



Croydon Safeguarding Children Partnership

**Local safeguarding partnership
arrangements in response to
Working Together 2018**

(Effective from 1st September 2019)

Foreword

In this document we have set out how the safeguarding partners in Croydon will work together with other organisations, including schools, to safeguard children and young people. These new safeguarding partnership arrangements have been developed in response to the Children and Social Work Act 2017 and Working Together 2018 and will replace the Croydon Safeguarding Children Board from September 2019.

We are ambitious for the children and young people of Croydon and we want them to grow up safe, happy and healthy and to be nurtured and protected by their family and the community around them. Working together we are committed to supporting families and the local community to provide our children with the very best support and opportunities.

Strong partnership working is essential to making sure that children and young people get the help and protection they need. The Croydon Safeguarding Children Partnership is committed to securing the very best outcomes and we will support and challenge one another to ensure all our children thrive.

Robert Henderson

(Executive Director for Children, Families and Education, Croydon Council)

Elaine Clancy

(Chief Nurse, NHS Croydon CCG & Croydon Health Services NHS Trust)

Neil Matthews

(Detective Superintendent – Safeguarding, Metropolitan Police Service, South Area Borough Command Unit)

1. Background

In developing these arrangements consideration has been given to the extensive work undertaken to improve the effectiveness of partnership arrangements for safeguarding in Croydon since the Ofsted inspection of 2017. There is strong commitment from partners to:

- build on the positive work already undertaken to improve the effectiveness of partnership arrangements for safeguarding following the Ofsted inspection in 2017;
- use the new arrangements as an opportunity to further improve the partnership focus on safeguarding priorities and the effectiveness of multi-agency working;
- identify the opportunity to improve effectiveness through joint working with other partnerships e.g. Safeguarding Adults Board and Safer Croydon Partnership;
- reducing unnecessary bureaucracy and simplifying the structure;
- engage with all relevant agencies in Croydon, including schools and the voluntary sector, to build strong and effective multi-agency safeguarding arrangements to ensure the safety and wellbeing of children, young people and families.

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

- children are safeguarded and their welfare promoted;
- partner organisations and agencies collaborate, share and co-own the vision;
- organisations and agencies challenge appropriately and hold one another to account;
- there is early identification and analysis of new safeguarding issues;
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice, and information is shared effectively to facilitate more accurate and timely decision-making for children and families

2. Arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area

The Executive Group of the CSCB has worked together over the past 12 months to determine how the three safeguarding partners (Croydon Council, NHS Croydon CCG and the Metropolitan Police Service – South Area Basic Command Unit) will meet the requirements of Working Together 2018. These arrangements outline how they will co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.

The proposal for the structure and format of the new partnership has been put before the CSCB for comment at regular meetings of the Board over the last twelve months. The arrangements have been approved formally at a Cabinet meeting of Croydon Council on 7th May 2019, and by the CCG board and by the MPS South Area BCU.

Under the new Croydon Safeguarding Children Partnership the Executive Group holds collective responsibility for the new safeguarding arrangements and form the ‘engine room’ of the partnership where the statutory partners set the safeguarding agenda. The Executive Group has an Independent Chair and meets monthly to focus on key strategic multi-agency decisions and actions impacting on safeguarding across the partnership. The core membership is the three strategic partners but other relevant agencies will be drawn in as part of the planned cycle of meetings throughout the year.

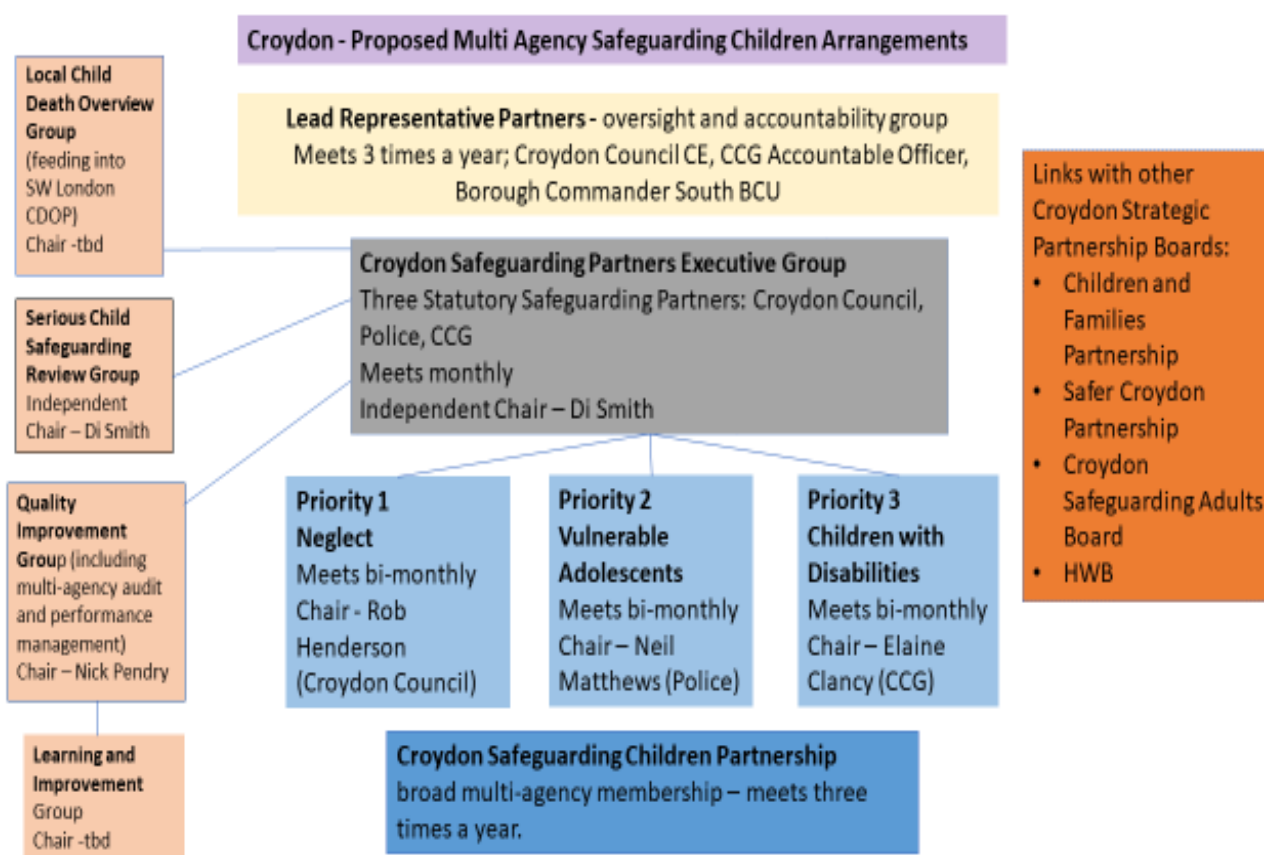
The Executive Group will meet with the Safeguarding Adults Board Executive twice a year to ensure coherence on joint issues and priorities. Engagement with other strategic partnerships e.g. Safer Croydon Partnership and the Health and Wellbeing Board will be central to the development of a coherent approach to promoting the safety and wellbeing of Croydon’s children and young people.

The current CSCB arrangements will cease under the new arrangements and the Board will be replaced by the **Croydon Safeguarding Children Partnership** from September 2019. The CSCP will meet three times a year and include broad representation from relevant agencies and stakeholders across the partnership, including the current CSCB membership.

The meetings will not be business meetings but events designed to support multi-agency learning, sharing of best practice and also opportunities for scrutiny and challenge.

The Executive Group will provide regular progress reports on the three partnership priorities at these meetings and there will be an opportunity for the broader partnership to challenge the three strategic partners, shape the future partnership agenda and inform future priorities.

The structure of Croydon Safeguarding Children’s Partnership is outlined below:



The three **Priority Groups** focus on the priority themes for development and will operate for twelve months and then be reviewed. These priority groups were established in April 2019 and built on the priorities of the CSCB but with added focus and leadership. Each priority group is chaired by a member of the Executive Group and is responsible for the development and implementation of a delivery plan and for the promotion of effective multi-agency practice.

The priority areas are:

- Neglect
- Vulnerable Adolescents
- Children with Disabilities.

The **Neglect Priority Group** will work to ensure that children at risk of neglect are seen, heard and helped. The group will be responsible for the implementation of the new multi-agency Neglect Strategy and ensuring robust and coordinated multi-agency intervention and support together with the roll out of the NSPCC Graded Care Profile 2 across the partnership.

The focus of the **Vulnerable Adolescents Priority Group** will be the development of a coherent multi-agency response to the findings of the CSCB's Vulnerable Adolescents Review into the lives of 60 vulnerable young people in Croydon, including five who have died. This priority group will also take on the responsibilities previously undertaken by the CYP at Risk of Missing and Exploitation sub group. The group will ensure active engagement with the Safer Croydon Partnership to take account of developments relating to Croydon's Violent Crime Reduction Network.

The **Children with Disabilities Priority Group** will work to ensure that children with disability are seen and heard and that they are effectively protected from harm by robust and coordinated multi-agency intervention and support.

The **Quality Improvement Group (QIG)** will focus on improving multi-agency practice and performance and will report up to the Executive Group on what is working well and what is not so that there is clear line of sight on the quality and effectiveness of practice. The **QIG** will oversee a multi-agency key performance data set, single and multi-agency audits and ensure the Voice of Children and Young People is part of the quality assurance process.

The **Serious Child Safeguarding Practice Review Group** will manage the arrangements for commissioning and publishing national and local child safeguard practice reviews.

The **Learning and Improvement Group** will lead on multi agency training and development across Croydon Safeguarding Children Partnership. During the next twelve months consideration will be given to the benefits of amalgamation with the Safeguarding Adults Board arrangements for learning and development.

3. Arrangements for commissioning and publishing local child safeguarding practice reviews including how the learning from child safeguarding practice reviews will be embedded across local organisations and agencies

The process for serious incident notification in Croydon has been updated in line with the new guidance. A flow chart outlining the process for serious incident notifications is shown alongside the arrangements for the Child Death Overview Panel at Appendix One.

Since 29th June 2018 local authorities in England have been required to notify the National Child Safeguarding Practice Review Panel within five working days of becoming aware of a serious incident.

A serious incident is defined as follows:

Where a local authority knows or suspects a child has been abused or neglected, the local authority must notify the National Child Safeguarding Practice Review Panel if;

- a) the child dies or is seriously harmed in the local authority's area, or*
- b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England*

CSCP has agreed that partners should determine whether the criteria for a Serious Incident is met at the Strategy Meeting for that case. If professionals agree that the criteria are met they must notify the Local Authority Head of Safeguarding and Quality Assurance on the same day.

The Head of Safeguarding and Quality Assurance (or Business Manager CSCP) will call a Rapid Review meeting within 15 days of becoming aware of the incident. Recommendations from the Rapid Review will be sent to the 3 Safeguarding Partners (Executive Group) for sign off before being sent to the National Child Safeguarding Practice Review Panel (National Panel) and CSCP's Serious Child Safeguarding Practice Review Panel. All recommendations will be shared with the National Panel, Department for Education and Ofsted.

The Rapid Review Group will enable partners to receive and consider whether notifiable incidents meet the criteria for local or national child safeguarding practice review. The aim of this rapid review is to enable safeguarding partners to:

- gather the facts about the case, as far as they can be readily established at the time;

- discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately;
- consider the potential for identifying improvements to safeguard and promote the welfare of children;
- decide what steps Croydon's Safeguarding Children Partnership should take next, including whether or not to undertake a child safeguarding practice review.

Cases that require a practice review will be referred to the CSCP's Serious Child Safeguarding Practice Review Panel which will have responsibility for commissioning an Independent Reviewer. This local panel will be responsible for maintaining oversight of the practice review and reporting progress to the CSCP Executive Group.

Other cases that are not notifiable incidents but present opportunities for learning will be referred directly to the CSCP's Serious Child Safeguarding Practice Review Panel for them to consider whether a single agency review or local learning review would be appropriate.

A copy of all published reports will be sent to the National Panel and the What Works Centre for Children's Social Care within seven days of being published. Promoting a culture of continuous multi-agency learning and improvement will be central to the work of the CSCP. The development of training, guidance, resources and tools will be undertaken and the Learning and Improvement Group will oversee the commissioning and delivery of multi-agency training with a focus on embedding the learning arising from all reviews.

4. Child Death Overview Panel Arrangements

The Child Death Overview Panel will remain until September 2019 when it becomes part of the broader regional arrangement under South West London Child Death Overview Panel (CDOP).

The South West London Child Death Overview Panel will cover Croydon, Sutton, Merton, Wandsworth, Richmond and Kingston and will be chaired initially by the Director of Public Health for Croydon.

5. How the effectiveness of the arrangements will be scrutinised by an independent person, including how the arrangements will be reviewed and how any recommendations will be taken forward

There is a statutory requirement to outline how the effectiveness of the multi-agency safeguarding arrangements will be scrutinised by an independent person. In Croydon there is a desire to ensure continuity and safe transition from the current CSCB to the new arrangements and for that reason the proposal is to maintain the role of Independent Chair. To ensure alignment with the statutory guidance the role will be developed into that of Independent Chair/Scrutineer and will involve:

- Chairing the Executive Group and Serious Child Safeguarding Review Group
- Reporting regularly to the Croydon Children's Improvement Board
- Attending the Local Strategic Partnership and liaising with other Strategic Partnership Chairs to ensure opportunities for joint working are pursued to promote the safety and wellbeing of children and young people in Croydon.
- Providing support challenge and scrutiny to the multi-agency safeguarding arrangements with a focus on outcome and impact
- Engaging with stakeholders (including children and young people and families)
- Support partners in the development of their Annual Report and provide evaluative comment and challenge
- Attend and support the oversight and accountability meetings with the Chief Executive of the Council, the Accountable Officer from the CCG and the Borough Commander.
- Attend and support annual meetings with Croydon Council's Children and Young People's Scrutiny Panel.
- The arrangements for scrutiny will be reviewed after 12 months and the findings and recommendations incorporated into a revised version of the safeguarding arrangements.

6. Who the three local safeguarding partners are

Croydon's Safeguarding Children Partnership is led by the three Safeguarding Partners as defined by Working Together 2018. These are:

- Croydon Council
- NHS Croydon Clinical Commissioning Group
- Metropolitan Police Service – South Area Basic Command Unit

The lead representatives may delegate their functions but remain accountable. The lead representatives are:

- Chief Executive of Croydon Council;
- The Accountable Officer for NHS Croydon CCG
- Borough Commander for MPS South BCU

Together they form **Lead Representative Safeguarding Partners Oversight and Accountability Group** and will meet three times a year to ensure the safeguarding partnership arrangements are robust and effective.

The lead representatives have delegated their functions for any actions or decisions taken on behalf of their agency to a nominated senior officer who will have responsibility and authority for ensuring full participation in the multi-agency safeguarding children arrangements. These nominated senior officers will form the Croydon Safeguarding Partners Executive Group.

The membership of the **Croydon Safeguarding Partners Executive Group** includes the following:

- Executive Director for Children, Families and Education, Croydon Council
- Chief Nurse, NHS Croydon CCG & CHS
- Detective Superintendent – Safeguarding, MPS South BCU

7. The geographical boundaries covered by the safeguarding arrangements

These arrangements apply to the London Borough of Croydon which is situated in the south of London. It is bordered by Surrey and Kent to the south, Sutton, Merton and Wandsworth to the north and Bromley to the east.

8. Which relevant agencies the safeguarding partners will work with, why they have been chosen and how they will work together

The three safeguarding partners have identified the relevant agencies and organisations they will work with to improve outcomes for children, young people and families. Listed below is the full list of partner organisations that form Croydon Safeguarding Children's Partnership:

- Croydon Council
- NHS Croydon CCG
- Metropolitan Police Service – South BCU
- Croydon Health Service NHS Trust
- South London and Maudsley NHS Foundation Trust (SLAM)
- Education/Schools
- Public Health
- Lead Member
- CAFCASS
- National Probation Service
- Community Rehabilitation Company
- Voluntary Sector

The Croydon Safeguarding Children Partnership will meet three times a year and include broad representation from relevant agencies and stakeholders across the partnership, including the current CSCB membership.

Representatives attending CSCP will be expected to be of sufficient seniority to:

- speak with authority on behalf of the organisation they represent;
- take decisions on behalf of their organisation or agency and make commitments on policy, resourcing and practice matters;
- hold their own organisation or agency to account for how effectively they participate and implement the local safeguarding arrangements

A full list of members of the Croydon Safeguarding Partnership is included at Appendix Two.

9. How the arrangements will include the voice of children and families

There is a strong commitment from partners to ensuring that the voice of children and families plays a central role in these arrangements. Regular engagement through Croydon Youth Congress, the Children in Care Council, the Youth Engagement Team and participation in the Take Over Challenge will provide structured opportunities for involving young people in decision making, planning, commissioning, design and delivery of services.

CSCP is committed to a child centred approach to safeguarding, and is clear that practitioners should keep the child in focus when making decisions about their lives and work in partnership with them and their families. Anyone working with children should see and speak to the child; listen to what they say; take their views seriously; and work with them and their families collaboratively when deciding how to support their needs. Special provision should be put in place to support dialogue with children who have communication difficulties, unaccompanied children, refugees and those children who are victims of modern slavery and/or trafficking.

It is essential therefore that children and young people are enabled by professionals to **participate** in matters that affect them, particularly any plans or arrangements that will affect them and/or their family and are **consulted** with regard to processes designed to improve services both to them individually and more generally.

Each partner and relevant agency will be required to provide evidence annually to the Quality Improvement Group outlining how they ensure they appropriately listen and respond to the voice of children and young people and engage with families.

Including the voice of children, young people and families will be central to the work of each of the priority groups:

- Neglect
- Vulnerable Adolescents
- Children with Disabilities

Families are at the heart of the work of the CSCP and engagement with parents, carers and families is essential. Wherever possible the CSCP will involve families in cases which are reviewed and they will be invited to contribute.

10. How the arrangements will be funded

The total available funding for 2019/20 is £370,790. This will cover CSCB costs to the end of August 2019 and will then fund the Croydon Safeguarding Children Partnership from September 2019 to the end of the financial year.

All partners have agreed to continue to fund the new arrangements with the same level of contributions for 2019/20 as those made to the CSCB in 2018/19. The table below shows the contributions for 2019/20.

Partner	Contribution 2019/20
Croydon Council	£282,000
South London and Maudsley Trust (SLAM)	£13,540
Metropolitan Police	£5,000
Clinical Commissioning Group	£33,850
Croydon Health Services	£33,850
Probation Service (NPS & CRC)	£2,000
Children and Family Court Advisory and Support Service (CAFCASS)	£550
TOTAL	£370,790

11. How all early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements.

Engagement from early years settings, schools and education establishments is central to the effectiveness of the CSCP arrangements and they are well represented throughout.

CSCP meetings include representatives from:

- Primary schools
- Secondary schools
- Special schools
- Pupil Referral Unit
- Independent schools
- Further Education
- Early Years
- Octavo (Mutual Trading Company owned by Croydon Head Teachers' Association, Croydon Council and Octavo staff)

In addition, representatives from schools are included in each of the CSCP Priority Groups on Neglect, Vulnerable Adolescents and Children with Disabilities.

CSCP will engage regularly with Headteachers at primary and secondary phase meetings and provide training for school staff and support for Designated Safeguarding Leads.

Schools have a strong record on undertaking Section 175 Safeguarding Audits and this will continue to be supported by the local authority under the new arrangements with findings from the audits shared with the CSCP Executive Group.

12. How any youth custody and residential homes will be included in the safeguarding arrangements

There are no youth custody provisions or council-run child residential homes within the borough of Croydon.

13. How the safeguarding partners will use data and intelligence to assess the effectiveness of the help (including early help) being provided to children and families

The Quality Improvement Group has established a comprehensive multi-agency data set for the CSCP and undertakes scrutiny, analysis and challenge.

The Chair of QIG will report quarterly to the CSCP Executive Group on multi-agency performance data highlighting exceptions and making recommendations for action. These quarterly reports will also include information on the findings from multi-agency audit activity undertaken by the CSCP.

Each of the three priority groups will use data and intelligence to assess and evaluate the impact on children and families.

In accordance with Working Together 2018 arrangements have been made for the handover of all relevant data and information held by the LSCB to the safeguarding partners. In practice these arrangements will be overseen by the LSCB business unit which will become the business support unit for the new partnership arrangements under the CSCP.

14. How inter-agency training will be commissioned, delivered and monitored for impact and how multi-agency audits will be undertaken

The three safeguarding partners recognise the importance of multi-agency training in supporting a collective understanding of local need. The Executive Group will receive regular reports from the Learning and Improvement Group to ensure clarity around what training is needed locally. They will ensure effective mechanisms are in place to monitor and evaluate the effectiveness of any training they commission. The CSCP will support a culture of continuous learning and improvement amongst all partners in the development and delivery of quality training based on the lessons from safeguarding practice reviews, learning reviews and frontline practice. CSCP's safeguarding training should be seen to complement single agency skills based and agency specific training.

As part of the CSCP's learning and development activity, each training course will be evaluated through surveys to assess the impact of the training.

Under the existing CSCB arrangements partners have a Learning and Improvement Framework in place. This sets out how partners work together to identify areas for improvement and the mechanisms available to achieve these improvements; such as through audit activity, practice reviews and performance monitoring. The Framework is underpinned by a set of principles, roles and responsibilities which support facilitation of learning across agencies.

The effectiveness of the framework is currently under review to consider evidence of impact on the outcomes for children, families and front line practice. It will be revised for September 2019 to ensure full alignment with Working Together 2018.

An illustration of the Learning and Improvement Framework is included at Appendix Three.

15. How the threshold document setting out local criteria for action aligns with the arrangements

In September 2018 partners signed off the Partnership Early Help Strategy and Effective Support Guidance for Practitioners, Right Help Right Time.

The practitioner guidance explains the criteria for providing help to children, young people, families and carers and is in the process of being reviewed alongside the existing CSCB threshold document to form the local 'threshold document' required by Working Together 2018.

[Link to Croydon-Effective-Support-Right-Help-Right-Time-Guidance-for-Practitioners](#)

16. Resolution of Disputes

The CSCP will work together to resolve any disputes that may arise and have adopted the dispute resolution process agreed by the CSCB in November 2018.

[Link to CSCB-Resolution-of-Professional-Disagreement-in-Safeguarding-Children-Policy](#)

17. Where the safeguarding partners' annual report will be published

The Executive Group of the CSCP will produce and publish an Annual Report setting out what has been done by the safeguarding partners and the broader partnership (including relevant agencies) to safeguard the children and young people of Croydon in the previous year and how effective the partnership arrangements have been.

The Annual Report will include:

- evidence of the work undertaken by the safeguarding partners and relevant agencies, including training, and an analysis of the difference it has made for Croydon's children, young people and families;
- progress against the agreed priorities;
- decisions and actions taken by partners to implement the recommendations and learning from any local and national child safeguarding practice reviews;
- information on the delivery and impact of multi-agency safeguarding training;
- ways in which partners have sought and used feedback from children and families to inform their work and influence service provision.

The Annual Report will be presented to the broader CSCP at one of their three meetings where scrutiny and endorsement will be sought.

The Executive Group will present the Annual Report to the Children and Young People's Scrutiny Panel of Croydon Council in the September of each year.

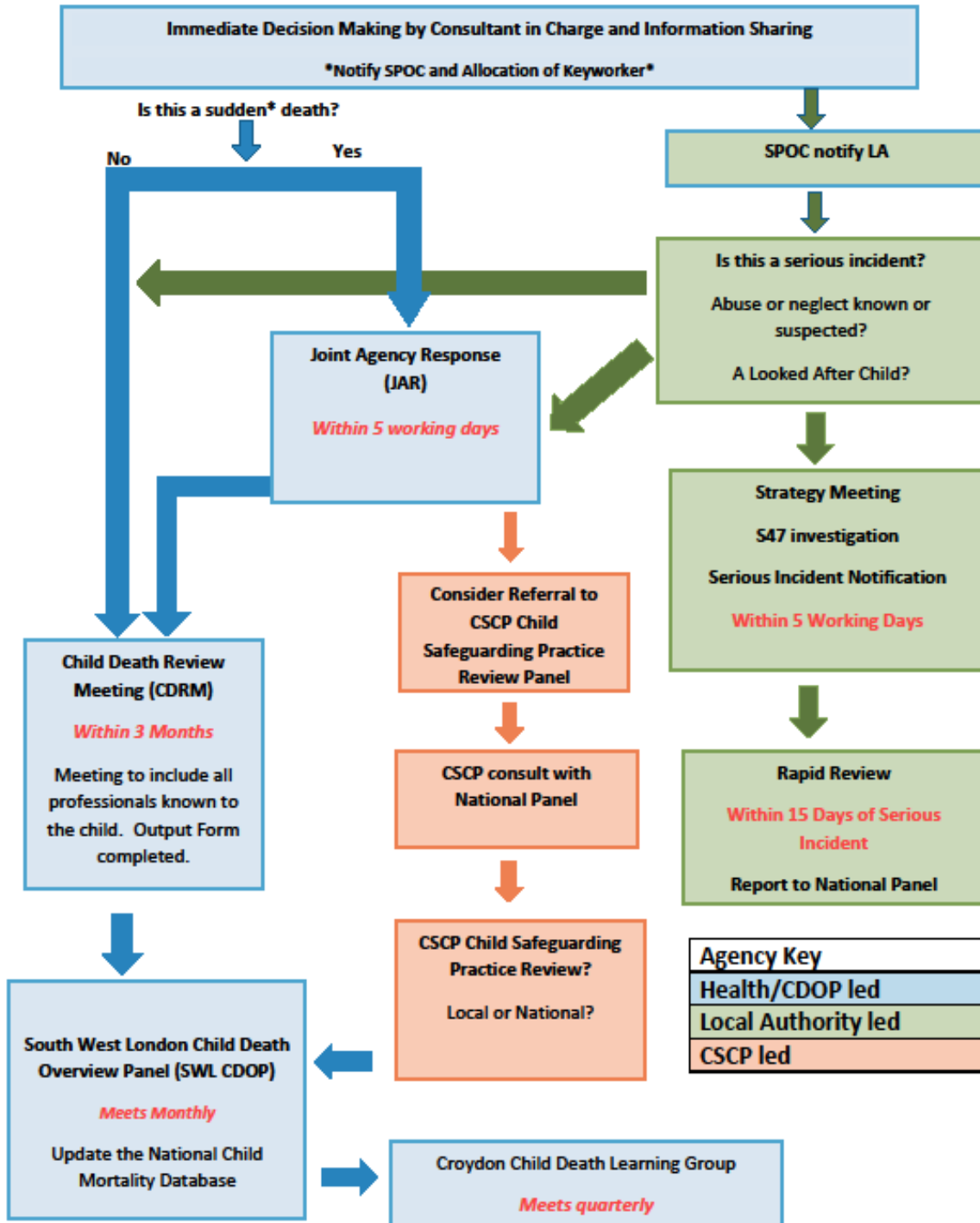
The Annual Report will be distributed across the partnership for partners and relevant agencies to share throughout their organisations. It will also be published on the CSCP website.

APPENDIX ONE

Croydon Safeguarding Children Partnership
Child Death Process




Child dies in Croydon/Death of a Croydon child



*Is sudden and there is no immediately apparent cause *Is or could be due to external causes *Child in custody, or detained under the Mental Health Act
*Suspicious death * Stillbirth where no healthcare professional in attendance

APPENDIX TWO

	Croydon Safeguarding Children Partnership	
Di Smith	Independent Chair/ Scrutineer	
Responsible CSCP Partners		
Rob Henderson	Executive Director for Children, Families and Education, Croydon Council	
Elaine Clancy	Chief Nurse, NHS Croydon CCG and CHS	
Neil Matthews	Detective Superintendent – Safeguarding, MPS South BCU	
Lead Member for Children		
Cllr Alisa Flemming	Cabinet Member, Children, Young People & Learning	
Relevant Agencies		
Alison Farmer Head of 0-65 SEN	Croydon Council, Adult Services	
Nick Pendry Director Early Help and Children’s Social Care	Croydon Council, Children Social Care	
Shaun Hanks Head of Safeguarding and QA	Croydon Council, Children Social Care	
Michael Brown, Head of Service, CWD	Croydon Council, Children Social Care	
Steve Hall, Local Authority Designated Officer (LADO)	Croydon Council, Children Social Care	
Debby MacCormack Early Help Localities Service Manager	Croydon Council, Early Help	
Julia Pitt Director Gateway Services	Croydon Council, Gateway Services	
Andy Griffin Head of Gateway Development	Croydon Council, Gateway Services	
Yvonne Murray Director of Housing Assessment and Solutions	Croydon Council, Housing	
Sian Foley	Croydon Council, Housing	

Head of Service Development – Housing Needs	
Ray Maguire Head of Youth Offending Service	Croydon Council, Youth Offending
Shelley Davies, Interim Director of Education and Youth Engagement	Croydon Council, Education
Caroline Davies	Octavo Croydon
Dermot Mooney, Head Teacher Margaret Roper RC Primary	Schools - Primary
TBA (St Giles School)	Schools - SEND
Jenny Adamson, Head Teacher Saffron Valley Collegiate	Schools – PRU & Secondary
Judith Azzopardi, Head of School Chaffinch Brook (Beckmead Schools)	Schools - Special
Trinity School	Schools – Independent
Julie Percival Croydon College	Further Education
Tracy Andrews, Vice Principal, John Ruskin College (Learning and Achievement)	Further Education
Theresa Staunton	Early Years
Shade Alu, Designated Doctor CP, Croydon Health Services NHS Trust and NHS Croydon CCG	Croydon Health & Croydon CCG
Jen Sarsby, Head of Safeguarding	Croydon Health Services
Louise Doherty, Designated Nurse CP	Croydon Health & Croydon CCG
Alison Eley, Trust Named Nurse Safeguarding Children	South London and Maudsley NHS Foundation Trust (SLAM)
Rachel Flowers, Director	Public Health
Detective Inspector Chuks Gwam	Police
Detective Chief inspector David Williams	Police
Detective Chief inspector Dan O'Sullivan	Police
Lucy Titmus Senior Service Manager, Private Law and High Court Team	CAFCASS Croydon
Arrangements via London LSCB	London Ambulance Service
Andrew Williams, Borough Commander	London Fire Brigade
Adam Kerr, Assistant Chief Officer	National Probation Service
TBA, SPO Manager, London Probation Trust	SPO Manager, London Probation Trust

AJ Brooks, Area Manager, Community Rehabilitation	Community Rehabilitation Company
Community Resources & Voluntary & Private Sector	
Steve Phaure	Croydon Voluntary Association
Rhona Kenny (CVA Rep)	Croydon Drop-in
Tracey Ford (CVA Rep)	JAGS Foundation
Aslam Shahin (CVA Rep)	Lingua House
Anne Tighe, CEO	CAYSH
Andrew Brown, CEO	Croydon BME Forum
TBA	Croydon Churches Forum
Marcus Puddephatt	Crystal Palace Football Club
TBA	Faiths Together in Croydon
Diane Emmanus/Katherine Giles	NSPCC
Carly Adams-Elias	Safer London Partnership
Aleks Milovanovic/ Paulin Sullivan	Turning Point
Mubin Choudhury	Young Carers

APPENDIX THREE

