New safeguarding arrangements for Camden children
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1. Foreword

We are delighted to publish our arrangements in accordance with the requirements of Working Together to Safeguard Children 2018.

Safeguarding children is a shared responsibility in Camden. This document sets out how we will continue to work together to safeguard children and young people in the borough. The Camden Safeguarding Children Partnership vision is that:

*All children and young people in Camden are safe, thriving and heard.*

Understanding the lived experience of the child by making sure children have an active, continuous and meaningful voice is central to our partnership approach. The views and participation of children and young people, will continue to shape multi-agency practice developments.

In acknowledgement of the Outstanding judgement from [Ofsted (November 2017)](https://www.ofsted.gov.uk), the Camden Safeguarding Children Partnership has retained many aspects of the multiagency arrangements that were commended;

*“Camden’s Local Safeguarding Children’s Board is outstanding. It has well-established and highly effective arrangements in place to hold partner agencies to account for safeguarding children. An exceptional commitment to continuously improve frontline practice is both evident and demonstrable”.*

(Ofsted Review of the effectiveness of the Camden LSCB, November 2017)

Learning from, and strengthening our frontline practice will continue to be at the forefront as we refine and refresh our working arrangements. This paper reflects our shared endeavour and responsibility to continually improve how we work together to safeguard children and young people, in order to enable them to develop to all their capabilities.

[Logos of Camden Council, Camden Clinical Commissioning Group, Metropolitan Police]

**Martin Pratt**  
Deputy Chief Executive/DCS  
*on behalf of*  
Camden Council

**Sarah Mansuralli**  
Chief Operating Officer  
*on behalf of*  
Camden Clinical Commissioning (CCG)

**Chief Supt. Raj Kohli**  
Borough Commander  
*on behalf of*  
Central North (Camden & Islington)  
Basic Command Unit (BCU)
2. Introduction


As outlined in Working Together to Safeguard Children (2018), this paper details the multi-agency safeguarding arrangements for children in Camden, as agreed by the Camden Safeguarding Children Partnership (CSCP) and scrutinised by an independent scrutineer.

It covers the following areas:

(a) Camden’s arrangements to work together to identify and respond to the needs of children in the area;
(b) The CSCP’s use of data and analysis to ensure the effective application of the local threshold criteria for action and an understanding of the impact of early help;
(c) How the CSCP will ensure the voice of children and their families are heard;
(d) The geographical boundaries of the CSCP;
(e) The role of early years settings, schools (including independent schools, academies and free schools) and other educational establishments;
(f) The relevant agencies that make up the Camden Safeguarding Children Partnership and how they will work collaboratively to improve outcomes for children and families;
(g) Arrangements for independent scrutiny of the effectiveness of the arrangements;
(h) The CSCP’s learning, improvement and assurance framework, which will use data, audits and intelligence to assess the effectiveness of the help being provided to children and families. This will include the process for undertaking local child safeguarding practice reviews and setting out the arrangements for embedding learning across organisations and agencies;
(i) Arrangements for commissioning and publishing local child safeguarding practice reviews;
(j) The involvement of youth custody and residential homes for children;
(k) CSCP’s funding arrangements;
(l) Safeguarding training assurance and multi-agency training offer
(m) Annual reporting and review of arrangements

This document detailing Camden’s multi-agency safeguarding arrangements for children was published on the 19th June 2019, in accordance with statutory timescales.
3. Background and context: *Our Camden journey*

- **September 2019**
  - New safeguarding arrangements in place

- **June 2019**
  - Publication of new CSCE arrangements

- **March 2019**
  - Scrutiny and Assurance
  - Independent and multi-agency scrutiny and assurance framework offers challenge and support to the development of the new safeguarding arrangements.

- **January 2019**
  - Consultation and agreement
  - Partners are consulted on new arrangements and safeguarding priorities for 2019-21.

- **November 2018**
  - Child Death Review Arrangements
  - New North Central London (NCL) level arrangements start to take shape for child death reviews to replace Camden CDOP.

- **September 2018**
  - Planning
  - The three safeguarding partners meet to discuss the future arrangements for the CSCE.

- **December 2017**
  - DfE Consultation
  - CSCE partners feedback joint response to DfE on statutory guidance.

- **November 2017**
  - Ofsted Outstanding
  - Camden Safeguarding Children Board receives ‘Outstanding’ judgment from Ofsted

- **April 2017**
  - Children and Social Work Act 2017
  - The Act removes the requirement for local areas to have LSCBs (as per Children Act 2004) and introduces duty on 3 key partners.

- **May 2016**
  - Wood Review
  - Stated that the system for LSCBs needed to change in favour of a new model that ensures collective accountability across agencies.

- **Children Act 2004**
  - Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB).
4. Geographical area

The geographical footprint for the Camden Safeguarding Children Partnership will cover the London Borough of Camden local authority area. The CSCP is committed to enabling a culture where deprivation is recognised, discussed and reflected in decision-making. This is one of the core values of the partnership; involve, value and respond to our diverse local community.

Comprising almost 22 square kilometres in the heart of London, Camden is a borough of diversity, contrasts and varying inequalities. The borough juxtaposes the iconic youthful energy of Camden Town with; open spaces; business centres; wards with relative deprivation and exclusive residential districts.

Every part of the borough has areas of relative affluence alongside areas of relative poverty. The most deprived area in Camden (found in Gospel Oak ward) is among the 5% most deprived areas in England. In 2016 (latest data available) 29% of children in Camden live in low-income families. Camden ranks 4th highest in London. This compares with a London average of 19% and 17% in England & Wales. 1 in 4 Camden school aged children are eligible for free school meals. On the average rank summary measure for local authorities, the Indices of Deprivation 2015, ranks Camden among the 69 most deprived districts in England.

The estimated 0-18 population in Camden is 45,900, which signifies a rising trend (6%) over the last six years. Camden’s demographic profile corresponds to a typical metropolitan city with a university presence. There is a large proportion of students and younger adults, and relatively few children and older people compared to the national average. 41% of residents are aged under 30, with 18% of the population being children and young people aged under-18. Camden’s population is ethnically diverse. In the 2011 census, 34% of Camden residents were from black or minority ethnic groups. In Camden, after English, the most commonly spoken languages are Bengali (13%); French (8%); Spanish (6%); Italian and Somali (5%); German, Arabic, Portuguese and Polish (4%). 163 languages and dialects in total are spoken by Camden-resident children.

If changes to the administrative geography occur, as specified in Working Together 2018, this will be agreed by the three safeguarding partners and will be communicated clearly to relevant agencies and practitioners, and reflected in the next yearly report.
5. Our shared safeguarding responsibility

5.1 Our shared vision

All children and young people in Camden are safe, thriving and heard.

5.2 Our mission statement

‘Working in partnership to keep all children and young people safe, thriving and heard within a community where safeguarding is a shared responsibility.’

The CSCP’s statutory safeguarding partners and each relevant agency, hold the shared responsibility to safeguard children and promote their welfare. The 2017 Ofsted review found the CSCP to be outstanding. Our transition journey from a LSCB to the new local safeguarding partnership model, takes into account that we are moving forward from a position of outstanding performance. The Camden safeguarding children partnership will hold the overall responsibility for the overview of the quality of multi-agency safeguarding work and agency performance. The statutory partners and the relevant agencies are therefore committed to maintaining the highly effective multi-agency arrangements and continuing the Camden culture of shared responsibility.

5.3 Our shared values

(a) Listen and respect the voice of the child, their families and each other.
(b) Be courageous in making a positive difference to the lives of children and young people.
(c) Ensure shared responsibility and mutual challenge between partners to keep children safe.
(d) Involve, value and respond to our diverse local community.
(e) Work together in partnership to reflect, learn and continuously improve.

5.4 How will we safeguard and promote the welfare of all children:

☑ Through developing policies and procedures, by proactively identifying and responding to new and emerging safeguarding issues.
☑ Through communicating to persons and bodies, the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so
☑ Through monitoring and evaluating the effectiveness of what is done by the safeguarding partners and relevant agencies individually and collectively and advising them on ways to improve.
☑ Through coordinating response to serious incidents and unexpected child deaths.
☑ Through collecting and analysing information about safeguarding practice reviews and advising on lessons learned.
☑ Through reflecting, and making recommendations in the planning of services for children in Camden.
5.4 Our approach to developing our partnership arrangements

Effective, ambitious child-focused leadership within and across partners

- Articulate and communicate a clear vision across the partnership where safeguarding is a shared responsibility.
- Shared commitment to a joined-up approach to improving the response to vulnerable children.
- Clear vision for multi-agency practice, which is shared with all staff.
- Thorough analysis of local needs that reflects local and national learning.
- Understanding of local safeguarding priorities and how they can collaboratively deliver them.
- Well considered and comprehensive strategic action plans that are underpinned by a strong vision.

Agencies understanding their respective roles and thresholds

- Partners understand good professional practice and value professional disciplines and expertise in order to enable good and timely decision making.

Wide and active engagement in multi-agency safeguarding arrangements

- Partners own, understand or implement multi-agency strategies that have the required impact on protecting children.
- Frontline staff across all agencies, understand and use available tools to good effect.
- Multi-agency partnership dataset and intelligence which asks the right questions, enables identification of the right priorities in order to take the right actions.
- Close alignment and links with other strategic bodies in order to develop shared ownership of priorities and joined-up approach to commissioning services.

An environment in which multi-agency practice can flourish

- Act on any areas of practice that require improvements and monitor what happens next.
- Learning from multi-agency audits are shared widely and lead to the development of multi-agency tools to enable a common approach to and understanding of child protection.
- Wide range of training across agencies to improve knowledge and equip staff with the tools to better understand and manage risks.
- Multi-agency partnerships have effective systems to monitor and evaluate the impact of their work and experiences of children.

Effective information sharing systems which professionals are confident and knowledgeable about

- Partners understand thresholds and different roles and responsibilities across agencies in order to share and seek appropriate information and make joint decisions.

Strong support and healthy challenge within the multi-agency system

- Mutual support and challenge can create an environment in which practice can flourish. This includes good quality training and supervision for the whole multi-agency partnership.
- Staff understanding their processes for escalating concerns or challenging decisions about children to improve practice.
- Section 11 audits demonstrate scrutiny and challenge and enables agencies to address safeguarding gaps at strategic and practice levels.

Creating a culture of continuous improvement and learning

- Partners promote a culture of continuous learning to strengthen safeguarding practice.
- Understanding local need, frontline practice, develop well-informed priorities and deciding what action to take to improve frontline services.
- Practitioners to have a shared understanding and be better sighted in each other’s roles to make a positive difference to frontline practice.

Above: Demonstrates how our Business Plan will utilise learning from 2018’s Joint Targeted Area Inspections (JTAI) and reviews of Local Safeguarding Children Boards (LSCB).
6. Leadership – Camden’s statutory safeguarding partners

“Safeguarding children requires a multi-agency response... This is true across all aspects of safeguarding arrangements: from the frontline practitioner identifying a child at risk and making a referral... through to leaders determining local strategic and operational responses to child protection issues. We must get this right... what happens at a strategic level matters.”

(Ofsted’s National Director of Social Care, 2018)

Strong leadership will be critical for the new arrangements to be effective in bringing together the various organisations and agencies. The Camden Safeguarding Children Partnership will be led by 3 statutory safeguarding partners who will hold equal responsibility for safeguarding children in the area. The statutory safeguarding partners are Camden Council, Camden Clinical Commissioning Group (CCG) and North Central Borough Command Unit (BCU) of the London Metropolitan Police Service.

**Camden local authority** is one of the statutory safeguarding partners and has a statutory obligation to safeguard and promote the welfare of all children in the area. Local authorities have a duty to provide a level and range of services to achieve this. Local authorities also hold responsibilities toward some young people over 18 years – they include, those with disabilities and those who have been looked after.

**Camden Clinical Commissioning Group (CCG)** is one of the statutory safeguarding partners and the major commissioners of local health services. The CCG is responsible for the provision of effective clinical, professional and strategic leadership to child safeguarding, including the quality assurance of safeguarding through contractual arrangements with their provider organisations.

**Central North Basic Command Unit (BCU)**, Metropolitan Police Service is the third statutory safeguarding partner. All police officers/employees are well placed to identify early when a child’s welfare is at risk and when a child may need protection from harm. This includes being aware of the effect of incidents which may pose safeguarding risks to children, and where officers should pay particular attention. This also includes children who are offenders, or alleged offenders, being entitled to the same safeguards and protection as any other child.

The accountable officer will lead representation from each of the three safeguarding partners. Although attendance at meetings may be delegated, the following will hold the responsibility:

<table>
<thead>
<tr>
<th>Camden’s named accountable officers for the three statutory safeguarding partners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Martin Pratt</strong>, DCS and Deputy Chief Executive, Camden Council</td>
</tr>
<tr>
<td>2. <strong>Sarah Mansuralli</strong>, Chief Operating Officer of Camden Clinical Commissioning Group (CCG)</td>
</tr>
<tr>
<td>3. <strong>Chief Supt. Raj Kohli</strong>, Borough Commander, Central North (Camden &amp; Islington) Basic Command Unit BCU), Metropolitan Police Service.</td>
</tr>
</tbody>
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The safeguarding partners and relevant agencies hold the responsibility to:

A. Drive action beyond usual institutional and agency constraints and boundaries

B. Ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families.
7. The lived experience and voice of children

The lived experience and voice of children and their families is central to the CSCP’s shared vision, ambition and approach to multi-agency safeguarding. The views and engagement of children influence practice developments. Below are examples of how the safeguarding partners will seek to ensure that children’s voices are heard and their lived experiences are understood:

- **Children in Care Council / Young Inspection Programme** - Continue to engage children and young people in scrutinising the local safeguarding system as experienced by them.

- **CSCP Young Advisors** - CSCP Young Advisors to work with the independent scrutineer and advise the safeguarding partners on young people’s perspective.

- **Our local lay members** - are given the opportunity to represent the voice of Camden children and families. They attend partnership meetings and get involved in scrutiny and assurance functions and offer challenge on safeguarding practice and processes in order to improve how they experienced by local children and families.

- **Contextual safeguarding** - This includes understanding the context in which Camden children live their lives, and the complex and overlapping factors outside of the family home, which can occur in the neighborhood, school, housing estates etc., that can contribute to increased vulnerability.

- **Resilient Families Programme** - Focussing on the whole family and community resilience, the programme streamlines access to early help services. It aims to ensure a consistent approach to building resilience in families through integrated partnership working.

- **Camden Model of Social Work** - Puts the relationship with children and their families at the heart of safeguarding practice. It is defined by a shared set of values and principles informed by the experiences of children and parents, which are then reflected in the local authority’s safeguarding and social work systems; ways of working and team structures. It ensures that the child’s journey is always prioritised.

- **Camden Daily discussion** - is an everyday practice where a worker presents the perspective/voice of the child to enable the multiagency conversation to be responsive in assessing the level of need and risk presented to the child.

- **Child Protection Medicals** - Camden Health Trusts champion the view that children’s voices should be heard in the decisions that impact them. This includes: seeing the child alone; finding out if the child understands that they are at a child protection medical; embedding new recording metrics when a child is not brought and eliciting the child’s views on how to strengthen their voice in CP medicals.

- **Regular reviews** - Single and multi-agency audits/reviews of safeguarding practice and their impact to improve outcomes for children. This includes seeking assurance that the views of the children and young people are actively sought.

- **Senior Leadership Visits** - Programme of visits from Senior Leaders from across the partnership to frontline services working with Camden children. This is to ensure that the lived experiences of children, their families and frontline safeguarding practice is central to the partnership’s strategic safeguarding aims.
In Camden, partners strongly believe that safeguarding is a shared responsibility. Working Together 2018 states that strong, effective multi-agency arrangements are ones that are responsive to local circumstances and engage the right people.
8.1 Camden’s statutory safeguarding partners meeting

a) The Camden Safeguarding Children Partnership will comprise the following statutory partners:
   • The Local Authority (represented by the DCS/ Deputy Chief Executive of Camden Council, or their delegated representative).
   • Camden Clinical Commissioning Group (represented by the Chief Operating Officer or Camden CCG accountable Officer or their delegated representative).
   • Chief Officer of police (represented by the Borough Commander of Central North Basic Command Unit or their delegated representative).

b) On behalf of the CSCP, the statutory partners will:
   • Drive the partnership’s statutory functions.
   • Challenge and seek assurance that priorities are being delivered.
   • Provide leadership and guidance to Subgroup Chairs.
   • Maintain strategic oversight of the business plan by ensuring governance and connectivity across the subgroups and front line safeguarding practice.

c) The statutory safeguarding partners meeting will be quorate if all statutory partners (Local Authority, CCG and Police) are present.

d) Subgroup Chairs and relevant agency leads may be asked to attend the meeting of statutory safeguarding partners if the business of their subgroup/ agency is on the agenda.

8.2 Camden safeguarding children partnership - relevant agencies

a) Safeguarding and promoting the welfare of children is everyone’s responsibility. Everyone who comes into contact with children and their families has a role to play. In order to fulfil this responsibility effectively all practitioners should make sure their approach is child-centred. This means that they should consider, at all times, what is in the best interest of the child.

b) Ofsted (2017) commended the CSCB for its wide and engaged membership. In accordance with Working Together 2018, the Camden Safeguarding Children Partnership’s relevant agencies will include:
   • Schools, colleges and other educational providers
   • Acute Trusts, Health Providers and Mental Health Trust
   • Public Health England
   • Housing
   • Probation (including National Probation and CRC Probation)
   • Voluntary Organisations
   • CAFCASS
c) The relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children. In Camden, the safeguarding partners will work with the relevant agencies to safeguard and promote the welfare of children in the area. They will maintain a flexible approach, in order to enable joint identification of, and response to, existing and emerging needs, and to agree priorities to improve outcomes for children. The appendices outline organisations and agencies the safeguarding partners will be working with and their involvement in delivering the business plan and subgroup work-plans.

d) When selected by the safeguarding partners to be part of the local safeguarding arrangements, the Camden relevant agencies must act in accordance with the arrangements stipulated in Working Together 2018. The relevant agencies are aware of the expectations placed on them by the new arrangements and have co-produced the new safeguarding arrangements. Chapter 11 of this paper on Scrutiny, Governance and Assurance details how the Camden safeguarding partners will assure themselves that relevant agencies have appropriate robust safeguarding arrangements in place and how this will be monitored.

e) Many agencies and organisations play a crucial role in safeguarding children and the Camden safeguarding partners have included local and national organisations in their arrangements. Organisations who are not named in the relevant agency regulations, whilst not under a statutory duty, have agreed to cooperate and collaborate with the safeguarding partners, particularly as they may have duties under section 10 and/or section 11 of the Children Act 2004.

f) Members from relevant agencies, who represent their sector rather than a single agency, are aware that they are only expected to speak on behalf of their agency. They are not expected to canvass the views of their sector but are expected to provide a general opinion and link with their counterparts through relevant forums.

g) The CSCP also includes co-opted members who have an interest in, and wish to contribute to the safeguarding of children and the promotion of their welfare.

h) All relevant agencies and co-opted members are expected to respond to information requests from the CSCP in relation to data, commentary, evaluation, planning, performance and resources in order to deliver against the CSCP’s business plan and objectives.

8.3 Camden safeguarding children partnership meeting

Member agencies of the Camden Safeguarding Children Partnership are senior managers from a range of different organisations who hold strategic roles in relation to safeguarding children. For the CSCP to continue to be highly effectively, partners understand that there must be commitment, consistency and continuity in membership.
The role of each partner is to contribute actively to the work of the CSCP, provide constructive support and challenge, and act as a ‘critical friend’ to partner agencies in the monitoring of their safeguarding responsibilities. Decisions of the partnership will be normally made through robust debate and consensus. Members are expected to be able to speak for their organisations with authority, commit their organisations on policy and practice issues, and hold their organisations to account on their safeguarding/child protection practice. Where a partner does not attend two consecutive meetings, the Business Manager will review their absence.

Relevant agencies have a duty to co-operate with the safeguarding partners. The three statutory partners and the relevant agencies that make up the CSCP are expected to ensure appropriate membership and commitment to the Subgroups and Task and Finish/Working Groups. Co-opted members may be asked to volunteer to contribute to the work of task and finish groups.

The CSCP will be quorate if two Statutory Partners are present. It is essential that the statutory partners be represented at meetings of the Partnership. In the event that a Statutory Partner fails to ensure appropriate representation at a scheduled Partnership meeting, the Independent Scrutineer will write to the accountable officer of the relevant statutory partner to raise a concern regarding the lack of attendance.

8.4 Pivotal role of schools, education and early years providers

In accordance with Working Together 2018, schools, colleges and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare. In Camden, they are considered as a crucial relevant agency. All schools, colleges and educational providers have duties in relation to safeguarding children and promoting their welfare. The statutory guidance ‘Keeping Children Safe in Education’ further outlines the requirements and responsibilities.

As schools, education and early years providers, have regular contact with children and young people, they are in a strong position to identify signs of abuse and neglect. Our Camden arrangements ensure schools, colleges and other educational providers, in the local area are fully involved in the new safeguarding arrangements. The statutory partners are committed to ensuring that early years providers, schools, colleges and other educational settings are prominent in the partnership’s safeguarding conversations. Early years, schools and education partners are members of the partnership, subgroups, working groups and forums. The statutory partners will ensure that their individual and collective voice is taken into account. The CSCP’s Headteacher members will mainly speak on behalf of their school, and are expected to provide a general view for their sector. It is expected that Headteacher representatives will link with their counterparts through the relevant forums.
8.5 Role of Camden education and Camden Learning
Camden Education and Camden Learning are responsible for supporting and challenging schools to improve quality of learning; to safeguard and promote the welfare of students; and to enable them to develop to all their capabilities. The services work closely with Camden schools and other education practitioners and are members of the CSCP and its Subgroups including; Vulnerable Adolescents Strategy Group, Learning and Development, Quality Assurance Subgroup, Child Sexual Abuse Task and Finish Group as well as the Designated Teacher’s Forum.

8.6 Supporting teachers through the designated teacher forum
The Designated Teacher’s Forum will meet once a term. The forum will continue to provide safeguarding updates and an informal networking opportunity to share expertise. The forum is co-chaired by two local authority officers; from Camden Safeguarding and Social Work and Camden Learning. The forum agenda responds to changes in legislation, the CSCP priorities, national and local safeguarding themes and delegate need. The forum is represented by all schools including independent schools. It has been suggested that more themes that are relevant for younger age range need to be included on the agenda; including building resilience for transition-aged children. The forum has good engagement and attendance. Training suggested for future forums in 2019/20 include:

- Issues relevant to the under 5s including use of computers
- Early help services
- PREVENT
- Increased training on mental health and self-harm

The CSCP will be kept abreast of the suggested training through cross-membership at the Learning & Development Subgroup, which incorporates any agreed training into the Training Needs Analysis (TNA).

8.7 Early help and the effective application of local threshold
Ensuring preventative and early help services are provided in a joined-up, effective and timely manner is one of the six objectives of the CSCP. Through analysis of data, the CSCP continues to maintain oversight on the effective application of thresholds and the impact of early help. Camden’s Early Help model offers preventative and early services across the partnership in order to promote greater resilience within the family network. Early Help is provided through Camden’s Integrated Early Years’ Service, the Family Service, the Integrated Youth Support Service and a number of private and voluntary sector services. The Director of Early Intervention and Prevention is accountable for this area and is member of the CSCP.

8.8 Residential homes
Working Together 2018 stipulates that a robust assurance framework should be in place to ensure the needs and welfare of looked after children are considered and maintained. The local authority’s looked after children service ensures that children are only placed in settings rated Good or above by Ofsted. The local authority closely monitors Ofsted recommendations
regarding placements, and multi-agency strategy meetings and additional placement visits are initiated if a setting’s rating changes below good, and approval is sought at DCS level to continue with the placement. Through the service’s annual programme of reports and presentations, the CSCP looks for assurance on the safeguarding standards of residential placements. The 2018 Senior Leadership Visit by the Board Chair to a Camden residential home found high standards of practice. In 2019/20, the Section 11 audit will look to ensure that the partnership continues to maintain oversight of safeguarding standards.

8.9 Secure homes
Secure homes provide care and accommodation to children and young people who have been detained or sentenced by the criminal courts and those who have been remanded to secure local authority accommodation. They also accommodate and care for children and young people who have been placed there on welfare grounds by local authorities (LAs) and the courts. Through Section 11 audit, the CSCP will seek assurance that the secure children’s homes are safe, offer support, and are tailored to individual needs of the child.

8.10 Youth custody
Police partners are responsible for the ensuring that custody settings meet the needs of individual children. The CSCP partners have signed-up up to adhere to the Pan London protocol for the provision of local authority accommodation for children held in police custody in line with the Home Office guidance on Concordat and Children in Custody. The aim of the Pan-London protocol is to improve outcomes for children held in custody by supporting joint working. For example, this includes the involvement of health providers and commissioners in how they will secure the clinical expertise for safeguarding children. In acknowledgement that safeguards exist, when children are held in police stations, the CSCP will continue to review reports of children held in custody. The data is scrutinised by the statutory safeguarding partners and assurance sought that agencies are working together to ensure suitable accommodation is found to meet the needs of individual children in a timely manner.

8.11 CSCP – Subgroups and Task and Finish working groups
The Subgroups of the CSCP are the engines driving forward the business of the partnership. Many of the functions of the CSCP will be discharged through the Subgroups. The key multi-agency Sub-Groups are the Quality Assurance Subgroup, the Vulnerable Adolescent (Risk and Exploitation) Strategy Group, and the Learning and Development Subgroup. Statutory partners and relevant agencies are expected to ensure appropriate membership and commitment to the Subgroups and Task and Finish Groups, according to the membership agreed in their terms of reference.

8.12 Quality Assurance Subgroup
The Quality Assurance Subgroup is key in driving improvement in frontline safeguarding practice across the partnership. Senior managers from the statutory partners will undertake the joint chairing responsibilities in recognition of the complexity of the work to protect children
at the frontline. The subgroup will undertake multi-agency and inter-agency audits and will receive information regarding single agency audit activity to ensure that the partnership has a clear view regarding the quality of practice across the children’s safeguarding system. It will have a more enhanced role in offering challenge and gaining assurance, by:

- Contributing to self-evaluation with regard to safeguarding as part of the inspection process.
- Monitoring and reviewing the CSCP work plan and priorities in relation to multi-agency audits and ensuring that these areas are implemented in the audit program.
- Developing action plans on multi-agency audit findings; recommendations following safeguarding practice reviews; local and national; and learning events; and monitoring that individual partners have implemented single agency recommendations from these reviews.
- Identifying, analysing and disseminating the learning from the CSCP dataset to multi-agency partners.
- Having an overview of emerging safeguarding issues, both locally and nationally which are reflected in up to date policies and procedures.
- Keeping abreast of learning from single agency audits and exploring issues raised by partners in relation to the findings of these audits.
- Exploring issues raised by partner agencies in relation to child protection thresholds on individual cases.
- Improving the CSCP’s links to practitioners and their managers as part of our quality assurance processes to inform service development and maintain focus on the voice of the child.

8.13 Learning and Development Subgroup
The key functions of the Learning and Development Subgroup are to:

- Deliver multi-agency safeguarding training to agencies and organisations working with children and their families in Camden.
- Keep abreast of training needs arising from research findings, safeguarding practice reviews, changes to practice and changes in legislation, and ensure these are reflected in the training programme.
- Maintain the Training Needs Analysis (TNA) which will assist in preparing an annual programme of multi-agency safeguarding training.
- Audit the take-up and evaluate the outcomes of safeguarding training by the multi-agency network.
- Regularly share qualitative and quantitative data/learning at Subgroup meetings.
- Share information on successful training, and where appropriate, adapt it for use in both the single and multi-agency programmes.

8.14 Vulnerable Adolescents – Risk and Exploitation Strategy Group
The key functions of the Subgroup are to:
• Have strategic oversight of Camden’s partnership response to safeguarding and working with adolescents who are at risk; and are susceptible to multiple forms of exploitation due to cross-cutting vulnerability factors
• Lead, monitor and inform the CSCP response to how services work with vulnerable adolescents who are at risk and susceptible to sexual and criminal exploitation including trafficking, modern slavery and radicalisation.
• Ensure there is a clear understanding of contextual safeguarding and the vulnerability to risk and abuse faced by adolescents in a range of social contexts. Contribute towards strategic planning and leadership by identifying the relationship with strategic and operational panels.
• To oversee that a coordinated approach is taken to the commissioning of contextual, preventative, early and reactive interventions - as part of a wider safeguarding system to ensure they are effective and agreed outcomes are being achieved.

8.15 Health Subgroup
Provides a communication network for all designated, named and lead professionals across Camden’s health economies to facilitate the sharing of expertise on issues and policies. Members discuss and review new national guidance, consultations and initiatives for safeguarding. They also review CSCP work-plan and priorities in relation to health services and ensure that decisions made by the CSCP are implemented by the relevant agencies. A key function of the subgroup is to monitor implementation of recommendations from inspections, single agency audits and safeguarding practice reviews, and seek assurance that these are implemented across the relevant agencies. The group provides an opportunity for peer learning in respect of safeguarding, and members identify safeguarding training needs across the Trusts and provide a plan to meet those needs, which is reported to the CSCP Learning & Development Subgroup.

8.16 Online Safety Subgroup
The key functions of the Subgroup are to:
• To maintain the overarching online safety strategy that sets out the systems and actions that are required to ensure online safety in Camden.
• Identify, develop and make available a package of online safety resources aimed at children and young people, their parents/carers and staff.
• Develop and co-ordinate a range of online safety awareness education and training to all agencies, parents and carers, CYP and online safety lead officers.
• Ensure Online Safety policy/procedure are current and support all agencies in developing and maintaining their own online safety policy.
• To develop a reporting system to ensure a co-ordinated and effective response to specific online incidents, including incidents requiring escalation and reporting.

8.17 Community Engagement Forum
The Community Engagement Forum (formerly a Subgroup), will aim for effective two-way communication between the CSCP and stakeholder groups on child protection and broader safeguarding issues within local communities. Members of the Forum will be working with
children and young people, parents and the wider community, including faith and BME groups. The Forum will provide an opportunity for members to discuss existing information for parents, young people and communities on safeguarding issues. Members of the Forum will be encouraged to attend community events which raise awareness of safeguarding issues. The Forums will also be an opportunity for peer learning in respect of safeguarding, and an opportunity to identify safeguarding training needs across the community/voluntary sector.

8.18 Multi-agency policy development

CSCP members from the QA Subgroup (as appropriate) and Children’s Quality Assurance Policy Writer (from the local authority) carry out this function. Although much of the work is virtual and conducted by email, the Policy Writer will report to the QA Subgroup and often develop the policy with a multi-agency working group. The work involves responding to requests from agencies and organisations for advice on writing CP/safeguarding policy or revising an existing policy in line with legislation, Pan-London Protocol, research and new developments. The QA Subgroup and where appropriate the statutory safeguarding partners will sign-off the policies and procedures, to ensure that they are in line with both national and local legislation on child protection and safeguarding.

8.19 Task and Finish / Working Groups

Task and finish groups will be established by the statutory safeguarding partners. They will be set up for the purpose of conducting an in-depth review of any emerging safeguarding themes, policy or issue, which effects children and families in the borough. They will aim to:

- Understand local need
- Develop well-informed priorities
- Decide what actions need to be taken to improve safeguarding practice.

The task and finish group will work to agreed Terms of Reference and Action Plan and will be given delegated responsibility to act on behalf of the CSCP to progress the agreed business objectives. The CSCP’s Quality Assurance Subgroup will decide on the membership of the groups, how it will monitor the work-plan of the group and will agree a timescale for the process. The task and finish groups will produce a report outlining details of the review process, evidence gathered, conclusions and subsequent recommendations.

The appendices detail how the CSCP Subgroups will work together to safeguard and improve outcomes for children. They include subgroup objectives, report structure, frequency of meetings and chairing/administrative arrangements.
## 9.1 Achieving our shared objectives 2019 - 20

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Ensure highly effective multi-agency working</th>
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<tbody>
<tr>
<td>Section 11 audits</td>
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<td>Multi agency case audits</td>
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<td>Single agency safeguarding audits</td>
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<td>Learning and improvement framework and dataset</td>
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<td>Testing the new safeguarding arrangements</td>
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<tr>
<th>Objective 2</th>
<th>Address the challenges and risks posed by the changing face of safeguarding</th>
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<tr>
<td>* Vulnerable Adolescents: * Youth safety</td>
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<tr>
<td>Self-harm, mental health, child sexual abuse, child sexual exploitation, missing, substance misuse and online safety.</td>
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<td>* Domestic Violence and Abuse (DVA)</td>
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<td>* Child Sexual Abuse</td>
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<td>* Neglect</td>
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<td>Corporate Parenting of Looked After Children</td>
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<td>Preventing Radicalisation and Extremism</td>
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<td>Children at risk:</td>
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<tr>
<td>Missing children, disabled CYP, child trafficking and modern slavery, abuse linked to faith and belief, FGM, private fostering and children held in custody overnight</td>
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<tr>
<th>Objective 3</th>
<th>Ensure preventative and effective early help services</th>
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<tr>
<td>Camden Single Front Door:</td>
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<tr>
<td>MASH, First Stop Early Help/Resilient Families</td>
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<tr>
<td>Engaging communities in Early Help</td>
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<td>Engaging and working with voluntary and community sector to raise safeguarding awareness</td>
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<tr>
<th>Objective 4</th>
<th>Continue to develop a culture of good professional judgement</th>
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<tr>
<td>Learning and Improvement Framework: SCRs, case reviews and learning events</td>
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<tr>
<td>Thresholds and safeguarding culture</td>
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<td>Shared priorities and working with other Boards:</td>
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<td>DfE Innovation grant</td>
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<td>Partners in Practice</td>
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<th>Objective 5</th>
<th>Ensure effective training</th>
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<tr>
<td>Training:</td>
<td></td>
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<tr>
<td>Effective training across agencies to keep children and young people safe including incorporating learning identified from Learning Improvement Framework.</td>
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<tr>
<th>Objective 6</th>
<th>Drive and challenge effective communication and information sharing</th>
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<tr>
<td>Working Together Culture embedded across partners in how communicate and share information.</td>
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<tr>
<td>Extend reach of safeguarding message into our communities.</td>
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**Our objective will incorporate:**
- the voice of the child
- whole family approach
- strengthen community engagement

* = Our 2019-20 priority
9. Our shared objectives

The CSCP Objectives are as follows:

1) Ensure agencies work effectively together to safeguard Camden children, by making certain that the statutory functions of the CSCP are quality checked through audits and effective performance management.

2) Address the challenges and risks posed by the changing face of safeguarding.

3) Ensure preventative and early help services are provided in a joined-up and effective manner.

4) Continue to develop a culture of good professional judgement as reflected in our Learning and Improvement framework.

5) Ensure effective training programmes are in place across agencies to keep children and young people safe in Camden.

6) Drive and challenge effective information sharing and systems across all agencies to ensure good communication to keep children and young people safe.

10. Our Priorities

The CSCP’s agreed priorities for increased focus for 2019-20 are:

Priority 1: Vulnerable Adolescents
Priority 2: Youth safety
Priority 3: Prevention and recognition of child sexual abuse
Priority 4: Neglect
Priority 5: Domestic violence and abuse

The priorities for 2019/20 were informed by our Learning and Improvement Framework and through feedback gathered from children, families and frontline workers.

10.1 Priority: Vulnerable Adolescents

The Vulnerable Adolescents (Risk and Exploitation) strategy group addresses the risks faced by young people who may be susceptible to abuse and exploitation. The group aims to understand the context in which many Camden young people live their lives, and the complex and overlapping factors that can contribute to their increased vulnerability. The strategy is across three key areas of exploitation: child sexual exploitation (CSE), child criminal exploitation (CCE) including trafficking/modern slavery, and radicalisation and extremism. Building on the Camden partnership’s success in tackling CSE, best practice is being developed to tackle wider exploitation, with an equivalent five pillar framework/action plan: 1) Prevent, 2) Identify, 3) Support, 4) Disrupt and 5) Enforce/Prosecute.
10.2 Priority: Youth Safety

The Camden safeguarding partners wanted a distinct line of sight on youth safety and voiced that it should be a priority in its own right. The multi-agency approach to tackling youth safety will sit under the broader vulnerable adolescents priority as the CSCP recognises the crosscutting vulnerabilities. The Camden Youth Safety Taskforce report (September, 2018), adopted a ‘public health approach’ to tackle youth violence. It involves young people, parents, residents, schools, businesses, community and voluntary groups, the council, the police and other local partners. There has been strengthened focus from Camden’s education partners to keep young people in school with extra support given to those at-risk of exclusion or who have poor attendance. The CSCP supports the implementation of the Youth Safety Taskforce recommendations, along with the Pan-London approach to improving the rehousing/resettlement offer for families impacted by criminal exploitation. In synergy with the Vulnerable Adolescents Action Plan; prevent, identify, support, disrupt and prosecute framework underpins the multi-agency action plan.

How we will achieve key outcomes in 2019-20:

- Ensure joint intervention and a framework for work relating to vulnerable adolescents.
- Reduction in adolescents at risk of CSE, CSA, missing, CCE, substance misuse, self-harm, online safety and mental health shown through the CSCP dataset.
- Joint focus on improving mental health and reducing substance misuse by recognising the systemic links to abuse.
- Strengthening the quality of support provided by agencies to adolescents.
- Better identification of those who self-harm in order to intervene and provide timely support.
- Increased engagement with young people at risk – focussing on transitional points.
- Improve/test our local response against the contextual safeguarding audit toolkit to strengthen practitioners’ understanding of how social environments and extra-familial relationships are relevant to safeguarding adolescents.

- Reduction in youth violence incidents and criminal outcomes for young people
- More children and young people stay engaged in education, employment and training
- Strengthened relationships between professionals improves information sharing on low risk indicators/intelligence on child criminal exploitation (CCE).
- Increased identification of those at risk of CCE, including those involved in drug running/county lines
- Risk reduction for young people experiencing CCE including strengthening the use of trauma informed practice
- Better use of trauma-informed practice to support adolescents to make safe choices.
10.3 Priority 3: Prevention and recognition of child sexual abuse

Harmful Sexual Behaviour can be understood to overlap with child sexual exploitation (CSE) and with intra-familial child sexual abuse (CSA). The Vulnerable Adolescents strategy aims to address these dual identities in order to empower and enable frontline workers to identify and respond to particular behaviours a child may be exhibiting. In 2018, the Board published multi-agency guidance and protocol to help professionals in the children’s workforce to provide a balanced response to incidents of harmful sexual behaviour. The multi-agency CSA Task and Finish Group ensure progress of the CSA action plan and to further learning from 2017’s CSA conference. CSCP partners are members of the Lighthouse, which is located in Camden Town and delivers medical, advocacy, social care, police, and therapeutic support to children and young people who have been victims of sexual abuse and exploitation. The partnership is abreast on the development of the Lighthouse, and will host a workshop for frontline professionals in autumn 2019 on emerging themes.

How we will achieve key outcomes in 2019-20:

☐ Ensure a robust, child centred, multi-agency response for children who have experienced any form sexual abuse.
☐ Strengthened multi-agency practice taken from learning from the Lighthouse
☐ Work collaboratively with partners to help reduce re-traumatisation
☐ Work collaboratively to gather the best evidence for prosecution

10.4 Priority 4: Neglect

Neglect has been a continued priority for the Board. Child Protection conferences now promote the use of the Graded Care Profile tool. Health Trusts continue to monitor signs of neglect in child protection medicals, and are embedding the revised protocols for when a child is not brought to a health appointment. There is good quality multiagency identification and response to neglect, but the CSCP will continue to challenge performance in this area, specifically around the number of referrals, timeliness and outcome.

How we will achieve key outcomes in 2019-20:

☐ Reduced risk to children at risk of neglect by improving the quality of support provided
☐ Reduction in the number of repeat referrals for cases of neglect
☐ Evidence of improved impact for the child as a result of enhanced focus on improving practice
☐ Improve evidenced-led interventions for long term neglect cases
☐ Improved outcomes for Children In Need (CIN) experiencing persistent neglect
10.5 Priority 5: Domestic violence and abuse

The CSCP has continued good quality multi-agency identification and response to domestic abuse. Domestic Violence and Abuse was a feature in 20% of contacts to MASH in 2018-19. Following the DfE-funded Innovation Project Research, work has taken place with children and their families to look at how we could do things better. Over 2019, the partnership will continue to work on strengthening the quality of relationship between service users and lead multi-agency professionals. Dedicated work is taking place at schools including; guidance for schools in relation to DVA and Whisper me happy ever after, a play on domestic abuse delivered to primary schools. The CSCP is organising a multi-agency domestic abuse and situational violence workshop in July 2019.

How we will achieve key outcomes in 2019-20:

- Reduce the impact of DVA on children and young people, including exploring rolling out Operation Encompass in Camden schools - an initiative in which police contact the child’s school the morning after a DVA call out so that rapid provision of support is offered to the child.
- Data/case audits demonstrate improvements in identifying DVA where there is a child in the household.
- Continued involvement between GPs with Camden Safety Net
- Improved understanding of the effectiveness of Early Help offer in identifying and responding to domestic abuse.
- Improved understanding of the effectiveness of Probation and CRC’s screening and identification of DVA and means of information.
- Perpetrators demonstrate improved insight and recognition of harm, and how to be a caring safe parent.
11. Scrutiny governance and assurance arrangements

In accordance with Working Together 2018, the CSCP has agreed the structure and governance arrangements detailed in this chapter.

Scrutiny will include a review of the performance and impact of the CSCP. Performance will be measured against the CSCP Business Plan’s outcome measures and will be reported to the meeting of the statutory safeguarding partners. The statutory partners will be responsible for appointing an Independent Scrutineer. The Independent Scrutineer will work with the statutory safeguarding partners to offer constructive challenge and seek assurance that that the arrangements in place are effective. The scrutineer will meet with the statutory safeguarding partners at least 2 times a year to review the effectiveness of the arrangements and the impact of the CSCP. The safeguarding partners will be held to further account by multi-agency scrutiny and governance bodies, as detailed later in this chapter.

A) Independent scrutiny

The role of independent scrutiny is to provide critical challenge and seek assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of children in a local area, including arrangements to identify and review serious child safeguarding cases.

The safeguarding partners will hold the overall responsibility for the overview of the quality of multi-agency safeguarding work and agency performance. The Camden Safeguarding Children Partnership will ensure that the scrutiny is:

☑ Objective;
☑ Acts as a constructive critical friend;
☑ Promotes reflection to drive continuous improvement.

B) Independent scrutiny functions

The former Camden Safeguarding Children Board Chair will fulfil the following independent scrutiny functions over 2019/20:

☑ Joint chair the full partnership meeting and work closely with the three safeguarding partners (who hold statutory responsibilities for the co-ordination of multi-agency working).
☑ Seek assurance in judging the effectiveness of the new multi-agency arrangements to safeguard and promote the welfare of all children in Camden.
☑ Assess whether the three safeguarding partners are fulfilling their statutory obligations.
☑ Act as critical friend, in order to scrutinise performance management, audit and ensure quality assurance mechanisms are effective.
☑ Bolster and encourage an open culture of mutual and constructive challenge.
☑ Arbitrate when there is disagreement between the three statutory safeguarding partners.
Chair Section 11 - Challenge Panel facilitating mutual challenge across partners.
Work with the statutory partners in scrutinising progress made against the business plan (see Appendix 2 for detail).
Review the impact of the CSCP in 2019/20 through reviewing the CSCP Business Plan outcome measures.
The Independent Scrutineer will have a role in scrutinising the effectiveness of training, including multi-agency training to safeguard children and promote the welfare of children.
Maintain oversight and connectivity of the subgroups work-plans by offering constructive challenge and seeking assurance (on behalf of the three statutory partners) that agreed subgroup work-plans are being progressed and linking in with the delivery of the CSCP business plan.
Take part in Senior Leadership Visits observing identified front line safeguarding practice.

C) Testing the effectiveness of our new safeguarding arrangements
The independent scrutineer in 2019/20 will provide continuity for the partnership as the new scrutiny arrangements take effect. A key function for the independent scrutineer is to support the three safeguarding partners to fulfil their statutory objectives, to enable the partnership to identify and measure its success and impact. During the transitional period, partners will explore joint commissioning scrutiny functions at sub-regional/Pan-London level, or draw from most appropriate local partner expertise.

Key questions to test the effectiveness of our safeguarding arrangements:
- How effective are the multi-agency safeguarding arrangements in getting a clear line of sight on single agency and multi-agency safeguarding practice?
- Do the arrangements enable space for reflection and learning from practice?
- How do the arrangements have a positive impact on the lives of children, multi-agency working and/or front-line practice?

D) Young advisors
Chapter 7 on the Lived experience and voice of children outlined some of the established ways in which the Camden Safeguarding Children Partnership, ensures that children are heard. Our CSCP participation programme enables children and young people to have their say, share their views and experiences, challenge and support local decision makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. Partners have established young people’s participation programmes which influence and scrutinise service development. The following are just a few examples of our forums that involve children and young people:
The CSCP is committed to build on this strong foundation of voice and engagement, by developing a new approach to which ensures that children and young people continue to have an active and meaningful voice on the direction and impact of the partnership. For 2019-20, the CSCP will be recruiting Young Advisors to work with the independent scrutineer and advise the safeguarding partners from young people’s perspective.

The **Young Advisors** will fulfil the following independent scrutiny functions:

- Provide a local young person’s perspective to improve how safeguarding is experienced by children, young people and their families.
- Scrutinise and help develop our community engagement work-plan as part of strengthening our strategic response to contextual safeguarding - adolescent risk/harm occurring in spaces in the neighbourhood, housing estates, schools, shopping areas, in the community, online etc.
- Establish links with school councils in the borough to understand safeguarding priorities.
- Review the CSCP’s multi-agency training offer on safeguarding vulnerable adolescents.
- Review the ‘Support’ strand of the Vulnerable Adolescents multi-agency strategy and action plan.
- Canvas responses to safeguarding themed questions at the CSCP stall at Camden community engagement forums.
- Establish links with safeguarding champions in local settings.
- Co-production of content to engage young people on emerging local safeguarding/wellbeing issues.

**E) Other commissioned scrutiny functions**

Separate independent scrutiny may be commissioned to:

- Review and author multi-agency case audits.
- Chair, author multi-agency case learning audits/reviews.
F) Our lay members
The two lay members provide a perspective on safeguarding arrangements from a position of having no personal or organisational investment in the processes and/or outcomes. Our lay members are local residents and hold responsibility for championing the voice of the child and maintaining a link to the local community. They attend the wider CSCP meetings and are welcomed to contribute to selected sub-groups (of their choosing), including the section 11 Challenge Panel. They will continue to be involved in scrutiny and assurance functions and offer challenge on safeguarding practice and processes in order to improve how they are experienced by local children and families.

G) Cabinet member for best start for children and families
The role of the cabinet member in the CSCP is to act as the voice of the community and offer constructive challenge with the aim of driving improvement in services for local residents. At CSCP meetings the cabinet member will continue to promote an accountable safeguarding culture, which not only welcomes challenge but ensures that partnership decision-making puts the interest of local children and families at the centre.

H) Multi-agency escalation policy and resolving professional differences
The Camden Safeguarding Children Partnership (CSCP) recognises that in order to safeguard children and young people it is vital that there is close collaboration by all partner agencies working with the child and their family. The Camden safeguarding partners and relevant agencies will act in accordance with the arrangements for their area, and acknowledge that they are expected to work together to resolve any disputes locally.

The CSCP works on the premise that professionals must not ignore any concerns they may have that the practice, action or lack of action of a partner agency, which may adversely impact on the safety and welfare of a child. The CSCP will operate its local multi-agency escalation policy when child safeguarding concerns are not being addressed within an organisation or by other agencies. All professionals have a duty to take action under this policy in order to ensure children are kept safe.

However, there is recognition that there may be occasions where agencies working with children and families in Camden disagree on how best to keep children safe and promote their welfare. Disagreements may be about:
- decisions on levels of need and whether a child has met the threshold for a service or intervention;
- decisions on how the case should be conducted or if a case should be stepped up to more robust intervention or closed;
- the roles and responsibilities of involved agencies;
- the actions or lack of action by any agency in progressing the child’s plan;
- the level or quality of communication between agencies.
The CSCP escalation policy sets out what actions should be taken by agencies where there are professional differences around how to keep a child safe. It aims to ensure that the focus is kept on children’s safety by providing a formal framework for the swift and satisfactory resolution of differences of opinion between members of a child’s professional network.

The CSCP recognises that to ensure safe practice in multi-agency working, there must be a culture of constructive challenge and a mechanism that allows agencies to raise concerns about practice so that they feel confident that their concerns will be taken seriously and appropriately addressed. The escalation policy is available on the CSCP website.

If it has not been possible to resolve professional differences between agencies, relating to safeguarding children, then this can be brought to the attention of the three safeguarding partners and/or the independent scrutineer. As part of promoting a culture of continuous improvement, any trends and themes identified will be reported to the Quality Assurance Subgroup to inform any possible changes required to policies and procedures in order to improve practice.

The CSCP notes that public bodies that fail to comply with their obligations under law will be held to account through a variety of regulatory and inspection activity and in extremis, any non-compliance will be referred to the Secretary of State.

I) Governance and assurance framework

The CSCP’s multi-agency learning and improvement framework identifies and responds to the needs of children in the area through the following assurance and audit mechanisms:

☑ Scrutiny and challenge of CSCP performance dataset and intelligence - Ensures that the multi-agency dataset and intelligence asks the right questions, enables identification of the right priorities in order to make the right practice improvements.

☑ Single agency audit, multi-agency audits and Section 11 audits - The Quality Assurance Sub-Group will undertake multi-agency and inter-agency audits and will receive information regarding single agency audit activity to ensure that the partnership has a clear view regarding the quality of practice across the children’s safeguarding system.

☑ Young Inspectors/Children in Care Council - Continue to engage children and young people in scrutinising the local safeguarding system as experienced by them.

☑ Observations of Practice through Senior Leadership Visits to frontline services, as identified by the safeguarding partners.

☑ What children, young people and frontline practitioners tell us - through participation, consultation, feedback forums and evaluation processes.

☑ Programme of annual reports from key safeguarding areas.

☑ Alignment of strategic priorities with other governing bodies and boards.

☑ Scrutiny of the effectiveness and impact of multi-agency training, to safeguard and promote the welfare of children.

☑ The Quality Assurance Subgroup will monitor the implementation of recommendations emerging from local and national CSPRs and other reviews.
LADO annual report and Principal Social Worker annual report to the safeguarding partners on key themes and areas for improvement.

J) Governance, learning, improvement and assurance framework

The structure chart on the following page shows how the CSCP will work together to identify and respond to the needs of children their families;
- Link back to frontline practice.
- Local mechanisms for scrutiny, governance and reporting.
- Links to other strategic boards.
- National level of learning, scrutiny, governance and assurance.
- Local learning, improvement and assurance framework.

K) Scrutiny committees and governing bodies

In Camden, partners strongly believe that safeguarding is a shared responsibility. Overarching strategic coordination with other partnership boards promotes collaborative joint working and an operational framework for Camden families.

In Camden, there are well-established links between the strategic partnership Boards. Mechanisms are in place to ensure priorities are aligned and there are opportunities for effective mutual challenge and assurance between the Health and Wellbeing Board (HWBB), the Camden Safeguarding Children Partnership (CSCP), the Camden Safeguarding Adults Partnership Board (SAPB), Community Safety and Youth Offending Partnership Board and the Children’s Trust Partnership Board.

Through transparent governance arrangements, partners share accountability, which is demonstrated in the overlapping shared strategic safeguarding priorities across the Boards. The Boards share key learning from case reviews and audits and provide a strategic overview of future plans which may impact the safeguarding agenda.
11. Governance, learning, improvement and assurance framework

National level learning and scrutiny

National Child Safeguarding Practice Review Panel
Department of Health and Social Care
DfE
Ofsted
HMIC
CQC
What Works Centre for Children's Social Care

CSCP statutory safeguarding partners report to local scrutiny and assurance framework:

CLINICAL COMMISSIONING GROUP
CHILDREN SCHOOLS AND FAMILIES SCRUTINY
MPS CHILD SAFEGUARDING DELIVERY

CAMDEN STATUTORY SAFEGUARDING

CAMDEN SAFEGUARDING CHILDREN PARTNERSHIP (CSCP)

CSCP SUBGROUPS:
QUALITY ASSURANCE SUBGROUP
HEALTH SUBGROUP
LEARNING AND DEVELOPMENT SUBGROUP
VULNERABLE ADOLESCENTS STRATEGY GROUP
ONLINE SAFETY SUBGROUP
NORTH CENTRAL LONDON CHILD DEATH REVIEW GROUP
LOCAL LEARNING REVIEW HUB (CONVENED AS NECESSARY)

Links to learning from frontline practice:
DESIGNATED TEACHERS FORUM
VULNERABLE ADOLESCENT PANEL
MASH AND EARLY HELP STEERING GROUP
COMMUNITY ENGAGEMENT FORUM
CSA TASK AND FINISH GROUP
GP FORUM

Local and sub-regional
Strategic partnership with other Boards and Groups

London Safeguarding Board
CAMDEN CHILDREN'S TRUST PARTNERSHIP BOARD
CAMDEN SAFEGUARDING ADULTS PARTNERSHIP BOARD
CAMDEN COMMUNITY SAFETY AND YOUTH OFFENDING PARTNERSHIP BOARD
CAMDEN HEALTH AND WELLBEING BOARD
12. Child protection and safeguarding practice reviews

a) Role of the national child safeguarding practice review panel
The new Child Safeguarding Practice Review Panel holds the key responsibility for how the system learns from serious child safeguarding incidents at a national level. In February 2019, the Panel identified the theme of their first review to be vulnerable adolescents and child criminal exploitation. This was in recognition of the significant number of serious child safeguarding cases of national importance. Vulnerable adolescents at risk of exploitation is a priority area of focus for the CSCP.

b) Duty to notify serious incidents to the national child safeguarding practice review panel
Section 16C of the Children Act 2004 (as amended by the Children and Social Work Act 2017) places a duty on local authorities to notify incidents to the Child Safeguarding Practice Review Panel. The act states:

Where a local authority in England knows or suspects that a child has been abused or neglected, the local authority must notify the Child Safeguarding Practice Review Panel if –
(a) the child dies or is seriously harmed in the local authority’s area, or
(b) while normally resident in the local authority’s area, the child dies or is seriously harmed outside England.

Working Together 2018 further states:
(a) The local authority must notify any event that meets the above criteria to the Panel. They should do so within five working days of becoming aware that the incident has occurred.
(b) The local authority should also report the event to the safeguarding partners in their area (and in other areas if appropriate) within five working days.
(c) The local authority must also notify the Secretary of State and Ofsted where a looked after child has died, whether or not abuse or neglect is known or suspected.

The duty to notify events to the Panel rests with the local authority. Others who have functions relating to children should inform the safeguarding partners of any incident, which they think, should be considered for a child safeguarding practice review.

c) Decisions on local and national reviews
The Camden safeguarding partners must make arrangements to:
(a) Identify serious child safeguarding cases which raise issues of importance in relation to the area.
(b) Commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.

When a serious incident becomes known to the safeguarding partners, they must consider whether the case meets the criteria for a local review.

Working Together 2018 states that meeting the criteria does not mean that safeguarding partners must automatically carry out a local child safeguarding practice review. It is for them to determine whether a review is appropriate, taking into account that the overall purpose of a review is to identify
improvements to practice. Issues might appear to be the same in some child safeguarding cases but reasons for actions and behaviours may be different and so there may be different learning to be gained from similar cases. Decisions on whether to undertake reviews should be made transparently and the rationale communicated appropriately, including to families.

Safeguarding partners must consider the criteria and guidance below when determining whether to carry out a local child learning review. The criteria which the Camden safeguarding partners must **take into account** include whether the case:

- Highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified.
- Highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children.
- Highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children.
- Is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate.

Safeguarding partners should also **have regard** to the following circumstances:

- Where the safeguarding partners have cause for concern about the actions of a single agency.
- Where there has been no agency involvement and this gives the safeguarding partners cause for concern.
- Where more than one local authority, police area or clinical commissioning group is involved, including in cases where families have moved around.
- Where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings.

Some cases may not meet the definition of a ‘serious child safeguarding incident’, but raise issues of importance to the local area. That might, for example, include where there has been good practice, poor practice or where there have been *near miss* events. Safeguarding partners may choose to undertake a local learning review in these or other circumstances.

d) **The rapid review**

The CSCP and safeguarding partners should promptly undertake a rapid review of the case, in line with any guidance published by the Panel. The aim of this rapid review is to enable safeguarding partners to:

- Gather the facts about the case, as far as they can be readily established at the time.
- Discuss whether there is any immediate action needed to ensure children’s safety and share any learning appropriately.
- Consider the potential for identifying improvements.
- Decide what steps they should take next, including whether or not to undertake a child safeguarding practice review.
As soon as the rapid review is complete, the safeguarding partners should send a copy to the Panel. They should also share with the National Panel their decision about whether a local child safeguarding practice review is appropriate, or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate. They may also do this if, during the course of a local learning review, new information comes to light, which suggests that a national review may be appropriate. In such cases, they should inform the National Panel, Ofsted and DfE, including the name of any reviewer they have commissioned.

e) Commissioning a reviewer(s)
The safeguarding partners are responsible for commissioning and supervising reviewers for local reviews. In all cases, they should consider whether the reviewer has the following:
- Professional knowledge, understanding and practice relevant to local child safeguarding practice reviews, including the ability to engage both with practitioners and children and families.
- Knowledge and understanding of research relevant to children’s safeguarding issues
- Ability to recognise the complex circumstances in which practitioners work together to safeguard children.
- Ability to understand practice from the viewpoint of the individuals, organisations or agencies involved at the time rather than using hindsight.
- Ability to communicate findings effectively.
- Whether the reviewer has any real or perceived conflict of interest.

f) Methodology
Once it is established that a local learning review is to take place, a reviewer appointed to oversee the case, the safeguarding partners must do the following:
- agree with the reviewer(s) the method by which the review should be conducted
- ensure that the review is of satisfactory quality and is making satisfactory progress
- ensure that practitioners are fully involved in reviews
- ensure that families, including surviving children, are invited to contribute to reviews
- ensure that the final report includes a summary of any recommended improvements to be made and analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report.
- publish the report, unless they consider it inappropriate to do so.
- send a copy of the full report to the Panel and to the Secretary of State no later than seven working days before the date of publication.
- ensure that the report should be completed and published no later than six months from the date of the decision to initiate a review. Where other proceedings may have an impact on or delay publication, the safeguarding partners should inform the Panel and the Secretary of State of the reasons for the delay.

g) Funding safeguarding practice reviews
Safeguarding practice/learning reviews will be paid for from the CSCP budget. When commissioning a safeguarding practice review, the CSCP will consider the implications for budget and whether it will
be necessary to seek additional funding from commissioning agencies. Partner agencies will bear the costs of the attendance and contribution of their representatives and will ensure that sufficient time is given to members to attend meetings and undertake the work.

h) The final report and publication
Safeguarding partners must ensure that the final report includes:
(a) A summary of any recommended improvements to be made by persons in the area to safeguard and promote the welfare of children;
(b) Analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report.
Any recommendations should be clear on what is required of relevant agencies and others collectively and individually, and by when, and focussed on improving outcomes for children.

Reviews are about promoting and sharing information about improvements, both within the area and potentially beyond, so safeguarding partners must publish the report, unless they consider it inappropriate to do so. In such a circumstance, they must publish any information about the improvements that should be made following the review that they consider it appropriate to publish. The name of the reviewer(s) should be included. Published reports or information will be publicly available for at least one year.

i) Learning from safeguarding practice reviews
Quality Assurance Subgroup will continue with the function of disseminating multi-agency learning, with improved links with North Central London Child Death Review Group and new links established with the national Child Safeguarding Practice Review Panel. If needed, the Quality Assurance Subgroup will convene a new Safeguarding Practice Review Learning Hub of partners and relevant agencies to:
- Consider findings from national reviews and identify improvements to practice
- Monitor progress of local recommendations and resulting improvements
- Maintain dialogue with the national Child Safeguarding Practice Review Panel on changes to outcomes for children.
- The Chair of the Quality Assurance Subgroup to lead on this with safeguarding partners.

j) Dialogue with national systems of learning
The CSCP must give regard to any guidance, which the national Child Safeguarding Practice Review Panel publishes. The safeguarding partners acknowledge the responsibility they share with the national Child Safeguarding Practice Review Panel in identifying improvements to practice and protecting children from harm, and such are committed to maintaining an open dialogue with the National Panel. It is envisaged that at a local level, that the Camden local authority safeguarding partner and delegated accountable officer will act as the key contact with the DfE and the National Panel, in this case, usually the DCS and/or the Director of Camden Safeguarding and Social Work will perform this role.
Serious safeguarding incident takes place in which abuse or neglect of a child is known or suspected and the child has died or has been seriously harmed.

3 statutory partners, CSCP Business Manager (and if the child has died NCL Child Death Review Panel) are notified.

CSCP Business Manager ascertains details within 2 working days from lead agency.

Safeguarding partners review if criteria for serious incident is met (as detailed in WT18).

If the criteria for serious incident is met, the local authority notifies the National Panel within 5 working days of incident occurring.

The local authority maintains dialogue with the National Panel on emerging findings.

The National Panel makes a decision on whether the criteria for Safeguarding Practice Review has been met.

Criteria for Safeguarding Practice Review met

Then National Panel notify the local authority DCS and/or CSCP Business Manager, and begin dialogue on next steps including advising on commissioning an Independent Reviewer.

Safeguarding Practice Review (SPR) is undertaken. Lead Reviewer provides report to the Safeguarding Partners.

Safeguarding Partners present findings/recommendations to CSCP meeting. CSCP agree how they will disseminate learning. If there are no criminal proceedings, a publication date and media strategy will be agreed.

CSCP Business Manager sends copy of Safeguarding Practice Review report to the Secretary of State, NCL Child Death Review Panel and the NSPCC Safeguarding Practice Review repository 1 week before publication.

Safeguarding Practice Review is published and readily accessible for minimum of 12 months. Safeguarding Practice Review Action Plan is implemented. The QA Subgroup Chair and relevant agency Leads report to the Safeguarding Partners on progress made on the Action Plan every 6 months.
13. Child death reviews

Nationally responsibility for oversight of child death review processes and for reporting child deaths has transferred from the Department for Education (DfE) to the Department of Health and Social Care (DHSC), following the Wood Review and in recognition of the fact that fewer than 5% of child deaths include safeguarding concerns. The new Child Death Review Statutory and Operational guidance (2018) sets out key features of what a good child death review process should look like. It combines best practice with statutory requirements that must be followed and be in operation by September 2019. Child Death Review partners are the local authority and the local Clinical Commissioning Group.

The new guidance aims to:
- Improve the experience of bereaved families.
- Ensure that information from the child death review process is systematically captured in every case to enable learning and to prevent future deaths.
- Ensure that those staff directly involved with the care of the child before and following death are involved in the review.

Key changes required under the new guidance are as follows:
(a) The geographical and population ‘footprint’ of Child Death Overview Panels (CDOPs) should cover a child population, such that they typically review at least 60 child deaths per year.
(b) Every child death should be subject to at least a two-stage process which should include either a Child Death Review Meeting (CDRM) or a Joint Agency Response Review (where there are external factors) and a Child Death Overview Panel Meeting.
(c) A new “Key Worker” role will be developed, to act as a single point of contact for every bereaved family.
(d) All NHS trusts will be required to have a board-level leader, who will take responsibility for the learning from deaths. They will have specific responsibility for the learning from child mortality processes.

In order to meet the requirement in the new guidance for the ‘footprint’ of Child Death Reviews, partners will cover at least 60 child deaths per year. They will take into consideration the networks of NHS care, and agency and organisational boundaries. A single North Central London Child Death Review process will be established to cover Camden, Barnet, Enfield, Haringey and Islington. Based on the last three years’ data the average number of deaths across the five boroughs is 80 (<18 year olds) per year. Based on the last three years’ data the average number of deaths across the five boroughs is 80 (Barnet, 20, Camden 11, Enfield 20, Haringey 20 and Islington 13).

The Child Death Review Partners, Camden Clinical Commissioning Group and the local authority, will supply data on every child death. They will report learning from the North Central London (NCL) CDOP to the Camden Safeguarding Children Partnership.
At the time of writing this paper, plans are moving forward to ensure the core elements of this new system are in place in line with statutory timescales.

Implementation of this plan is being overseen by the local authority and the CCG, working with partners across the sub-region as part of the NCL CDOP Transformation Steering Group.

Key actions include:

(a) Embedding of e-CDOP to assist with data capture, sharing and linking with the new National Child Mortality Database and perinatal mortality review tool.
(b) Planning arrangements for the majority of child death reviews (which are those that have a natural cause) by the acute NHS trusts in North Central London (UCLH, Royal Free, Whittington, North Middlesex and GOSH).
(c) Ensuring continued leadership on Joint Agency Responses where there are external factors to the child death.
(d) Ensuring NCL-level thematic child death reviews will assess the outputs from all child death reviews carried out across the sector (i.e. hospital-led Child Death Reviews and Joint Agency Response reviews)
(e) Making sure parents are given the opportunity to be involved and are offered appropriate bereavement support
(f) Ensuring that existing clinical input, Single Point of Access, and administration support smoothly transitions into the new NCL model.
(g) Development and training of existing staff to fulfil the key worker role.

14. Funding arrangements

Working Together 2018 states that the three safeguarding partners should agree the level of funding secured from each partner (which should be equitable and proportionate), and any contributions from each relevant agency, to support the local arrangements.

The current financial challenge across many front line services across the safeguarding partnership is one of increasing demand for services, with reducing income from central government. The CSCP’s statutory and non-statutory partners have expressed their commitment to ensuring that Camden’s mature and robust partnership is sustained in the new safeguarding model.

Ofsted (2017) inspectors commended the partnership investment for being “highly developed and interwoven through children’s services”. Working Together (2018) reinforces the view that the three safeguarding partners should agree the level of funding secured from each partner to support the local arrangements and this should be equitable and proportionate.
The local authority, CCG and the Police all contribute to the CSCP budget £182k. The Camden local statutory safeguarding partners although do not make equitable funding contributions, make equitable and proportionate resource contribution in partnership time.

The CSCP has sought support from cross-agency local governance bodies such as the Health and Wellbeing Board to ensure that all three statutory partners commit their time and resource to the safeguarding partnership by way of demonstrating their true, shared responsibility to safeguarding.

15. Multi-agency safeguarding training

The aim of multi-agency training is to help practitioners have a shared understanding and be better sighted in each other’s roles in response to safeguarding children. It is also important in supporting the collective understanding of local need. Practitioners working with children across all services, have a responsibility to identify the symptoms and triggers of abuse and neglect, and share that information and provide children with the help they need.

Working Together 2018 states that the safeguarding partners should consider what training is needed locally and how they will monitor and evaluate the effectiveness of any training they commission. This duty will continue to be discharged through the Learning and Development Subgroup as specified in the Inter-agency Training Strategy and through the use of the CSCP’s training needs analysis.

The allocated training budget for 2019/20 is approximately £30,000 and aims to train 500 multi-agency professionals working with Camden children. It is planned that approximately 50% of the training programme for 2019/20 will be delivered by or in conjunction with partners. The CSCP will draw from in-house partnership expertise, with a view to increase the training offer over 2019/21.

16. Annual report and review

In order to bring transparency for children, families and all practitioners about the activity undertaken, the CSCP will contribute and produce an annual report on progress made on delivering the partnership’s Business Plan. This will set out what we have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.

The annual 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 looked-after children and care leavers
- Analysis of any areas where there has been little or no evidence of progress on agreed priorities
☐ A record of decisions and actions taken by the partners in the report’s period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.

☐ Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision.

☐ Funding arrangements budget expenditure.

☐ Independent scrutineer’s view of how effectively the arrangements are working for children and families as well as for practitioners.

☐ The learning from the NCL Child Death Review Partners, which will include trends in child deaths, any lessons learnt and actions taken, and the effectiveness of the new local child death review process.

☐ The Camden safeguarding children partners will annually review options for the strategic direction of partnership arrangements and any updates or changes to the published arrangements will be reflected in future annual reports.

☐ Working Together 2018 states that where there is a secure establishment in a local area, safeguarding partners should include a review of the use of restraint within that establishment in their report, and the findings of the review will should be reported to the Youth Justice Board.

The CSCP is accountable to its members and the local community for delivering its aims. The annual report will be published on the CSCP website, which receives over 15,000 hits a year and will be circulated electronically to members and the wider multi-agency workforces. The annual report will be shared with local scrutiny committees and with governing bodies of the statutory partners.

A copy of the annual report will be sent to the Child Safeguarding Practice Review Panel and the What Works Centre for Children’s Social Care within seven days of being published. This will be done with the aim of utilising evidence informed practice to help practitioners and decision makers across the children’s social care sector to inform their work. The three safeguarding partners will report any updates to the published arrangements in their yearly report, including the proposed timescale for implementation.
APPENDIX 1 – CSCP membership

The Camden Safeguarding Children Partnership (CSCP) will work within and will comply with statutory guidance.

Member agencies of the CSCP will be senior managers from a range of different organisations who hold strategic roles in relation to safeguarding children. Members will be expected to attend the meetings; they are required to respond to communications between meetings and to contribute to the on-going work of the Partnership.

For the CSCP to work effectively there must be commitment, consistency and continuity in membership. The role of each member must be to contribute actively to the work of the CSCP, provide constructive support and challenge, and act as a ‘critical friend’ to partner agencies in the monitoring of their safeguarding responsibilities.

The CSCP will comprise the following Statutory Partners:

- the Local Authority (represented by the DCS/ Deputy Chief Executive of Camden Council, or their delegated representative).
- a Clinical Commissioning Group (represented by the Chief Operating Officer or Camden CCG accountable Officer or their delegated representative).
- the chief officer of police (represented by the Borough Commander of Central North Basic Command Unit or their delegated representative).

The CSCP’s relevant agencies will include:

- In accordance with Working Together 2018, the CSCP recognises the pivotal role of schools, colleges and other educational providers.
- Acute Trusts, Health Providers and Mental Health Trust
- Public Health England
- Housing
- Probation (including National Probation and CRC Probation)
- Voluntary Organisations
- CAFCASS

The CSCP will also include co-opted members who have an interest in and a contribution to make in the safeguarding of children and promotion of their welfare.

Where a member does not attend two consecutive meetings this absence will be reviewed with them on behalf of the CSCP by the CSCP Manager and where appropriate be discussed with the statutory safeguarding partners. Each relevant agency should nominate a standing deputy to represent the member in her/his absence. The deputy will hold the same authority on their agency’s behalf. A deputy should be briefed in advance on the agency’s perspective concerning issues on the agenda and should not overturn an agency view expressed by the substantive member in a previous meeting, without confirmation from the substantive member in writing that there has been such a change of agency perspective.
A) Camden Health membership

**Camden’s Clinical Commissioning Group** has designated practitioners in place to secure the required expertise stipulated in WT18; such as dedicated designated doctors and nurses for safeguarding children and dedicated designated doctors and nurses for looked-after children. Designated doctors and nurses, as senior professionals, clinical experts and strategic leaders, are a vital source of safeguarding advice and expertise for all relevant organisations and agencies but particularly the clinical commissioning group, NHS England, and the local authority, and for advice and support to other health practitioners across the health economy.

All providers of **NHS funded health services including NHS Trusts and NHS Foundation Trusts** are required to identify a dedicated named doctor and a named nurse (and a named midwife if the organisation or agency provides maternity services) for safeguarding children. In the case of ambulance trusts and independent providers, a named practitioner. These Named practitioners have a key role in promoting good professional practice within their organisation and agency, providing advice and expertise for fellow practitioners, and ensuring safeguarding training is in place. They work closely with their organisations/agency’s safeguarding lead on the executive board, designated health professionals for the health economy and other statutory safeguarding partners. It is their Executive Lead/Representative who is a member of the partnership.

**Public Health England**, as an executive agency of the Department of Health and Social Care - which has operational autonomy to advise and support government, local authorities and the NHS in a professionally independent manner. PHE’s mission is “to protect and improve the nation’s health and to address inequalities”, which in the context of children’s health includes health visitors and school nurses. The CSCP members from Health are as follows:

<table>
<thead>
<tr>
<th>Director Of Quality &amp; Clinical Effectiveness, CCG – Safeguarding Partner</th>
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<tbody>
<tr>
<td>☒ Designated Nurse, Camden CCG</td>
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<tr>
<td>☒ Designated Doctor, Camden CCG</td>
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<tr>
<td>☒ Governing Body Nurse Representative, CCG</td>
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<tr>
<td>☒ Chief Nurse, Great Ormond Street Hospital</td>
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<tr>
<td>☒ Named GP, Camden CCG</td>
</tr>
<tr>
<td>☒ Head of Social Work, Camden &amp; Islington Foundation Trust</td>
</tr>
<tr>
<td>☒ Medical Director, Specialist Hospitals Board, UCLH</td>
</tr>
<tr>
<td>☒ Divisional Director of Nursing, CNWL NHS Foundation Trust</td>
</tr>
<tr>
<td>☒ Assistant Director, Public Health, Camden and Islington</td>
</tr>
<tr>
<td>☒ Named Doctor, UCLH</td>
</tr>
<tr>
<td>☒ Associate Medical Director, Tavistock &amp; Portman NHS Foundation Trust</td>
</tr>
<tr>
<td>☒ Director of Nursing, NHS England</td>
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</table>
B) Camden Council membership

The following Camden local authority services are represented in the CSCP, and have the responsibility to coordinate their approach to ensure children are effectively safeguarded:

- **Children’s Safeguarding and Social Work (CSSW)** are the principal point of contact for safeguarding concerns relating to children. They have statutory obligation to protect, safeguard and promote the wellbeing of all children in the area.

- **Early Help** – Children and families may need coordinated support from a wide range of local organisations and agencies. Early help practitioners have an important role in identifying what help a child and family require to prevent their needs escalating to a point where intervention would be needed through a statutory assessment.

- **Youth Offending Service (YOS)** is multi-agency and is responsible for the supervision of children subject to pre-court interventions and statutory court disposals. Camden YOS are well placed to identify children known to relevant organisations/ agencies as being most at risk of offending. YOS are able undertake work to prevent them offending and/or protect them from harm. Lead officers are members of the CSCP and its Subgroups to ensure safeguarding is embedded in the service’s practice.

- **Camden Safety Net** – 1 in 5 contacts to the MASH has domestic violence and abuse (DVA) as a presenting factor and our recent SCRs have featured DVA as an issue. Camden Safety Net is a member of the CSCP and provides services to survivors of domestic abuse and/or sexual violence as well as to children affected by violence.

- **Community Safety** – Children can be vulnerable to multiple threats, in context of where they live. Spaces within the neighbourhood such as, parks, community centres, shopping centres and housing estates can be where safeguarding risks / exploitation can occur; i.e. youth violence; county lines; trafficking; online abuse; sexual exploitation etc. A lead officer from Community Safety is a member of the CSCP in order to maintain a shared strategic approach on what is happening in the local context in order to safeguard children, young people and their families.

- **Housing services** - Practitioners working in these services may become aware of conditions that could have or are having an adverse impact on children. Housing authorities have an important role to play in safeguarding vulnerable young people, including young people who are pregnant, leaving care or at a secure establishment.

- **Adult social care** - Evidence nationally and locally shows that vulnerable families are best supported when there is effective joint working between adult and children facing services. Local authorities provide services to adults who are themselves responsible for children who may be in need. Children may be at greater risk of harm or be in need of additional help in families where the adults have mental health problems, misuse drugs or alcohol, are in a violent relationship, have complex needs or have learning difficulties. The three statutory partners have cross-membership with the Safeguarding Adults Partnership Board.
The CSCP members from the local authority are:

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Deputy Chief Executive, DCS, Camden Council – Safeguarding Partner</td>
</tr>
<tr>
<td>Director of Children Safeguarding and Social Work (CSSW), Camden Council</td>
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<tr>
<td>Director of Early Intervention and Prevention, Camden Council</td>
</tr>
<tr>
<td>Head of Community Safety and Emergency Management, Camden Council</td>
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<tr>
<td>Head of Tenancy Services, Supporting Communities, Camden Council</td>
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<tr>
<td>Head of Children’s Quality Assurance, CSSW, Camden Council</td>
</tr>
<tr>
<td>Head, Integrated Youth Support Service, Early Intervention &amp; Prevention, Camden Council</td>
</tr>
<tr>
<td>Commissioning Manager, Subgroup Chair of Community Engagement, Camden Council</td>
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<tr>
<td>Camden Safety Net, Risk Reduction Manager, Camden Council</td>
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<tr>
<td>Service Manager, Children’s Quality Assurance, Camden Council</td>
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</table>

C) Police membership

Police officers/employees are well placed to identify early when a child’s welfare is at risk and when a child may need protection from harm. Children have the right to the full protection offered by criminal law.

<table>
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<tr>
<th>Name</th>
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<tr>
<td>Detective Superintendent, BCU Safeguarding Lead Camden, MPS – Safeguarding Partner</td>
</tr>
<tr>
<td>Station Commander, British Transport Police</td>
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</tbody>
</table>

D) Education and childcare membership

Schools, colleges and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare. They have regular contact with children and young people so are in a strong position to identify signs of abuse and neglect. Schools, colleges and other educational settings must also have regard to statutory guidance Keeping Children Safe in Education, which provides further guidance as to how they should fulfil their duties in respect of safeguarding and promoting the welfare of children in their care.

Early years providers have a duty under the Childcare Act 2006 to comply with the welfare requirements of the early years foundation stage.

CSCP members from schools/colleges and LA education services:

<table>
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<tr>
<th>Name</th>
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<tr>
<td>Headteacher Fleet Primary School</td>
</tr>
<tr>
<td>Designated Safeguarding Lead, Westminster Kingsway College</td>
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</table>
E) Criminal justice

**National Probation Service (NPS) and Community Rehabilitation Centre (CRC)** are members of the CSCP and are primarily responsible for working with adult offenders both in the community and in the transition from custody to community to reduce reoffending and improve rehabilitation. They are well placed to identify offenders who pose a risk of harm to children as well as children who may be at heightened risk of involvement in, or exposure to, criminal or anti-social behaviour, and of other poor outcomes due to their behaviour and/or home circumstances of their parent/carer(s).

**CAFCASS - (Children and Family Court Advisory and Support Service)** - Through the provision of independent social work advice to the court, children who are the subject of family court proceedings, CAFCASS has responsibilities to safeguard and promote the welfare of children. An officer from CAFCASS will sit on the wider CSCP meetings to offer challenge/assurance on how partners are working together with children on child protection plans; looked after or who are accommodated.

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<thead>
<tr>
<th>Criminal Justice</th>
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<tbody>
<tr>
<td>☑ Contracts and Partnership Lead, Community Rehabilitation Company</td>
</tr>
<tr>
<td>☑ Assistant Chief Officer, National Probation Service (London Directorate)</td>
</tr>
<tr>
<td>☑ Service Manager, CAFCASS</td>
</tr>
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</table>

F) Other local relevant members

**NSPCC** are members of the CSCP and their offices are located in the borough. The charity works directly with children and families through its Helpline and through service centres, providing therapeutic services to help children move on from abuse and support parents and families caring for their children.

**Origin Housing** are members of the CSCP. They are a local registered social landlord, who provide affordable housing, and related care and support services to the people who live in them.

**Lay Members** are local residents and hold responsibility for putting forward the voice of the child.

**Cabinet Member (for better start for children and families)** acts as the voice of the community and offer constructive challenge with the aim of driving improvement in services for local residents.

<table>
<thead>
<tr>
<th>Other relevant agencies bespoke to Camden</th>
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<tbody>
<tr>
<td>☑ Service Manager, NSPCC</td>
</tr>
<tr>
<td>☑ Assistant Director, Care &amp; Support, Origin Housing</td>
</tr>
<tr>
<td>☑ Lay Members x 2</td>
</tr>
<tr>
<td>☑ Cabinet Member (Better start for Children and Families) Camden Council</td>
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</table>
APPENDIX 2.1: Delivering the CSCP Business Plan calendar – 2019/20

The proposed forward plan outlines the work scheduled at the time of publication. It will be refreshed regularly to meet business requirements and in response to scrutiny/testing of the effectiveness of the new arrangements. The CSCP will maintain its flexible approach, in order to enable joint identification of, and response to, existing and emerging needs, in order to improve outcomes for children.

<table>
<thead>
<tr>
<th>Annual Cycle</th>
<th>Business Plan / Objectives:</th>
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| **April 2019** | (a) CSCB Annual Report 2018-19 and New Business Plan 2019/20  
(b) Finalise new arrangements for the CSCP  
(c) Review subgroup work-plans  
(d) Next multi-agency audit |
| **May 2019** | (a) Attendance, exclusions and keeping children in education  
(b) Elected home education and supplementary schools update  
(c) SIF/SEND Inspection Recommendations update/action plan |
| **June 2019** | (a) Publication of new safeguarding arrangements  
(b) FGM summer campaign |
| **July 2019** | (a) Agenda planning for CSCP meeting by statutory partners  
(b) Review Business Plan 2019-20  
(c) Section 11 audit findings  
(d) LADO annual report  
(e) CSCP Comms Protocol  
(f) Feedback from multi-agency DVA Situational Violence Workshop  
(g) Update on Local Authority single agency audits **New**  
(h) CSCB annual report (draft)  
(i) Standing item: serious incident notifications  
(j) DVA Situational Violence Workshop takes place |
| **September 2019** | (a) CSCB Annual Report 2018 – 19 and Annual Dataset 2018-19  
(b) Prevent duty update  
(c) Safeguarding children with disabilities annual report to CSCP  
(d) Child Protection Annual Report **New**  
(e) CSCB Section 11 Audit Report 2018/19 - Effective Safeguarding Supervision  
(f) Quality Assurance Subgroup update  
(g) Update on Health single agency audits **New**  
(h) Multi-agency conference on CSA takes place |
| **October 2019** | (a) Agenda planning for CSCP meeting by statutory partners  
(b) Future funding arrangements from CSCP statutory partners and relevant agencies  
(c) Review effectiveness of CSCP new arrangements 2020 with scrutineer  
(d) Q1-2 dataset 2019/20  
(e) Business Plan 2019-20 – Progress/priorities update  
(f) Multi-agency audit findings  
(g) Standing item: serious incident notifications  
(h) Single agency audit – updates from relevant agencies**New**  
(i) IRO annual report 2018-19 |
| **November 2019** | (a) Private fostering update 2018-19  
(b) LAC annual report 2018-19  
(c) Safeguarding children with disabilities  
(d) Young Inspectors Report 2018-19  
(e) Probation/CRC update in HMIC Inspection Report (May, 2019)  
(f) Review progress made on Recommendations from multi-agency audit on Adolescents |
<table>
<thead>
<tr>
<th>Month</th>
<th>Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2019</td>
<td>(a) Agenda planning for CSCP meeting by statutory partners</td>
</tr>
<tr>
<td>January 2020</td>
<td>(a) Q1 - Q3 CSCB dataset summary 2017 - 18</td>
</tr>
<tr>
<td></td>
<td>(b) CDOP Annual Report</td>
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<tr>
<td></td>
<td>(c) Update on Camden Safeguarding Children Partnership</td>
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<tr>
<td></td>
<td>(d) Update on Police single agency audits</td>
</tr>
<tr>
<td>February 2020</td>
<td></td>
</tr>
<tr>
<td>Camden statutory safeguarding partners meeting</td>
<td>(a) Review effectiveness of CSCP new arrangements 2020 with scrutineer and young advisors</td>
</tr>
<tr>
<td></td>
<td>(b) Learning and Development Training Programme 2020/21</td>
</tr>
<tr>
<td></td>
<td>(c) Agenda planning for CSCP meeting by statutory partners</td>
</tr>
<tr>
<td></td>
<td>(d) Private Fostering update</td>
</tr>
<tr>
<td></td>
<td>(e) Standing item: serious incident notifications</td>
</tr>
<tr>
<td></td>
<td>(f) Confirm funding arrangements for 2020-21</td>
</tr>
<tr>
<td>March 2020</td>
<td>(a) CSCB Priority setting 2020-21</td>
</tr>
<tr>
<td></td>
<td>(b) Children and young people held in custody overnight</td>
</tr>
<tr>
<td></td>
<td>(c) Review effectiveness of CSCP new arrangements with scrutineer &amp; young advisors</td>
</tr>
<tr>
<td></td>
<td>(d) Update from community engagement forums</td>
</tr>
</tbody>
</table>
APPENDIX 2.2 - CSCP Summary Business Plan Schedule 2019-20

The full CSCP Business Plan outlines the working arrangements, cross-referencing the dataset and outcomes for children and young people. This summary business plan aims to reflect delegation of key responsibilities and means of assurance and accountability to achieve the Camden Safeguarding Children Partnership’s objectives.

OBJECTIVE 1 - Ensure agencies work effectively together to safeguard Camden children and to deliver the functions of the CSCP, that are quality checked through single and multi-agency audits with effective performance management.

<table>
<thead>
<tr>
<th>How</th>
<th>What</th>
<th>When</th>
<th>What will scrutiny look like?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong> Section 11</td>
<td>Assess whether CSCP partners and relevant agencies are fulfilling their statutory duties (as set out in Chapter 3 of Working Together 2018 - section 11 Children Act 2004) to safeguard and promote the welfare of children.</td>
<td>June 2019</td>
<td>QA Subgroup Leads / Section 11 Challenge Panel Chair reports Section 11 recommendations to statutory Safeguarding Partners – who will review if assurance has been provided, that partners/relevant agencies have fulfilled their statutory duties and will decide what further work/ assurance is needed.</td>
</tr>
<tr>
<td><strong>1.2</strong> CSCP Multi-Agency Audits</td>
<td>Scrutinise and assess the quality of multi-agency safeguarding activity. Assess the effectiveness of multi-agency case audits in identifying lessons to be learnt to improve practice. Seek assurance that recommendations are being implemented to improve practice.</td>
<td>July 2019 Oct 2019 February 2020</td>
<td>QA Subgroup Leads put forward theme and recommendations from independently commissioned report. The statutory Safeguarding Partners will assess if any safeguarding partners/ relevant agencies need to offer further assurance.</td>
</tr>
<tr>
<td><strong>1.3</strong> Single Agency Audits/ Learning</td>
<td>Scrutinise any quality assurance activity by monitoring and review the findings of single agency learning, ensuring audits are leading to continued and sustained improvement.</td>
<td>Oct 2019 Feb 2020</td>
<td>Agency Leads report to statutory Safeguarding Partners – who will review if assurance has been provided and will judge if further work/ assurance is needed.</td>
</tr>
<tr>
<td><strong>1.4</strong> Learning &amp; Improvement Framework and Dataset</td>
<td>Ensure MA dataset and intelligence asks the right questions and enables identification of the priorities in order to take the right practice improvements. Ensure learning from audits, inspections, child death reviews, safeguarding practice reviews; local learning reviews, emerging research, guidance, complaints/ compliments and experience of children, their families and front line professionals. Evidence that the L&amp;I Framework has enabled the CSCP to</td>
<td>Sep 2019</td>
<td>QA Subgroup Leads, Independent Scrutineer and CDOP Chair report to statutory Safeguarding Partners - who will review if assurance has been provided and will decide what further work/ assurance is needed. This may involve the wider CSCP offering assurance to the</td>
</tr>
</tbody>
</table>
identify and address the learning needs of their workforce.法定合作伙伴及独立监察人。

### 1.5 Testing new safeguarding arrangements

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. The independent scrutineer and the statutory safeguarding partners will seek to ensure robust and effective safeguarding arrangements by:

- Evaluating the revised partnership working arrangements
- Ensuring safeguarding partners are kept abreast of changes and any issues encountered.

<table>
<thead>
<tr>
<th>Objective 2 - Address the challenges and risks posed by the changing face of safeguarding.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How</strong></td>
</tr>
</tbody>
</table>
| **2.1 Domestic Violence Abuse**  
*Priority 2019/20* | Ensure good quality multiagency identification and response to domestic abuse, which reduces harm. | Sep 2019  
Mar 2020 | Assurance provided by key agencies at CSCP meeting and/or to Safeguarding Partners. |
| **2.2 Neglect**  
*Priority 2019/20* | Ensure there is a good quality multiagency identification and response to Neglect. | Sep 2019  
Mar 2020 | Assurance provided by key agencies at CSCP meeting and/or to Safeguarding Partners. |
| **2.3 Prevention and recognition of child sexual abuse**  
*Priority 2019/20* | Ensure a robust, child centred, multi-agency response for children who have experienced form sexual abuse. Working with victims to help reduce re-traumatisation and gather the best evidence prosecution. | Sep 2019  
Mar 2020 | Assurance provided by key agencies at CSCP meeting and/or to Safeguarding Partners. |
| **2.4 Vulnerable Adolescents**  
*Priority 2019/20* | Ensure joint intervention and a framework for the cross-cutting areas of work relating to vulnerable adolescents on issues affecting them: Self-harm, mental health, Child Sexual Abuse (CSA), youth violence and gangs, Child Sexual Exploitation (CSE), missing, substance misuse, youth violence, criminal exploitation (CCE) and online safety. Review performance, test the effectiveness of arrangements for vulnerable adolescents | Sep 2019  
Mar 2020 | Agency Leads report to statutory Safeguarding Partners – primarily through Vulnerable Adolescent (Risk and Exploitation) Strategy Group and CSCP meetings - who will review if further work is needed. Camden Youth Safety Taskforce, CSE and Missing Analyst and Prevent Coordinator report to VA Strategy Group - who will |
| **2.5 Youth Violence**  
*Priority 2019/20* | | |

Nov 2019  
Independent scrutineer with statutory Safeguarding Partners - will continually assess if the new arrangements are working effectively.
and identify themes, areas of action and outcomes.
Maintain strategic overview of management information, intelligence and case examples.

| 2.6 Looked After Children | Monitor the performance of the local authority and partners in meeting their corporate parenting role with regard to all looked after children living in and out of the local authority area. | Nov 2019 | Report from Head of LAC Services and/or Head of QAU to partners at CSCP meeting - who will review if assurance has been provided. |
| 2.7 Improve outcomes for children in need | Improved outcomes for Children In Need (CIN) experiencing persistent neglect | Nov 2019 | Update from LA safeguarding partners and identified relevant agencies to CSCP meeting. |
| 2.8 Radicalisation and extremism - Abuse linked to faith and belief including FGM. | Monitor the performance of the local authority and partners in the identified risk factor: ‘Risk of harm due to practices related to faith/belief’. | Sept 2019 | Update from agency leads to CSCP meeting and continued involvement of partners at VA Strategy Group meeting to offer assurance that strategies are in place to Prevent, Identify, Support, Disrupt and Prosecute. |
| 2.9 Children held in custody | Continue to monitor adherence to Pan-London protocol of young people held in custody and review reason why breaches of the Concordat have occurred. | May 2019 | Report from MPS, YOS and CSSW (Emergency Duty Team) to Safeguarding Partners (through vulnerable adolescents Strategy Group) who will assess if assurance has been provided and decide what further work/assurance is needed. |
| 2.10 Children and Young People with Disabilities | To strengthen scrutiny of the protection of disabled children and young people. | Sept 2019 | Report from Head of CYPD Service to CSCP meeting for review if assurance has been provided, that partners/relevant agencies have fulfilled their statutory duties and decide what further work/assurance is needed. |
| 2.11 Out of education settings | Ensure good quality multiagency identification and response to effectively safeguard vulnerable children in out of school settings | May 2019 | LA and school partners to report to CSCP meeting on how children and young people are engaged to stay in education, employment and/or training. |
| 2.12 Private Fostering | Ensure awareness of private fostering and continued monitoring of notification to seek assurance that it is maintains prominence in the safeguarding agenda | Sept 2019 | LA report to CSCP meeting to offer assurance of continued focus in the area. |
### Objective 3 - Ensure preventative and early help services are provided in a joined-up and effective manner.

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<tr>
<th>How</th>
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<th>What will scrutiny look like?</th>
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<tbody>
<tr>
<td>3.1 Camden Single Front Door – Children &amp; Families Contact Service</td>
<td>Through scrutiny of performance data, monitor the effective application of thresholds and the impact of early help in providing access to the right help at the right time.</td>
<td>Sep 2019, March 2020</td>
<td>Director of CSSW and Director of Early Intervention and Prevention report to statutory Safeguarding Partners to offer assurance, share challenges to overcome and identify areas to strengthen.</td>
</tr>
<tr>
<td>3.2 Engaging the Community</td>
<td>Work with the voluntary and community sector to raise awareness on safeguarding priorities. In partnership with Young Advisors, develop of Community Engagement work-plan as part of strengthening our strategic response to contextual safeguarding - adolescent risk/harm occurring in spaces in the neighbourhood, housing estates, schools, shopping areas, in the community, online etc.</td>
<td>July 2019</td>
<td>Update from Chair of Community Engagement Forum to CSCP meeting and to Young Advisors. Young advisors offer a local young person’s perspective in scrutinising/challenging how we think and work with issues relating to contextual safeguarding.</td>
</tr>
</tbody>
</table>

### Objective 4 - Continue to develop a culture of good professional judgement as reflected in our Learning and Improvement framework

<table>
<thead>
<tr>
<th>How</th>
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<th>What will scrutiny look like?</th>
</tr>
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<tbody>
<tr>
<td>4.1 Learning and Improvement Framework (Linked to 1.4 on performance management)</td>
<td>Statutory Partners and Independent Scrutineer assess that quality assurance arrangements improve multi-agency frontline practice. Statutory partners and relevant agencies share good practice and demonstrate commitment to continuous learning. This includes learning from serious incidents and safeguarding practice reviews, and child death reviews. Statutory partners lead on promoting a self-reflective approach across the workforce and a shared commitment to safeguarding.</td>
<td>Nov 2019, January 2020</td>
<td>Safeguarding partners, QA Subgroup Leads, Independent Scrutineer, Child Death Review Chair and relevant agencies offer mutual challenge and support at CSCP meeting – to review if assurance has been provided and decide further areas of development.</td>
</tr>
<tr>
<td>4.2 Safeguarding culture: Shared priorities and joint working with other Boards</td>
<td>Statutory Partners and Independent Scrutineer assess if safeguarding culture across organisations demonstrate a culture of shared responsibility and joint working that enable relationship based practice to thrive. Ensure issues raised through multi-agency escalation policy / professional differences routes are resolved through the QA Sub-group and if necessary by the safeguarding partners.</td>
<td>Feb 2020</td>
<td>Statutory partners, independent scrutineer and QA Subgroup Leads maintain oversight, mutual challenge and support to strengthen relationship based practice.</td>
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</table>
### Objective 5 - Ensure effective training programmes across agencies are in place to keep children and young people safe in Camden.

<table>
<thead>
<tr>
<th>How</th>
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<th>When</th>
<th>What will scrutiny look like?</th>
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</thead>
<tbody>
<tr>
<td>5.1 multi-agency</td>
<td>Ensure multi-agency training covers local need and is effective and provides practitioners with a shared understanding of each other’s roles in response to safeguarding children.</td>
<td>Oct 2019</td>
<td>L&amp;D Subgroup Chair reports to Safeguarding Partners</td>
</tr>
</tbody>
</table>

### Objective 6: Drive and challenge effective information sharing and systems across all agencies to ensure good communication to keep children and young people safe.

| 6.1 Effective        | Ensure that information-sharing systems enable informed decisions that safeguard children from risk/harm. Including development of new systems and technology.          | Nov 2019| Statutory Safeguarding Partners seek assurance on good information sharing.                               |
| Information sharing  | For 2019/20: VA Strategy Group to review how information sharing in the following area can be strengthened: low risk indicators/intelligence on child criminal exploitation/vulnerable adolescents. |         |                                                                                                               |

| 6.2 Communication    | Continue to extend the reach and impact of the CSCP including widening and embedding engagement across the partnership and improving communication | July 2019| Statutory Safeguarding Partners seek assurance through:                                                          |
| Strategy             |                                                                                                                                          | Oct 2019| • CSCP and Subgroup members reporting that they are able to access resources on website, training, workshops, newsletter and social media awareness raising. |
|                      |                                                                                                                                          |         | • Community forums promoting safeguarding.                                                                      |
|                      |                                                                                                                                          |         | • Referral numbers to the Children and Families Contact Service from members of public/voluntary sector/community is maintained. |
## APPENDIX 2.3: Quality Assurance Subgroup

<table>
<thead>
<tr>
<th>RESPONSIBILITY/ OUTCOMES</th>
<th>ACCOUNTABILITY</th>
<th>MEMBERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To contribute to self-evaluation with regard to safeguarding as part of the inspection process.</td>
<td>The QA Subgroup is accountable to Camden Safeguarding Children Partnership</td>
<td>Members are expected to give priority to attendance at Subgroup meetings. Where a member is unable to attend, they should arrange for an appropriate colleague to represent their agency.</td>
</tr>
<tr>
<td>• To develop action and implementation plans on multi-agency findings and recommendations following safeguarding practice reviews and learning events; and monitor that individual partners have implemented single agency recommendations from these reviews.</td>
<td></td>
<td>• C&amp;I NHS Foundation Trust</td>
</tr>
<tr>
<td>• To identify, analyse and disseminate the learning from the CSCP dataset/ intelligence to multi-agency partners.</td>
<td></td>
<td>• CP Independent Reviewing Officer (CPO /IRO)</td>
</tr>
<tr>
<td>• Identify means of disseminating QA subgroup learning to all frontline professionals</td>
<td></td>
<td>• CSCP Business Manager</td>
</tr>
<tr>
<td>• To have an overview of emerging safeguarding issues, both locally and nationally which are reflected in up to date policies and procedures.</td>
<td></td>
<td>• CSCP Business Manager</td>
</tr>
<tr>
<td>• To ensure that a multi-agency audit programme is in place and that action and implementation plans are developed from the recommendations; and that impact is monitored by the QA Subgroup and the CSCP.</td>
<td></td>
<td>• CSCP Development Officer</td>
</tr>
<tr>
<td>• Establish a process of measuring the Subgroup’s impact on frontline practice and outcomes for children.</td>
<td></td>
<td>• Designated Nurse for Safeguarding, Camden CCG</td>
</tr>
<tr>
<td>• To keep abreast of learning from single agency audits and explore issues raised by partners in relation to the findings of these audits.</td>
<td></td>
<td>• Detective Chief Inspector, Safeguarding Partnership, Police</td>
</tr>
<tr>
<td>• To explore issues raised by partner agencies in relation to child protection thresholds on individual cases.</td>
<td></td>
<td>• Domestic Violence, Community Safety</td>
</tr>
<tr>
<td>• QA subgroup members to promote the wealth of resources available on CSCP website for frontline professionals.</td>
<td></td>
<td>• Early Help Manager, Family Service</td>
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<tr>
<td></td>
<td></td>
<td>• Head of Special Educational Needs Service</td>
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<td></td>
<td></td>
<td>• Integrated Service Lead, Integrated Early Years’ Service</td>
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<td></td>
<td></td>
<td>• Lay Member</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Named Nurse, CNWL</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Named Nurse, Royal Free London NHS Foundation Trust</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Named Nurse, UCLH</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Operational Manager, Youth Offending Service</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Safeguarding Lead, GOSH</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• School Inclusion Team Manager</td>
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<td></td>
<td></td>
<td>• Senior Transitional Adviser, School Improvement Service</td>
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<td></td>
<td></td>
<td>• Service Manager, Whole Family Service, CAMHS</td>
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<td></td>
<td></td>
<td>• Specialist CQA Manager</td>
</tr>
</tbody>
</table>

**Chairing Arrangements**
Principal Social Worker / Head of Quality Assurance

**Frequency of meetings**
The Sub-Group meets at 2 monthly intervals (6x)
- To monitor and review the CSCP Business Plan and priorities in relation to multi-agency audits and ensure that these areas are implemented into the audit program.
- To contribute to the annual CSCP Business Plan
- To develop the CSCP Learning & Improvement Framework
### APPENDIX 2.4: Health Subgroup

<table>
<thead>
<tr>
<th>RESPONSIBILITY/ OUTCOMES</th>
<th>ACCOUNTABILITY</th>
<th>MEMBERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To provide a communication network for all named, designated and lead professionals across Camden’s health economies</td>
<td>The Health Subgroup is accountable to Camden Safeguarding Children Partnership</td>
<td>• Camden &amp; Islington NHS Foundation Trust Named Nurse/Doctor</td>
</tr>
</tbody>
</table>
| • To facilitate the sharing of expertise on safeguarding Children & Looked After Children (LAC) issues & polices | Chairing Arrangements
Designated Doctor/Nurse                                                                 | • Camden CCG Designated Doctor/Nurse for LAC                                   |
| • Discuss and review new national guidance, consultations and initiatives for safeguarding and LAC | Frequency of meetings
• Group will meet quarterly (4x)                                                   | • Camden CCG Designated Doctor/Nurse for Safeguarding Children                  |
| • To monitor and review the CSCP work plan and priorities in relation to health services to ensure it supports the CSCP business plan objectives; and ensure that decisions made by the CSCP are implemented by the relevant agencies |                                                                              | • Camden CCG Named GP for Safeguarding Children                                  |
| • To influence and advise the CSCP on health issues which relating to safeguarding & LAC |                                                                              | • CNWL Camden Provider Services Named Nurse/Doctor/ CP Advisor                 |
| • To monitor implementation recommendations from inspections, single agency reviews, multi-agency and single agency audits, safeguarding practice reviews and seek assurance that these are implemented across the relevant agencies |                                                                              | • Criminal Rehabilitation Company (CRC) - Contracts & Partnerships Lead – North Area |
| • To facilitate peer learning in regards to safeguarding                                  |                                                                              | • CSCP Development Officer                                                     |
| • To identify safeguarding training needs across the site and provide a plan to meet those needs and report those needs to the CSCP Learning & Development Subgroup. |                                                                              | • GOSH NHS Foundation Trust Named Doctor/ Nurse Lead/Specialist Nurse for Safeguarding |
|                                                                                         |                                                                              | • MASH Health Lead                                                              |
|                                                                                         |                                                                              | • Network Coordinator, C&I Young People’s Sexual Health                         |
|                                                                                         |                                                                              | • Royal Free London NHS Foundation Trust Named Nurse/Midwife/Doctor             |
|                                                                                         |                                                                              | • Tavistock & Portman NHS Foundation Trust Named Doctor/ Lead Professional      |
|                                                                                         |                                                                              | • UCLH NHS Foundation Trust Named Nurse/Midwife/Doctor                         |
### APPENDIX 2.5: Online Safety Subgroup

<table>
<thead>
<tr>
<th>RESPONSIBILITY / OUTCOMES</th>
<th>ACCOUNTABILITY</th>
<th>MEMBERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>The online Safety sub group is responsible for ensuring that all children, parents, carers and staff are aware of the risks associated with use of the internet and know how to report concerns.</td>
<td>The Online Safety Subgroup is accountable to Camden Safeguarding Children Partnership.</td>
<td>Camden City Learning Centre (CLC) Manager</td>
</tr>
<tr>
<td>To monitor and review the online safety strategy which sets out the systems and actions that are required to ensure online safety in Camden</td>
<td></td>
<td>Camden Learning - Health, Wellbeing and Cross Phase Advisor</td>
</tr>
<tr>
<td>To keep abreast of trends and emerging issues in the field of internet safety and disseminate information and update policies and communication literature accordingly.</td>
<td></td>
<td>CATS college - Designated teacher/ Bursar</td>
</tr>
<tr>
<td>To maintain, develop and disseminate a package of Online Safety resources aimed at children and young people, their parents and carers and staff.</td>
<td></td>
<td>CLC ICT Consultant &amp; Trainer</td>
</tr>
<tr>
<td>To monitor and review the communications strategy to ensure the production and distribution of information that will raise awareness of Online Safety amongst parents and carers and children and young people (CYP).</td>
<td></td>
<td>CSCP Development Officer</td>
</tr>
<tr>
<td>To monitor and regularly review the model online safety policies for schools and other services and to support all agencies in developing and maintaining their own versions of the policy</td>
<td></td>
<td>Library service- Team Leader</td>
</tr>
<tr>
<td>To monitor levels of awareness and implementation of Online Safety policies within all agencies</td>
<td></td>
<td>Maria Fidelis school – Designated teacher</td>
</tr>
<tr>
<td>To create and manage a network of online safety contact officers in all school settings and agencies who are responsible for responding to incidents and raising awareness of online safety in their setting.</td>
<td></td>
<td>Missing and CSE Coordinator &amp; Analyst</td>
</tr>
<tr>
<td>To provide support and advice to all agencies on matters relating to online safety.</td>
<td></td>
<td>PPRU - co-ordinator PPRU</td>
</tr>
<tr>
<td>To develop a reporting system to ensure a co-ordinated and effective response to specific incidents, including incidents requiring escalation and reporting</td>
<td></td>
<td>Prevent Education Officer</td>
</tr>
<tr>
<td>To develop a system of audit that will enable the overall monitoring and reviewing of Camden’s online safety strategy.</td>
<td></td>
<td>Regents High school - Designated teacher</td>
</tr>
<tr>
<td><strong>Frequency of meetings</strong></td>
<td></td>
<td>School Technical Team Leader, Schools ICT Support</td>
</tr>
<tr>
<td>Group will meet termly (3x a year)</td>
<td></td>
<td>Service Manager, Policy, Training &amp; Staff Development CSSW, Supporting People</td>
</tr>
<tr>
<td></td>
<td></td>
<td>St Christina’s – Deputy Head and ICT Lead</td>
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<td></td>
<td></td>
<td>St Joseph’s Primary School – Designated Teacher</td>
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<td></td>
<td></td>
<td>Supervising Social Worker, Adoption/Fostering Team</td>
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<td></td>
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<td>Swiss cottage school Leader of Technology and Strategy</td>
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<td></td>
<td>Tavistock Children’s day unit – Deputy Headteacher</td>
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<td></td>
<td></td>
<td>Youth Early Help Service Manager</td>
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</tbody>
</table>
APPENDIX 2.6: Learning and Development Subgroup

<table>
<thead>
<tr>
<th>RESPONSIBILITY / OUTCOMES</th>
<th>ACCOUNTABILITY</th>
<th>MEMBERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To ensure that safeguarding training needs in Camden are identified and that an effective multiagency training programme is delivered and regularly reviewed (including feedback from participants).</td>
<td>Subgroup is accountable to Camden Safeguarding Children Partnership.</td>
<td>If members are unable to attend a meeting, it is expected they will identify a deputy who can represent their agency/organisation.</td>
</tr>
<tr>
<td>• To identify multi-agency training requirements through training needs analysis (TNA) in order to prepare an annual programme of multi-agency safeguarding training.</td>
<td></td>
<td>• Commissioning Support Officer, Children’s Workforce</td>
</tr>
<tr>
<td>• To monitor and review the CSCP work plan, training needs analysis, data and priorities in relation to training and ensure that these areas are implemented in to the training program.</td>
<td></td>
<td>• Criminal Rehabilitation Company (CRC) - Contracts &amp; Partnerships Lead – North Area</td>
</tr>
<tr>
<td>• To review the multi-agency training budget.</td>
<td></td>
<td>• CSCP Business Manager</td>
</tr>
<tr>
<td>• To deliver multi-agency safeguarding training to all agencies and organisations working with children and their families in Camden and commission external training as required.</td>
<td></td>
<td>• CSCP Development Officer</td>
</tr>
<tr>
<td>• To discuss and review new research findings, legislation, national guidance, consultations, and initiatives and ensure these are reflected in the training needs analysis and training programme.</td>
<td></td>
<td>• Designated Nurse for Safeguarding, Camden CCG</td>
</tr>
<tr>
<td>• To audit the content, quality and effectiveness of multi-agency training and evaluate the take-up and the outcomes of safeguarding training by the multi-agency network to ensure appropriate training is always available and act on findings.</td>
<td></td>
<td>• Digital Lead, Camden Learning</td>
</tr>
<tr>
<td>• To ensure that all agencies are providing regular and good quality single agency training.</td>
<td></td>
<td>• Housing, Partnership Officer</td>
</tr>
<tr>
<td>• To ensure member agencies/organisations prioritise training and raise awareness of CSCP training at their agency in order to enable staff to make full use of the training opportunities offered.</td>
<td></td>
<td>• Learning &amp; Development Coordinator, Integrated Early Years</td>
</tr>
<tr>
<td>• To have an overview of emerging safeguarding issues, both locally and nationally and produce a training strategy and training needs analysis.</td>
<td></td>
<td>• Named Professional, Tavistock and Portman NHS Trust</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Safeguarding Learning &amp; Development Lead, Royal Free Hospital Trust</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior Probation Officer, National Probation Service</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Service Manager, Early Help</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Service Manger CSSW Policy, Training &amp; Staff Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Commissioned training providers (to part attend if required)</td>
</tr>
</tbody>
</table>

If members are unable to attend a meeting, it is expected they will identify a deputy who can represent their agency/organisation.

- Commissioning Support Officer, Children’s Workforce
- Criminal Rehabilitation Company (CRC) - Contracts & Partnerships Lead – North Area
- CSCP Business Manager
- CSCP Development Officer
- Designated Nurse for Safeguarding, Camden CCG
- Digital Lead, Camden Learning
- Housing, Partnership Officer
- Learning & Development Coordinator, Integrated Early Years
- Named Professional, Tavistock and Portman NHS Trust
- Safeguarding Learning & Development Lead, Royal Free Hospital Trust
- Senior Probation Officer, National Probation Service
- Service Manager, Early Help
- Service Manger CSSW Policy, Training & Staff Development
- Commissioned training providers (to part attend if required)
APPENDIX 2.7: Vulnerable Adolescent – Risk and Exploitation Strategy Group

<table>
<thead>
<tr>
<th>RESPONSIBILITY / OUTCOMES</th>
<th>ACCOUNTABILITY</th>
<th>MEMBERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The group will have strategic oversight of Camden’s partnership response to safeguarding and working with adolescents who are at risk; and are susceptible to multiple forms of exploitation due to cross-cutting vulnerability factors through the established action plan.</td>
<td>The Strategy Group is accountable to Camden Safeguarding Children Partnership.</td>
<td>• Children’s Commissioning Manager, Supporting People</td>
</tr>
<tr>
<td>• Lead, monitor and inform the CSCP response to how services work with vulnerable adolescents who are at risk and susceptible to sexual and criminal exploitation including trafficking, modern slavery and radicalisation.</td>
<td>Chairing Arrangements Executive Director for Supporting People (Chair)</td>
<td>• Consultant Child &amp; Adolescent Psychiatrist, CAMHS</td>
</tr>
<tr>
<td>• Ensure there is a clear understanding of contextual safeguarding and the vulnerability to risk and abuse faced by adolescents in a range of social contexts (outside on the family home).</td>
<td>Det. Supt BCU, MPS (Co-Chair)</td>
<td>• CSCP Business Manager</td>
</tr>
<tr>
<td>• Contribute towards strategic planning and leadership by identifying the relationship with strategic and operational panels such as MASE, Bronze, High Risk and Vulnerability and Channel Panel to strengthen Camden’s partnership working and cross-borough coordination.</td>
<td>Frequency of meetings • Group will meet 5x a year</td>
<td>• CSCP Development Officer</td>
</tr>
<tr>
<td>• Analyse qualitative and quantitative data to identify themes, trends and emergent patterns of concern for vulnerable adolescents and which supports response activity including; disruption, learning and service development.</td>
<td></td>
<td>• Designated Nurse, Camden CCG</td>
</tr>
<tr>
<td>• To consider interventions to tackling threats to safety and welfare of adolescents brought on by extra-familial risk.</td>
<td></td>
<td>• Det. Supt BCU, MPS Safeguarding Lead</td>
</tr>
<tr>
<td>• Partners to coordinate approach to the commissioning of contextual, preventative, early and reactive interventions as part of a wider safeguarding system to ensure they are effective and agreed outcomes are being achieved.</td>
<td></td>
<td>• Director, CSSW</td>
</tr>
<tr>
<td>• Oversee and review the effectiveness of proactive and preventative work regarding CSE, criminal and other forms of exploitation that vulnerable adolescents are susceptible to.</td>
<td></td>
<td>• Executive Director for Supporting People</td>
</tr>
<tr>
<td>• Ensure necessary links with other partnership boards such as the Community Safety Partnership Board; Safeguarding Adults Partnership Board and Children’s Trust Partnership Board and other meetings where themes relating to vulnerable adolescents is discussed.</td>
<td></td>
<td>• Forward Substance Misuse Service Manager</td>
</tr>
</tbody>
</table>

| Children’s Commissioning Manager, Supporting People |
| Consultant Child & Adolescent Psychiatrist, CAMHS |
| CSCP Business Manager |
| CSCP Development Officer |
| Designated Nurse, Camden CCG |
| Det. Supt BCU, MPS Safeguarding Lead |
| Director, CSSW |
| Executive Director for Supporting People |
| Forward Substance Misuse Service Manager |
| Head of CIN and Co-Chair of MASE |
| Head of Community Safety Services |
| Head of Integrated Youth Support Service |
| Head of Supply, Initiatives and Partnerships, Supporting People |
| Head teacher, CCFL |
| Missing & CSE Coordinator & Analyst |
| Police Gangs Lead |
| Prevent Education Officer |
| Safer London Foundation |
- Ensure policy, procedure, multiagency guidance and joint working protocols and workflows provide the framework for the cross-cutting areas of work relating to vulnerable adolescents.
- Incorporate national and local learning in the development of CSCP activity.
- Ensure local projects, communities and young people are consulted with and made aware of risk and types of exploitation to ensure they are involved in identifying areas of concern, gaps in service provision and informing action planning.
- Retain Camden's continued commitment to tackle child sexual exploitation by ensuring that CSE remains a high priority for Camden partners.

| Safety Interventions Manager, Community Safety |
| Senior Probation Officer |
| Senior Schools Health and Wellbeing and Cross Phase Adviser |
| Service Manager for Sexual Exploitation Services, The Children’s Society |
| Service Manager, CSSW - Staff and service development |
| YOS Operational Manager |
| Youth Disorder and Gangs Team Manager |
APPENDIX 2.8: Community Engagement Forum

**OUTCOMES**

**POSITION STATEMENT:**
Work in partnership with voluntary sector and community groups in order to harness expertise and agree an effective strategy for engagement.

- To contribute to an always developing strategy for safeguarding information, accessibility and communication, working with children and young people, their parents and the wider community, including faith and BME groups.
- To explore and agree how best to ensure effective two-way communication between stakeholder groups on child protection and broader safeguarding issues within local communities, in line with the requirements.
- To regularly monitor and, where appropriate contribute to existing information for parents, young people and communities on safeguarding issues.
- To identify gaps in order to make the best use of existing resources and/or produce new materials.
- To identify and analyse key learning and share with multi agency partners.
- To contribute to the annual CSCP Business Plan and deliver agreed actions.
- Continuing development of strategy for consulting and engaging with communities by identifying and working with existing forums to ensure information is targeted and accessible.
- Community events and the raising of awareness of safeguarding in local community groups by building on existing fora and events both in the Council and within the community and voluntary sector.

**ACCOUNTABILITY**

The Subgroup/Forum is accountable to Camden Safeguarding Children Partnership.

**MEMBERSHIP**

- Community Partnership Advisor (VAC)
- Scheme Manager, Home Start
- Commissioning Manager, Supporting People
- Business Manager, CSCP
- Development Officer, CSCP
- Integrated Working and Commissioning
- Prevent Education Officer
- Education Advocacy Officer, CarAf Centre
- Ward Housing Manager, Supporting People
- Head of Family Support and Complex Families
- Cocoon
- IEYS Programme Manager, Supporting People
- Sudan Women Association
- Safeguarding Manager, Elfrida Rathbone
- Director, British Somali Community
- Manor Gardens Centre
- Designated Teacher, Swiss Cottage School
- Camden Holistic Service
- Respond

**Frequency of meetings**

- Group will meet 2x a year to plan forums
- 2x forums a year

**Chairing Arrangements**

Commissioning Manager and Community Partnership Advisor – Voluntary Action Camden (Co-Chair)