



Greenwich Safeguarding Children Partnership Annual Report 2019/20

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Contents

Foreword – Greenwich Safeguarding Children Partnership (GSCP) Executive	Page 3
New working arrangements – transitioning from a Board to a Partnership	Page 4
Effectiveness of partnership arrangements (Independent Scrutineer)	Page 6
Progress against Greenwich Safeguarding Children Partnership Priorities 2019/20	Page 8
Partner agencies - Making a Difference to Children & Young People in Royal Greenwich	Page 15
Greenwich Safeguarding Children Partnership Work Groups <ul style="list-style-type: none">• Audit• Development, Monitoring & Challenge• Learning from Practice• Schools Safeguarding Network• Strategic Multi-Agency Child Exploitation	Page 17
Independent Scrutiny	Page 23
Greenwich Safeguarding Children Partnership Strategic Priorities 2020-23	Page 25
Greenwich Safeguarding Children Partnership Training Offer	Page 29
Child Safeguarding Practice Reviews	Page 31
Appendix 1 – Greenwich Safeguarding Children Partnership Business Unit Structure	Page 32
Appendix 2 – Memorandum of Understanding	Page 32
Glossary	Page 33

Foreword from the Greenwich Safeguarding Children Partnership

Executive

We welcome the annual report of our multi-agency safeguarding arrangements for the Greenwich Safeguarding Children Partnership. 2019/2020 was our first year of the new arrangements, with shared leadership across the Police, NHS and the Local Authority. As we finalise the report for 2019/20, we are very aware that we are in a pandemic with Covid-19, the points and learning related to this will be covered in next year's annual report.

The work of the Greenwich SCP is focused on promoting the effective safeguarding and welfare of Greenwich children. This is driven by a child centred approach, where the work we do with families and communities considers first and foremost the needs of children and ensures that decisions and actions around them prioritise their safeguarding and support.

Safeguarding children remains a priority for all partners in our local safeguarding system across statutory, voluntary and community sectors. There is a wide range of organisational and cultural elements required by the new partnership to ensure a comprehensive and effective approach across a range of safeguarding agendas. With a focus on the most vulnerable children and families we have been working to prioritise the development of the new partnership in line with national guidance and local needs identified by the GSCP.

The new arrangements for the Children's Safeguarding Partnership builds on strong foundations within Greenwich and we are privileged to retain the previous Chair of the Board, Nicky Pace as our Independent Scrutineer. Nicky's expertise, experience and focus add enormous value to the partnership arrangements and ensure we retain organisational memory and historical learning.

We believe we transitioned well to the new arrangements in July 2019. At around the same time there were also new structural arrangements for policing and the CCG. From a policing point of view, the South East Basic Command Unit (SE BCU) comprises of the London boroughs of Bexley, Lewisham and the Royal Borough of Greenwich, and part of Detective Jim Foley's role has been to work across all three local authorities to support the work they are doing to safeguard their children and young people. This was important as the children and young people are not constrained by geographical boundaries and there is significant cross over between the local authorities. We have a particular focus on tackling risk and violence against adolescents, focusing on contextual safeguarding for those that are subject to child criminal or sexual exploitation.

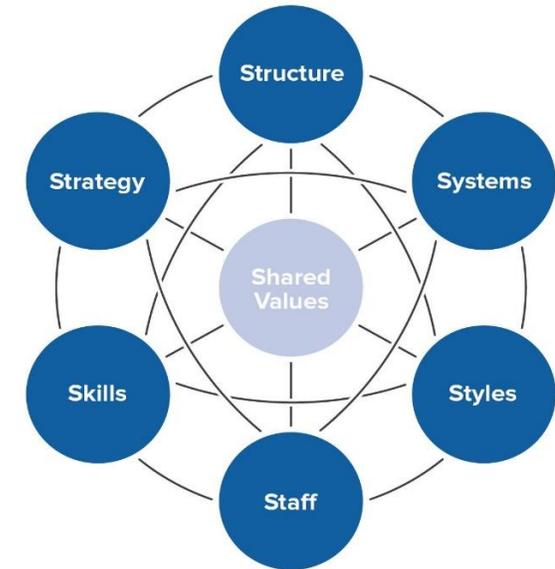
The new CCG arrangements have enabled Neil Kennett Brown to have more dedicated time to Greenwich and, his contribution to the partnership and interface with health partners has enabled the GCSP to have good oversight of safeguarding in the health sector and to respond well to the challenges of the Covid-19 pandemic.

We are proud of the work that the GCSP has achieved in order to safeguard and support children, young people and their families. Over the next year we hope to build on our partnership practice and continue our culture of learning. We will continue to respond to the challenges that Covid-19 brings and ensure strong a partnership at every level of our organisation. We need to be vigilant to the impact of Covi-19 on children and young people both from the possibility of hidden harm and their emotional well-being as well as through our continuous safeguarding lens. We also know that we need to do more to amplify the voice of children and young people and to consider how we tackle structural racism and all aspects of equality, diversity and inclusion.

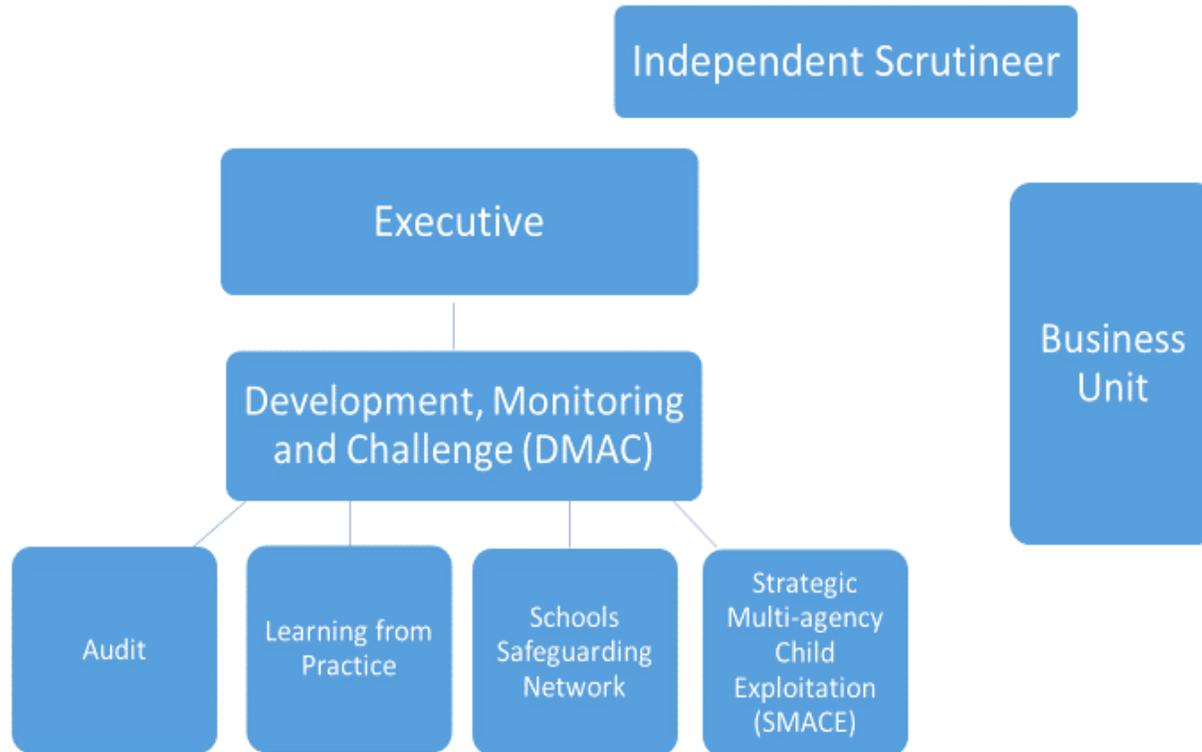
New working arrangements – transitioning from a Board to a Partnership

In June 2019 the new working arrangements came into effect. These changes saw the Greenwich Safeguarding Children Board become a partnership between the Royal Borough of Greenwich, the Southeast Basic Command Unit of the Metropolitan Police and the NHS Greenwich Clinical Commissioning Group.

We use the McKinsey Seven S Framework to describe how our new arrangements work. In this model, the seven components of an organisation (Shared Values, Structures, Strategy, Style, Systems, Skills and Staff) are interdependent and need to be aligned for us to achieve our goal of excellent safeguarding practice as the norm across all agencies in Royal Greenwich.



Our aim is that by working together with relevant agencies we will adapt and continually improve our practice to ensure children are safeguarded and their welfare promoted so that Royal Greenwich continues to be ‘a great place to grow up’.



The Work Groups are a vital part of our work and each has their own work plan which are interlinked and brought together for development, monitoring and challenge.

Effectiveness of partnership arrangements (Independent Scrutineer)

Working Together 2018 requires there to be independent scrutiny in order to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases. I can confirm with confidence and assurance, that the Multi-Agency Safeguarding Arrangements for Greenwich Safeguarding Children Partnership are compliant with Working Together 2018. The arrangements ensure children in Greenwich are safeguarded and their welfare promoted.

I have also scrutinised the annual report 2019-2020 and can confirm again that this is compliant with the requirements of Working Together 2018

This has been the first year of the new arrangements following the changes introduced by the Children and Social Work Act 2017 and Working Together 2018. Greenwich was at the leading edge of developing new ways of working, being part of the Early Adopter group of local areas focussed on change and innovation. The new arrangements in Greenwich went live in April 2019. The partnership was able to build on a history of strong collaborative arrangements at a strategic level but acknowledged there was more to do to ensure that this was embedded throughout all agencies with safeguarding responsibilities and at every level of organisations. Its aim was to use this opportunity to look at different ways of working and engagement with frontline practitioners, and children and young people and their families. So how well has the partnership achieved this goal and delivery against its key priority areas?

Partnerships - A major driver of the new legislation was to ensure that safeguarding responsibility was equally shared by the three key partners - the Police, Health, and the Local Authority. There has always been strong, collaborative working relationships between these agencies in Greenwich, but this has been further evidenced in the senior partners of these key agencies stepping up to lead and progress the new arrangements by agreeing to a rolling chairing of the new arrangements. The Local Authority Director of Children's Services agreed to do this for the first year and the police for the next year, with health taking responsibility for the third year. The commitment to the partnership is also evidenced in the membership and contribution of all relevant agencies including schools in the Partnership subgroups. There has also been successful recruitment into the Partnership Business Unit who assist and progress the arrangements, which has strengthened and supported the new partnership.

The effectiveness of partnership arrangements has been impacted by changes and reductions in the capacity of some key senior partner agencies during this period and forecast budget restrictions during 2020, which inevitably affect previous stable and consistent relationships within the partnership. Some of the subgroups have not worked as envisaged and the partnership will review the arrangements during 2020 to ensure an effective and streamlined structure alongside other partnerships. At the end of the period this report covers (March 2020) the country entered lockdown due to the Coronavirus pandemic, with the anticipated unprecedented impact and challenge this would have on safeguarding children and partnership working.

How does the partnership know how well its doing? Developing strong Quality Assurance mechanisms, to ensure there are robust processes in place to monitor how effectively agencies worked together to protect children and promote their welfare is an important aspect of the new arrangements. The focus of the Audit Work Group has been to ensure that regular multi-agency audits take place into key identified areas of practice. The purpose was to provide assurance and evidence to the Partnership that recommendations from Serious Case Reviews and local learning reviews are implemented, understood, and are making difference, as well as the priority areas the partnership has agreed. There has been some delay in progressing some areas of this work and agreeing an audit schedule and implementing this. The scrutiny of performance data and regular reporting of key safeguarding functions has also been impacted by capacity and availability.

The development of the scrutineer role to act as the critical friend to the partnership has been a real opportunity to offer challenge to agencies about their responses on selected areas of multi-agency practice. The areas covered by the Independent Scrutineer are covered in the annual report.

Areas of development in this area has been to harness more effectively the voice of children and young people and their families into this process and learn from their experiences as service users.

Delivery of priority areas - The partnership has set itself some key priority areas and challenges – ensuring staff were able to identify vulnerability during pregnancy and early infancy and were able to provide the right support ; Supporting children to maintain positive mental health, with a particular focus on deliberate self-harm and suicide and tackling the risks to adolescents, particularly those associated with exploitation, violence and neglect. The annual report details the activity to address these priority areas and how these are monitored and progressed by the subgroups of the Partnership.

Training is focussed on the key priorities of the partnership as well as delivering core multi-agency programmes for staff. Training still has a high priority for agencies and continues to be well supported and attended. Training is evaluated and the impact on frontline staff assessed. As we progressed into lockdown the development of virtual models to deliver training has been a strength.

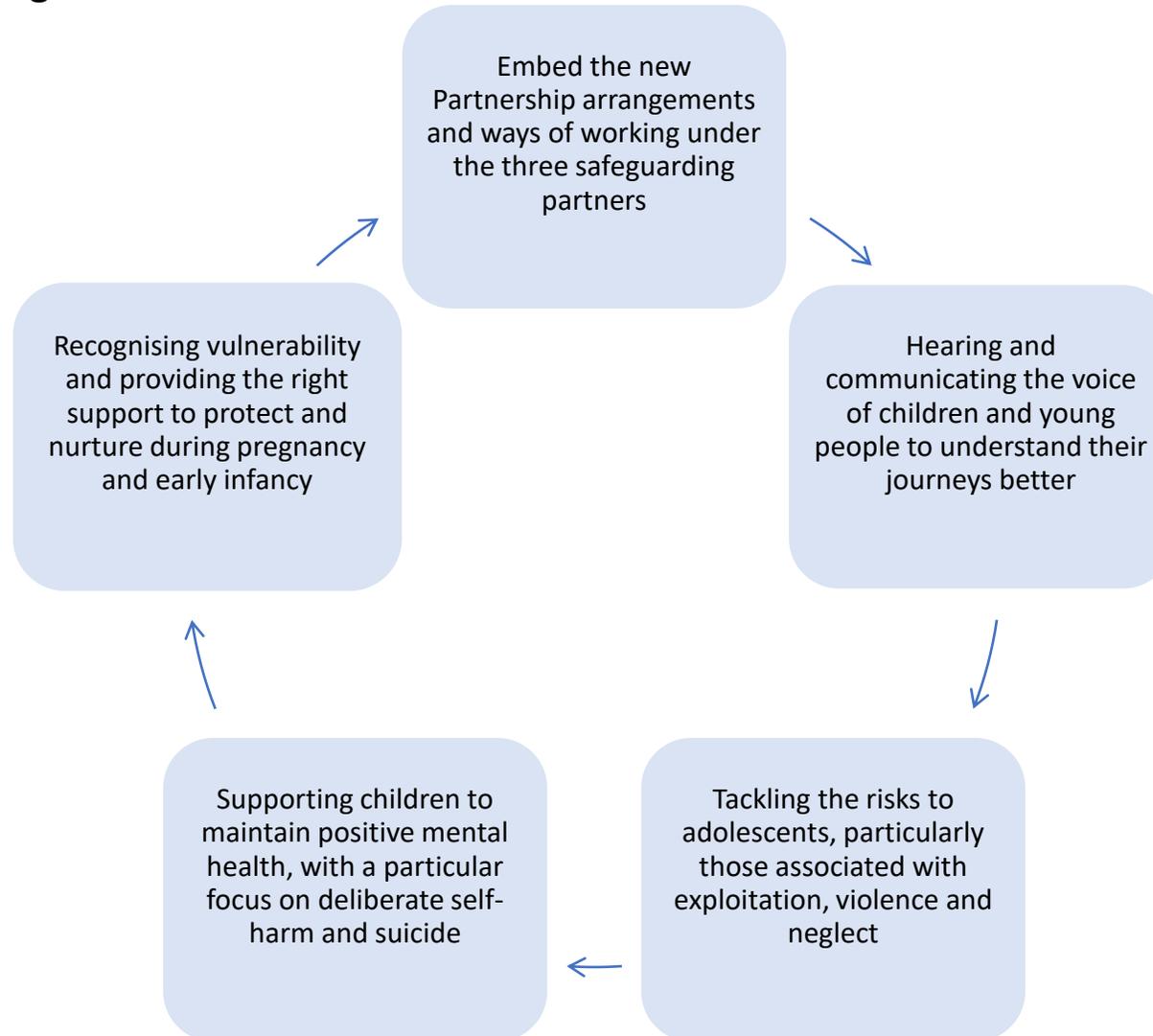
Serious case reviews (SCRs) / Local Safeguarding Children Practice Reviews (LSCPR)

The Partnership is still expected to undertake LSCPRs following the changes introduced in Working Together 2018, with the National Panel assuming responsibility for undertaking Serious Case Reviews. This also introduced new processes to notify the National Panel when there is a serious incident involving a child who has died or has been seriously injured or abused. The Partnership has continued to ensure that learning from these reviews and recommendations arising from them, are robustly monitored through to completion and that it continues to audit to evidence changes to everyday practice as a result. Learning from national reviews is also evaluated against local practice.

In conclusion, the first year of the Partnership has been a successful one with renewed focus on driving change and promoting good safeguarding practice in working together to support children and their families. There is evidence of the effectiveness of this partnership working. It is anticipated that during the next year a review of the Partnership will be undertaken to offer additional independent challenge of the new Partnership arrangements and if necessary, make some changes to the current arrangements.

Progress against Greenwich Safeguarding Children Partnership Priorities 2019/20

Greenwich Safeguarding Children Partnership Priorities 2019/20



Embed the new Partnership arrangements and ways of working under the three safeguarding partners

What we have done

- Implemented all sub groups
- Recruited Lay Members
- Achieved good engagement with partners
- Developed & launched a new website
- Established a Tri Borough Learning Forum and Managers Forum
- Successfully recruited a full complement of staff
- Developed systems for tracking work against priorities

Impact

- The voice of the community is reflected in our work
- All partner agencies are represented in all that we do
- Practitioners, children and their families are able to access a wealth of information in one place
- The Tri Borough learn from each other and work together to safeguard children, young people and their families without being bound by borough borders
- Shared learning is disseminated effectively
- Statutory responsibilities and functions are met



GREENWICH
**Safeguarding
Children**
PARTNERSHIP

Hearing and communicating the voice of children and young people to understand their journeys better

What we have done

- Oxleas Speech and Language Therapists have created virtual ways of facilitating young people within the Youth Offending Service and Social, Emotional and Mental Health Needs (SEMH) settings to reflect on their views using a 'talking mats' approach
- Engaged children, young people and families in audits, surveys and areas of scrutiny
- The police Multi-Agency Safeguarding Hub team have listened and engaged with children and their families in an effort to make their interactions with police constructive and targeted to their specific needs. The voice of the child remains a vital part of early identification for the Metropolitan Police Service; with 'Spot it, Stop it' forming part of a wider focus on safeguarding
- Become members of the Participation Action Group to further engage with child and young people participation groups
- Involved members of Action, Change and Equality (ACE) in the development of the website MetroGAVS have held one to one sessions with voluntary organisations to help them improve monitoring and evaluation of services, including how to capture feedback from young people and families, and involve them in decisions about their support

Impact

- Learning through engagement with children and families
- Improved engagement with children and families
- Children and young people are engaged in the design and delivery of the information we share
- Police officers aware of the importance of hearing the child



Tackling Risks to Adolescents, particularly those associated with exploitation, violence and neglect

What we have done

- The Southeast Borough Command Unit Child Sexual Exploitation (CSE) and Missing Unit have a direct focus on contextual safeguarding
- CSE and Missing Unit have established clear reporting pathways and a structure for referrals to assist partners
- The new Missing policy identifies robust supervision and proactivity with prevention for missing people
- The Metropolitan Police's centrally based Sexual Exploitation Team have delivered training to every Schools Officer in the Borough to assist in identifying young people who may be subjected to CSE
- The Southeast Borough Command Unit VSU (Violence suppression unit) work in close partnership with Children's Services including the Greenwich Reduction in Serious Youth Violence and Exploitation Team (ReSET) and the Greenwich Risk Adolescent Safeguarding and Prevention (GRASP) Panel. The partnership strand of the VSU are dedicated to safeguarding young people involved in serious youth violence and gangs
- The police Multi-Agency Safeguarding Hub team have worked closely with the dedicated local police training unit. At the forefront of this training is contextual safeguarding, adverse childhood experiences and expected recording standards
- The Greenwich Safer Communities Team coordinate the Domestic Abuse MARAC (Multi Agency Risk Assessment Conference) and share information regarding high-risk cases of Domestic Abuse in the borough in order to increase the safety, well-being and health of victims of domestic abuse and their children assisting the partnership in addressing risks to adolescents who are witness to violence, abuse and/or neglect



- The Greenwich Safer Communities team have developed a Modern Slavery Response Group to ensure the co-ordination of partnership work and police enforcement to improve the borough's responses to suspected cases of Modern Slavery. The group links with Children's Services and ReSET, to maintain an overview of young people who are trafficked around the country to sell drugs
- A Tri-borough event was held focusing on Missing
- Lewisham & Greenwich Trust implemented Red Thread – a violence reduction service and have developed a detailed work plan which developed standard operating procedures designed to strengthen the response to contextual safeguarding
- Oxleas presented the learning and findings from the Adolescent Deep Dive Audit (2017-18) to their annual Champions Forum and implemented a working group to focus on trafficking
- The Greenwich Safer Communities Team delivered multi-agency training sessions to staff and partner agencies to improve understanding of Modern Slavery and of our duties under the Modern Slavery Act 2015 and trained over 300 police officers in Modern Slavery and on the National Referral Mechanism
- All relevant agencies attend the Greenwich Risk Adolescent Safeguarding and Prevention (GRASP) Panel
- Operation Makesafe (*Pan-London exploitation operation*) tested 3 venues within Greenwich

Impact

- Police officers are aware of the importance of seeing the young person and recognising the signs of exploitation
- Good practice sharing across the tri-borough
- Increased referrals to MARAC from Children's Services and a significant increase in staff and partner agencies' recognition and understanding of Modern Slavery



Recognising vulnerability and providing the right support to protect and nurture during pregnancy and early infancy

What we have done

- Developed an audit survey relating to safeguarding babies which includes questions relating to bruising in non-mobile babies, safe sleeping and parental mental health
- Oxleas delivered safer sleep, head trauma and better outcomes for vulnerable babies training to practitioners
- Lewisham and Greenwich NHS Trust completed four audits in relation to maternity:
 - Maternity Female Genital Mutilation (FGM)
 - Maternity Record Keeping
 - Maternity Awareness
 - Maternity Postnatal
- Greenwich has a high rate of maternal smoking in pregnancy. It is recognised that maternal smoking during pregnancy increases the risk of health problems for developing babies. The CCG (Clinical Commissioning Group) has continued to support the Public Health work programme to reduce the number of women smoking in pregnancy and improve outcomes for vulnerable babies

Impact

- Expertise shared across the partnership
- The FGM audit tool has been added into the pregnancy information packs, discharge paperwork includes a mandatory field stating whether the family has a history of FGM, and FGM alerts are placed on the National Spine post-delivery by delivery midwives for all FGM clients with female babies
- Accurate record keeping is regularly audited
- Midwives have an increased awareness of the Community Safeguarding Escalation pathway
- Postnatal safeguarding concerns are shared appropriately within the Multi-Disciplinary Team



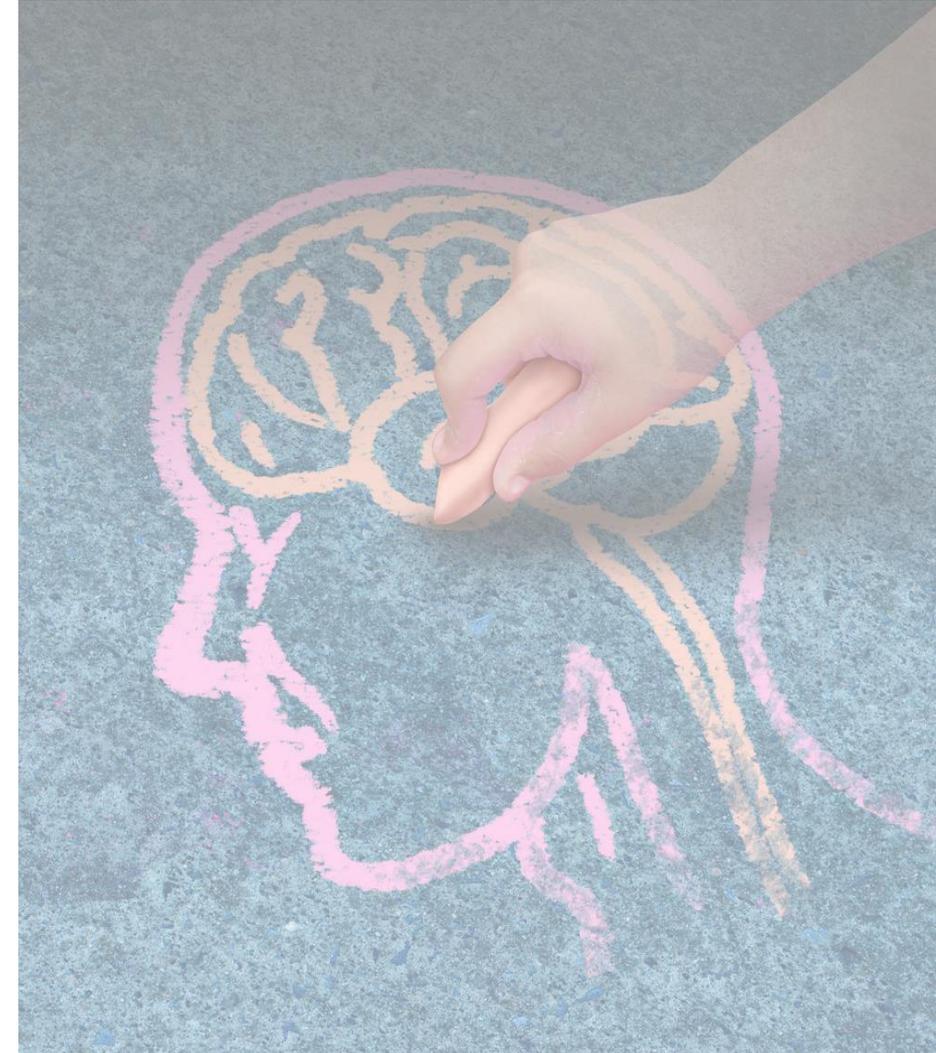
Supporting children to maintain positive mental health, with a particular focus on deliberate self-harm and suicide

What we have done

- Developed a mental health deep dive action plan (*Deep Dive into Mental Health 2018*)
- Disseminated self-harm protocol across the partnership
- Oxleas expanded their training offer to include adverse childhood experiences and the impact of adult mental health
- Oxleas implemented regular Child and Adolescent Mental Health Services (CAMHS) consultation sessions to improve practitioner safeguarding considerations
- Lewisham & Greenwich Trust, Oxleas and Greenwich Children's Services committed to developing an escalation protocol for young people presenting with poor mental health or complex emotional distress when there is no designated safe place to discharge to
- The Crisis Assessment Team Car which provides a first responder Mental Health service, operates in Greenwich and works alongside Oxleas CAMHS
- The CCG has continued to commission the Kooth service, to improve young people's access to mental health online counselling. The platform allows users to interact live with qualified counsellors and it is accessible 7 days week, 365 days a year.
- MetroGAVS has supported voluntary organisations to access funding for young people's mental health

Impact

- Raised awareness of the link between mental health and physical health issues in later life
- 95.45% of CAMHS practitioners stated that the consultation sessions had changed their practice for the better
- CAMHS practitioners are accessing the Multi-Agency Safeguarding Hub consultation services more frequently
- The Crises Assessment Team Car began operating in Greenwich in December 2019 and between then and August 2020 saw 13.5% of cases diverted away from the use of S136 Detention. Each S136 costs approximately £85,000 of public funds
- Greenwich has the largest uptake of Kooth across the South East.



Partner agencies - Making a Difference to Children & Young People in Royal Greenwich

Each year we ask partner agencies to provide an outline of the work they have undertaken to support our shared priorities. Some of the information shared with is included against our priority areas above. Further information and achievements from partner agencies is below.

Royal Greenwich Multi-Agency Safeguarding Hub, Children's Services

- In 2019/2020 the police within MASH processed over 9545 Merlin (safeguarding) reports relating to children; this is a 15.2% increase on the previous year
- Cases involving Modern Slavery, Abuse, Neglect and Sexual Abuse against children have been identified and immediate responses put in place through the police MASH team to protect those children at risk
- Delivered bespoke training in these areas; aimed at raising awareness & standards of safeguarding reports. Over 600 police officers have been trained, with more training planned
- The Child Abuse Investigation Team and Police Conference Liaison Unit joined the Multi-Agency Safeguarding Hub
- Early Help merged with MASH to provide a single point of access for referrals and consultation

Royal Greenwich Safer Communities Team, Housing and Safer Communities

- Alongside the Clinical Commissioning Group, commissioned a local domestic abuse service to deliver a franchise model of the IRIS (Identification & Referral to Improve Safety) programme to improve the responses of GPs' surgeries to Domestic Abuse
- Successfully obtained the DAHA (Domestic Abuse Housing Alliance) accreditation

The London Community Rehabilitation Company

- Introduced a new case management and assessment system enabling better integration of assessment between case recording and case assessment and allowed more frequent reviews of risk assessments as well as timely extraction of information relating to safeguarding risks
- Embedded a new approach of safeguarding assessments which places a responsibility on practitioners to outline specific steps taken on every case to determine the safeguarding risk.

Lay Members remain a vital part of the partnership and their wealth of experience means they provide valuable contributions to our work

Lewisham and Greenwich NHS Trust

- Audited their training offer, record keeping, safeguarding children supervision of practitioners and the quality assurance of emergency department screening

Clinical Commissioning Group (CCG)

- The CCG is a statutory body responsible for commissioning healthcare services from hospitals, ambulance service and community service providers for the borough residents. It also covers all GP (General Practitioner) practices in the local area and is overseen by a governing body. Greenwich CCG became a member of NHS South East London alliance in October 2019 and fully merged with the other five South East CCGs in April 2020 to become one South East London CCG
- The CCG safeguarding priorities for 2019/20 were aligned to that of the Greenwich Safeguarding Children Partnership and the approach was to ensure that safeguarding children professionals played an integral role in the commissioning cycle, from procurement to quality assurance
- Designated professionals provided advice on safeguarding at contract monitoring meetings, reviewing service level agreements and contributed to the development of new service specifications to ensure the quality of service provision for children meets the required standard. These safeguarding leads were also responsible for the monitoring of CCG commissioned providers compliance against safeguarding standards by scrutinising key performance indicators and seeking assurances on safeguarding practice
- Safeguarding and quality assurance visits were carried to commissioned health providers to ensure they have effective safeguarding arrangement in place. The CCG met all its statutory duties with regard to safeguarding children and ensured all safeguarding statutory vacant posts were filled
- The CCG has continued the work with local GP practices to improve safeguarding practice by ensuring there are effective safeguarding systems in place. A safeguarding resource pack was developed for primary care, and the CCG provides a dedicated safeguarding phone line for advice and support on safeguarding to GPs, community pharmacists, dentists and opticians. A quarterly safeguarding leads GP forum has been set up, to provide opportunities for local GPs to share good practice, provide and receive peer support and receive updates on local and national learning from case reviews
- Relevant learning from serious case reviews, child practice reviews, Child death reviews and serious incidents are embedded in the safeguarding level 3 training delivered to GPs and other professionals working with children and families
- The CCG has rolled out safeguarding children training to Community Pharmacists and Trainee GPs. Safeguarding information packs are also sent to local Dental practices and Optical services in Greenwich annually.

MetroGAVS

- Delivered training to Voluntary and Community organisations and disseminated learning and key messages from the partnership
- Carried out 'health checks' to ensure Voluntary and Community organisations' policies are up-to-date

Greenwich Safeguarding Children Partnership Work Groups

Audit

- 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

Development, Monitoring & Challenge

- 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.

Learning from Practice

- 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.

Schools Safeguarding Network

- The purpose of the Schools' Safeguarding Network is to communicate the need to safeguard and promote the welfare of children to all schools
- The Schools' Safeguarding Network will assist the 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 for information sharing amongst the schools and a source of peer support in meeting safeguarding responsibilities.

Strategic Multi-Agency Child Exploitation

- 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.
- 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.

Audit

- 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

The group held five meetings which were well attended by partners and the audits carried out were in line with the GSCP priorities for the year 2019/20. Terms of Reference and membership were reviewed, ensuring key agencies were represented. Partners were also invited to present their completed single agency audits to the group, and to share actions developed from the audit recommendations demonstrating impact on practice.

Work undertaken in 2019/20 has included:

- An online survey to examine how well the learning from the previous safeguarding babies audit had been embedded in frontline practice. It explored the current safeguarding arrangements to determine if they were robust enough to ensure that services intervene promptly and effectively to prevent harm occurring to young babies. The audit also focused on how well frontline practitioners were equipped with the appropriate knowledge and skills to identify vulnerabilities and intervene promptly. This will be reported on in 2020/21.
- The Audit Work Group commenced an adolescent risk audit; the proposed plan was for a deep dive audit but there were challenges recruiting the cohort of young people to take part in the audit. This meant several changes to the audit parameters to ensure quality and engagement. It will be led by the Youth Offending Service practitioners. The group members extended the time line for the audit and will also be reported in 2020/21.

The Audit Work Group received a report on the Front Door from the GSCP Independent Scrutineer. The report reviewed access to the Early Help (EH) provision as well as the Multi Agency Safeguarding Hub (MASH) process and how effectively the partners work together. It also focused on quality of referrals received from partner's agencies and the application of thresholds against the threshold document. The audit found the quality and information contained in referrals was variable; some of the referrals had very limited information and others had contradictory information. The recommendation was for the identified agency to consider further training for staff about making quality referrals, through safeguarding leads to ensure that all relevant information is provided and completed by the referring agency. The report was presented and discussed. The identified agency has now completed audit of their safeguarding referrals with recommendations on improvement, and also include how to complete safeguarding referrals within their safeguarding training.

Next steps: 2020/21

- Multi-agency audit on Safeguarding children with additional needs and promoting their welfare
- Actions will be disseminated from learning from the practice subgroup and monitored to ensure they are completed, and to seek assurance that the learning has been embedded in practice.
- Receive single agency audits reports, analyse, challenge and identify any learning and create and monitor multi-agency action plans
- Ensure the voice of children and young people is heard through the various multi and single agency audits.
- Ensure audit work group members disseminate learning from the completed audits throughout their organisations through written materials, including training content
- Undertake audits in relation to the effectiveness of the partnership during the Covid-19 Pandemic.

Development, Monitoring & Challenge

- 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.

The Development, Monitoring and Challenge Work Group has been well attended by all partner agencies and in 2019/20 held four meetings. One meeting was cancelled due to the Covid-19 Pandemic.

Work undertaken in 2019/20

- Contributed to the development of a revised Threshold document and guidance for practitioners
- Contributed to the development of the Partnership Business Plan 2020-2023
- Developed an action plan from the findings of the Mental Health Deep Dive audit
- Shared good practice and learning from their individual agencies
- Made recommendations and suggestions for the new website

Next steps 2020/21

- The group will have a themed focus for each meeting to discuss areas of strength, areas for improvement and challenges. The theme of the meetings will be determined by the GSCP priorities and will include, but not be limited to:
 - Safeguarding in schools
 - Child Exploitation
 - Child Protection
 - Children missing from home/care

Learning from Practice

- 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.

The Learning from Practice Work Group is a new work group for the partnership and considers information from a range of sources both locally and nationally to determine whether there is relevant learning for the partnership in Greenwich. This may include:

- Local single agency learning reviews
- Local multi-agency learning reviews
- Child Safeguarding Practice Reviews completed in other areas
- Domestic Homicide Reviews
- Findings from Joint Inspections

Work undertaken in 2019/20 has included:

- Revisions to the Terms of Reference and governance of determining whether the National Panel should be notified of a serious safeguarding incident and a Child Safeguarding Practice Review initiated
- Maintaining oversight of the current GSCP Serious Case Review and Child Safeguarding Practice Review
- Contributed to the terms of reference for a local practice review being held in a neighbouring borough involving a Greenwich child
- Reviewed recent findings from a Joint Targeted Area Inspection on familial child sexual abuse alongside two local management reviews to identify learning for the partnership

The findings of the work undertaken by the group on familial child sexual abuse has been shared across the partnership and an action plan has been developed. This includes but is not limited to:

- Working with and understanding harmful sexual behaviour / sexual abuse
- Safeguarding (Professional) Curiosity
- Safer recruitment processes
- Role of men in the family

Next steps: 2020/21

In 2020/21 the group will be reviewing the Triennial Review of Serious Case Reviews and identifying whether there is learning for the partnership.

The group will continue to review any local and national learning reviews and disseminate learning.

Schools Safeguarding Network

- The purpose of the Schools' Safeguarding Network is to communicate the need to safeguard and promote the welfare of children to all schools
- The Schools' Safeguarding Network will assist the 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 for information sharing amongst the schools and a source of peer support in meeting safeguarding responsibilities.

The Covid – 19 Pandemic impacted the Schools Safeguarding Network's work and prevented them from convening from January 2020 to October 2020. However, prior to lockdown they supported the transition from a board to a partnership by ensuring each work group has school representation and were pleased that the partnership recognised the work of the group and its continuation was deemed to be an important part of the new arrangements.

The Schools Safeguarding Network have supported and influenced the development of the new website to include a dedicated page for Safeguarding Children and Young People with Special Educational Needs and Disabilities and are currently developing a webpage for school staff to access dedicated tools and resources.

Via the Greenwich Safeguarding Children Partnership Business Unit, the Schools Safeguarding Network are continuing to work with the disabled children's participation group to update the webpage for children and young people to ensure this page is accessible to young people and provides them with information that will help to keep them safe.

In relation to mental health and wellbeing, the network have contributed to the mental health deep dive action plan, working with the Youth Mental Health First Aider to develop training which will be rolled out across schools.

Next steps: 2020/21

The Schools Safeguarding Network will review lessons learnt from child safeguarding practice reviews and develop actions that are relevant to schools for dissemination and embedding into daily school practices.

Continue to promote and influence training to ensure it meets the requirement of schools.

The Schools Safeguarding Network will support the development and roll out of the section 11 audit.

Contribute to the review of the partnership's effectiveness during the Covid-19 Pandemic by being the voice of the Designated Safeguarding Lead Network and the schools

Strategic Multi-Agency Child Exploitation

- 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.
- 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.

The Strategic Multi Agency Child Exploitation Group's (SMACE) 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.

In 2019/2020 the group has focussed on a number of key areas:

- Reviewed the work of the weekly GRASP meeting where vulnerable adolescents are discussed
- Progressed work on ensuring that when vulnerable or potentially high-risk children and young people being moved into Royal Greenwich there is a notification
- A Serious Case Review undertaken by Newham concerning a young person who was murdered where gangs and exploitation were key factors was considered by SMACE to identify what learning there was for Royal Greenwich
- Received regular updates on the development and implementation of ReSET. The ReSET leader is now a member of SMACE
- Received updates on Operation Makesafe and Alarmcall which focussed on the night time economy, taxi firms and local hotels
- Received a presentation from licensing and explored how there could be better alignment between their work and the SMACE.

SMACE led on work to improve our multi-agency response between Children's Social Care and police for when children go missing. SMACE has been raising awareness of issues linked to children going missing with local taxi firms. New practice guidance sheets have been disseminated regarding the new arrangements for Return Home Interviews. There was a reduction in the number of children going missing from home and care in 2019/20.

The closer links between licensing and SMACE have enabled better information sharing about "hot spots" in the borough.

Across the partnership there is a good awareness of adolescent safeguarding. Of the 2573 respondents from 94 schools, 71% had received Child Sexual Exploitation (CSE) training and 81% reported that they would be confident or very confident in recognising the signs of CSE.

Next steps: 2020/21

- The SMACE will be carefully considering the findings of the GSCP Child Safeguarding Practice Review on a young person who was murdered where gangs and exploitation were key factors and the findings of the national Panel's review on adolescent safeguarding, both due to be published in 2020/21
- Our problem profile for the borough is underdeveloped. The SMACE has been working to agree a data set with all partners and will work closely with ReSET going forward
- Review the Terms of Reference and membership for the group
- Improve consistent attendance and chairing from the Police

Independent Scrutiny

As part of the new safeguarding arrangements that were established with the Children & Social Work Act 2017 and Working Together (WT) 2018, there was a requirement for the new multi-agency safeguarding arrangements to set up a system of scrutiny. The safeguarding partners should set up their arrangements to create an environment conducive to robust scrutiny and constructive challenge and must ensure there is independent scrutiny of the effectiveness of the arrangements. (WT18).

As the GSCP went live with the new arrangements in April 2019 the role of Independent Chair of the Safeguarding Board moved to become the Independent Scrutineer of the new partnership arrangements. As there was limited guidance in Working Together 18, the partnership has been able to innovate and agree with the key partners what this role will involve. The partnership agreed that scrutiny in Greenwich will be focussed on learning as its outcome and will be positive in its approach. The Partnership's aim is to build a culture where everyone involved in safeguarding children from the front line up to the Executive Board, welcomes scrutiny and actively participates in it; trusting and learning from each other as well as taking accountability.

Its aim was to achieve improvement by developing and spreading good practice based on what we know works well and is evidenced based. In practice this will involve using tools such as appreciative inquiry to conduct audits, seeking to normalise peer to peer challenge and ensuring that the work of the Partnership is strengths based, consistently asking about how partners can learn from positive practice and the experiences of children and families, as well as where things do not go so well.

Greenwich was involved with the Early Adopter programme supported by the Department for Education (DfE) and our learning on developing scrutiny has been shared through this forum.

Over the last year we have established a rolling programme of deep dives focussed on multi-agency activity and agreed by the partnership, which have been undertaken by the Independent Scrutineer. These have included focussing on individual children's cases, meeting front line staff, teams and individuals including attending panels and establishments. The recommendations from these have been presented to the Executive, who discuss the findings arising from the review and develop an action plan to address the recommendations.

The areas of focus for scrutiny this year have been on the Multi-Agency Safeguarding Hub (MASH) Children held in local Custody Suites and multi-agency engagement and involvement in Child Protection processes such as strategy discussions and Child Protection Conferences and Core Groups. Once recommendations are agreed by the Executive they are monitored through to completion.



Key recommendations from the scrutiny reviews so far:

MASH – August 2019 reviewing access to the Early Help (EH) provision as well as the Multi-Agency Safeguarding Hub (MASH) process and how effectively the partners work together. It also focused on the quality of referrals and application of thresholds against the newly published threshold document by agencies making referrals to Children’s services.

- Moving to one front door that processes all contact /referrals for both Children’s Social Care and Early help, so there is no wrong front door.
- Using one referral form – this will make the process of making referrals to Children’s services more straightforward for partners.
- Partner agencies should consider further training for staff about making quality referrals through safeguarding leads to ensure all relevant information is provided.
- Initial management instructions/ decisions should be recorded on the information management database, as this obscures the timely response made by managers in MASH.
- A timescale for response needs to be agreed for Early Help services.

Children held in custody – February 2020 to review the arrangements of children held in custody overnight at police custody suites, whether the Home Office Concordant was being applied appropriately and how ‘child friendly’ the arrangements were, including the use of Appropriate Adult services. As children crossed borders it was agreed that I would also review custody arrangements in Lewisham as well as Plumstead as local provision.

- To work across London to look at child specific custody suites as this could mean a suite that was more child friendly, had additional health and social care/ youth worker staff to support these children and coordinated so that each borough did not have to make their own provision.
- Magazines /puzzles and food – could consideration be given to a small budget to provide some puzzle books /magazines that could be regularly replaced. Consideration to be given to provide a small selection of sandwiches and a wider choice of basic biscuits/ crisps.
- Explore and review the commissioned health provision and its connectedness to community health provision- GPs etc
- Increase of Appropriate Adults for out of hours services – evening and weekends.
- Consider joint training for all staff on needs of children in custody including children with mental health and Special educational needs and disabilities (SEND) especially for Forensic Medical Officers including ACEs and trauma informed approaches.

Multi agency involvement in Child Protection processes- March 2020 ongoing

- This piece of work started in March 2020 but is ongoing and was interrupted with the start of lockdown with the Coronavirus pandemic. It will be reported in the following annual report.

Greenwich Safeguarding Children Partnership Strategic Priorities 2020-23

Priority 1: Tackling the risks to adolescents, particularly those associated with exploitation, violence and neglect

What we plan to do and what we hope to achieve

Action	Outcome/s
Undertake a re-audit in relation to improvements in support, to high risk adolescents.	We will know whether the improvements identified in the previous audit and Joint Targeted Area Inspection have been achieved. We will be able to identify and plan for any further areas of weakness and build on strengths.
Review local Gangs strategy and contribute to the challenge and scrutiny of its implementation.	Children who are at risk of gang involvement take up appropriate diversion activities, resulting in them not engaging in criminal activity.
Work jointly with Bexley and Lewisham to identify key learning for the tri-borough and arrange learning events.	Communication will be stronger between the three boroughs and we will have a shared understanding of how we can work together to keep children safe across geographical boundaries.
Evaluate the impact of changes in missing procedures	We will have qualitative data on the effectiveness of missing procedures.
Review of ReSET	Ascertain whether it is successful in making an impact on understanding and supporting adolescents at risk and will inform any changes that will need to be made to better achieve this.
Upskill the children's workforce around safety planning for adolescents who may be at risk from violence, exploitation or self-injury	We will have a confident, competent workforce working to the same procedures.
Oxleas Safeguarding Service will deliver a learning event for practitioners to promote joined up working through improved understanding of adolescent development and the impact of mental health problems on parenting of this age group	Practitioners have a wider understanding of adolescent development and are able to improve practice accordingly

Greenwich Safeguarding Children Partnership Strategic Priorities 2020-2023

Priority 2: Supporting children to maintain positive mental health, with a particular focus on deliberate self-harm and suicide

What we plan to do and what we hope to achieve

Action	Outcome/s
Develop a SMART action plan in response to the findings of the Children and Young People's Mental health deep dive	Findings from the review inform GSCP actions to improve practice. Learning from audit is disseminated throughout the partnership. The impact of multi-agency working demonstrates that children affected by this safeguarding issue receive effective and timely support.
Review relevant data from partner agencies to contribute to a purposeful and comprehensive dataset in relation to CYP mental health	The GSCP and its partners have a clear understanding of Local issues as relevant to the Partnerships Statutory and Strategic Priorities. Data is used to inform service priorities, actions and commissioning.
Review interface between the Safeguarding Adults Board and Partnership to support effective transition on all services including SEND and Mental Health	Executive partners attend the Safeguarding Adults Board and the Adult's Partnership is represented on DMAC.
Oversight and involvement with the development of the response to children and young people who self-harm	Professionals are aware of the Self harm/suicidal Ideation protocol and follow the processes described in the document Availability of resources including learning materials to be available on the GSCP Website
Upskill the children's workforce and those in the Voluntary, Community Sector around children and Mental Health, with a particular focus on deliberate self-harm and suicide.	We will have a confident, competent workforce working to the same procedures.
Continue to support Voluntary and Community organisations in fundraising to support the mental health and wellbeing of children and young people	Voluntary and Community organisations are able to continue to provide services which support the wellbeing of children and young people

Greenwich Safeguarding Children Partnership Strategic Priorities 2020-2023

Priority 3: Recognising vulnerability and providing the right support to protect and nurture during pregnancy and early infancy

What we plan to do and what we hope to achieve

Action	Outcome/s
Review training on safer sleep and head trauma for front line staff, including midwives, health visitors, GPs, children centre staff and social workers.	Fewer incidences of infants dying while sleeping with parents.
Carry out an online survey of practitioners to identify changes in practice following a previous safeguarding babies audit.	We will have a better understanding of the learning needs in relation to safeguarding babies and preventing accidental injury.
Review the guidance in place provided by the Greenwich Safeguarding Children Partnership.	Professionals working with parents that are pregnant or have children that are infants will have clear guidance to follow and refer to.
Work with the Tri-Borough on a joint coping with crying and safer sleep campaign	Messages, guidance and information will have a further reach and not be bound by borough boundaries
To review and strengthen safeguarding processes, safeguarding supervision and practice within maternity services	Continued improved practice to identify safeguarding concerns and early response
Continue to embed 'Think Family' into every day practice	Practitioners in both mental health services and health visiting services work together to form a full overview of the family as a whole
The CCG will work with providers to jointly review pathways to recognise vulnerability early and provide the right support to protect and nurture during pregnancy and early infancy	Improved outcomes for vulnerable babies
The CCG will raise awareness of the need to handle babies with care to prevent injuries and child deaths from abusive trauma through workshops for health professionals	Reduction in injury to babies and child deaths
The CCG designated professional will contribute to the collaborative project to understand Greenwich's high neonatal mortality rates	Work required to reduce neonatal mortality rates is understood and an action plan developed

Greenwich Safeguarding Children Partnership Strategic Priorities 2020-2023

Priority 4: Safeguarding children with additional needs and promoting their welfare

What we plan to do and what we hope to achieve

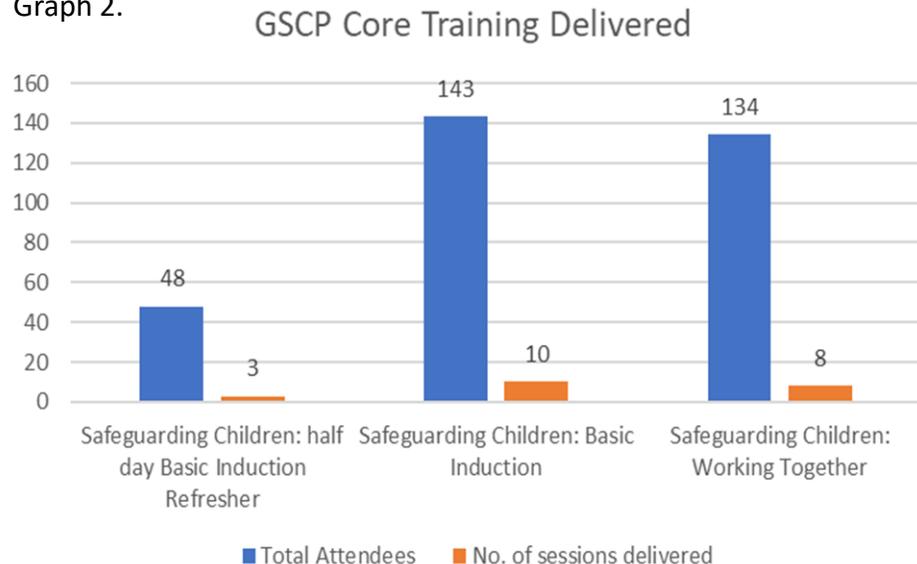
Action	Outcome/s
Annual Conference focus to be safeguarding children with additional needs.	Improved level of skills and knowledge of practitioners to enable them to recognise and respond to needs and effectively safeguard and promote the welfare of children with additional needs.
Carry out a learning needs analysis following the conference and implement training as necessary for all practitioners	
Review learning and resource needs for safeguarding children with additional needs in education	Schools report they are equipped with the necessary resources to support, refer and signpost children, young people and families as necessary. Schools report they feel confident in their practice of safeguarding children with additional needs
Review transitional safeguarding with Safeguarding Adults Board	Practitioners across Children’s and Adults Services have clearer understanding of current procedures. Areas of improvement identified jointly.
The CCG will continue to work with healthcare providers to implement the role of lead professional for children with complex health needs known to two or more services	Lead professional has oversight of the child and the services they receive ensuring their welfare.

Greenwich Safeguarding Children Partnership Training Offer

It has been another successful year delivering multi-agency training across the Partnership (graph 1); delivering 47 courses to 1217 staff.

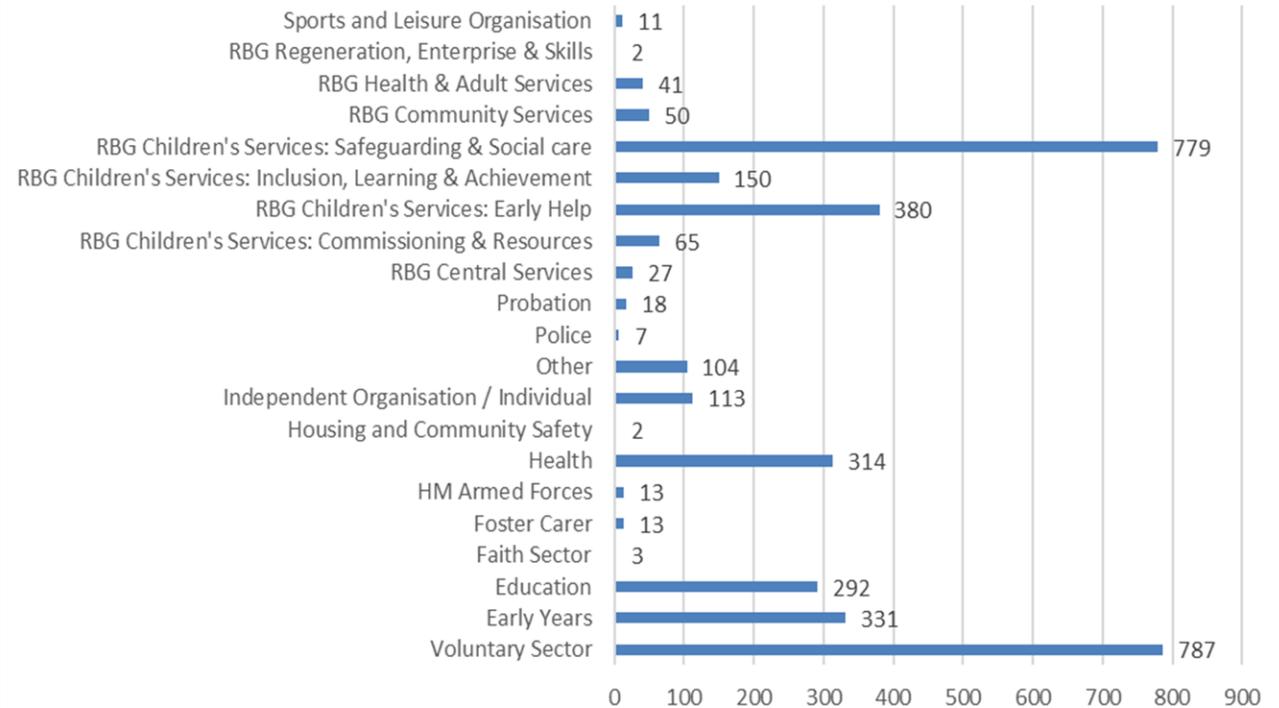
Our CORE training continues to be a success (graph 2 and Pic.1), with 325 staff attending, including refresher Safeguarding training sessions, ensuring that existing staff keep up to date with safeguarding.

Graph 2.



Graph 1.

Organisation Type attended GSCP Training and number of individuals



"I have attended a few Safeguarding courses due to the nature of my role outside of RBG. This course was one of the best, mainly down to the knowledge and enthusiasm of both trainers." Pic 1.

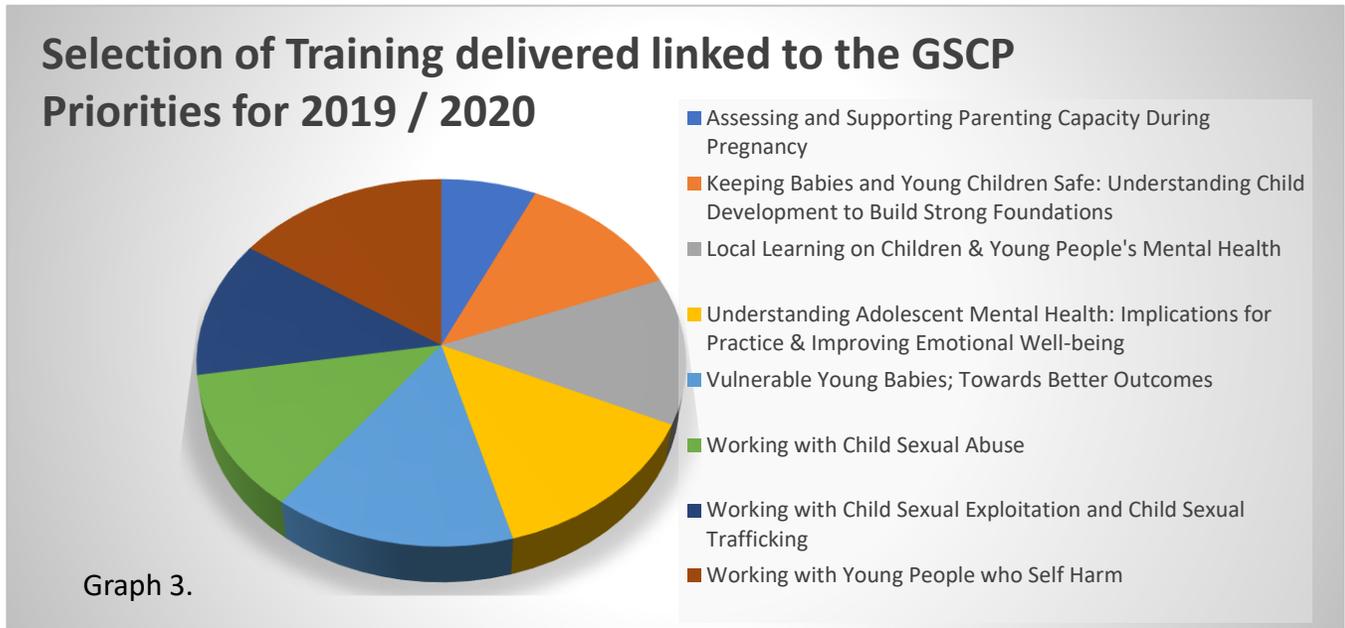
All of our training is child safeguarding focused, with child welfare remaining paramount. We have successfully delivered training directly linked to the GSCP priorities (graph 3).

Unfortunately, owing to the COVID 19 pandemic we were unable to deliver all of this training, as it was due to be delivered in March 2020. However, this has been rescheduled as a virtual training along with the rest of the training programme for 2020-2021.

Areas for Development

In addition to the specific training being developed alongside the GSCP priorities for 2020-2021, we are also developing the following:

- Working with the Partners to develop strategies to reach more agencies and increase the agencies attending the GSCP training.
- Continue to develop additional learning opportunities and methods, as well as our successful training programme.
- Develop new additional evaluation methods to measure the impact of the GSCP training on practice.
- Continue to develop methods to include the voice of the child in our training and C&YP's participation.



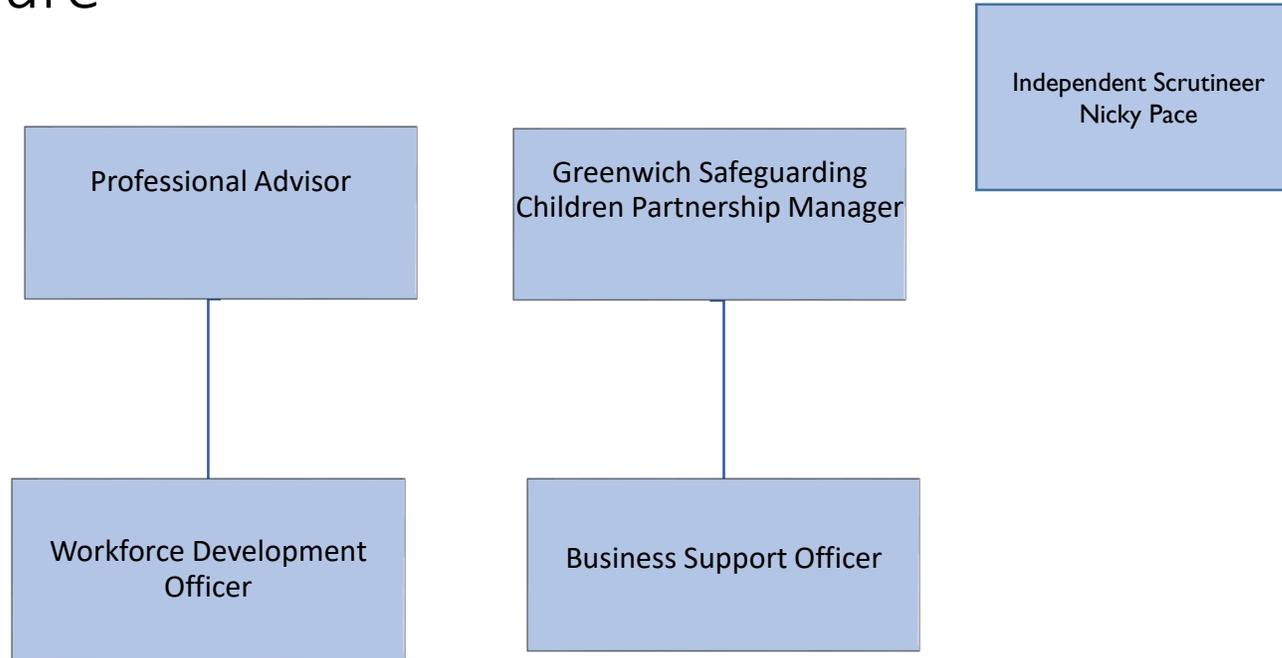
Child Safeguarding Practice Reviews

- We have not published any Child Safeguarding Practice Reviews in 2019/20
- One Child Safeguarding Practice Review started within Greenwich for Child A who was fatally stabbed in September 2019 in the London Borough of Newham. The final report and key learning will be reported on in the 2020/21 annual report
- An action plan for the Serious Case Review for Child Z was developed and agreed during 2019/20 although we have been unable to publish the report due to on-going court proceedings.



GREENWICH
**Safeguarding
Children**
PARTNERSHIP

Appendix 1 – Greenwich Safeguarding Children Partnership Business Unit Structure



Appendix 2 – Memorandum of Understanding

The Memorandum of Understanding is published on the Greenwich Safeguarding Partnership Website: <https://www.greenwichsafeguardingchildren.org.uk/wp-content/uploads/2020/07/Memorandum-of-Understanding-July-2020.pdf>

Glossary

- ACE - Action, Change and Equality Youth Participation Group
- CAMHS - Child and Adolescent Mental Health Services
- CCG – Clinical Commissioning Group
- CSE – Child Sexual Exploitation
- EH – Early Help
- FGM - Female Genital Mutilation
- GSCP – Greenwich Safeguarding Children Partnership
- GRASP – Greenwich Risk Adolescent Safeguarding and Prevention Panel
- MARAC - Multi Agency Risk Assessment Conference
- MASH – Multi-Agency Safeguarding Hub
- MPS – Metropolitan Police Service
- ReSET - Greenwich Reduction in Serious Youth Violence and Exploitation Team
- SEMH - Social, Emotional and Mental Health Needs
- VSU - Violence Suppression Unit