSPR) Subgroup

The subgroup finalised and published a comprehensive multi-agency guidance document for conducting Child Safeguarding Practice Reviews. This resource is now live on the NSSCP website, ensuring accessible and consistent practice across all partner agencies. Agencies have been encouraged to promote the guidance internally to embed its use. A joint CSPR on knife crime, led by Keeping Bristol Safe Partnership and involving BNSSG partners, is progressing. The rapid review findings have been shared locally, and a multi-agency action plan has been developed and refined through collaborative feedback. The finalised action plan is now being implemented, with agencies actively progressing their respective areas of learning.

Impact and Future Focus

The impact of the publication of updated CSPR guidance strengthens consistency and transparency in local review processes. The knife crime review has already prompted multi-agency learning and action, demonstrating responsive safeguarding practice. The future focus of the subgroup will be to carry out reviews as directed by the DSPs and continue to monitor the implementation of learning from recent and future reviews through the wider partnership Operational Safeguarding Group.

Quality Assurance Subgroup

The Quality Assurance Subgroup has led a comprehensive programme of audit, data analysis, and inspection preparation, aimed at improving safeguarding outcomes and strengthening multi-agency collaboration across North Somerset.

A two-year audit programme has been agreed, using a structured methodology adapted from Durham Safeguarding Partnership. Themes include neglect, domestic abuse, serious youth violence, and front door activity. 'Think Tanks' have been used to explore these themes in depth, through a multi-agency deep dive including audit activity and data and information analysis. The think tanks require consistency in facilitation, reporting, and action planning. Additional audits of police protection powers and an injured baby have prompted action plans and strategic oversight. A monthly multi-agency audit group was established in January 2025 to support consistency and quality across all audit activity. Specific preparation is underway to ensure the NSSCP is focused on effectively delivering its partnership functions for safeguarding children across Joint Targeted Area Inspection (JTAI) themes. A core group of multi-agency representatives completed preparation work for the previous theme of serious youth violence and a position statement stating where actions are held was produced and shared with partners. The core group conducted a self-assessment exercise identifying areas for improvement for the current theme of domestic abuse. A consolidated action plan was developed and is being monitored, drawing on existing work to avoid duplication and/or gaps.

Multi-Agency Safeguarding Hub (MASH) audits continue to highlight areas of strength and improvement. Education partners are receiving targeted training to improve referral quality,

and health partners are consistently engaged at the Front Door. Child Protection Conference capacity is under pressure, with additional slots opened and further expansion planned.

Independent Safeguarding Reviewing Officers (ISRO)s have been trained in new assessment tools and resolution policies to support improved safeguarding planning.

Impact and Future Focus

The subgroup has embedded a culture of continuous learning and improvement, with Think Tanks, audits, and data analysis driving real-time improvements in safeguarding practice.

Multi-agency collaboration is strengthening, and inspection readiness is improving.

Following much work from the neglect working group, data shows a shift in primary safeguarding categories, with neglect now more aligned with national comparators.

Future priorities include finalising and securing the JTAI preparation process: self-assessment, evidence collection, action planning and enhancing data quality and usage.

Improving audit consistency and follow-through to align the monthly audits with national panel reports and recommendations along with JTAI themes and partnership concerns and priorities. This will ensure full multi-agency engagement in safeguarding responses.

Development is progressing to align data across local authority areas and improve the granularity and timeliness of reporting.

The subgroup will merge with the Learning & Development Subgroup from April 2025.

Learning & Development Subgroup

The Learning & Development Subgroup has focused on stabilising the safeguarding training offer, improving data access, and exploring sustainable delivery models to support workforce development across the Partnership.

A multi-agency safeguarding trainer has been successfully recruited and inducted, with a full training calendar proposed for 2025. The trainer has already begun enhancing course content by integrating learning from reviews, including challenging conversations, issue resolution, and child protection conference protocols. Refresher courses are being adapted for online delivery, and new tools such as the ‘family strengths and needs toolkit’ are being embedded into training.

Quarterly reports show strong attendance for core safeguarding courses, and feedback mechanisms have been improved. The subgroup is testing a cost neutral model to sustain training delivery. The model will be reviewed after twelve months to assess viability.

The subgroup is working closely with other strategic groups to align training with system priorities:

- A joint workshop with the Risk Outside The Home subgroup is planned to develop training aligned with Rapid Review findings and the Adolescent Safety Framework.
- Domestic abuse training is now commissioned by the Community Safety Partnership via Next Link (domestic abuse support service), with plans to extend delivery to March 2026. Bespoke packages are in development.

- Mental Health First Aid training has been paused due to capacity constraints, with signposting available and a review planned in 12 months.
- A new referral pathway for care-experienced young parents is being considered for inclusion in the training offer.

Digital safety training has been identified as a gap. The subgroup is exploring police-led input and will liaise with ROTH chairs to define learning outcomes. A cohort of four trainers is being established to deliver the family strengths and needs toolkit that helps to identify signs of neglect.

The subgroup will merge with the Quality Assurance and Performance Monitoring Subgroup from April 2025. This will support better alignment of training, audit, and performance activity.

Impact and Future Focus

The subgroup has re-established a stable and responsive training offer, improved data access, and introduced a sustainable financial model. Training is increasingly aligned with system learning and multi-agency priorities.

Future priorities include applying the cost neutral model, expanding digital safety training, strengthening collaboration with strategic groups, and ensuring training content reflects current safeguarding challenges.



Risk Outside the Home (ROTH) Subgroup

The ROTH Subgroup provides strategic oversight of exploitation and contextual safeguarding across North Somerset. The subgroup has a shared vision to ensure coordinated and effective responses to reducing risk outside the home with strong initial attendance and representation. Work is underway to engage adult social care, education partnerships, and schools to strengthen multi-agency input.

The subgroup was the strategic lead for the launch of the Multi-Agency Child Safety (MACS) Panel in October 2024, co-chaired by the local authority, police, and health. The MACS Panel focuses on contextual risk, victim and offender mapping, and location-based harm, feeding strategic insights into the ROTH subgroup. Both groups reflect a child-first approach, emphasising safety and pro-social identity for children involved in this work. Dashboards are in development to agree content and integration into the Partnership's data tracker.

The Adolescent Safety Framework (ASF) is a coordinated, multi-agency approach to identifying and responding to extra-familial harm - risks that occur to young people outside of their home environment (e.g. peer groups, public spaces, schools, online). It supports agencies to work together using a shared language, pathways, and tools to improve safety and outcomes for young people. The ASF is pending launch with ongoing challenges in recruitment to key posts. The subgroup has progressed several key actions:

- Supporting the work to establish an adolescent safety pathway at the Front Door
- Training on the new assessments
- Launching a daily multi-agency safety briefing
- Agreeing the refreshed Adolescent Safety Framework (ASF)

An Information Sharing Agreement has been approved to enable information sharing. Early Help and Child Exploitation strategies are under review to ensure alignment with the ASF. The subgroup is coordinating with the Community Safety Partnership (CSP) and Violence Reduction Partnership (VRP) to align resources and training. The VRP has a delivery plan up to 2026 and is developing packages for professionals and parents, with support from ROTH members.

The aim of the Prevent Duty is to stop people from becoming terrorists or supporting terrorism. Prevent also extends to supporting the rehabilitation and disengagement of those already involved in terrorism. In North Somerset, Prevent referrals have increased, particularly among young males aged 15–20.

Impact and Future Focus

The subgroup has transitioned into a strategic function with clear governance, strong multi-agency engagement, and a growing evidence base. The ASF and MACS structures are being embedded, and daily coordination mechanisms are being launched. Workforce transformation is underway to support contextual safeguarding.

Future priorities include finalising the operational MACS structure, launching the exploitation strategy and audit programme, improving data visibility, securing business support, and strengthening cross-subgroup collaboration to ensure a coherent

safeguarding response. A training package is being developed in response to rising Prevent referrals, with sessions planned for 2025, covering counterterrorism, online exploitation, misogyny, and incel-related risks.

Strategic MASH Subgroup

The Strategic MASH Subgroup provides oversight of the Multi-Agency Safeguarding Hub (MASH), focusing on improving multi-agency coordination, operational delivery, and quality assurance at the front door.

Statutory agency attendance remains mostly consistent, but police capacity has been a recognised issue. Voluntary and specialist services (e.g. domestic abuse and substance use service providers) are not yet consistently represented and this is being explored. One agency has highlighted current capacity and funding challenges, though they continue to contribute via single points of contact (SPOC) and audit participation. In-person presence has been affected by Town Hall remodelling and Wi-Fi limitations.

A co-chair model has been suggested with a police colleague joining the existing local authority chair to strengthen leadership and improve capacity. Performance and attendance reporting is now regular, with monthly multi-agency quality assurance updates expected. Report quality has improved, enabling more effective scrutiny and challenge. A mock inspection of the Front Door was undertaken in autumn 2024, with positive findings and areas for development integrated into a forthcoming Front Door Action Plan. Audit feedback mechanisms are being reviewed, including how findings are shared with health partners.

Key developments include:

- Agreed resource to establish a dedicated Risk Outside The Home (ROTH) team to lead on missing children and implementing a new approach to supporting adolescents through an Adolescent Safety Framework (ASF).
- A pilot for daily intelligence meetings was launched to support real-time decision-making with Children's Social Care and the police.

The transition from an interim managed service to a permanent referral and assessment team is nearly complete. A Principal Social Worker has been appointed to lead practice improvement, supervision quality, and system-wide standards.

A business case is being developed with commissioning colleagues to improve the safeguarding response to substance misuse, aiming for rapid intervention within 24 hours. This reflects a wider commitment to a "Think Family" approach.

Training needs have been identified through MASH reviews, including multi-agency delivery of safeguarding competencies and courageous conversations.

Impact and Future Focus

The subgroup has strengthened performance oversight, improved reporting quality, and initiated key structural changes to support the Front Door and ROTH functions. The appointment of a Principal Social Worker and development of digital tools mark significant steps forward.

Future priorities include implementing the Front Door Action Plan, launching the ROTH team, improving infrastructure for co-location, and ensuring consistent multi-agency attendance and quality assurance input. The aspiration is for regional collaboration across five local authorities to align referral processes.

Neglect Working Group

The Neglect Working Group has now concluded its workstream, having delivered a significant programme of strategic development, multi-agency learning, and practice improvement. Its legacy includes a strengthened local approach to identifying and responding to neglect, with a clear emphasis on trauma-informed practice, professional collaboration, and data-driven insight.

The impact has been:

Strategic Development: The North Somerset Neglect Strategy [here](#) was formally signed off, providing a shared framework for recognising and responding to neglect across the Partnership. A single point of contact has been identified in key agencies to support ongoing implementation and ensure the strategy remains embedded in practice.

Multi-Agency Engagement: The April 2024 Neglect Conference brought together 217 professionals from across health, police, education, and children's services. The event showcased strong operational collaboration and featured impactful contributions from practitioners and national experts. Feedback was overwhelmingly positive and calls for regular training were noted for future planning.

Practice Support and Culture Change: A new series of drop-in workshops—now titled *Managing Conversations*—was launched to support professionals in navigating complex neglect-related discussions. Themes emerging included:

- The importance of understanding context and sticking to observable facts
- Ensuring professional safety in family homes
- Writing with the child and family as the audience
- Using trauma-informed language and approaches
- Valuing the perspectives and emotional literacy of children and families

Training and Development Needs Identified:

- Building and sustaining professional relationships
- Motivational interviewing techniques
- Transparency and overcoming professional barriers, including cultural sensitivity
- Development of practical resources, such as a “What to expect from us” leaflet and prompt documents to support difficult conversations

Audit and Evaluation: The audit process was refined to better capture impact and outcomes, including the addition of child-focused pen portraits. Agencies have been encouraged to reflect on their own procedures and practice, with findings feeding into future planning. A key area of focus remains the differentiation of those neglect cases with

and without domestic abuse, to ensure learning from serious case reviews is fully understood and applied.

Legacy and Future Considerations

The Neglect Working Group has delivered a robust foundation for continued improvement in how neglect is understood and addressed in North Somerset. Its work has highlighted the importance of:

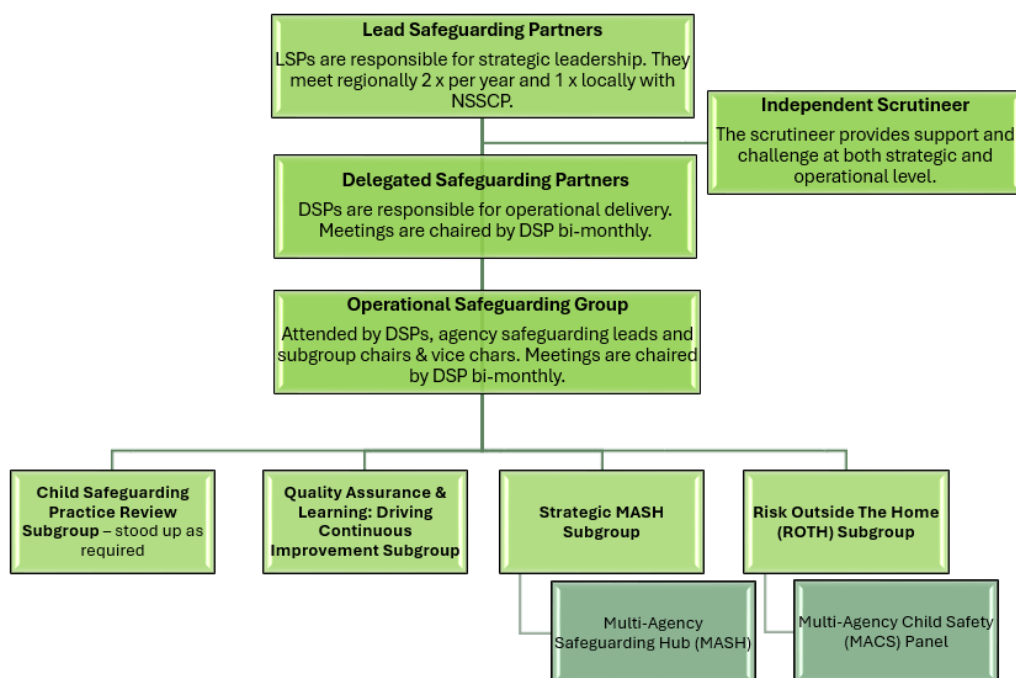
- Promoting trauma-informed, child-centred practice across all agencies
- Strengthening data systems to inform strategic planning and service delivery
- Ensuring the Neglect Strategy and associated toolkits remain live documents, supported by training and regular review

While the group completed its work, its outputs continue to shape the Partnership's approach to safeguarding children at risk of neglect.

3.2 Contribution of Each Safeguarding Partner

Governance Structures: the new arrangements depict a new partnership structure seeking to increase engagement of relevant safeguarding partners and opportunity for greater connection between strategic and operational leaders and frontline practice.

Chairing Arrangements: The Delegated Safeguarding Partner meeting is currently chaired by Michael Richardson, Deputy Chief Nurse from the ICB. The Operational Safeguarding Group is currently chaired by Claire Shiels, Director of Children's Services North Somerset Council.



Lead Safeguarding Partners (LSPs) are responsible for strategic leadership. They meet regionally twice per year and once locally with the Delegated Safeguarding Partners (DSPs). DSPs are responsible for operational delivery and meet bi-monthly. There has been a change to the policing DSP role, and we welcomed Liz Hughes to the Partnership in February 2025. Pip Hesketh also joins the DSP meetings as Assistant Director for Education Partnerships to ensure strong links with Education Partners.

The impact of this has been acknowledged by the DSPs and the Independent Scrutineer in their assessment that governance and lines of communication are becoming clearer. Coordination of improvements and key messages are more easily deployed with this effective multi-agency leadership in place.

Since March 2025, the Independent Scrutineer attends the DSP meeting as well as the Operational Safeguarding Group and some subgroups.

The Operational Safeguarding Group is attended by DSPs, agency safeguarding leads and subgroup chairs & vice chairs and other relevant safeguarding partners. Meetings are chaired by a DSP bi-monthly. Initial steps have been taken to further expand the membership of the Operational Safeguarding Group and continue to develop the 2-way flow of information, celebrations and raising concerns.

Subgroups

- ☐ Child Safeguarding Practice Review Subgroup – stood up as required
- ☐ Quality Assurance & Learning: Driving Continuous Improvement Subgroup
- ☐ Strategic MASH Subgroup – this oversees the Multi-Agency Safeguarding Hub (MASH)
- ☐ Risk Outside The Home (ROTH) Subgroup – this oversees the Multi-Agency Child Safety (MACS) Panel

Role of Independent Scrutineer

Kevin Gibbs as the scrutineer provides support and challenge at both strategic and operational level. Here he reflects on the journey to date:

My role as Independent Scrutineer began in February 2025 as part of the revised safeguarding arrangements in North Somerset in line with Working Together to Safeguard Children 2023. In the short time since February, the Partnership has held an effective Development Day to identify the priorities for the next year and identify actions to deliver clear outcomes for children and families.

There is a clear commitment from the members of the Partnership to take these actions forward. I would like to take particular note of the work already planned to strengthen the links between quality assurance and audit processes with the learning and development programme within the Partnership. This is an example of the drive within the Partnership to make processes efficient with a clear focus on demonstrable improvements backed by evidence.

Although at an early stage in the development of independent scrutiny, the response to the constructive challenge that this role brings to the Partnership has been positively received. Over the next year, it is intended that there will continue to be a focus on improving outcomes for children in North Somerset, increasing the participation of young people in the Partnership and building a strong evidence base to hold agencies to account.

Representation of the Education Sector Operational level:

Education representation within the North Somerset Safeguarding Children Partnership has steadily strengthened over the past year.

Operational Level: At the operational level, schools, colleges, safeguarding leads, and SEND officers are actively involved in exploitation and audit workstreams, contributing valuable insight and expertise.

Strategic Level: Strategic engagement has also deepened, with safeguarding leads from primary, secondary, and special schools, alongside heads of service for SEND, Inclusion, and the Virtual School, now representing the education sector within our operational safeguarding group. Every subgroup benefit from dedicated education representation, and the Assistant Director for Education has joined our Delegated Safeguarding Partners at the executive level, further embedding education into the core of our safeguarding arrangements.

3.3 Thematic Analysis and Scrutiny Work

To enable the Partnership to understand the quality of practice in the local area a number of activities are undertaken:

- Think Tanks are multi-agency forums to review NSSCP priorities, including practice, policies, procedures, with the view to streamline and continuously learn and improve services. Actions plans are developed from this work and fed directly into the Operational Safeguarding Group for governance.
- Multi-agency audits contribute towards the Performance Framework and provide assurance to the NSSCP of thematic issues such as the quality of multi-agency practice, response to existing and emerging themes of practice and emerging trends or gaps in service that require further consideration.

Key findings of multi-agency auditing group

The first 3 months focused upon:

- 7 years old or under and unborn children at risk of domestic abuse
- Repeat child protection plans
- Children supported by Child Protection Plans

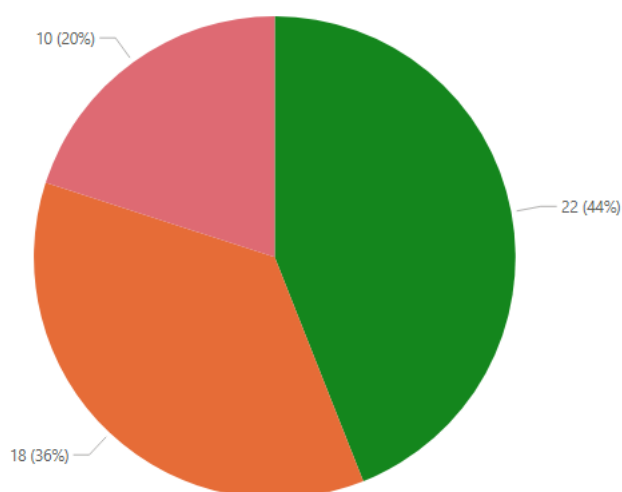
Stronger practice area	Practice needing to develop
<p>Children's reviews are well attended</p> <p>Good, recorded evidence of decision making</p> <p>Health reviewed their neglect training to ensure it reflects the developing multi agency practice</p> <p>Children's voice captured well across social care and education</p> <p>Timely referrals into the Front Door</p>	<p>Core Group minutes to be shared with all appropriate professionals</p> <p>Multiple missed medical appointments and conditions possibly linked to neglect to be shared as potential safeguarding concerns</p> <p>Care experienced parents require an improved holistic offer of support</p> <p>Language that cares to be used across systems and via emails, removing professional jargon and acronyms</p> <p>Where domestic abuse is experienced by children, Next-Link need to be considered for support. Multi Agency Risk Assessment Conference (MARAC) outcomes and actions to be shared effectively with any relevant agencies and increased social care representation is needed at MARAC meetings</p>

Collaborative Practice Reviews

Collaborative practice reviews within children's social care for 2024 use multi-agency professional data as can be seen below.

The child/young person is also supported by multi agency practitioners:

● Clear evidence throughout ● Some evidence of good practice ● Limited or No evidence



2024 2025 thematic findings comparison:

- We have strengthened our questioning regarding multi-agency professionals since 2024. This was done in collaboration with professionals and our SLIP partners.
- Our QA has been able to evidence improved collaborative working between professionals, particularly attendance at conference/reviews.
- The quality of the recorded minutes from conference continues to be an area of improvement.
- Our multi-agency auditing group evidence also supports findings around further training being required to best support professionals at conference. Feedback obtained asked for a greater understanding of challenging plans at conference.
- Another area to celebrate has been multi-agency professional support for our children supported by the Children with Disabilities Team. Support is appropriate, meeting the needs of children.

Good practice

- Professionals are actively involved in children's lives and have clear roles.
- Professionals communicating well with each other and children/young people.
- Good example of a handover from practitioners, including professionals, for a child moving to care leavers team.
- The impact of professional support is well documented, assisting in driving plans.

Developing practice

- Limited information documented following multi-agency involvement. Quality of recorded minutes to be improved.

Section 4: Action Planning

4.1 Key Decisions and Actions

Date	Key Decisions and Actions
April 2024	<ul style="list-style-type: none"> • Neglect strategy signed off • Joint Targeted Area Inspection core group established • Partnership event to welcome partners and review priorities • Resourcing paper presented to execs
May 2024	<ul style="list-style-type: none"> • Policies reviewed
June 2024	<ul style="list-style-type: none"> • Neglect workshops held • Neglect audits undertaken • First 'think tank' on serious youth violence
July 2024	<ul style="list-style-type: none"> • Website reviewed • ICON training rolled out across BNSSG • Adolescent safety framework (ASF) group established • Strategic MASH Subgroup launched

August 2024	<ul style="list-style-type: none"> • First DSP and LSP meeting • North Somerset adults' and children's partnership board meeting with CEO • Local learning review
September 2024	<ul style="list-style-type: none"> • Scrutiny framework proposed • Multi-agency trainer in post • Section 11 – Year 2 of 3-year cycle began with business managers across the 5 local authorities in policing footprint. Report found here. • Second 'think tank' on Front Door and domestic abuse
October 2024	<ul style="list-style-type: none"> • Chairing, scrutiny, membership & structure shared with wider members • Multi-Agency Child Safety (MACS) Panel established • Domestic abuse training offer launched with sector experts • Somerset Partnership welcomed NSSCP to JTAI feedback session
November 2024	<ul style="list-style-type: none"> • Proposal to LSPs detailing how to discharge their duties created by the 5 business managers in policing footprint • Sector Led Improvement Partners (SLIP) offered support to the business manager • ICB transformation programme launched • North Somerset welcomed partners to their 'practice week' • Business manager and principal social worker invited to join domestic abuse board and DHR oversight group • ASF training begun • DSPs explored their roles and responsibilities
December 2024	<ul style="list-style-type: none"> • Third 'think tank' on Neglect and domestic abuse • BNSSG discussion on ensuring Child Death Overview panel (CDOP) national and regional messages are shared • MASA published • Shared learning event from recent reviews • Partnership mapping meeting with policing change programme lead • Strategy meeting protocol re-written with multi-agency group • Neglect task & finish group stood down • Scrutineer post agreed
January 2025	<ul style="list-style-type: none"> • Performance framework signed off • Monthly Multi-Agency Audit Group (MAG) launched • Scrutineer interviews held • One workplan agreed to be held in Operational Safeguarding Group • Business manager joined adults' board policy and procedures subgroup • VANS presentation to Operational Safeguarding Group
February 2025	<ul style="list-style-type: none"> • Independent scrutineer joined the NSSCP • Development day for partners held to review strategic plan and identify new priorities • Ofsted focus visit for Children's Services • The Community Safety Partnership invited the business manager to hear the police and crime commissioners forward plan • Terms of Reference for the NSSCP formally adopted

	<ul style="list-style-type: none"> Schools and Wellbeing Bill discussed at DSP meeting The managers for NSSCP, Safeguarding adults Board and Community Safety Partnership attend one another's meetings
March 2025	<ul style="list-style-type: none"> Multi-Agency data set proposed Performance Framework shared with Operational Safeguarding Group Outcome of Development Day shared with Operational Safeguarding Group First quarterly report from the MAG group shared

4.2 Next Steps for Strengthening Practice

Although progress is being made across the Partnership – there are some areas that require greater attention to move forward with the desired pace to strengthen our practice. These include:

1. All agencies agreeing an overarching information sharing agreement that supports front-line practitioners to be confident in sharing information effectively to safeguard children.
2. Development a multi-agency data dashboard to enable leaders to have a strategic and operational oversight of the effectiveness of the safeguarding system and to identify and respond to areas of improvement.
3. Implementing a partnership-wide meaningful response to hearing and responding to the lived experiences of children and families.
4. Integrating learning from serious incidents and audits into practice.

Information Sharing

In the Section 11 audit 2024-25, several key insights were revealed in terms of challenges around information sharing:

- The primary barrier to information sharing is poor communication between separate IT systems.
- Identifying the right person to contact in each agency is a significant barrier.
- Different policies/processes between agencies are more frequently cited by police than non-police colleagues as a complexity that limits information sharing.
- Professional anxiety around the understanding of parental consent and lack of understanding of other roles was identified by partners.
- Lack of a shared professional language is cited as a relatively minor barrier, in North Somerset compared to the other local areas so can be viewed as a strength.

100% of responses from strategic leads in the 2023-24 survey indicated good or outstanding in terms of effective information sharing yet this year's responses would suggest that this doesn't translate at practitioner level. Only 53% of practitioner responses would suggest this is true. This mismatch between strategic and practitioner-level understanding will be addressed through clearer communication and a revised information sharing agreement.

Future plans for the Partnership are to continue to explore communication between IT systems and information sharing protocols. This development is also supported by government reforms linked to the Children’s Wellbeing and Schools Bill. Colleagues should also encourage the use of common safeguarding language and shared documentation to reduce miscommunication. The NSSCP will undertake a communication project about the importance of information sharing in light of Working Together to Safeguard Children 2023 and the government reforms.

Data dashboard

Within the Quality Assurance Subgroup, data scrutiny has highlighted:

- Rising contacts to Children’s Social Care, with police and health as the top referral sources.
- Assessment timeliness improving but still below national averages.
- Stable rates of children in need and child protection plans.
- Increased numbers of children in care, including unaccompanied asylum-seeking children.
- Improved dental checks following the commissioning of bespoke services.

The subgroup continues to refine its multi-agency dataset, with support from a local authority intelligence lead. The ambition is to grow this to include a multi-agency set of metrics that are automatically received quarterly and are fed into an NSSCP dashboard. A proposed set of measures were used as a model during the Partnership Development Day, and partnership members agreed them as a starting point from which to grow from. The DSPs reiterated the importance of sharing information as stated within Working Together 23 and the Wellbeing and Schools Bill.

Feedback from children and families

The North Somerset Participation Team has employed a wide range of approaches to gather and act on feedback from children, young people, and families, ensuring their voices shape service delivery and strategic planning.

Monthly themed Care Leavers Forums—held both virtually and in person—have provided regular opportunities for engagement, while Children in Care Councils have been supported through schools. Each year, feedback is gathered from children with a social worker in both primary and secondary schools, facilitated by the Virtual School Head and her team, whose support has been instrumental in enabling these sessions.

Annual events such as the Children in Care Fun Day and the Foster Carer Big Thank You have celebrated and recognised care-experienced children, young people, and families.

The Bright Spots survey continues to be a valuable tool for capturing children’s views. Training on ‘language that cares’ has been delivered, alongside the rollout of an app that enables children to share their thoughts, feelings, and wishes directly with practitioners. Children and young people have actively contributed to key strategic developments, including the mental health strategy, housing sufficiency, the local offer for care leavers,

and the pathway to adulthood. Their involvement has extended to recruitment processes, with care-experienced young people participating in interview panels for newly qualified social workers and other children's services staff. Co-production has been a central theme, with projects such as the Children's Home Project, Walk a Day in My Shoes, and focus groups exploring how language is used to describe children. These initiatives have helped embed a culture of listening and valuing lived experience.

Children's voices have been clear and powerful:

"I have to say in the last 3 years well before that there was no change, there was no feedback being given and nothing was being done about it. Now we have the Corporate Parenting Panel and [participation staff], things started to change and you're listening to us and you're making other people listen to us."

"We have a voice."

"We feel listened to."

"Feels like we're being more appreciated now than we used to."

In the 2023-24 Section 11 self-assessment, 67% of organisations rated themselves as outstanding for being assured that practitioners were effectively engaging with children, 20% as good and 13% rated red – or requires improvement. This year, the data captured directly from practitioners indicates that those who do direct work with children are trying in multiple ways to hear the child's voice, providing assurance for the Partnership and individual organisations that this is an improving picture.

In the Section 11 audit for 2024-2025, the responses reflect a strong commitment to embedding the child's voice in practice, with particularly high engagement in areas such as observing child-parent interactions, encouraging non-verbal communication, and recording children's views in their own words. These findings suggest that safeguarding principles are well-integrated across most roles. However, lower response rates in expressions of professional curiosity indicate opportunities for further development.



Learning from Serious Incidents

Learning from National Reviews

National child safeguarding practice reviews from April 2024 to March 2025 have reinforced several critical themes that continue to shape local safeguarding priorities in North Somerset. Notably, learning around post-separation domestic abuse has influenced the commissioning of specialist training through Next Link and informed internal social care training, ensuring professionals are equipped to recognise and respond to ongoing risks even after parental separation.

Neglect remains a high-priority concern across the Partnership, the standing down of the dedicated working group this year was a result of the achievement of the previously identified priorities. However, the NSSCP remains alert to neglect and cumulative harm and is addressing through workforce development. National reviews have highlighted the complexity of cumulative harm and the need for sustained, multi-agency engagement—learning that continues to inform local strategy and practice.

The voice of the child has emerged as a key area for development, with national findings emphasising the importance of listening to and acting on children’s disclosures. This will be a future priority for the Partnership, with plans to strengthen how children’s views are captured, valued, and used to shape services.

Local Learning

Review	Date	Theme
Non-statutory Local Safeguarding Review	August 2024	Non-accidental injury in a non-mobile baby

A serious incident involving an infant who sustained significant harm triggered a rapid review, in August 2024. This review identified system learning and will be used to inform future safeguarding responses. The rapid review was linked to other previous similar circumstances, with a focus on identifying and addressing gaps in safety planning for vulnerable infants. A partnership learning event was held for practitioners and safeguarding leads to share lessons learned and important actions to take across agencies.

Themes that emerged were non-accidental injury to babies, multi-agency decision making, parents who are care experienced or have ongoing needs and their consent, information sharing between agencies and professional challenge and curiosity and lastly working with fathers/male care givers. The learning event highlighted these themes and drew attendees attention to the following useful resources on the NSSCP website: ICON [here](#), Myth of Invisible Men [here](#), Issue Resolution policy [here](#), Non-mobile baby policy [here](#) and a clutter diagram [here](#).

Actions for the Partnership include: the development of a pre and post birth offer/parenting support for parents who are care experienced and supporting practice guidance; the

development of a strategy meeting protocol and subsequent training to ensure they are consistently robust and actively encourage challenge; reviewing and refresh the non-mobile baby protocol and issue resolution policy to ensure they reflect the learning from this review and to review information sharing protocols and systems to assure the Partnership that they do not act as a barrier to information sharing or hamper effective and timely support.

Section 5: Financial Breakdown & Value for Money

Contributor	Value of Contribution
North Somerset Council	£50,981 (52%)
Avon and Somerset Police	£15,696.20 (16%)
Bristol, North Somerset and South Gloucestershire Integrated Care Board	£19,050 (20%)
Avon & Wiltshire Mental Health Partnership	£7666 (8%)
United Hospitals Bristol & Weston	£3842 (4%)
Total	£97,235.20

There was an uplift from the local authority and the police since the 23/24 budget which was positively received by the Partnership. The NSSCP undertook to work to understand the costs of running an effective safeguarding partnership that delivers on the Working Together 2023 expectations and to then agree the budget. The aim of the Partnership is to have equal contributions from the 3 statutory partners as all agencies are experiencing budget pressures, and we will no longer have the contributions from Avon & Wiltshire Mental Health Partnership (AWP) and University Hospitals Bristol & Weston (UHBW) to be in line with other partnerships that they serve.

The future proposal for 2025-2026 is for no change to the budget required to run an effective NSSCP pending further information about multi-agency training income. The police have agreed to fund 25% of the total required which is a further increase from 24/25. Proposal for any reserves to be used for:

- co-production, participation and engagement with children and families
- workforce development

Section 6: Additional Information

6.1 Updates to Published Arrangements

The Multi-Agency Safeguarding Arrangements were published in December 2024 and will be reviewed in December 2025. [Agreed NSSCP MASA arrangements December 2024](#)

6.2 Implementation of National Reforms

During the reporting period, safeguarding partners began to consider the implications of national reforms, including the Children's Wellbeing and Schools Bill 2024. This Bill sets out measures to strengthen pupil wellbeing, improve safeguarding in education settings, and raise standards across schools. While full implementation was not yet underway, partners used this time to reflect on the potential impact of the Bill and explore how its provisions might align with local safeguarding priorities.

Initial discussions focused on the evolving role of Designated Safeguarding Partners (DSPs) and the Bill's emphasis on integrated support for children and families. Each partner shared internal perspectives on readiness and identified areas for future alignment, particularly around wellbeing duties, safeguarding responsibilities in schools, and the anticipated changes to statutory guidance.

Although substantive actions and decisions have largely taken place beyond the timeframe covered by this report, the groundwork laid during this period has informed subsequent planning. The partnership remains committed to responding proactively to the Bill's measures, ensuring that children's wellbeing and safety remain central to local practice.

6.3 Strategic Priorities 2024–2025

During the 2024–2025 cycle, the Partnership made significant progress across its strategic priorities. The Multi-Agency Safeguarding Arrangements (MASA) were reviewed, written, and published, with improved tracking of attendance and strengthened commitment from partners, resulting in quorate meetings on almost all occasions. A range of learning and development opportunities were delivered, aligned with NSSCP priorities and emerging local and national themes, and offered in varied formats to support accessibility and engagement.

Work to prevent neglect was advanced through the development of targeted training, the launch of the Neglect Toolkit, and the publication of the Neglect Strategy. These were supported by audit activity and workshops that enabled reflective practice and multi-agency learning. A strategic group for Risk Outside the Home was established, and training on the Adolescent Safety Framework was delivered out to equip professionals with the skills to identify and respond to exploitation. This work laid the foundation for improved

coordination and assurance that services are intervening effectively to protect children from harm.

The appointment of an Independent Scrutineer has further strengthened oversight and assurance of the effectiveness of multi-agency safeguarding arrangements in North Somerset.

Despite this progress, challenges remain. Two current areas have now been elevated to strategic priorities for the coming year: child and family voice and participation, and information sharing. These reflect the need to improve both the consistency of agreements and the depth of understanding among staff, ensuring that safeguarding practice is informed by lived experience and supported by effective communication across the system.

6.4 Multi-Agency Collaboration

The Partnership has continued to strengthen multi-agency collaboration through a range of joint initiatives, shared protocols, and coordinated planning. A notable example has been the joint work between the Children's Safeguarding Partnership, the Adults Safeguarding Board, and the Community Safety Partnership in collaboration with the domestic abuse service. Together, they have developed a tiered training programme, now delivered through a three-way funded model. This begins with a foundational awareness course and extends to bespoke modules addressing specific aspects of domestic abuse, ensuring a consistent and informed response across agencies.

Further examples of joint working include the co-development and publication of the Neglect Strategy and the Section 47 Strategy Meeting Protocol, both of which reflect shared ownership and alignment of safeguarding practice. A multi-agency core group was also established to prepare for Joint Targeted Area Inspections (JTAs), promoting readiness and shared accountability.

In the area of quality assurance, well-attended audit groups and think tanks have provided valuable opportunities for reflective learning and practice improvement. These forums have fostered open dialogue and cross-agency challenge, contributing to a more robust safeguarding system.

To support ongoing collaboration, the managers of the three partnerships now meet regularly to share updates. This has helped to embed a culture of collaborative working and ensure that safeguarding remains a shared responsibility across the system.

6.5 Workforce Development

As detailed in the Learning and Development Subgroup summary above, a multi-agency safeguarding training suite is now offered and our trainer has brought stability to this area of the Partnership. Our aim is to build safeguarding knowledge and skills across the multi-agency workforce. Where possible, colleagues from other agencies have supported with

designing content, quality assuring courses and delivering training to enhance the learning and development opportunities. Work has begun to link the multi-agency work with learning and development leads within children's services to ensure the latest and most accurate messages are shared with the wider multi-agency audience.

Course Title	Number of Courses	Number of Delegates
Adolescent Safety Framework	4	91
Cumulative Impact of Neglect on Children	2	21
Child Protection Conference Training	1	10
Inter-Agency CP Basic Level 1	5	95
Inter-Agency CP Intermediate Level 2	3	67
Inter-Agency CP Advanced Level 3	5	95
Inter-Agency CP Advanced Level 3 - UPDATE	5	132
Managing Allegations - LADO	3	27
Understanding Domestic Abuse - Next Link	4	50

There was a total of 32 courses with 588 participants which is an average of 18 per course. The Level 1 refresher has been recorded for partners to access on a restricted YouTube account.

Key takeaways:

"Knowledge, confidence and application of skills"

"Confidence in making Safeguarding decision. Awareness of how other agencies rate their concerns"

"I will definitely cascade this information to colleague at our next team meeting".

"How to identify significant harm"

"The importance of identifying risk as well as protective factors"

"Familiarise myself with the strengths and needs toolkit. Thinking about the language used in recordings ensuring its relevant and child centred."

"Improved understanding of how to navigate complex multi-agency cases and ensure a coordinated response."

General feedback:

"Trainer was amazing at engaging us all and making us feel part of it."

"Particularly helpful because we worked with colleagues from other professions".

"Really strong delivery, a very inclusive environment with all feeling confident to participate."

There are plans from spring 2025 to introduce Prevent Awareness, Specialist DA modules (Older People, Children, Coercive and Controlling and Stalking and Harassment), Young People and Substance Misuse, as well as combining neglect with the specific toolkit training. There is the potential to add Safeguarding for Managers, more on the Adolescent Safety Framework and Risk Outside The Home along with Language that Cares in 2026.

6.6 Transitional Safeguarding

This section outlines planned developments in transitional safeguarding, informed by national recommendations and emerging local priorities. The NSSCP plans to strengthen its approach to transitional safeguarding, informed by the findings and recommendations of the National Panel. A whole-partnership view will be taken, bringing together the Adolescent Safety Framework (ASF), pathways to adulthood, and improved governance across the system.

- ASF as a participatory model: The implementation of the ASF is underway and will continue to be rooted in genuine participation reflecting the evidence base of Child First, trauma-informed and relational models of working. It will ensure that children are active partners in shaping their safety plans, with their voices central to decision-making and practice.
- Relational and trauma-aware practice: Building on the Child First model, the Building Connections framework, and national best practice, the Partnership will support stability and continuity as young people move through safeguarding structures. Training is being rolled out for multi-agency colleagues and all areas of children's services to embed trauma-aware and relational approaches consistently across the system.

Plans for the future are:

- Pathways to adulthood: The Partnership will strengthen processes to secure continuity and join-up across children's and adults' services. Operational and strategic groups will be reinforced to provide clearer oversight, and a dedicated Pathways to Adulthood Strategy will be developed, co-produced with children, young people, and adult service users. This strategy will include a stronger focus on transitional safeguarding.
- Evaluation: The Partnership will engage with evaluation partners to understand how these pathways are experienced by children, young people and adults, how effectively support is sustained, and how far we succeed in building trust and preventing churn.

6.7 Thresholds

In North Somerset, we have a threshold document called a continuum of need [Effective Support for Children, Young People and Families](#). The Section 11 report 2024-25 identified a good understanding of this and other key referral documents although we have highlighted there are some areas for improvement which will be addressed through workforce development.

6.8 Specific Cohorts

There has been a focus on children with disabilities which was identified through the recent Ofsted focus visit; the findings of which were shared by the local authority at the DSP meeting. This has resulted in an action plan and updates will be taken to partnership meetings. Following a spate of incidents, risk outside the home and exploitation became an increasing concern across the Partnership. The implementation of the ROTH Subgroup, MACS Panel and ASF were the response to this. Work with YJS and police colleagues in particular has been strong in this area. Non-mobile babies have been at the core of most rapid and local reviews with commonalities through all the findings. A learning event was held but partners are conscious that there is more to be done, and it remains a high priority.

6.9 Early Help

As outlined earlier in this report, the Strategic MASH is one of the key drivers for delivering early help within the Partnership. Developments over the last year have led to an agreed resource for establishing a dedicated Risk Outside The Home (ROTH) team to support adolescents through the Adolescent Safety Framework (ASF) and a pilot for daily intelligence meetings was launched.

Future plans include implementing the Front Door delivery plan and the ROTH team, improving infrastructure for co-location, and ensuring consistent multi-agency attendance and quality assurance input as we move towards family hubs. Regional collaboration across the five local authorities of the police footprint to align referral processes and systems is the hope.

6.10 Mental Health

Children and Young People's Mental Health

This section provides a summary of current insight from Public Health regarding children and young people's mental health in North Somerset. While the NSSCP is not currently closely connected to this work, it recognises its importance and will explore its role further in future years.

National data continues to show a rising prevalence of mental health disorders among children and young people (CYP), with 18% of 7–16-year-olds and 26% of 17–19-year-olds affected. Locally, North Somerset reflects this trend, with elevated need among care-experienced CYP, those with neurodiversity or long-term conditions, CYP identifying as LGBTQ+, and those facing additional vulnerabilities such as poverty, bereavement, discrimination, parental ill-health, and youth justice involvement.

Local data highlights several areas of concern:

- Self-harm hospital admissions among 10–24-year-olds have increased and are significantly above national and regional averages, particularly among females, 15–19-year-olds, and those living in areas of deprivation.
- Mental health-related admissions for CYP under 18 are also notably higher than national and regional rates, suggesting wider unmet need.
- SEND and school absence are rising, in line with national trends, with implications for mental health and wellbeing.

A range of services are commissioned by BNSSG ICB to support CYP, including:

- Mental Health Support Teams (MHSTs) in most primary schools and all state-funded secondary schools.
- School nursing, Off the Record, Kooth, and VCSE organisations such as Wellspring Counselling, Wanted not Wasted, the Jack Hazeldine Foundation and In Charley's Memory.
- CAMHS, delivered by Avon and Wiltshire Mental Health Partnership NHS Trust, for more intensive support.

Recent partnership funding has enhanced community-based support through seven programmes offering nature therapy, creative arts, physical activity, mentoring, and counselling. A pilot intervention focused on self-harm is also being commissioned in one school.

Critical incidents are led by the Educational Psychology service, with plans to develop a shared multi-agency framework over the coming year.

Challenges remain around unmet need and inequalities in access and outcomes, with certain groups disproportionately affected. This overview highlights service gaps in North Somerset including the absence of dedicated perinatal and infant mental health provision and a primary mental health specialist service. A stronger focus on prevention and early intervention is needed, particularly during the first 1,001 days of a child's life — a key developmental area and an emerging priority for the NSSCP in the coming year. Additional challenges include long wait times for autism and ADHD assessments, limited tailored support for CYP who self-harm or who are part of more marginalised groups, and a lack of awareness among families and professionals about available services. In the coming year, funding is being mobilised to support service development and improve access through engagement with CYP and families. The NSSCP will continue to explore its role in this area in future years, building on the insight provided by Public Health.

6.11 Engaging Parents/Caregivers

This has been identified as a priority for the Partnership and future plans are to commission a bespoke piece of work to ensure we have a coordinated and effective response within the next 12 months.

Section 7: Future Planning

7.1 Strategic Priorities for 2025–2026

The Partnership will continue to build on existing strategic themes of leadership and exploitation, with a renewed focus on strengthening core systems and enhancing multi-agency collaboration. Specific aims include:

- Developing a more robust quality assurance process to better evaluate impact and outcomes.
- Enhancing the core training offer to ensure consistency and accessibility across agencies.
- Establishing a multi-agency data dashboard to support triangulated impact measurement and inform strategic decision-making.

Integrating the Adolescent Safety Framework into practice to improve responses to contextual safeguarding risks. In addition to these ongoing priorities, the Partnership will address several new strategic areas, including:

- The first 1001 days of a child's life, recognising the critical importance of early development.
- Domestic abuse, with a focus on improving identification and support across the system.
- Children not in school, ensuring safeguarding responses are clear for those missing education.
- Transitional safeguarding, supporting young people as they move into adulthood.
- Responding to national reforms, including the Children's Wellbeing and Schools Bill 2024.
- Looking ahead, the Partnership will also begin to address emerging issues such as online safety and children's mental health, ensuring that evolving risks are met with proactive, informed responses.

Conclusion

This report reflects the NSSCP's commitment to continuous improvement, collaborative safeguarding, and a shared ambition to improve outcomes for children and families in North Somerset. Over the past year, the partnership has made significant progress in aligning with statutory guidance, strengthening governance, and embedding learning into practice.

The report highlights a growing focus on areas such as transitional safeguarding, children's mental health, and the first 1,001 days of a child's life—each of which will shape the partnership's strategic direction in the year ahead. The voices of children, young people, and families have been increasingly central to our work, and we remain committed to ensuring their lived experiences continue to inform and influence safeguarding practice. Despite ongoing challenges around capacity and complexity, the dedication and resilience of partners have ensured that momentum has been maintained. Engagement from Lead and Delegated Safeguarding Partners, alongside the active involvement of safeguarding leads through the Operational Safeguarding Group, has been instrumental in driving forward our shared priorities.

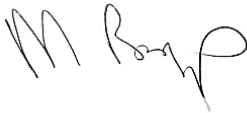


A mechanism for collaboration and shared understanding with other strategic boards is now well established. The Business Manager continues to build strong relationships across the safeguarding landscape, enabling the effective exchange of information and alignment of priorities. The Independent Scrutineer role, alongside the leadership of Delegated Safeguarding Partners, is strengthening accountability and assurance across all areas of partnership working.

As we move into 2025–26, our focus will remain on integrating learning, improving data and performance frameworks, and ensuring that our safeguarding system is responsive, inclusive, and child-centred. Together, we will continue to build a partnership that protects, empowers, and champions every child in North Somerset.



Signatures

Lead Safeguarding Partners:

Mandy Bishop	Sarah Crew	Shane Devlin
Chief Executive Officer	Chief Constable	Chief Executive Officer
North Somerset Council	Avon & Somerset Constabulary	BNSSG ICB
		

Delegated Safeguarding Partners:

Claire Shiels	Liz Hughes	Michael Richardson
Director of Children's Services	Chief Superintendent	Deputy Chief Nurse
North Somerset Council	Avon & Somerset Constabulary	BNSSG ICB
