



**GREENWICH
SAFEGUARDING
CHILDREN PARTNERSHIP
SAFEGUARDING
ARRANGEMENTS**

April 2023

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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. 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.

In response to the Children and Social Work Act 2017, a new partnership was created between the Royal Borough of Greenwich, the Southeast Basic Command Unit of the Metropolitan Police and NHS Greenwich Clinical Commissioning Group (now the South-East London Integrated Care System). There is a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in Royal Greenwich. These new arrangements became effective on 29 June 2019.

Working Together to Safeguard Children (2018) recognises that safeguarding arrangements are ‘expected to change over time if the local arrangements are to work effectively for children and families’.

In the summer of 2022, the Greenwich Safeguarding Children Partnership reviewed its existing Partnership Plan and working arrangements, and developed new governance structures. These structures will enable us to better fulfil statutory obligations and deliver against strategic priorities with a particular focus on strengthening our quality assurance function.

We agreed to reinstate a role of Independent Chair as a way to strengthen leadership of the partnership. The role of the independent scrutineer remains separate and will be enhanced and embedded by including the introduction of a Young Scrutineer function.

The new structure and arrangements are described in the following chapters.

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

Simon Dilkes
Detective
Superintendent
Southeast BCU
Metropolitan Police

Neil Kennett-Brown
Chief Operating Officer for
Greenwich, NHS South-East
London Integrated Care
Board

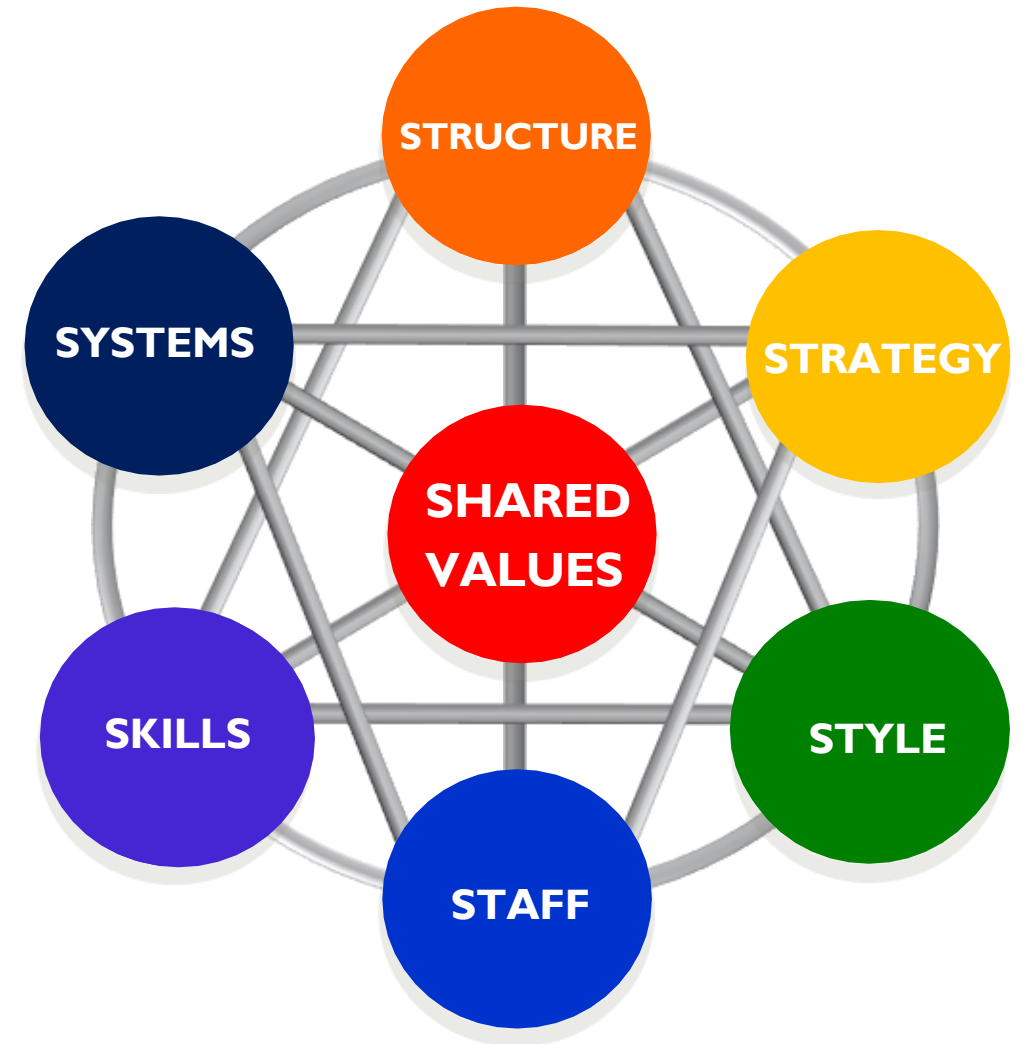
We have used the **McKinsey Seven S Model to** frame our focus as a partnership and you will see reference to it throughout this document.

The Seven S Model is a helpful system wide framework which has as a premise that there are seven internal aspects of an organisation that need to be aligned and mutually reinforcing if the organisation is to be successful.

The lack of hierarchy among these factors suggests that significant progress in one part of the organisation will be difficult without working on the others. A change to one will lead to a change in others. It is best understood in terms of the complex relationship between hard elements (strategy, structure, systems) and soft elements (style, skills, staff and shared values).

Hard elements can be easily identified and we can directly influence them. Some of them are: reporting lines, formal processes, IT systems and strategy statements. Soft elements like style, skills, staff and shared values are as important as hard elements. They are more difficult to describe, less tangible and more influenced by culture.

This document sets out our core areas within each of the seven elements of the model and informs our organisational principles and how we move forward.





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 2020-24](#).

Children are at the heart of everything we do

Our work is family focused, promotes strengths and aspirations, compassion and independence to help yourself.

Strengthen local services and communities

We make sure children, young people and families can access good quality services in Royal Greenwich through locally based providers.

Involving children and young people

We will ensure children and young people feel they are an important part of the community and can participate in decision making processes

Promoting equality and combating disadvantage and discrimination

We always challenge disadvantage and discrimination. We promote equality and engagement with all members of the family, ensuring boys and men are included in particular.

Strong partnerships

We build collaborative relationships and learn from each other. We are aspirational and promote challenging and supportive conversations that focus on the experience of the child and young person

Strengthen local services and communities

We make sure children, young people and families can access good quality services in Royal Greenwich through locally based providers.

A young boy with short, dark hair is sitting in a library, looking down at a book he is reading. He is wearing a light-colored polo shirt with thin, horizontal stripes. The background shows wooden bookshelves filled with books, and a brick wall is visible on the left side of the frame. The lighting is warm and focused on the boy.

Structure

Structure

the way we are organised and relate to each other

Royal Borough of Greenwich:
Florence Kroll
 Director of Children’s Services

Metropolitan Police
Simon Dilkes
 Detective Superintendent,
 Southeast BCU

NHS South East London
 Integrated Care Service
Neil Kennett-Brown
 Chief Operating Officer for
 Greenwich, NHS South-East London
 Integrated Care Board

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 an Integrated Care

Service 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 have delegated responsibility to work together to promote multi agency safeguarding within Royal Greenwich.

This responsibility 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 Strategic Leadership Group will meet every 8 weeks and will work closely with the Executive. Members of the Executive (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.

GSCP Executive Membership

Representative	Organisation
Designated Nurse Safeguarding Children	SE London ICS, NHS
Designated Safeguarding Doctor	SE London ICS, NHS
Head of Service, Probation Delivery Unit (PDU)	Bexley and Greenwich Cluster and London Victims South London
Director for Children's Services	Royal Borough of Greenwich
Head of Safeguarding, Oxleas	Oxleas NHS Foundation Trust
Chief Inspector of Public Protection	Metropolitan Police
Director of Housing and Safer Communities	Royal Borough of Greenwich
Executive Director of Nursing at Oxleas	Oxleas NHS Foundation Trust
Head of FASS and YOS	Royal Borough of Greenwich
Director of Nursing, Lewisham and Greenwich NHS Trust	Lewisham & Greenwich NHS Trust
Assistant Director Quality Improvement	Royal Borough of Greenwich
Director of Children & Young People's Services, Oxleas	Oxleas NHS Foundation Trust
Labour Councillor	Royal Borough of Greenwich
Chief Operating Officer for Greenwich, NHS South East London ICS	SE London ICS, NHS
Director of Adult Social Care	
Independent Chair/Scrutineer	Greenwich Safeguarding Children Partnership
Senior Assistant Director Children and Families	Royal Borough of Greenwich
Detective Superintendent Southeast BCU	Metropolitan Police
Development Officer	MetroGAVS
Director of Public Health & Wellbeing	Royal Borough of Greenwich
Strategic Lead for Practice Improvement and Development	Royal Borough of Greenwich
Executive Headteacher	Chair of Schools’ Safeguarding Network

Five work groups will report to and inform the work of the Executive:

- Quality Assurance & Audit Group
- Strategic Multi Agency Child Exploitation Group (SMACE)
- Learning, Training & Policy
- Schools' Safeguarding Network
- Early Help and Prevention Board

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 the Business Unit reporting to the Head of the Partnerships, Policy, Research and Planning Service. The unit will provide organisational and administrative support for the Strategic Leadership Group and the Executive.

Challenge Partnerships as well as work 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 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?



GSCP Work Groups Structure from September 2022

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 Tri-Borough Steering Group that will meet quarterly to consider the areas where a tri-borough focus can most efficiently and effectively improve safeguarding and where possible, align priorities.



Strategy

Strategy

the overall plan
for
achieving our
goals

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

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.

Strategic Priorities 2023-26

- Adolescent Safeguarding
- Domestic Violence
- Strengthening and co-ordinating Early Help and Prevention
- Safeguarding unborn babies and children in early infancy



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 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.

The work of the Greenwich Safeguarding Children Partnership is supported through the GSCP Business Unit who work across the partnership to support with delivering its priorities.

The unit is funded by the combined contributions from the statutory partners and is responsible for the day to day running of the Partnership, providing organisational and administrative support for the Strategic Leadership Group, Executive and work groups, as well as supporting the delivery of the multi-agency training programme.

The Business Support Unit helps to provide the infrastructure for successful operation of the Partnership work. Activities for the unit include:

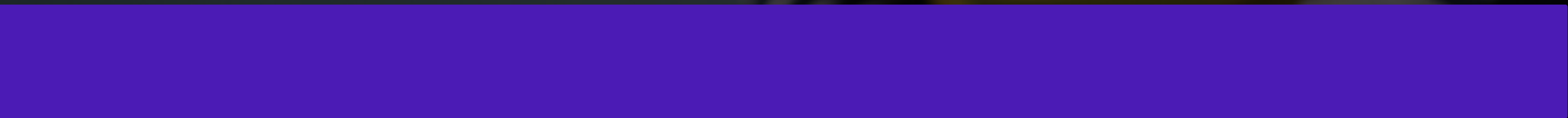
- Maintain communications and knowledge, sharing learning and key messages to all agencies
- Maintain partnership plans such as a forward plan, business plan and support workgroup work plans
- Prepare agendas, administer and minute meetings of all groups that sit within the partnership
- Support multi-agency practice reviews and coordinate action plans
- Coordinate multi-agency audits
- Collate performance and draft annual reports
- Maintain links and joint working with other partnerships and Boards

As the structure of the partnership was refreshed in 2022, our priority during 2023 is review the structure of the Business Unit in line with the new structures and to support the delivery of our safeguarding priorities.

To contact the GSCP Business Unit email: gscp@royalgreenwich.gov.uk



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 Business Unit 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.



System

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 Business Unit which will take responsibility for delivering the activities of the Partnership including supporting the activities of the four work groups and any task and finish groups. These groups work with the Strategic Leadership Group and the Executive 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 work groups and how our systems will work together, including the critical role of Scrutiny, Funding, Thresholds and Dispute Resolution and our Annual Report.

Working Groups

Learning, Training & Policy

Chair: Health

The Learning, Training & Policy Work 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 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, Training & Policy 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.

Quality Assurance & Audit

Chair: Local Authority

The Quality Assurance & Audit Work Group ensure effectiveness and impact of the multi-agency safeguarding practice, including the work of the GSCP.

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 yet 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.

Multi Agency Child Exploitation Chair: Police & Local Authority

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 work groups are members of the Executive 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.

These groups will be time limited with clearly defined remits and deliverables. ensuring that communications are effective, agreeing a multi-agency response to an emerging theme) task and finish group will be convened.

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 he/r 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 ICS and the Borough Commander for the Police South-eastern Basic Command Unit.

Funding

Partners and relevant agencies will be asked to contribute funding and services to support the implementation of our priorities.

Funding will be agreed with partners and reviewed every three years.

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 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. <https://www.greenwichsafeguardingchildren.org.uk/policies-practice-guidance/resolving-disputes/>

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 Executive Partnership before being presented to the Children and Young People Scrutiny Panel, the ICS 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.