
GREENWICH SAFEGUARDING CHILDREN PARTNERSHIP



Table of Contents

page

04

Introduction

page

08

Shared Values

page

10

Structure

page

14

Strategy

page

18

Style

page

20

Staff

page

22

Skills

page

24

Systems



INTRODUCTION

All children in Royal Greenwich, regardless of their background and circumstances, should have a happy and fulfilled childhood where they enjoy school and family life, learn, belong, grow and achieve so that they enter adulthood ready, willing and able to achieve their highest potential.

We believe that everyone and every agency who comes into contact with children has a role to play in identifying concerns, sharing information and taking prompt action to safeguard them.

For over ten years, the Greenwich Safeguarding Children Board has aimed to ensure that member agencies work together to keep children and young people safe, hold one another to account and ensure that safeguarding remains a priority. During that time, it has successfully delivered against a substantial work programme to ensure that high-quality safeguarding services are provided to children and their families. This was validated by external inspection where it was rated 'Good' by Ofsted in 2016.

It has helped to develop a culture where values and priorities are shared and understood and where cooperative and collaborative working is the norm.

In response to the Children and Social Work Act 2017, a new partnership has been created between the Royal Borough of Greenwich, the Southeast Basic Command Unit of the Metropolitan Police and NHS Greenwich Clinical Commissioning Group. Together we have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in Royal Greenwich.

At the heart of our model are 'Shared Values' the beliefs and aspirations that drive all of our behaviours.

Effective 29 June 2019, the Greenwich Safeguarding Children Partnership will replace the Greenwich Safeguarding Children Board.

This document uses the McKinsey Seven S Framework to describe how our new arrangements will work. In this model, the seven components of an organisation (Shared Values, Structures, Strategy, Style, Systems, Skills and Staff) are interdependent and need to be aligned if we are to achieve our goal of excellent safeguarding practice as the norm across all agencies in Royal Greenwich. At the heart of the model are 'Shared Values', the beliefs and aspirations that drive all our behaviours.

We are committed to building upon what has already been achieved. In

designing the new arrangements, we have sought to ensure that all activity is tested against the likelihood that it will promote and improve the quality and impact of practice so that that outcomes for children improve.

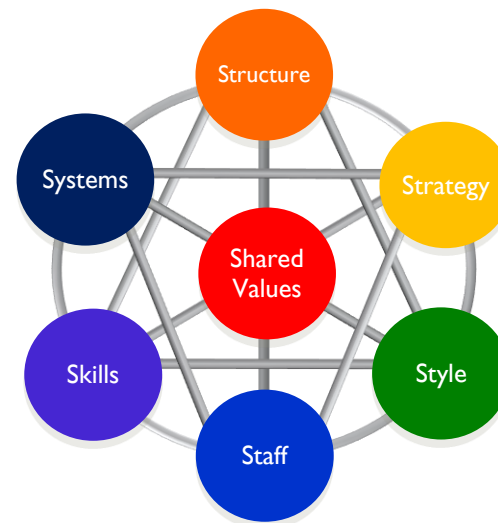
In some cases, this has meant that structures have been simplified to reduce the amount of time spent in meetings. In others there has been development and growth of existing processes. In all cases, we will be evidence minded and focus on sustained improvement.

Our focus on sustained improvement means that our arrangements, as outlined in this document are subject to change.

We were pleased that this focus on continuous improvement is reflected in *Working Together to*

Safeguard Children (2018), where it is noted that safeguarding arrangements are 'expected to change over time if the local arrangements are to work effectively for children and families'. We believe that our effectiveness as a partnership should be judged on the degree to which we make a difference for families and we will adapt to ensure that this happens.

Working together with relevant agencies we want to develop a system where children are safeguarded and their welfare promoted so that Royal Greenwich continues to be 'a great place to grow up'.



James (Jim) Eoley

Detective Superintendent Southeast BCU
Metropolitan Police

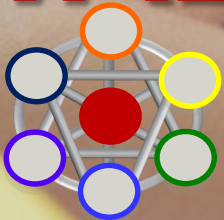
Florence Kroll

Director of Children's Services
Royal Borough of Greenwich

Yvonne Leese

Deputy Managing Director and Director
of Quality, NHS Greenwich CCG

SHARED VALUES



Shared Values

the beliefs and aspirations that drive our behaviours

We are firmly committed to the belief that nothing is more important than the welfare of children and that everyone who comes into contact with children has a role to play.

As a partnership, we are firmly committed to the belief that nothing is more important than the welfare of children and that everyone who comes into contact with children has a role to play. We recognise that although all partners share the same vision for children, they have different remits and resources.

In Royal Greenwich, we defined our values and principles in the Greenwich Children and Young People Plan 2017 – 2020.

Children are at the heart of everything we do – We make every opportunity count. All help is timely and responsive with the right professional involved at the right time. Needs are met, risks are minimised and protective factors are supported.

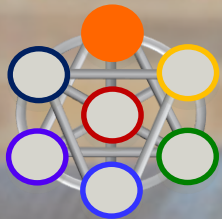
Resilient and involved - Our work is family focused and promotes strengths, compassion, resilience and self-help. We listen to and involve children, young people and families in all that we do.

Collaborative partnerships – We learn from each other, promote challenging and supportive conversations that focus on the experience of the child.

Outcome focused – We ensure a strong, skilled and confident workforce, who along with families make decisions and shape services informed by evidence, performance and evaluation.

Greenwich Children and Young People Plan 2017 - 2020

STRUCTURE



Structure

*the way we are organised
and relate to each other*

We know that strong leadership and the right structures are critical for the new arrangements to be effective.

Working Together to Safeguard Children (2018) names the local authority chief executive, the accountable officer of a Clinical Commissioning Group and a chief officer of police as the lead representatives with accountability under the legislation.

The lead representatives may delegate the responsibility and authority for ensuring full participation with these arrangements to a senior officer, but remain accountable for any actions or decisions taken on behalf of their agency.

In Royal Greenwich, the lead representatives have named senior officers who will have delegated responsibility to work together to promote multi agency safeguarding within Royal Greenwich:

Royal Borough of Greenwich:

Florence Kroll
Director of Children's Services

NHS Greenwich CCG

Yvonne Leese
Deputy Managing Director and Director of Quality

Metropolitan Police

James (Jim) Foley
Detective Superintendent, Southeast BCU

Together with advisors, they will form an Executive Partnership which will be responsible for providing effective, ambitious child-focused leadership within and across partners.

This includes:

- Setting the vision, strategy and policy direction for Greenwich's safeguarding arrangements
- Ensuring an arc of accountability across services
- Delivering a fully accountable multi agency system for safeguarding and protecting children in all settings.

The Executive Partnership will meet four times a year and will work closely with the Development, Monitoring and Challenge Partnership.

Members of the Development , Monitoring and Challenge Partnership (see table) will be drawn from relevant agencies. They will be required to speak with authority and take decisions on behalf of their agency, commit them on policy, resourcing and practice matters and hold their own organisation to account on how effectively they participate and implement the local arrangements.

Organisation	Representative
Royal Borough of Greenwich – Joint Chair	Director, Children's Services
NHS Greenwich CCG – Joint Chair	Deputy Managing Director and Director of Quality
Metropolitan Police – Joint Chair	Detective Superintendent Safeguarding
Children's Social Care, Residential, Fostering and Adoption	Senior Assistant Director, Children's Social Care
Early Help and YOS	Assistant Director, Early Help and YOS
Commissioned Children's Services including Children's Centres	Assistant Director, Strategy Resources and Commissioning
Early Years, Primary, Secondary and Post 16 Education	Senior Assistant Director, Inclusion Learning and Achievement
NHS Greenwich CCG	CCG Designated Nurse, Safeguarding Children
NHS Greenwich CCG	CCG Designated Doctor, Safeguarding Children
Schools and Academies	Chair of Schools Safeguarding Network
NHS England (London)	Director of Nursing for South London
Oxleas NHS FoundationTrust	Director of Nursing
Lewisham and Greenwich NHS Trust	Chief Nurse
Metropolitan Police	Chair of SMACE
Bexley, Bromley and Greenwich Probation	Assistant Chief Officer
Community Rehabilitation Company	Area Manager
Public Health	Director Public Health
Housing	Assistant Director
Community Safety	Assistant Director
Community and Voluntary Sector	Chief Executive, Metro GAVS
Community	Lay Members x 2 (Participant Observers),
Royal Borough of Greenwich	Lead Member, Children's Services (Participant Observer)

Four subgroups will report to and inform the work of the Executive and Development, Monitoring and Challenge Partnerships:

- Audit Group
- Strategic Multi Agency Child Exploitation Group (SMACE)
- Learning from Cases
- Schools' Safeguarding Network

In order to minimise bureaucracy and learn from practice, time limited Task and Finish Groups will be convened when needed . (See Systems for more detail)

The day to day work of the Greenwich Safeguarding Children Partnership will be undertaken by Practice and Business Unit reporting to the Head of the Quality Improvement Service. The unit will provide organisational and administrative support for the Executive and Development , Monitoring and

Challenge Partnerships as well as sub groups and be responsible for the day to day running of the Greenwich Safeguarding Children Partnership including the provision of multi-agency training.

Across the Partnership there is a wealth of performance data, evidence and intelligence to assess the effectiveness of our safeguarding work and to identify areas for improvement. However, much of this data has historically existed in silos and has not been used to optional advantage.

A 'virtual' team drawn from the police, local authority and health will work with the Practice and Business Unit Manager to create an integrated data set and use a wide range of evidence and analysis to help the Partnership to answer the questions:

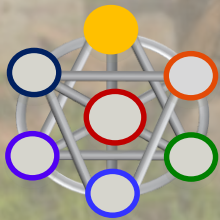
- How much have we done?
- How well did we do it?
- What difference has it made?

Arrangements with Lewisham and Bexley

Greenwich, Lewisham and Bexley will have discrete multi-agency safeguarding partnership arrangements but the three boroughs will work closely together to share learning and improve innovation, collaboration and efficiency.

At the most senior level, this will work through a TriBorough Strategy Board that will meet semi-annually to consider the areas where a triborough focus can most efficiently and effectively improve safeguarding and where possible, align priorities.

STRATEGY



Strategy

*the overall plan for
achieving our goals*


We want Greenwich to be a place for children to learn, belong, grow and achieve and we want every child in Greenwich to be safe . The children, young people, parents, carers and those whose job it is to support them have told us that their goal is that children in Greenwich should:

Be safe – have good safe and stable homes, be free from fear, stress, anxiety, depression and exploitation and to be safe in relationships on line and in our community

Be supported and secure – to feel stable, nurtured, loved, understood and encouraged and to have a sense of belonging and self-worth

Have equal opportunity - to achieve, succeed and reach full potential and to have easy access to the right support at the right time

Be included – to have a voice and be listened to, feel valued and respected and be respectful and be part of a welcoming and inclusive place



To deliver our goals, we will:

- **Be an evidence minded partnership** The use of evidence, performance information and evaluation is a key component in each of our services, but more can be done to develop an integrated data set across all partners that will support a unified approach across the complex landscape of safeguarding which will allow us to move more efficiently and effectively from referral to analysis to action.
- **Adopt a policy of continuous improvement** We will build upon our existing good performance by introducing the virtual Performance Unit which will help to track and measure our successes.
- **Involve staff at all levels in practice and improvement** Practitioners in all agencies have a depth of knowledge and understanding about how our systems work in practice. We will work closely with them to share knowledge and develop improvements

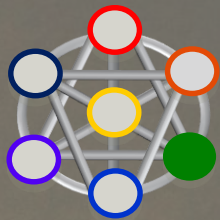
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- **Include an awareness of the lived experience of children, young people and families in our work** Children, young people and families are key partners and they do not wait for formal consultation to tell us how they experience our services. We will work closely with existing forums but also seek opportunities through audits and deep dives to hear the voice of the child and family.

We will use evidence and analysis to set the **Strategic Priorities** which will form the focus of our activities.

These priorities will be the ones that we believe are the key areas where, working in partnership, we can improve, develop and achieve our goals. We will maintain a very clear focus on the protection of children, including early help and protecting those who are at risk of exploitation.



STYLE



Style

leadership and how we work with others to achieve our goals

We believe that children are best safeguarded when partners have a shared language and understanding but continue to have different perspectives.

We believe that vulnerable children are best protected when professionals clearly understand their individual responsibilities and collaborate effectively.

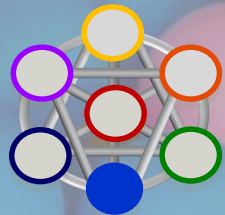
Royal Greenwich has a rich tradition of effective multi agency working and a shared commitment to improving services to children at risk of harm. All partners are committed to ensuring that this continues and develops further under the new arrangements.

We believe that children are best safeguarded when partners have a shared language and understanding, but continue to have different perspectives. Our challenge is to ensure that those perspectives are used to enrich our understanding of complex situations and lead to deeper learning.

All members of the Partnership are committed to openness and a balance of respect and challenge. We will resolve conflict through conversations with maturity and restorative approaches. The Executive Partnership will strive to achieve consensus in making its decisions. Where this is not possible decisions will be made by majority vote with any member permitted to request oversight by the Scrutineer.

The Greenwich Safeguarding Children Partnership will work closely with the Community Safety Partnership, Adult Safeguarding Board and Health and Well Being Board to develop better integration and more efficient and effective safeguarding arrangements throughout the borough.

STAFF



Staff

valuing and supporting people

When there are weaknesses in the system, our focus is on evidence, analysis and system improvement; not on who did or didn't do what and when.

Since everyone in the children's workforce has a responsibility to safeguard and promote the welfare of children, the GSCP has a remit to ensure that there is a culture and climate that promotes safeguarding among all staff.

We recognise that no single professional can have a full picture of a child's needs and circumstances and everyone who comes into contact with children and families has a role to play in identifying concerns, sharing information and taking prompt action in order to ensure that children and families receive the right help at the right time. We value the diversity of our workforce and the skills and experiences that the staff from different backgrounds and agencies bring.

Although different professionals will have areas of specific, and sometimes

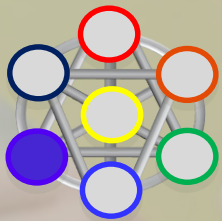
statutory, responsibility we aim to ensure that there is no hierarchy of professional identity but instead an understanding of professional and cultural differences and how the range of backgrounds complement each other.

Our goal is for staff in all agencies to feel supported and to be part of an a dynamic and self-improving safeguarding culture.

Safe and effective practice is rooted in purposeful quality assurance and challenge and purposeful challenge is rooted in mutual respect, transparency and honesty.

When there are weaknesses in the system, our focus is on evidence, analysis and system improvement; not who did or didn't do what and when.

SKILLS



Skills

Our distinctive capabilities and competencies



All of our activities, processes and procedures will be designed to support learning that can be embedded consistently and coherently across agencies and systems.

Our focus is on ensuring that learning is promoted and embedded in a way that local services for children and families can become more reflective and that changes to practice can be implemented.

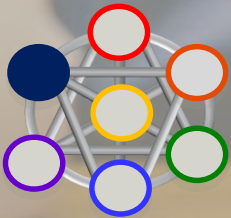
To be effective, practitioners need to continually develop their professional judgement and be aware of new and emerging risks and learning.

The Greenwich Safeguarding Children Partnership is designed to be a dynamic and self-improving system with learning from audits, deep dives, feedback, surveys, learning reviews and an annual conference used to inform the development of single and multi-agency training as well as learning events. .

Multi agency and inter borough training and learning events will be organised by the operational team who will also report on effectiveness and impact.

Our approach is both challenging and supportive. We want to learn from what works, as well as look openly and forensically when the system does not work as well as it needs to.

SYSTEMS



Systems

*the daily activities,
procedures, processes and
routines that we use to
deliver our work*

*All of our systems are
designed to facilitate and
drive action beyond
institutional and
organisational boundaries.*

All of our activities, procedures and processes are designed to facilitate and drive action beyond institutional and organisational boundaries.

The work of the Safeguarding Partnership will be supported by a Practice and Business Unit which will take responsibility for delivering the activities of the Partnership including supporting the activities of the four subgroups and any task and finish groups. These groups work with the Executive and Development, Monitoring and Challenge Partnerships to identify new safeguarding issues and emerging risks as well as ensure that learning is promoted and embedded in a way that local services can become more reflective and implement changes to practice.

The following pages give more detail about our subgroups and how our systems will work together, including the critical role of Scrutiny, Funding, Thresholds and Dispute Resolution and our Annual Report.

Subgroups

Learning from Cases *Chair: Local Authority*

The Learning from Cases Group is part of our commitment to a dynamic and self-improving system. where excellent practice is the norm. Under the direction of the Executive Partnership it has responsibility for identifying and reviewing incidents that raise issues of improvement to practice, conducting rapid reviews and, where appropriate, notifying incidents to the National Safeguarding Practice Review Panel and commissioning and publishing local child safeguarding practice reviews.

The Learning from Cases group has a key role to play in improving

collective knowledge about where there is good practice and also whether there are systemic issues and how policy and practice might change to address them.

Audit Group *Chair: Health*

Multi agency audits help to measure the quality, effectiveness and outcomes of safeguarding work across the Partnership. Members of this work group participate in audit activities including case audits, interviews with children, young people and parents, surveys, consultations and discussions with practitioners. They then triangulate this information to establish the quality of safeguarding delivery, identify areas that require further improvement and influence system change .

Schools' Safeguarding Network *Chair: Schools*

Although Schools are not named as statutory safeguarding partners, they have a crucial role to play in safeguarding and promoting the welfare of children. Practitioners in Schools see and have close relationships with the majority of school age children in Greenwich. Schools are at the forefront of identifying need and providing early help for children young people and families.

The Schools' Safeguarding Network is responsible for communicating the need to safeguard and promote the welfare of children to all schools within the Royal Borough of Greenwich. It will monitor

safeguarding activities across the clusters to improve outcomes for children, provide a communication channel between all schools and the GSCP and act as a source of peer support in meeting safeguarding responsibilities.

Strategic Multi Agency Child Exploitation Group Chair: Police

In Greenwich, it is recognised that exploitation can take different forms. We know that children and young people are at significant risk when they go missing, are at risk of exploitation, are associated with gangs or missing education. It is important that we do not look at risk factors in isolation and also that practitioners recognise that children with additional needs such as

Autistic Spectrum Disorder or mental ill health can be more vulnerable. SMACE focus on prevention, intervention, diversion and disruption in order to reduce the impact and risk of child exploitation across the community.

It seeks to ensure that across the multi-agency partnership, the risk to young people of child sexual exploitation, children associated with gangs and at risk of exploitation and missing from home, care or education is consistently understood, recognised and responded to.

The Chairs of each of the Subgroups are members of the Development, Monitoring and Challenge Partnership, ensuring that there is an established learning loop as well as a direct line of sight between senior managers and front line practice.

Task and Finish Groups Chair: Variable by Theme

We believe that time and energy should be focused on front line practice and not diverted to bureaucracy and meetings. However we are also committed to ensuring that where necessary multi agency teams can collaborate to bring about change and improvement.

When specific needs are identified (e.g. input on commissioning and evaluating the content and effectiveness of multi-agency training, ensuring that communications are effective, agreeing a multi agency response to an emerging theme) task and finish group will be convened.

These groups will be time limited with clearly defined remits and deliverables.

Scrutiny

Legislation and Statutory Guidance require us to ensure the effectiveness of our arrangements through scrutiny by an independent person. This role is designed to provide critical challenge to:

- Provide assurance in judging the effectiveness of services to protect children
- Assist when there is a disagreement between agencies
- Support the GSCP to be a learning organisation

Independent Scrutiny will be provided by a single individual with a view to generating usable learning for system improvements.

The Scrutineer will attend Executive and Partnership Meetings as an observer, will be free to read any documentation and attend any meetings that s/he deems appropriate to

satisfy himself/herself of the effectiveness of the arrangements.

The Scrutineer will publish her assessment as part of the Annual Report and will have regular meetings with the Leader of the Council, the Lead Member, the Chief Executive of the Council, the Managing Director of Greenwich CCG and the Borough Commander for the Police South-eastern Basic Command Unit.

Funding

The focus for the first year is on developing the partnership. Partners and relevant agencies will be asked to contribute funding and services in kind to support the implementation of our priorities. In the first year, these will be equal to the contributions to the previous Safeguarding Board. This will be reviewed in the second year.



Thresholds and Dispute Resolution

In Greenwich, we believe that the most effective way to ensure the right support, from the right service at the right time is to move away from tables and tick boxes. Instead we want practitioners to work together using a combination of deliberation and professional judgement.

Deliberation and professional judgement must be used in the context of open and honest discussion, consultation and supervision. All practitioners should know when and why to consult with safeguarding leads in their own and other organisations and how to do it.

Our published document Working Together in Greenwich gives details of our local criteria for action as they relate to Early Help, Social Care and Disabled Children.

We recognise that that there are times when practitioners believe that the actions, inactions or decisions of another practitioner do not adequately safeguard a child. Disputes should be resolved in the shortest timescale possible in line with the Multi Agency Escalation Policy.

We believe that the most effective way to ensure the right support from the right service at the right time is for practitioners to work together using deliberation and professional judgement.

Annual Report and Review



In order to ensure accountability and transparency for children, families and practitioners about our activities and outcomes, we will produce an annual report.

This report will include:

- Our agreed priorities and evidence of the impact of the work of safeguarding partners and relevant agencies on those priorities, including areas where there has been little progress
- A report and analysis of training and effectiveness
- A record of decisions and actions taken, or planned to be taken, to implement the recommendations of any local and national child safeguarding practice reviews, including and resulting improvements
- Ways in which the voice of children and families has been used to inform work and influence service provision
- Any agreed updates and proposed timescale for implementation to our published arrangements

Prior to publication, the report will be subject to independent scrutiny by the Scrutineer. It will be endorsed by the Development, Monitoring and Challenge Partnership before being presented to the Children and Young People Scrutiny Panel, the CCG Governing Body and the agreed Metropolitan Police governance arrangements. It will be published on the Royal Borough of Greenwich website and distributed through relevant routes across the relevant partners.