

Greenwich Safeguarding Children Partnership:

**MEMORANDUM OF
UNDERSTANDING**

INTRODUCTION

Effective safeguarding is achieved by putting children at the centre of the system and by every individual and agency playing their full part.

Everyone and every agency who comes into contact with children has a role to play in identifying concerns, sharing information and taking prompt action to protect them.

The Children and Social Work Act 2017 places new duties on the police, clinical commissioning groups and the local authority to make arrangements to work together and with other partners locally to safeguard and promote the welfare of children in their area.

The Greenwich Safeguarding Children Partnership has published its arrangements which are available on the GSCP and Greenwich CCG websites. At the heart of those arrangements are our shared values; the beliefs and aspirations that drive our behaviours.

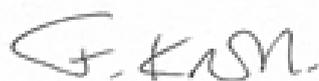
This Memorandum of Understanding between the three statutory partners is written to provide clarity on how the partnership will work in practice. Specifically, it covers:

- The safeguarding partners
- Roles and statutory responsibilities
- Operational activity and risk management
- Relationship with other boards and partnerships

This Memorandum of Understanding can be revised at any time but, must be reviewed annually (next review date July 2021).



Neil Kennett-Brown
Borough Director
Greenwich Borough & Bexley Borough



Florence Kroll
Director of Children's Services
Royal Borough of Greenwich



Jim Foley
Detective Superintendent
Metropolitan Police

THE SAFEGUARDING PARTNERS

As defined by the children and Social Work Act 2017, the safeguarding partners are:

- The local authority
- A clinical commissioning group for an area, any part of which falls within the local authority area
- The chief officer of police for an area any part of which falls within the local authority area

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

In Royal Greenwich, the safeguarding partner organisations and their lead representatives are:

- Royal Borough of Greenwich – Chief Executive
- Greenwich Clinical Commissioning Group – Accountable Officer
- Metropolitan Police South East Basic Command Unit – Commander

Locally, the lead representatives have delegated their functions to:

- Florence Kroll, Director of Children's Services Royal Borough of Greenwich
- Neil Kennett-Brown, Place Based Director (Greenwich) NHS South East London CCG
- James (Jim) Foley, Superintendent South East Basic Command Unit

The three safeguarding partners will act as a strategic leadership group in supporting and engaging others and implement local and national learning including from serious child safeguarding incidents.

ROLES AND STATUTORY RESPONSIBILITIES

The Children and Social Work Act 2017 gives the police, CCG and local authority equal and joint responsibility for local safeguarding arrangements.

Therefore, the lead representative from each of the partners will play an active role in:

- determining how they will coordinate their safeguarding services
- taking decisions on behalf of the organisation and committing them on policy, resourcing and practice matters
- holding their own organisation to account on how effectively they participate and implement the local arrangements
- supporting and engaging others to facilitate and drive action beyond institutional and agency constraints and boundaries
- ensuring that the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families
- implementing local and national learning including from serious child safeguarding incidents

In order to achieve this, the three safeguarding partners will

- **Work with Relevant Agencies**

Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children in their local area. A list of statutory relevant agencies is contained in The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018. When selected by the safeguarding partners to be part of the local arrangements, relevant agencies must act in accordance with the arrangements.

For local arrangements to be effective, the lead representatives will individually and collectively be responsible for:

- determining which agencies to include in the arrangements regardless of whether they are listed in relevant agency regulations and annually reviewing the list
- ensuring that relevant agencies are aware of the expectations under the new arrangements and their obligation to act in accordance
- achieving active engagement of all relevant agencies in a meaningful way
- satisfying themselves that relevant agencies have robust safeguarding policies and procedures in place
- working with relevant agencies to support them to develop, monitor and challenge practice

In Royal Greenwich, relevant agencies are represented at senior level on the Development, Monitoring and Challenge Partnership which meets quarterly. Terms of reference are included as Appendix B.

They are also represented through membership of the Audit Group, Learning from Practice Group, SMACE and Schools' Safeguarding Network as well as task and finish groups. Terms of Reference for these groups are included as Appendices C, D, E and F.

- **Thresholds for Support**

It is important that there are clear criteria among organisations and agencies working with children and families for taking action and providing help at all levels of need to ensure that the right help is given from the right service at the right time. The safeguarding partners will ensure that these criteria are understood and appropriately applied in their own and relevant agencies.

Safeguarding partners will agree and publish a threshold document, ensuring that it is disseminated, understood and reviewed annually.

- **Agree Funding**

The safeguarding partners, through the Executive Partnership, will set a yearly budget that provides sufficient resources to undertake their responsibilities, including the cost of local safeguarding practice reviews.

They will agree equitable and proportionate funding from each partner, and any contributions from relevant agencies.

The local authority will act as the host agency for funding, receiving contributions and making payments for expenses incurred on behalf of the partnership.

- **Oversee Multi Agency Learning and Development Within the Partnership**

The safeguarding partners are responsible for commissioning multi agency training that supports collective understanding of local need and the response to it and evaluating the effectiveness of that training.

In addition, they will ensure that learning from audits and child safeguarding reviews has an impact on practice.

- **Lead on Safeguarding Practice Reviews**

The responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review panel and at a local level with the safeguarding partners.

The safeguarding partners will:

- make arrangements to identify and review serious child safeguarding cases which in their view raise issues of importance in relation to Royal Greenwich
 - ensure that Rapid Reviews are undertaken in a timely manner, and where purposeful delay is recommended by the Chair of the Learning from Practice Group, monitor progress until completion
 - send a copy of Rapid Reviews to the National Panel and share with the Panel their decision about whether a national or local child safeguarding practice review is appropriate or whether they think a different form of learning may be appropriate
 - commission and oversee a review of those cases that in their opinion require a local child safeguarding practice or alternative learning review
 - agree the methodology of the review and ensure that practitioners are fully involved and are able to contribute their perspectives without fear of being blamed for actions they took in good faith
 - seek to ensure that families, including children, are invited to contribute to reviews and that their expectations are managed appropriately and sensitively
 - ensure that the final report includes an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report as well as a summary of recommended improvements to safeguard and promote the welfare of children
- **Learn Lessons from Child Death reviews and Child Death Overview Panels**

Although Child Death reviews are outside the remit of the new arrangements, there is an expectation that the lead representatives will take note of patterns and trends in child deaths and consider any implications for safeguarding.

- **Implement a System of Scrutiny**

Safeguarding partners will commission a robust system of independent scrutiny that is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

- **Report on Their Arrangements**

The safeguarding partners will publish a report on the effectiveness of their arrangements at least once a year that sets out what they have done. The partners will ensure that this report is widely shared and used to drive improvements. The report will include:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to children in our care and care leavers

- An analysis of areas where there has been little or no evidence of progress on agreed priorities
- A record of decisions and actions taken, or planned to be taken, to implement the recommendations of any local and national child safeguarding practice reviews
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service
- Any updates to the published arrangements and the proposed timescale for implementation

The safeguarding partners are responsible for ensuring that a copy of the Annual Report is sent to the Child Safeguarding Review Panel and the What Works Centre for Children's Social Care within seven days of publication.

In order to meet their obligations, the lead representatives from the Safeguarding Partners will form an Executive which meets every six weeks. Terms of reference are included as Appendix A.

OPERATIONAL ACTIVITY AND MANAGEMENT

Funding

Funding will be agreed at the beginning of each financial year and a budget set and agreed by the Executive. The three safeguarding partners and relevant agencies in Greenwich should make equitable and proportionate contributions to support the safeguarding arrangements.

If any safeguarding partners do not fulfil their funding responsibilities, the dispute resolution process will be deployed.

Practice and Business Unit

There is no requirement for the safeguarding partners to employ dedicated staff to support their arrangements. However, in Greenwich the safeguarding partners have agreed that there will be a Practice and Business Unit funded through contributions. The unit will support the partners in meeting their statutory responsibilities and in developing and implementing the safeguarding arrangements.

The local authority will act as the host agency for the unit and will employ staff on behalf of the three safeguarding partners who are responsible for deciding the composition, structure and remit of the unit.

Members of the Practice and Business Unit will be supervised and appraised by the Head of Service, Quality Improvement and day to day control will lie with that post. The Executive should inform each other and the Royal Borough of Greenwich of any significant matter that concerns the Practice and Business Unit as soon as is reasonably possible. Any costs associated with recruitment, training and redundancy will be the responsibility of the Safeguarding Partnership.

Members of the Unit will be assigned to attend all partnership and subgroup meetings to provide administrative and management support but are not members of the groups.

Responsibility for Public Statements and Press Releases

The safeguarding partners will cooperate when issuing any public statement or press release relating to the Greenwich Safeguarding Children Partnership or any activity relating to its activities.

On some occasions, a single point of leadership is required. The three safeguarding partners will agree on a single partner who will act and speak on behalf of, and in the interests of, the Greenwich Safeguarding Children Partnership. This decision will normally be need to be made through contact outside of formal meetings, but there is an expectation that the decision will be documented and recorded at the next Executive Meeting.

Decision Making and Dispute Resolution

There is a commitment to resolving any dispute between in the safeguarding partners, relevant agencies and other organisations and agencies quickly.

All members of the Partnership are committed to openness and a balance of respect and challenge. All groups within the partnership will use a model of consensus decision making wherever possible to weave together everyone's best ideas and key concerns to arrive at creative solutions that will allow us to progress towards our common goal.

We recognise however that there will be circumstances where consensus cannot be reached and under those circumstances a formal vote will be taken.

In the Executive group, each of the safeguarding partners has one vote and decisions will be decided by a majority.

Where one of the members of the Executive not only disagrees with a decision, but believes that if it implemented it will either put children at risk and/or expose the partnership to reputational damage, they may ask the Scrutineer for consideration and resolution.

Where it is believed that one of the delegated lead representatives of partners is not ensuring that their agency is fulfilling its obligations, the matter should first be discussed within the Executive.

Should the matter not be resolved, it should be escalated to the Chief Executive of the Royal Borough of Greenwich, the Accountable Officer of NHS Greenwich CCG and the BCU Commander as appropriate.

If the matter cannot be resolved, the Scrutineer should be called in for mediation and resolution.

At practitioner and individual case level, where there are disputes about the best way to safeguard children, the Greenwich Safeguarding Children Inter Agency Escalation Policy should be used.

Information Sharing and Information Governance

The Greenwich Safeguarding Children Partnership recognises the critical importance of effective information sharing in safeguarding and promoting the welfare of children. Organisations with within the Greenwich Safeguarding Children Partnership will adopt their own information sharing protocols and these will vary according to specific needs e.g. MASH, Concern Hub.

In Greenwich we recognise that safeguarding children requires more than the sharing of facts. It also requires the exchange and use of a diverse range of professional judgements to engender shared understanding and collaborative learning.

All organisations in the Greenwich Safeguarding Children Partnership are expected to contribute to a culture where appropriate information sharing is the norm and adhere to the statutory guidance *Information sharing: advice for practitioners providing safeguarding services* (DfE, 2018).

Information Storage

The Business and Operational Unit will act as data controllers for information associated with the Greenwich Safeguarding Children Partnership, on behalf of the Safeguarding partners.

This will include:

- Agendas, minutes and papers of the Partnership and any groups associated with it
- Business support functions (including training, communications, performance management and audits)
- Funding
- Child Safeguarding Practice Reviews and other learning reviews

Information will be stored on the Royal Borough of Greenwich Server and also on the Greenwich Safeguarding Children Partnership Website.

Freedom of Information Requests

Each agency within the partnership will have its processes and procedures for dealing with Freedom of Information requests.

Multi agency safeguarding arrangements are not currently subject to Freedom of Information Requests but this will change when Freedom of Information (Extension) Bill 2017-19 receives Royal Assent. When the legislation changes, this Memorandum of Understanding will be updated.

RELATIONSHIP WITH OTHER BOARDS AND PARTNERSHIPS

We know that to be effective, the Greenwich Safeguarding Children Partnership will need to link to other strategic partnership work that supports children and families.

Much of this work will be done in the Development Monitoring and Challenge Partnership whose membership includes links to MARAC, MAPPA, the Community Safety Partnership and Channel Panel.

The *Protocol for safeguarding partnerships* outlines the cooperative relationship between the Greenwich Safeguarding Children Partnership (GSCP), Safeguarding Adults Board (SAB), Health and Wellbeing Board (HWBB) and Safer Greenwich Partnership (SGP) to safeguard and promote the welfare of children and adults in the Royal Borough of Greenwich.

In line with the intent of the Wood Report to reduce overlap, bureaucracy and duplication of effort, in 2019/20 the Greenwich Safeguarding Children Partnership will review the structure, terms of reference and scheduling of meetings to ensure that all multi agency arrangements are tested against the likelihood that they will promote and improve the quality and impact of practice so that outcomes for children improve.

EXECUTIVE PARTNERSHIP

TERMS OF REFERENCE

PURPOSE OF GROUP

The Executive Partnership comprises the named lead representatives and a senior advisor for each of the safeguarding partners.

The key role and functions are assessment of need, contribution to the shaping and implementation of strategy, planning and delivery.

SCOPE OF GROUP

This group will work together to ensure that local arrangements operate in a system that:

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

FREQUENCY OF MEETINGS

A significant amount of the work of the Executive takes place outside of formal meeting, however in the first year meetings will be held every six weeks.

CHAIR AND MEMBERSHIP

Meetings will be chaired in annual rotation by one of the three lead representatives of the safeguarding partners. In 2019/20 the Chair will be the Director for Children's Services.

Membership is:

Florence Kroll (Chair) <i>Director of Children's Services</i>	Lead Representative for Local Authority
Neil Kennett-Brown	Lead Representative for NHS Greenwich CCG

<i>Place Based Director (Greenwich)</i> <i>NHS South East London CCG</i>	
James Foley <i>Detective Superintendent Safeguarding</i>	Lead Representative for Metropolitan Police, Southeast BCU
Henrietta Quartano <i>Assistant Director, Children's Social Care</i>	Senior Advisor, Local Authority
Anita Erhabor <i>Designated Nurse, Safeguarding Children</i>	Senior Advisor, NHS Greenwich CCG
Teresa Doherty <i>Head of Service & Principal Social Worker, Quality Improvement Service</i>	Royal Borough of Greenwich
Nicky Pace	Independent Scrutineer

ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The three lead representatives for the safeguarding partners are accountable for the effectiveness of multi-agency safeguarding arrangements within Greenwich. They will work with the Development, Monitoring and Challenge Partnership, the Audit Group, SMACE, Learning from Practice Group and Schools' Safeguarding Network to identify, facilitate and drive actions which will lead to improvement and measure the effectiveness of those actions.

REVIEW AND SCRUTINY

The Terms of Reference and membership will be reviewed annually unless significant changes at national or local level require earlier review.

All agendas, papers and minutes will be available to the Independent Scrutineer who may attend any or all meetings.

DIVERSITY

Any work completed by the Executive will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. For all of its work, the Executive will consider and ensure the views and experiences

of children, young people and their parents/carers are collected and inform their work and the work of the Greenwich Safeguarding Children Partnership.

INFORMATION SHARING

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

Date of Preparation: July 2020

Date for Next Review: July 2021

DEVELOPMENT, MONITORING AND CHALLENGE PARTNERSHIP

TERMS OF REFERENCE

PURPOSE OF GROUP

The Development, Monitoring and Challenge Partnership brings together the named lead representatives for the safeguarding partner organisations with senior officers in partner organisations and relevant agencies to have oversight of the multi-agency safeguarding arrangements in Greenwich and support decision making regarding local implementation.

The key role and functions are assessment of need, contribution to the shaping and implementation of strategy, planning and delivery.

SCOPE OF GROUP

The function of this group is to:

- provide strategic leadership in the development, implementation and sustainability of multiagency programs and strategies
- provide advice, support and assistance in the development of priorities and implementation of annual business plan
- monitor identified and emerging risks to children and contribute the plans for their prevention, mitigation and management
- recognise barriers and enablers to high quality multi agency safeguarding practice and assist in developing initiatives to address these
- identify development needs for the effective functioning of the safeguarding partnership and promote effective responses

FREQUENCY OF MEETINGS

The Development, Monitoring and Challenge Partnership will meet quarterly.

CHAIR AND MEMBERSHIP

The Development, Monitoring and Challenge Partnership will be chaired in annual rotation by one of the three lead representatives of the safeguarding partners. Selection of a Chair will be made at the first Executive Meeting after the start of each financial year. In 2019/20 the Chair will be the Director for Children's Services.

In order to be quorate, meetings must include a representative from each of the Statutory Safeguarding Partners as well as fifty percent of the membership.

Membership is:

Florence Kroll (Chair) <i>Director of Children's Services</i>	Lead Representative for Local Authority
Neil Kennett-Brown <i>Place Based Director (Greenwich)</i> <i>NHS South East London CCG</i>	Lead Representative for NHS Greenwich CCG
James Foley <i>Detective Superintendent Safeguarding</i>	Lead Representative for Metropolitan Police, Southeast BCU
Henrietta Quartano <i>Senior Assistant Director, Children's Safeguarding & Social Care</i>	Chair of Learning from Practice Co-Chair of SMACE Children's Safeguarding & Social Care
Vacant <i>Assistant Director, Early Help and YOS</i>	Early Help and YOS
Dave Borland <i>Acting Assistant Director, Children's Services Strategy, Performance & Commissioning</i>	Commissioned Services within Children's Services, including Children's Centres
Tracy Russell <i>Senior Assistant Director, Inclusion, Learning and Achievement</i>	Early Years, Primary, Secondary and Post 16 Education, Inclusion and SEND
Anita Erhabor <i>Designated Nurse</i>	Chair of Audit Designated Nurse Safeguarding Children, NHS Greenwich CCG
Dr Ann Lorek <i>Designated Doctor</i>	Designated Doctor Safeguarding Children NHS Greenwich CCG
Vicki Cuff <i>Executive Headteacher</i>	Chair of Schools' Safeguarding Network,
Gwen Kennedy <i>Director of Nursing for South London</i>	NHS England representative
Joanna Peck <i>Deputy Director of Nursing</i>	Lewisham & Greenwich NHS Trust
Sarah Spencer <i>Assistant Detective Inspector, Metropolitan Police</i>	Co- Chair of SMACE Metropolitan Police SE BCU
Katie Nash	Bexley, Bromley and Greenwich Probation
Lucien Spencer	Community Rehabilitation Company
Steve Whiteman <i>Director</i>	Public Health
Jamie Carswell <i>Director</i>	Housing and Safer Communities, RBG
Roy Gopaul	Voluntary Sector
Harinder Pardesi	Lay Member

Selene Robinson	Lay Member
Damian Walsh	Lay Member
Cllr Matthew Morrow <i>Lead Member for Children's Services</i>	Participant Observer
Nicky Pace	Independent Scrutineer
Lisa Thompson	Director of Children's Services, Oxleas

Members are expected to:

- speak with authority and take decisions on behalf of their agency
- commit their agency on matters of policy, resourcing and practice
- hold their own agency to account on how effectively they participate and implement the local arrangements
- regularly attend meetings. Proxies may be sent in exceptional circumstances and with the agreement of the Chair

The dates of all meetings will be circulated at least three months in advance with agendas and papers circulated no fewer than five working days in advance. The minutes of the Development, Monitoring and Challenge meeting will be prepared by the GSCP operational team no later than ten working days following each meeting.

ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The Chairs of the Audit Group, SMACE, Learning from Practice Group and Schools' Safeguarding Network are all members of the Development, Monitoring and Challenge Group and will act as a conduit between the groups.

REVIEW AND SCRUTINY

The Terms of Reference and membership will be reviewed annually unless significant changes at national or local level require earlier review.

All agendas, papers and minutes will be available to the Independent Scrutineer who may attend any or all meetings.

DIVERSITY

Any work completed by the Development, Monitoring and Challenge Group will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation

- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. For all of its work, the Development, Monitoring and Challenge Partnership will consider and ensure the views and experiences of children, young people and their parents/carers are collected and inform their work and the work of the Greenwich Safeguarding Children Partnership.

INFORMATION SHARING

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

Date of Preparation: July 2020

Date for Next Review: July 2021

AUDIT GROUP

TERMS OF REFERENCE

PURPOSE OF GROUP

The Audit Group organises and implements audit exercises including case audits, interviews with children, young people, parents and carers; surveys, consultations and discussions with practitioners.

These multi agency audits help to measure the quality, effectiveness and outcomes of safeguarding work across the Partnership. The Group triangulates information obtained from these audits to improve the quality of safeguarding delivery to identify areas that require further development and influence system change.

SCOPE OF GROUP

The function of this group is to:

- Develop an annual Audit work plan informed by the GSCP priorities, findings from local and national learning reviews, deep dive audits and quality assurance data.
- Use a standard audit tool, the content of which is developed and adapted according to the theme of the specific audit.
- Disseminate learning from local and national practice reviews across the safeguarding partnership and an action plan created, reviewed and outcomes evaluated
- Measure the impact and outcomes of current safeguarding practice, against agreed standards, by undertaking multi-agency audits, preparing reports and presenting findings on the quality of safeguarding.
- Receive single agency audits reports, analyze, challenge and identify any learning and create multi-agency action plans which are monitor accordingly.
- Identify whether practice has changed as a result of completed audits and action plans, through performance data review and re-auditing where necessary.
- Scrutinize audit reports, identify learning, areas of improvements and risks and make recommendations to the Executive Partnership for areas requiring action.
- Disseminate quality assurance findings and good practice to group members and partner organisations.
- Identify development needs for the effective functioning of the safeguarding partnership.
- Contribute to the Annual Report

FREQUENCY OF MEETINGS

The Group will meet bimonthly. In addition, when members are leading on an audit they will be required to attend more frequent planning meetings. The Chair may at any time convene additional meetings of the Group to consider business that requires urgent attention.

CHAIR AND MEMBERSHIP

The Group will be chaired by the Designated Nurse for Safeguarding Children who will be supported by a Member of the Partnership Operational Team. The Chair is a member of the Development, Monitoring and Challenge Partnership.

Anita Erhabor	Designated Nurse for Safeguarding, CCG
Winsome Collins	Royal Borough Greenwich (Children's Services)
	Metropolitan Police (Safeguarding Unit)
Jane Hurley	Lewisham and Greenwich NHS Trust
Karen Laffar	Oxleas NHS Foundation NHS Trust
Kallie Schut	RBG Early Years
Ruth Ashworth	Oxleas Adult Mental Services
Valerija Pupkevich	Youth Offending Service
Kayleigh Thomas	Community Safety Partnership
Jackie Graves	Schools
Roy Gopaul	GAVS
Teresa Doherty	Head of Quality Improvement Service Royal Borough of Greenwich
Harinder Pardesi	Lay Member
Ann Lorek	Designated Doctor CCG (CAMHS)
Sew Lan Ooi	CCG (LAC)
Nicky Pace	Independent Scrutineer

Other individuals may be co-opted onto the GSCP Audit Group as required by the Chair.

Members are expected to participate actively in the work of the group:

- Lead on two audit activities per year on behalf of the group and support other audit activities of the group
- Provide information on single-agency quality assurance activity and performance information.
- Scrutinize and challenge information received
- Take responsibility for ensuring that any actions agreed by the Partnership are effectively carried out within their organization
- Promote the GSCP audit programme within their wider networks, for example by disseminating information on learning.
- Attend a minimum of 75% of the meetings throughout the year
- Name a deputy, who can only attend a maximum of 25% of meetings

ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The Audit Group is accountable to the Executive Partnership, and will provide update reports on its activities to the Development, Monitoring and Challenge Partnership. The Group will work closely with the Learning from Practice Group. Reports from the work of the Audit group will help to shape priorities and actions.

REVIEW AND SCRUTINY

The Audit Group will review the Terms of Reference annually unless significant changes at national or local level require earlier review.

The network will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

DIVERSITY

Any work completed by the Audit Group will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS

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INFORMATION SHARING

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

Date of Preparation: July 2020

Date for Next Review: July 2021

SCHOOLS' SAFEGUARDING NETWORK**TERMS OF REFERENCE****PURPOSE OF NETWORK**

The purpose of the Schools' Safeguarding Network is to communicate the need to safeguard and promote the welfare of children to all schools within the Royal Borough of Greenwich.

The Schools' Safeguarding Network will assist the Greenwich Safeguarding Children Partnership (GSCP) to perform its duties in safeguarding children by monitoring safeguarding activities across the clusters to improve outcomes for children.

It provides a communication channel between all schools and the GSCP, for information sharing amongst the schools and a source of peer support in meeting safeguarding responsibilities.

SCOPE OF NETWORK

The function of this group is to:

- Ensure improved outcomes for all children in Greenwich schools, especially staying safe.
- Increase the understanding of safeguarding issues within schools.
- Monitor and quality assure school child protection policies, procedures, caseload and designated safeguarding responsibilities.
- Monitor provision and take up of training opportunities for all school staff, including safer recruitment, domestic violence, youth crime, sexual exploitation and FGM.

FREQUENCY OF MEETINGS

The Schools' Safeguarding Network will meet on a half-termly basis i.e. 6 times a year.

CHAIR AND MEMBERSHIP

The Schools' Safeguarding Network is chaired by a Headteacher who is a member of the Development, Monitoring and Challenge Group.

The Network has a fixed membership drawn from primary schools, secondary schools, sixth form colleges and representatives of organisations that provide services to pupils in school.

Members are:

Vicki Cuff - Chair	Executive Headteacher Invicta Primary School
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Sophie Powell	Exec. Headteacher of South Rise and Wingfield Primary Schools
Gillian Crowley	Headteacher Abbey Wood Nursery School and Children's Centre
Jason Taylor	Headteacher Gordon Primary School
Maria Hill	Headteacher Cherry Orchard Primary School
Jane German	Colfe's Independent School
Alex Rolfe	Shooters Hill College
Jon Kelly	Newhaven School
Michele Holmes	Senior Public Health Manager (School Aged Health and Wellbeing)
Laura Lumbis	Local Authority Designated Officer
Rachel Walker	Local Authority Designated Officer
Ashley Tomlin	Deputy Head Thomas Tallis School
Annette Graney	Deputy Head Plumcroft School
Jo Lumbis	Deputy Head, Woolwich Polytechnic

Members are expected to participate actively in the work of the group:

- Participate in the work of the group and be part of a minimum of one sub group at any one time (if required.)
- Scrutinise and challenge information received
- Take responsibility for ensuring that any actions agreed by the Partnership are effectively carried out within their organisation
- Attend a minimum of 66% of meetings throughout the year (4 out of 6 meetings)

ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The Schools' Safeguarding Network is accountable to the Executive Partnership and will provide update reports on the activity of the network to the Development, Monitoring and Challenge Partnership. The work of the Schools' Safeguarding Network will inform, and be informed, by the work of the other partnership subgroups.

REVIEW AND SCRUTINY

The Schools' Safeguarding Network will review the Terms of Reference annually unless significant changes at national or local level require earlier review.

The network will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

DIVERSITY

Any work completed by the Schools' Safeguarding Network will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENT/CARERS

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. While there will be no direct involvement of children, young people or parents/carers on the Schools' Safeguarding Network due to the nature of the work; the Network will consider and address how the views and experiences of children, young people and their parents/carers can inform their work and the work of the Greenwich Safeguarding Children Partnership.

INFORMATION SHARING

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

Date of Preparation: July 2020

Date for Next Review: July 2021

LEARNING FROM PRACTICE GROUP

TERMS OF REFERENCE

PURPOSE OF GROUP

The Learning from Practice Group is part of the Greenwich Safeguarding Children Partnership commitment to a dynamic and self-improving system where excellent practice is the norm.

It has responsibility for identifying and reviewing incidents that raise issues of improvements to practice and commissioning and publishing local child safeguarding practice reviews. It has a key role to play in improving collective knowledge about where there is good practice and also where there are systemic issues and how policy and practice might change to address them.

SCOPE OF GROUP

The function of this group is to:

- Consider and review new serious incident referrals, determine next steps, oversee all open serious child safeguarding incident cases and their corresponding action plans
- Make recommendations to the safeguarding partners on whether the criteria for conducting a local (or national) child safeguarding practice review (formerly known as Serious Case Reviews) are met in accordance with Working Together to Safeguard Children 2018 or whether an alternative learning method (e.g. learning review, single agency review, single or multi agency audit) is more appropriate.
- Make recommendations for multi-agency learning events based on the findings arising from case reviews
- Ensure family participation in reviews is considered and supported from onset of review
- Consider examples of good practice, and ensure this is also shared across all partners
- Contribute to the Annual Report

FREQUENCY OF MEETINGS

The Learning from Practice Group will have scheduled meetings four times a year to consider cases that do not meet the threshold for serious safeguarding concerns but which might raise issues of importance to the area that indicate good practice, poor practice, near misses or emerging themes. Final reports from previous activities would be presented at these meetings and existing action plans monitored.

The group will also act as the nucleus for any Rapid Reviews undertaken as a result of a serious safeguarding incident that has been reported to the national Panel. Under these circumstances, the group will meet whenever required and there is an expectation that members will prioritise attendance at Rapid Review meetings as well as ensure that their agency completes the Initial Scoping and Information Sharing Form promptly.

CHAIR AND MEMBERSHIP

The Learning from Practice Group will be chaired by the Senior Assistant Director, Safeguarding and Social Care who will be supported by the Partnership Operations Team.

The group has a fixed core membership drawn from organisations across the safeguarding partnership with the flexibility to co-opt other relevant professionals to discuss certain cases as and when appropriate.

Members are expected participate actively in the work of the group and take responsibility for ensuring that any actions are effectively carried out by their organisation.

They are expected to act as champions to ensure engagement with front line practitioners and that learning has relevance for practice and practitioners.

Henrietta Quartano	Senior Assistant Director, Social Care (Chair)
Teresa Doherty	Head of Quality and Improvement, Social Care
	Detective Inspector, Metropolitan Police
Anita Erhabor	Designated Nurse, NHS Greenwich CCG
Alex Rolfe	Chair, Schools' Safeguarding Network
Maureen Dignam	Family and Young Peoples Service Manager/Community Housing
Belinda Chideme	Lead Named Nurse Safeguarding Children, LGT
Rebecca Moore	Designated Doctor
Richard Wandau	Named Nurse Safeguarding Children, LGT
Karen Laffar	Named Nurse for Safeguarding Children, Oxleas
Selene Robinson	Lay Member
Nicky Pace	Independent Scrutineer
Peter Thompson	Detective Inspector, Met Police

ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The Learning from Practice Group is accountable to the Executive Partnership, and will provide update reports on the activities of the group to the Development, Monitoring and Challenge Partnership. These updates will include evidence of how learning is being disseminated, monitored and reviewed in relation to impact on practice. Activities and reports from the Learning from Practice Group will inform the work of the Audit Group and help to shape priorities.

REVIEW AND SCRUTINY

The Learning from Practice Group will review the Terms of Reference annually unless significant changes at a local or national level require earlier review. The group will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

DIVERSITY

Any work completed by the Learning from Practice group will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports empowerment of children, young people and their families as well as the wider community to keep children and young people safe from abuse/neglect

INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. Learning events and action plans associated with informal learning reviews, multi-agency audits, and child safeguarding practice reviews therefore need to include opportunity for family and young people participation where appropriate.

INFORMATION SHARING

In order to ensure a coordinated response that fully addresses all concerns surrounding serious incidents, all relevant data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE, 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE, 2018).

Date of Preparation: July 2019

Date for next review: July 2021

Appendix F

STRATEGIC MULTI AGENCY CHILD EXPLOITATION GROUP (SMACE)

TERMS OF REFERENCE

PURPOSE OF GROUP

The Strategic Multi Agency Child Exploitation Group (SMACE) is a partnership group which is responsible for working collaboratively to ensure a strategic response to child exploitation including child sexual exploitation, criminal exploitation, missing, county lines, gangs and modern day slavery.

In Greenwich, it is recognised that exploitation can take different forms but that there is the same underlying dynamic of grooming leading to exploitation and abuse. It is also recognised that going missing enhances the risk of exploitation and abuse.

There are strong links with the Community Safety Partnership, but this group remains part of the Greenwich Safeguarding Children Partnership because we know that the work to disrupt child exploitation is work to stop the abuse of children.

The SMACE aims to ensure that:

- Across the multi-agency partnership, the risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education is consistently understood, recognised and responded to.
- Risk assessments, plans and interventions are aligned across the partnership and agile in response to rapid changing situations. All work is underpinned by robust and timely information sharing and outcome focussed plans to reduce risk.
- Professionals across the multi-agency network are alert to the wide ranging and multiple needs and risk factors. When children are being exploited or involved in risk taking behaviour, alongside assessing and reducing risk, professionals must be alert to and address additional needs. Equally professionals must be aware that children with additional needs such as Autistic Spectrum Disorder or mental ill-health, can be more vulnerable to the risk child sexual exploitation, exploitation associated with gangs risks and missing from home, care or education

- Individual and strategic interventions are informed by a strong analytical understanding that informs a well-developed local problem profile.

SCOPE OF GROUP

The function of this group is to monitor and evaluate activity by working together with partners to:

- Reduce the risk to children and promote a safe environment for all young people in Greenwich by delivering a partnership response to short, medium and longer term themes.
- To collate and use data and analysis to identify trends and patterns and to support the partnership to take a strategic approach to address and reduce extra familial risk.

The group's remit is to share and analyse information from partner agencies in order to identify trends and emerging issues and agree co-ordinated actions by partner agencies to tackle these issues and trends.

- To provide effective support and strategic oversight of child exploitation in the Royal Greenwich
- Ensure partners are compliant with national and pan-London protocols; have robust procedures and policies in place; and exercise their duties and responsibilities in working with adolescent safeguarding.
- To monitor effectiveness of current actions and strategies to prevent or disrupt child exploitation activity
- To gather, collate, share and analyse information and intelligence on child exploitation and extra familial risk in the borough. -
- Thematic information will be fed into the SMACE from the weekly GRASP meetings by the chair of the GRASP or a nominated person. Information from other panels such as the GRIP, YOT Panels and from any other panels will be considered where relevant. Relevant updates on operations and investigations from the SET CSE Police Team and ReSET will also be included.
- Using this information, the group will:
 - understand the level and nature of extra familial risk faced by young people in the borough and build a borough profile
 - Understand locations within the borough where child exploitation activity and/or grooming is taking place by perpetrators
 - Make links between victims, perpetrators and locations
 - Analyse evidence of organised child exploitation activity, “targeting” of schools, clubs or other establishments by perpetrators and gang related child exploitation
 - Identify trends and emerging issues related to Child Exploitation and its impact on young people

- Link with the police to provide information in support of prosecution of perpetrators
- Identify cross border issues and consider the needs of looked after children and young people who are placed outside of the borough

The group does not case manage individual cases but may share information where helpful in monitoring the effectiveness of services.

The SMACE will be responsible for developing a local Problem Profile as well as monitoring services designed to meet the needs of the young people at risk.

FREQUENCY OF MEETINGS

The SMACE group meetings are held bi-monthly, subject to review.

CHAIR AND MEMBERSHIP

These meetings will be co-chaired by a Detective Inspector, Metropolitan Police Southeast BCU and the Senior Assistant Director for Children’s Safeguarding & Social Care.

Administrative support will be provided by the GSCP Operational Team.

The agenda will be sent out at least 24 hours in advance of the meeting.

Sarah Spencer	Assistant Detective Inspector, Metropolitan Police Southeast BCU (Co-Chair)
Henrietta Quartano	Senior Assistant Director, Children’s Safeguarding & Social Care (Co-Chair)
Zafer Yilkan	Head of Safeguarding, RBG
Teresa Doherty	Head of Quality Improvement, RBG
Vacant	Assistant Director Early Help & Youth Offending Service
Joanne Burgess	Performance Analysis Service, RBG
Michele Holmes	Senior Public Health Manager (School Aged Health and Wellbeing)
Carol Lee	Performance Analysis Service, RBG
Vacant	RBG Inclusion, Learning & Achievement
Diane Osbourne	Head of the SEN Assessment and Review Service, RBG
Emma Clements	Head of Youth Offending Service, RBG
Debra Potter	Royal Greenwich Community Safety

James Stanyer	Met Police
Declan Goddard	Met Police
Nick Bland	Met Police
Jon Knox	Met Police
Barry Simmons	Charlton Athletic Community Trust
Karen Cronin	The Halley Academy
Loretta Boyd	Head teacher, Wize Up
Anita Erhabor	CCG Designated Nurse Safeguarding Children
Roy Gopaul	Metro Gavs
Shaun Willshire	Head of Service, ReSET
Karen Scholtz	Service Leader Children's Safeguarding, RBG

Members are expected to prioritise attendance at the SMACE and should attend a minimum of 66% of all meetings. They should take responsibility for ensuring that any actions agreed by the SMACE are effectively carried out within their organisation

ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The SMACE is accountable to the Executive Partnership and will report regularly on significant activities as well as make recommendations to the Development, Monitoring and Challenge Partnership.

Information from the SMACE will inform the work of the Learning from Practice Group and Audit Group.

REVIEW AND SCRUTINY

The SMACE will review its Terms of Reference annually unless significant changes at national or local level require an earlier review. The group will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

DIVERSITY:

Any work completed by the SMACE will be done so in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised vulnerabilities;
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation;
- Supports empowerment of children, young people and their families as well as the wider community to keep children and young people safe from abuse/neglect.

INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS:

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. For all of its work, the SMACE will consider and ensure the views and experiences of children, young people and their parents/carers are collected and inform their work and the work of the Greenwich Safeguarding Children Partnership.

INFORMATION SHARING

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

Minutes of the meeting are circulated by secure email and should be stored securely by each agency.

STANDING AGENDA

- i. Apologies
- ii. Review of minutes & actions
- iii. Thematic information to be shared from GRASP
- iv. Intervention/disruption & Positive Intervention Discussion
- v. Child Exploitation Problem Profile - What are the issues/blockages/gaps?
- vi. Cross Border Issues – including overview of Children placed in/outside of Borough (Presented by Police who attend GRASP)
- vii. Outside speakers
- viii. Key learning from any case reviews or from individual case feedback.
- ix. AOB
- x. Date and time of next meeting

Date of Preparation: July 2019

Date for next review: July 2021

Brief for Independent Scrutiny – Greenwich Safeguarding Children Partnership (GSCP)

Purpose

The purpose of this brief is to outline the requirements of the independent scrutiny function for the Greenwich Safeguarding Children Partnership.

Background

The Children and Social Work Act 2017 replaced Local Safeguarding Children Boards (LSCBs) with a new statutory framework requiring clinical commissioning groups, police and local authorities to determine local arrangements for the protection and safeguarding of children in their area.

The legislation stipulates that arrangements must include scrutiny of effectiveness.

The role of independent scrutiny

Working Together to Safeguard Children (2018) gives further guidance and states that scrutiny should be:

- Objective
- Act as a constructive critical friend
- Promote reflection to drive continuous improvement

In Greenwich, the role is designed to provide critical challenge to:

- Provide assurance in judging the effectiveness of services to protect children
- Assist where there is a disagreement between agencies
- Support the Greenwich Safeguarding Children Partnership to be a learning organisation

Independent scrutiny will be provided by a single individual (or designated substitutes) with a view to generating learning for system improvements.

The independent scrutineer will be required to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children Greenwich, including arrangements to identify and review serious child safeguarding cases.

S/he should consider how effectively the arrangements are working for children and families as well as practitioners and how well the safeguarding partners are providing strong leadership.

In order to make these judgements, the scrutineer will be invited to attend all Executive Partnership and Development, Monitoring and Challenge Partnership meetings.

In addition, the scrutineer will determine which activities s/he thinks are appropriate or necessary to attend in order assure him/herself of the quality of the arrangements and will therefore have the option to attend any subgroup meeting, task finish group meeting, audit activity, quality assurance or learning and development activity organised by the GSCP. S/he will have access to any papers from those meetings or activities.

The scrutineer will ensure that hearing and learning from the voice of the child and service users is at the heart of GSCP activities and s/he can speak with and receive direct feedback from children, young people and families to test the interconnectedness between performance, practice and the voice of the child, young person and family.

The scrutineer will work with the Executive and the Development, Monitoring and Challenge Partnership as they:

- Develop the use of evidence, performance information and evaluation to ensure we have an integrated data set across all partners that will support a unified approach across the complex landscape of safeguarding.
- Develop an schedule of multiagency audits, including sII and deep dives, focussed on learning from case reviews and priority areas identified by the partnership including evidence on what works well.
- Involve staff at all levels in practice and improvement as practitioners in all agencies have an in-depth knowledge and understanding about how our systems work in practice.
- Include an awareness of the lived experience of children, young people and families. The scrutineer will work closely with existing forums but also seek opportunities though audits and deep dives to hear the voice of the child and family.

The scrutineer will have regular meetings with the Leader of the Council, the Lead Member, the Chief Executive of the Council, the managing Director of NHS Greenwich CCG and the Borough Commander for the Police South-eastern Basic Command Unit.

This should give the scrutineer the opportunity to assess how well organisations come together to cooperate with one another to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding and to allow the scrutineer sufficient evidence to judge:

- Are appropriate and effective systems and processes in place in all partner agencies to fulfil their statutory duties and ensure that children are protected and that appropriate safeguarding strategies are developed and embedded?
- How effective are the multi-agency safeguarding arrangements in getting a clear line of sight on single agency and multi-agency practice?
- Are the structures for the operation of the safeguarding partnership purposeful, efficient and effective?

- Are evidence, performance information and evaluation used to develop an integrated data set that supports a unified approach across the complex landscape of safeguarding?
- Do the arrangements enable space for reflection and learning from practice?
- Is the partnership able to evidence that they are having a positive impact on multi-agency working and/or front-line practice?
- What has gone well and what is the evidence to support this?
- What has potential but it is too early to assess impact?
- Are there concerns or issues that need addressing?

The scrutineer will present his/her assessment as part of the Annual Report.

Time commitment:

It is estimated that the role will require up to 30 days per year.

Qualifications and experience

The following qualifications and experience are required of the person(s) providing independent scrutiny:

- Requirement for the person (or any appointed substitute) to be suitably qualified and experienced. This can be broadly interpreted but will generally include knowledge of safeguarding practice and legislation and previous work in front line services safeguarding and promoting the welfare of children.
- The person will have the skills and experience to be able to hold senior managers to account.
- Not be related to an elected member (or equivalent of any of the partners), nor to an officer who is employed by a partner agency in a role that is relevant to its safeguarding functions