

Scrutiny Children & Young People Sub-Committee Agenda



To: Councillor Robert Ward (Chair)
Councillor Sean Fitzsimons (Vice-Chair)
Councillors Sue Bennett, Mary Croos, Jerry Fitzpatrick, Maddie Henson,
Maggie Mansell, Helen Redfern, Leo Morrell, Elaine Jones, Dave Harvey,
Paul O'Donnell and Victoria Maltby

Reserve Members: Margaret Bird, Sherwan Chowdhury, Patsy Cummings,
Felicity Flynn, Patricia Hay-Justice, Ian Parker, Andy Stranack and
David Wood

A meeting of the **Scrutiny Children & Young People Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 18 September 2018** at **6.30 pm** in **Council Chamber - Town Hall**. **A pre-meet for Members only will take place at 6:00pm in room F5.**

JACQUELINE HARRIS-BAKER
Director of Law and Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
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www.croydon.gov.uk/meetings
Monday, 10 September 2018

Members of the public are welcome to attend this meeting.
If you require any assistance, please contact the person detailed above, on the righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the previous sub-committee meeting (Pages 5 - 10)

To approve the minutes of the meeting held on 13 March 2018 as an accurate record.

3. Disclosures of interest

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Children's Statutory Complaints Report 2017/18 (Pages 11 - 18)

This report summarises the Council's performance in dealing with Children's Statutory Complaints for 2017/2018.

6. Minutes from Corporate Parenting Panel (Pages 19 - 24)

To receive and review the minutes from the 19 July 2018 meeting of the Corporate Parenting Panel.

7. Children's Services Improvement Arrangements (Pages 25 - 44)

To review the feedback of the July 2018 Ofsted monitoring visit on the

progress made in areas of help and protection.

8. Recruitment and Retention

To receive a presentation on the status of recruitment and retention of the department.

9. Performance Summary Data (Pages 45 - 54)

To review the performance of childrens services departments against agreed priority indicators.

10. Croydon Safeguarding Children's Board Annual Report 2017-18 (Pages 55 - 134)

To receive the annual report of the Children Safeguarding Board.

11. What Difference has this meeting made to Croydon's Children

To discuss the finding of this meeting and the expectations for Croydon's Children.

12. Work Programme 2018/2019 (Pages 135 - 138)

To note the work programme for 2018/2019 municipal year.

13. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

Scrutiny Children & Young People Sub-Committee

Meeting of held on Tuesday, 13 March 2018 at 6.30 pm in Council Chamber - Town Hall

MINUTES

Present: Councillor Jan Buttinger (Chair);
Councillor Sean Fitzsimons (Vice-Chair);
Councillors Patricia Hay-Justice, Maddie Henson, Bernadette Khan and
Andrew Rendle

Also Present: Councillor Alisa Flemming, Councillor Margaret Bird, Barabara Peacock,
Executive Director of people

Apologies: Councillor Maria Gatland,
Dave Harvey and Elaine Jones

PART A

10/18 **Apologies for absence**

Councillor Maria Gatland gave her apologies, Councillor Margaret Bird attended in her absence.
Dave Harvey gave his apologies, Elaine Jones gave her apologies.

11/18 **Minutes of the previous meeting**

The minutes of the meeting held on 6 February 2018 were approved and signed as an accurate record.

12/18 **Disclosures of interest**

There was none

13/18 **Urgent Business (if any)**

There was none.

14/18 **Children's Improvement Plan - Options Paper**

The Executive Director of People was in attendance to present to the Sub-Committee a report which recommended that the Children and Young People Scrutiny Sub-Committee take the lead role in the scrutiny of the progress of the Children's Improvement Plan.

The Chair and Sub-Committee Members welcomed the proposals and acknowledged that under the current arrangements there was a degree of overlap. The Sub-Committee would be better placed to receive reports and

deliver in depth scrutiny of the progress made against the Children's Improvement Plan.

The Scrutiny and Overview Committee would still receive periodically, high level progress summary.

RESOLVED: that

(i) The content of the report be noted, and

(ii) The Children and Young People Scrutiny Sub Committee would lead on the scrutiny of progress against the Children's Improvement Plan and would hold officers and Cabinet Members to account.

15/18 **Cabinet Member Question Time: Children Young People and Learning**

The Cabinet Member for Children Young People and Learning provided a presentation to the Sub-Committee which included some of the highlights in education and youth engagement. It also included the achievements, priorities and challenges of the Children's Services improvement Plan.

The Sub- Committee learned that the education standards for Croydon schools were continuously improving and attainment levels were above the national average at the end of early year's foundation stage and KS4. Children Looked After (CLA) pupil outcomes at the end of KS1 had also improved. 50% of Croydon pupils attend an outstanding school and 86% attended a good school.

A lot of work had gone into school place planning, including extending and modernising of many schools and purpose building of new schools.

The 0-25 SEN service had been moved under the directorate of the youth and engagement department. Officers had been working with Croydon College on inclusive post 16 provision. There was also a new Free School planned to open by 2020.

Members were informed that the Children in Care Council had been relaunched as part of the improvement plan for children's services to encourage looked after young people to help shape the services they received. Approximately 68 young people aged 11-18 took part in a successful takeover challenge exercise in November 2017 where they took over the role of the chief executive and partners such as the Clinical Commissioning Group (CCG) and other voluntary sector organisations for the day.

The Croydon Young Mayor elections was due to take place later this month. There were 28 very strong applications received from ambitious young people who were dedicated to making the borough better for young people.

There had been ongoing improvements made to children's services as part of the improvement plan. Investment through an increased budget to deliver the

improvement plan had been agreed. Recruitment and retention of social workers and support staff remain a priority and the Strengthening Families social work practice model had been adopted. The Children's Safeguarding Board had been strengthened under the guidance of the new Chair.

In response to a Member question on the provision for children on the Autistic Spectrum, the Cabinet Member stated that one of the key priorities was for education provision as a high number of young people were still travelling out of borough for education. The Cabinet member acknowledged the importance for pupil transition to mainstream schooling with remained a challenge as some schools were still not accepting children. There had been a lot of work completed by officers on the local offer and a single point of contact for families to obtain information on what was available in the borough. Increased provision in the borough would address issues related to demand on transport for children, many of whom attended schools out of the borough. Moving forward, local schools for local children was a key priority.

Members commented that more focus was needed on ensuring appropriate training for staff at mainstream school to enable provision to be made available for children with Autism. A request for data on children with EHCP plans was made by the Sub-Committee Members

Members further stated that St Nicholas school was a very good provision and enquired as to possible expansion of the school. Officers responded that the school had recently expanded from one to two form which would make a difference to young people and their families and whilst it would be good to expand further, the site does not allow for further expansion.

In response to a Member query on what action had been taken on management of caseloads, improving supervision of social workers, and recording of information on systems, officers stated that all areas highlighted remained a priority and were consistently monitored. Recording had improved as a result of an upgrade and better understanding of the systems. Social workers received regular ongoing supervision with a focus on the Croydon way of working. Caseloads remained a challenge due to an increase in referrals and the assessment service social workers still retained high caseloads. Further staff had been bought in to assist to manage the demand and recruitment drives were ongoing.

The Sub-Committee was informed that the Strengthening Families Model was expected to be formally launched in April 2018 and an update would be provided at a later Scrutiny meeting on the impact to services. Staff had received training with additional training planned for elected Members after the elections in May 2018.

A Member queried the progression of commissioning for Best Start and in addition the education offers for children. Officers stated that commissioning of services had mainly been through the children's centres. Services were due to be recommissioned and would look at alignment of services such as the health visiting service and how to ensure a one stop service at children's

centres to provide all services in one place. Additionally the provision of services at suitable times of the day as needed by parent to suit their schedules.

A Member commented that there has been good development of the service with areas of weaknesses improved. The Best Start services had been better integrated with increased opportunities of support for parent and children made available.

The Vice Chair asked for an update on the relationship between the Council and Academy Schools. The Cabinet member stated that relationships had improved and commended the outreach work completed by Director of Education and Youth Engagement and Head of Education Standards, Safeguarding and Inclusion who held regular meetings to discuss issues. As a result, there had been improved engagement with the schools.

The Vice Chair expressed concerns regarding some of the Federations approach to exclusions and whether the Council was notified when children were moved around the Federation. The Cabinet Member responded that historically there had been issues with high exclusions which had still not been totally resolved but there was increased engagement with schools and families which was a step in the right direction for young people. The high cases of exclusions on BME boys had seen some improvement although there was still a lot of work to be done. Head teachers had been held accountable by the fair access panel to ensure all had been done that's was necessary before young people were brought before the panel. The Council was not notified when children were moved around the federation as this happened as a managed move and not an exclusion. The Council continued to seek information on the journey of children around federations through examination of pupil data upon their entry at school and at the end of the school year.

Members commented that the presence of some of the Academy federations was lacking in workshops and events around the borough. The schools should be encouraged to get involved in Croydon wide events.

In response to a Member query on the budget overspend in children's services and how to prevent overspend in future years, Officers responded that regular meetings had been held with finance and the Cabinet Member for Finance and Treasury had worked closely with officers to ensure that we were driving forward improvements there were cost effective and spending was streamlined.

In response to a Member queried on lessons learned as a result of Ofsted findings, the Sub-Committee was advised that the voice of frontline staff was of importance, in particular issues within the departments and staff morale. Further work was needed to incorporate the voice of young people on strengthening service provision.

The Sub- Committee was further informed that the line of sight document enabled transparency of services and the role of lead members. Senior management had more interaction with staff and the document allowed for further scrutiny on outcomes of their involvement with staff. The Executive Director of Children stated that she would welcome being held to account that she had done what she had stated she would.

In response to a Member question on what had being done to encourage and improve partnership working, the Cabinet Member stated that there had been regular meetings with the Police and Children’s Safeguarding Boards. The relationship with health was also improving and more partnership work was being carried out through public health officers.

The Cabinet Members and Officers were thanked for answering questions, their commitment to the improvement of services and their engagement with Scrutiny.

The Chair and Members of the Sub-Committee were also thanked for their participation and ongoing commitment to Scrutiny.

Conclusions:

- (i) That further information was needed to enable scrutiny of children subject to managed move;
- (ii) Detailed information on children on ECHP plans to be circulated to the Sub-Committee.

16/18 **Responses from Cabinet**

The Sub-Committee noted the responses from Cabinet following the recommendations made by the Committee at the meeting on 19 September 2017.

The Sub-Committee further noted that the response to recommendation 2 and stated that the training offered was useful and would be beneficial to new councillors.

Members stated that training sessions at the beginning of appointments to the Sub-Committee should be pre requisite with ongoing training throughout the year.

The Sub-Committee **NOTED** the responses from Cabinet.

The meeting ended at 8.45 pm

Signed:

Date:

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For general release

REPORT TO:	Children and Young People Scrutiny Sub-Committee 18 September 2018
SUBJECT:	Annual Statutory Children’s Complaints Report 17/18
LEAD OFFICER:	Philip Segurola/Clare Davies
CABINET MEMBER:	Councillor Alisa Flemming Cabinet member for Children Young People and Leaning
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Philip Segurola-Director of Children’s Services

ORIGIN OF ITEM:	This Item is contained in the Sub-Committee’s approved work programme.
BRIEF FOR THE COMMITTEE:	To review the performance of the Council in dealing with statutory children’s complaints.

1. EXECUTIVE SUMMARY

This report provides a high level overview of the performance of the Council when dealing with statutory children’s complaints, taking into account volumes, number within corporate service level agreements (SLA), number of complaints upheld and the themes and learnings from these. The way in which complaints are used to drive service improvements plays a key role in Croydon Council’s drive to be an excellent authority which delivers both a positive resident experience and shows that we are a learning authority.

2. Annual Statutory Complaints Report

CHILD STATUTORY COMPLAINTS UPDATE - 2017/18

1. INTRODUCTION

This update provides a summary of the volumes of Statutory Complaints received in 2017/18.

2. CHILD - STATUTORY COMPLAINTS PROCEDURE

- 2.1 The complaints procedure for children’s social care comprises of three stages. Stage 1 is managed by the service or services being complained about. Stage

2 is an independent investigation. Finally, Stage 3 is a Review Panel Hearing. If the complainant remains dissatisfied they can refer their complaint to the Local Government Ombudsman.

- 2.2 Stage 1 is managed by the service or services being complained about. Stage 2 is a review by an independent investigator via the Complaint Resolutions Team on behalf of the Chief Executive. Stage 3 is an independent Review Panel Hearing, If the complainant remains dissatisfied they can refer their complaint to the Local Government Ombudsman.

3. CHILD - STATUTORY COMPLAINTS

3.1

Complaint volumes 2014 - 2018:

STATUTORY - Complaint Stage	2014/15	2015/16	2016/17	2017/18
Child - Stage one	69	87	76	88
Child - Stage two	17	10	12	8
Child - Stage three	8	4	4	2

3.2

Complaint volumes, upheld and those answered within statutory timeframes (SLA) 2015 - 2018:

Statutory Children's complaints 2015-18	2015-2016			2016-2017			2017-2018			
	Total	Upheld	In Sla	Total	Upheld	In Sla	Total	Upheld	Partially Upheld	In Sla
Complaint - Stage one	88	7	38	77	4	29	88	20	23	32
Complaint - Stage two	10	1	3	12	0	0	8	0	2	0
Complaint - Stage three	4	0	10	4	1	1	2	0	1	0
Corporate Complaint - Ombudsman	8	5	2	4	0	0	9	2	1	2

4. Stage 1

Response times (SLA): Over 2017/2018 88 stage one complaints were received and 36% were responded to within the statutory timeframe (SLA), compared to 38% for 2016/17 so a decrease by 2%.

Upheld: 23% of cases were upheld for the year 2017/18, compared to 16% for 2016/17 so an increase of 8%. 26% of cases were partially upheld.

LGSOC

4.1 Stage 1 complaints shown by service area

The table below shows the stage one volumes received by Service Area:

Service Area	2017/18
Looked after children (LAC)	36
Care Planning	14
Disability	9
Assessments	8
Fostering	5

4.2 Stage one complaints received by Service Team:

	Total	In SLA	Out SLA	Upheld	Upheld in part	Not Upheld
Care Planning	14	6	6	1	3	8
Child Protection & Proceedings-statutory	9	4	5	1	5	3
Looked After Children & Adoption	9	3	6	3	1	2
Looked After Children	8	5	3	3	3	2
Leaving Care-Statutory Children's	7	4	3	0	2	4
Disability-Children	6	3	2	3	2	0
LAC-Adoption & SGO-statutory	6	3	3	3	3	0
Assessments	8	7	1	1	3	4
Child Protection & Proceedings	3	3	0	0	0	3
LAC-Leaving Care	2	2	0	0	0	2
LAC- Fostering & Children's Placements	2	1	1	0	0	1
Fostering & Children's Placements-statutory	2	1	0	0	0	2
LAC- Adoption & SGO	1	0	1	0	0	1
Financial Assessments-statutory	1	0	1	1	0	0
Early Help &	1	1	0	0	0	1

Partnerships						
MH Safeguarding	1	1	0	0	0	1
Disability-statutory Children	1	0	0	0	0	0
Social Care-Fostering & Children's Placements	1	0	0	1	0	0

4.3 Top trends for complaints and Lessons Learned:

Trends

Looked after children service received 41% of all statutory children complaints. This biggest cause of complaints is the lack of or quality of communication with customers or delays in providing services or failure to comply with procedures.

A larger than acceptable proportion of the complaints have been about concerns about the quality or timeliness of communication with customers. It is noted that a large number of these relate to decisions on the part of the local authority which are difficult for the service user to accept. Communicating these difficult decisions more clearly would assist. We have seen an increase in complaints about Adoption Support which is in part about managing service user's expectations. Providing adequate business support to the Adoption and Special Guardianship services remains a challenge which has impacted on the teams' ability to process basic requests in a timely manner.

The tone of responses could improve and the managers in the service have a planned meeting to discuss this detail in order to support them to improve the quality of responses.

The number of complaints from foster carers is relatively low given the size of the service and given the foster carers told Inspectors in the last SIF inspection that they felt unsupported. That said, the service has taken action to engage foster carers more routinely.

Complaint responses are not well organised which impacts upon the service's ability to keep track and respond in a timely way. The Executive Support Officer to the Head of Service has created processes to assist in this as far as it is possible to do so.

Lessons from Complaints

In this reporting year Children's Services were graded as Inadequate overall in the Ofsted SIF Inspection of June 2018. This context and the disruption that resulted from it may give some background to the poorer performance, year on year, against timely response indicators at Stage 1. Of the 88 complaints received 34 were upheld at Stage 1 and 22 partially upheld. This acceptance of fault in all or part of the complaint at that stage demonstrates a willingness to reflect on and accept our responsibility for the cause of complaint.

That 41% of statutory children’s complaints originate in the LAC population is both a marker for further exploration around the reasons for complaint, but also a strength in that it demonstrates that children and young people or their representatives are aware of the process and are proactive in using it.

Poor progression and communication when informing service users of the outcome of assessments or decisions made, is a major generator of complaints. Significant staff turnover across several services may have impacted on the smooth progressing of a number of core activities when working with children and their families. As a result families are potentially left without update or information for longer than is acceptable. Consistent efforts have been made over recent months to stabilise teams and bring casework back up to expected standards.

As complaints escalated to Stage 2 also deal with similar areas there is a need to work with respondents to ensure that the complaint response at Stage 1 answers the complaint in full, apologises where appropriate and ensures that the cause of the original complaint is actioned swiftly. There is a need to work with staff about the tone and content of first responses to make complainants more receptive to the complaint being settled at that early stage.

Neither of the complaints which progressed to Stage 3 were upheld but this may indicate a need for greater efforts to try and understand and resolve remaining issues for complainants given the real demands that a Stage 3 complaint can make on time and resource. With this goes an acceptance that for some complainants nothing short of a total recognition of the rightness of their position will be accepted.

Given the large volumes of children and families being worked with, the number of complaints is low in comparison. The complaints largely focus on the provision of practical services and support and for some families this will be a source of discontent around decisions made, but these are also areas where real efforts to improve can produce dividends quickly.

During 2017/18 Stage 1 complaints for children’s services can be grouped largely into four areas as can be seen below:

Learnings	Total
Poor Communication - lack of response to emails or request for information	45
Delays completing claims/assessments/referrals	23
Failure/Delay completing agreed actions	18

5. Stage 2

In 2016/17 Children’s service received 12 stage 2 complaints. This compares to 8 in

2017/18. The table below shows the stage two volumes received by Service Area:

Service Area	2017/18
Children in need service (CIN)	2
Assessments	2
LAC-leaving care	2
Child protection & proceedings	1
Early help	1
Grand Total	8

5.2 Top trends for complaints at Stage 2

Learnings
Delays completing claims/referrals/assessments
Poor communication
Failure/Delay completing agreed actions

5.3 Response times:

Out of 8 stage 2 complaints, 0% met the SLA. This is outside of the Council's control as is investigated by an independent officer, and the investigation should take 25 working days. The percentage above reflects those that have not met 25 working days. However, there is discretion at this stage if a case is complex, to extend this timescale to 65 working days.

3 out of 8 stage 2 complaints went out within 65 working days. 2 were outside of 65 working days and 3 are still under investigation.

5.4 Upheld:

0% of cases at stage two were fully upheld. 4 out of the 8 were partially upheld and 1 was not upheld.

6. Stage three volumes

In 2016/17 Children's services received 4 stage 3 complaints. In 2017/18 2 stage 3 complaints were received. The table below shows the stage three volumes received by Service Area:

Service Area	2017/18	Upheld/Not
Children-Disabilities	1	Not upheld
Looked after Children (LAC)	1	Not upheld
Grand Total	2	2

7. Ombudsman volumes

Service area	2017/18	Upheld/Not
Children in need (CIN)	2	Not upheld
Assessments	1	Not upheld
Child protection & proceedings	1	Not upheld
Grand Total	4	4

CONTACT OFFICER: Clare Davies, Complaints Manager

BACKGROUND DOCUMENTS: None

APPENDICES: None

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Agenda Item 6

For general release

REPORT TO:	Children and Young People Scrutiny Sub-Committee 18 September 2018
SUBJECT:	19 July 2018 Minutes of the Corporate Parenting Panel
LEAD OFFICER:	Simon Trevaskis, Senior Democratic Services and Governance Officer- Scrutiny
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Members for Children Young People and Learning

ORIGIN OF ITEM:	This Item is contained in the Sub-Committee's annual work programme
BRIEF FOR THE COMMITTEE:	To note the contents of the minutes of the Corporate Parenting Panel

1. EXECUTIVE SUMMARY

To receive and note the contents of the minutes of the 19 July 2018 meeting of the Corporate Parenting Panel.

CONTACT OFFICER: Stephanie Davis, Democratic Services and Governance
Officer- Scrutiny

BACKGROUND DOCUMENTS: None

APPENDICES: Appendix 1 Minutes of 19 July 2018 meeting of the Corporate
Parenting Panel

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Corporate Parenting Panel

Meeting of Corporate Parenting Panel held on Thursday, 19 July 2018 at 5.00pm in
F4, Town Hall, Katharine Street, Croydon, CR0 1NX

MINUTES

Present: Councillor Alisa Flemming (Chair);

Councillors Janet Campbell, Jerry Fitzpatrick, Maria Gatland, Maddie Henson
and Shafi Khan

Apologies: Councillor Helen Redfern

PART A

15/17 Minutes of the previous meeting

The minutes of the meeting held on Thursday 22 March 2018 were agreed as
an accurate record.

16/17 Disclosures of interest

Councillor Jerry Fitzpatrick declared a non-pecuniary interest as a member of
the Fostering Panel.

17/17 Urgent Business (if any)

There was none.

18/17 The Role of Panel Members & Terms of Reference

The Panel were presented with a report which updated their Terms of
Reference to take into account new standards and expectations for Corporate
Parenting set out in the Children and Social Work Act 2017.

Work resulting from the Act would include the production of a leaflet for Care
Leavers setting out a comprehensive guide to the local offer. It was noted that
a draft version of the leaflet would be presented at the next meeting of the
Panel in September. The Act also extended the Council's responsibility to
provide support for young people from 21 years old up to 25.

Given the introduction of a new Act and that there were a number of new
Members on the Panel it was agreed that it would be useful to provide training

to bring all Panel Members up to speed. It was also agreed that it would be very useful to hold a workshop to discuss the best way forward in delivering all of the work streams arising from the Act.

Action: To set up a Workshop to discuss how the work streams arising from the Children and Social Work Act 2017 will be implemented

Action: To organise Corporate Parenting training for Panel Members.

19/17 **Review of the Council's Staying Put Policy - Proposal**

The Panel were advised that the Staying Put Policy had been raised as a key issue by Young Voice, who felt that it should be reviewed to consider how it could be made it easier for young people to remain in their foster care setting after turning 18. As a result the Plan had been revised and a new version was presented to the Panel for its input. Although the changes to the Policy were generally welcomed and seen as a positive step towards tackling the concerns raised with the previous policy, there were a number of issues raised by the Panel that needed to be given further consideration.

The Panel discussed how the Policy would impact those choosing to stay put, while in employment over 16 hours a week as in that instance the fee received by the foster carer would significantly decrease. It was agreed that it was important not to provide a disincentive to young people seeking employment or for foster carers encouraging them from doing so, as such it was agreed that this provision needed further consideration.

Various options to address this concern were discussed and while it was acknowledged that there may be an expectation for a young person in employment to contribute to the household, it was not a given. Although there were reservations from some members of the Panel about quantifying the amount a young person should contribute to their household, it was agreed that a three tier system of suggested contributions based on the young person's level of income should be developed. As the scheme needed to be modelled to ensure its viability, it was agreed that further information would be provided at the next meeting of the Panel.

It was noted that foster carers living in the borough did not have to pay Council Tax and as such it was questioned how this could be applied to those living in other areas. It was agreed that further consideration would be given to how foster carers living outside of the Borough could be supported with the cost of Council Tax.

Concern was raised about the language used at review meetings for children and young people as it was felt that by placing the focus on preparing the individual for leaving care, it may lead them to conclude that there were no other options. Although it was acknowledged that there would be circumstances where the foster carer did not want the young person to stay meaning that preparing for this eventuality was essential, in other instances

discussions should remain open to other options including staying put beyond 18 and the possibility of going to university.

Action – To given consideration to how carers living outside of the borough can be supported with the cost of Council Tax.

Action – To model an optional scheme of contributions based on the income levels of the young person.

21/17 **Review of Fostering Services**

In 2017 there had been a review of Croydon's Fostering Service which had presented its findings in a Single Inspection Framework report. The recommendations outlined in the report had been reviewed and put into an action plan which have subsequently been progressed. In March 2018, the organisation, Achieving for Children, was commissioned to undertake a second review to understand the progress made against the action plan.

Outcomes from the review had been split into two categories, namely areas that were working well and others where further progress was required. The areas in which good progress had been made included the focus within the service on positive outcomes, good multi agency support and an improved relationship between the fostering and looked after teams. The main concerns raised related to areas of work where actions were still being progressed and included early permanence moving forward and inconsistencies over management oversight. As a result of this review a revamped action plan was now presented to the Panel for its comments.

In response to a question about the speed of payment to Foster Carers, one of the Foster Carer representatives on the Panel advised that in their experience Croydon had always been very good with weekly payments and although it was sometimes slower with one off purchases, it was generally considered to be good.

It was also questioned whether the number of agency social workers had increased or decreased? It was confirmed that there was still a significant work force issue, with a 40% vacancy level requiring the continued use of a substantial amount of agency staff. In particular there was considerable level of staff turnover in the Assessment and Care Planning Teams, but elsewhere in the Permanence team the staff levels were more stable.

The Panel discussed the application process for prospective foster carers, as it was noted that there was dissatisfaction with the number of foster carers coming through the assessment and the quality of the assessment process. It was confirmed that the Council had a three year contract with NRS to deliver this service, which was now coming to an end and it should be acknowledged that during the length of the contract the quality of assessments had improved. As part of the retendering process for the contract the Council was looking to procure a two year contract with a provider who would be willing to work towards the Council's long term goal of bring the service back in house.

In a discussion about staff morale within the fostering team, it was agreed that the significant reduction in sickness could be taken as an indicator that morale had improved. Furthermore, in both of the reviews conducted in the past year, staff had been happy to participate in the process and had volunteered themselves to be interviewed. The management oversight within Fostering Service was felt to be robust, with further work under way to address identified inconsistencies across the team management.

In response to a concern raised about the support available for foster carers when social workers were on leave or absent, it was acknowledged that this was a slight issue as it could lengthen the response time. However if a social worker was going to be absent their email should be set up with an out of office message providing an alternate contact.

There was a general level of support for the content of the report, but it was suggested that it would be useful to have specific information relating to staffing included alongside the improvement journey the Council was taking. It was intended that going forward there would be a move to an annual cycle reporting from fostering service and in Spring 2019 the Panel would receive an update on the action plan.

23/17 **Work Programme 2018/19**

The Panel reviewed its work programme setting out the items to be considered at each of the meetings remaining in 2018/19. It was noted that there was flexibility to amend the work programme as required should new items be identified, such as the Annual Independent Reviewing Officer report which would be presented at the next meeting in September.

24/17 **Exclusion of the Press and Public**

Not required.

The meeting ended at 7:10pm

Signed:

Date:

.....
.....

For General Release

REPORT TO:	Children and Young People’s Sub-Committee 17th September 2018
SUBJECT:	Children’s Services Improvement Arrangements
LEAD OFFICER:	Eleni Ioannides, Interim Executive Director, Children, Families and Education Department
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT Croydon Corporate plan 2015-18 The recommendations address the following Corporate Plan priorities:</p> <ul style="list-style-type: none"> • To help families be healthy and resilient and able to maximise their life chances and independence • To create a place where people feel safe and are safe 	
<p>AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: The Independence and Liveability Strategies 2015-18 set out how the Council will achieve the commitments made in the administration’s ‘Ambitious for Croydon’ election manifesto in respect of independence and liveability.</p>	
<p>FINANCIAL IMPACT £10.9m has been allocated to base budgets in 2018-19 to support the drive to improve children’s services.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO. This is not a key decision.</p>	
<p>1. RECOMMENDATIONS</p> <p>1.1 Note the findings of the third Ofsted monitoring visit in July 2018. 1.2 Note the feedback from the quarterly partnership review with Camden Council in July 2018</p>	

2. EXECUTIVE SUMMARY

- 2.1 This paper provides feedback on the third Ofsted monitoring visit which focused on progress made in areas of help and protection. The inspectors looked at plans and planning, with a focus on experiences for children when risks increase or are not reducing including:

1. Child in need cases moving to child protection
 2. Child protection cases reaching threshold for consideration under the Public Law Outline (PLO)
 3. PLO cases where proceedings were issued during the three months prior to the visit
- 2.2 Inspectors' feedback was that whilst there was some evidence of improving practice, overall the pace of change since the inspection in 2017 has been too slow, and some children are still being left for too long in neglectful situations. The inspectors found that, as in the last monitoring visit, the self-assessment prepared by senior managers correctly identified the priority actions that are necessary to ensure children receive services that meet their needs. However, they found that implementation of the actions has not been at the pace required to ensure that children's circumstances improve in a timely manner.
- 2.3 The letter following the visit was published on the Ofsted website on 2nd August, and is included at appendix 1.

3. BACKGROUND

- 3.1 When a local authority's children's services are judged inadequate following an Ofsted inspection under the Single Inspection Framework the Secretary of State is able to use powers in accordance with section 497A(4B) of the Education Act 1996 to direct the council to take certain actions in order to ensure that all of the Council's children's social care functions are performed to an adequate standard.
- 3.2 An Improvement Board was established in September 2017 under the leadership of an independent chair to drive the substantial programme of work required to improve the quality of services for vulnerable children and young people. Croydon's improvement plan was agreed by cabinet on 20th November 2017.
- 3.3 A Commissioner was appointed by the Secretary of State to advise on the future of children's services in Croydon. Her report was submitted to the DFE on 4th December alongside the children's improvement plan. The Commissioner's recommendation that Croydon should retain responsibility for children's service with support from a Council rated by Ofsted as good was accepted by the Minister. A further revised statutory direction was published on 8th May 2018 setting out the requirement for Croydon to receive intensive peer support from Camden Council. The direction is included at appendix 2.

3.3 Ofsted evaluates the council's progress in addressing the recommendations made in the full inspection through quarterly monitoring visits. The third visit to Croydon was on 10th and 11st July 2018.

4. MONITORING VISIT FINDINGS

4.1 Inspectors identified some areas where senior managers had taken effective action as well as evidence of improved practice, including:

- Some evidence of more consistent management oversight since the last visit
- Sound case audit work. Managers have begun to take action to address the weak areas of practice identified, including improvements to the case transfer process, an updated supervision protocol and the implementation of an improved tracker for cases in pre-proceedings
- Improving use of the pre-proceedings phase of PLO to safeguard children. Some examples of timely escalation and actions to improve outcomes were seen
- Senior managers recognised that better oversight of child in need plans was required and had put processes in place to review long-term and complex cases; a small number had been appropriately escalated
- The Strengthening Families practice model is becoming more evident in supervision records; group supervision continues to be highly valued by social workers and inspectors saw good examples of its impact
- Some good examples of social workers using tools for direct work with children to understand their lived experience
- Several social workers told inspectors they enjoyed working in Croydon. Positive feedback on the training for Strengthening Families was also reported.

4.2 However, persistent weaknesses led the inspectors to conclude that the pace of change since the full inspection last July has been too slow. In summary these were:

- Too many areas where there is delay across the children's system, including in decisions to step up cases when children's needs change, or risks escalate; delays in taking and then implementing decisions; inconsistent management oversight of casework leading to gaps in visits to children and supervision for staff
- This drift and delay in case work is resulting in some children still being left for too long in neglectful situations
- Inconsistency in the understanding and application of thresholds for social care leading to delays in stepping cases up

- Delays and inconsistencies when cases transfer between teams. The new case transfer protocol has not yet had a consistent impact on children's experiences
- A lack of clear guidance on managers holding cases not allocated to social workers
- Caseloads for some staff are too high and the lack of capacity within the workforce means that when social workers are on leave, sick or leave the service managers struggle to ensure that children receive a satisfactory service

5. ACTIONS IN RESPONSE

- 5.1 A number of actions had been initiated as a result of senior managers' continuous self-assessment of progress against the improvement plan. Following the monitoring visit feedback two new action areas were identified and are now being implemented. Taken together these will add the traction and pace that is needed to achieve the changes required.

The improvement plan is being redrafted to focus on key improvement areas including:

1. Reduce caseloads in the assessments and care planning teams and create capacity for good quality social work

Three managed social work teams were commissioned in June and started on site on 30th July. Two teams in assessment will take on duty and work cases through the assessment stage, with one team in place for the summer period and one for six months. The third team in care planning will work for six months on the large number of Child in Need cases held in the service, providing interventions and either closing cases, stepping up or stepping down as appropriate.

Additional newly-qualified social workers will be recruited in October and provided with a dedicated programme of training, mentoring and development to both add capacity and continue to grow our own practitioners.

2. Reset the bar for all managers in early help and children's social care

This is a new action area. All team and service managers are required to attend one of three seminars over August led by the Executive Director and Director. These will provide a face to face opportunity to reaffirm the expectations of all managers, as set out in the managers' standards published earlier in the year, and include time for direct and honest conversations with these key staff to identify what is getting in the way of all managers working at the level of the best, what our offer of support to staff will be so they can consistently achieve these standards and clarify the consequences of non-compliance. High focus practice improvement areas will be agreed with the managers, to be pursued relentlessly over the next 3 months to achieve measurable improvements.

The peer support partnership with Camden is contributing to this overall action area through the developmental work with managers across the service.

3. A relentless focus on practice

The Improvement Plan is being refreshed around six priority areas and aims to tackle these with increased vigour and whole-system purpose. The plan will be considered by the Improvement Board in September. In parallel a management and practice action group has been established, chaired by the Director of Early Help and Children's Social Care, as part of the Council's refreshed internal governance arrangements for the improvement programme. The action group will drive the operational improvements needed to gain better traction and so increase the pace of change, holding senior managers to account for progress in their service areas. Progress against the areas agreed at the managers' seminars will be held by this group. It will be important to ensure that the six month window of opportunity whilst the managed social work teams are in place is used understand the current drivers of increased volume, act decisively to reduce these or, where necessary, respond differently.

The peer support partnership with Camden is contributing to this action area.

4. Recruitment and retention of staff

Targeting the recruitment of permanent staff and continuing to work closely with the agency supply chain to fill vacancies is a core priority. Alongside this, following discussion and feedback from the Improvement Board a refreshed learning and development offer is being rolled out so equal attention is paid to retaining and developing staff already in Croydon.

5. Develop the early help offer

Led by the task and finish group work is well underway to improve the offer of earlier intervention and prevention through early help services across the borough. Cabinet will consider an Early Help Strategy in September.

The peer support partnership with Camden is contributing to this action area.

6. Relaunch the Children and Families Strategic Partnership

The strategic partnership will provide the appropriate governance, accountability and visibility for partners' contribution to Children's Services across the borough. The partnership will report directly to the Local Strategic Partnership.

The peer support partnership with Camden is contributing to this action area

6. PREPARATION FOR THE FOURTH MONITORING VISIT, 3RD AND 4TH OCTOBER 2018

- 6.1 The theme of the next monitoring visit has been agreed as children looked after including thresholds and permanence planning. Some consideration will

be given to adoption and the experience of care leavers although this will be proportionate to the 'Requires Improvement' judgement given for each of these services in the full inspection.

- 6.2 A monitoring visit preparation group is already in place, chaired by the Executive Director. Meeting fortnightly over August and weekly over September the group will oversee preparations against a fixed agenda that includes progress against actions in response to the previous monitoring visit, actions to achieve the practice improvement priorities linked to the focus for the next visit and the overview of cases in scope for review including response to the issues arising from case audits.
- 6.3 The twice-yearly practice week is scheduled for 10th – 14th September, and will include case audits on around 40 of the cases that are in scope for inspectors to sample or track
- 6.4 A programme of support and preparation for social workers, managers and personal assistants is underway to ensure they are as prepared as possible to discuss their work with children and families with the inspectors should one of their cases be selected.

7. CROYDON/CAMDEN IMPROVEMENT PARTNERSHIP QUARTERLY REVIEW MEETING

- 7.1 The first quarterly review meeting for the Croydon/Camden improvement partnership was held on the 17th July. The lead members, statutory Directors of Children's Services (DCS) and the directors for children's social care from each borough attended the meeting, along with the independent chair of the improvement board, the DFE case officer for Croydon and the children's improvement programme director.
- 7.2 At the meeting an overview of Croydon's progress was presented by the DFE, by Camden and by Croydon. In addition, a draft report jointly authored by the DCS in Camden and the chair of the improvement board was considered. It was agreed to use this format for these meetings. The DFE confirmed that every other meeting will be used for the formal, half-yearly DFE stocktake of progress.
- 7.3 At the end of the meeting the following areas were agreed for development over the next quarter, and joint work on this is underway by officer leads across both boroughs:
 - 1. Review the deployment of the support allocated in the plan to ensure the right support is focused in the right places, adding areas and actions where Camden have particular expertise or strength.
 - 2. Provide greater clarity in the planning for areas identified for joint work.
 - 3. Use the learning from the early help & front door workstream in future practice-focused work. The familiarity and understanding gained by the team from Camden was essential. It helped push through Croydon's case volumes and complexity to enable honest professional

- conversations about how things could be done differently.
4. Develop and include a sharper focus on the evidence of impact of the partnership in the detailed delivery plans, clarifying how both the Improvement Partners and the Improvement Board will know it is making a positive difference

8. CONSULTATION

8.1 A communication and engagement plan has been developed to underpin the improvement activity, with the following objectives:

1. To communicate how we are improving children's services in Croydon over the next two years
2. To inform our staff, stakeholders and partners about our improvement plan – progress, key decisions, activities and dates
3. To encourage staff, children and partners that they are a vital part of the journey and the solution and to create confidence in them that we can run an effective and safe service – we are people focused.
4. To help create the environment for effective culture change through communication and engagement
5. To help in the recruitment and retention of key children's service staff – by showcasing Croydon as a great place to work through creating a strong 'We are Croydon' brand

8.2 A Council staff reference group has been established and feeds into the improvement board through the chair and vice chair of the group, two social workers, who sit on the board bringing practitioners' perspectives. Our line of sight leaflet also outlines a range of ways in which leadership is kept in touch with progress.

8.3 Consultation and engagement with children and young people is central to social work practice and service improvement. Croydon has a range of mechanisms to engage and consult with children, young and their families. This includes the Youth Engagement Strategy which sets out a number of initiatives to ensure that children and young people have a voice, and the Children in Care Council.

8.4 Listening and responding to the experiences, wishes and feelings of children and young people is one of the priorities of the improvement plan and will be central to the improvement programme. The plan includes actions to strengthen how the views and experiences of children, young people and their

families influence service design. This feedback will also help monitor the impact of improvement activity.

9. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

9.1 The 2018/19 budget includes growth of £10.2m in the People (Children's base budget) and £0.7m in Resources (Business Support base budget) to ensure the staffing structure and budget support both the level of demand being experienced and also the areas of focus for improvement.

9.2 Approved by Richard Simpson, Executive Director Resources

10. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

10.1 The Solicitor to the Council comments that there are no legal implications arising from the recommendations in this report

10.2 Approved by Jacqueline Harris-Baker, Director of Law and Monitoring Officer.

11. HUMAN RESOURCES IMPACT

11.1 It is recognised that in order to improve outcomes for children in Croydon we need to attract and retain a skilled and committed workforce with manageable workloads and good management oversight. Work is continuing to utilise all available options to maintain the successful recruitment of permanent staffing and plan for turnover of both permanent and locum staff. This is showing signs of progress but remains challenging and we continue to use high levels of locums.. The investment in newly qualified social workers and the revision of the learning and development offer for staff aligns to workforce planning and development priorities for the service

11.2 Approved by Sue Moorman, Director of Human Resources

12. EQUALITIES IMPACT

12.1 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender, identity, language, race and sexual orientation.

12.2 Croydon has a diverse population of children and young people. Children and young people from minority ethnic groups account for 57%, compared with 30% in the country as a whole. The proportion of children and young people with English as an additional language across primary schools is 44% (the national average is 18%).

12.3 Social workers' planning and recording in relation to inequalities is inconsistent, which can result in plans for children's care that do not reflect their needs. The improvement plan addresses the additional work which needs to be done to ensure that children's diversity and identity needs are accurately and consistently identified, inform assessment and so met through their care plans.

13. ENVIRONMENTAL IMPACT

There are no direct implications contained in this report.

14. CRIME AND DISORDER REDUCTION IMPACT

There are no direct implications contained in this report.

15. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

N/A

16. OPTIONS CONSIDERED AND REJECTED

N/A

CONTACT OFFICER: Kerry Crichlow, Programme Director Children's Improvement
Tel. 07957 228818

BACKGROUND DOCUMENTS: None

APPENDICES: Appendix 1 Monitoring visit to the London Borough of Croydon children's services, Ofsted, 9th May 2018.
Appendix 2 Statutory Direction to Croydon Borough Council in relation to children's services under section 497A(4B) of the Education Act 1996, DFE, 8th May 2018
Appendix 3 Line of Sight leaflet.

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**STATUTORY DIRECTION TO CROYDON BOROUGH COUNCIL IN
RELATION TO CHILDREN'S SERVICES UNDER SECTION 497A(4B) OF
THE EDUCATION ACT 1996**

WHEREAS:

1. The Secretary of State for Education (“the Secretary of State”) has carefully considered Ofsted’s report, in respect of Croydon Council (“the Council), of its inspection carried out between 20 June – 13 July 2017. The inspection report found that children’s services are ‘inadequate’. The sub-judgements for children who need help and protection, children looked after and achieving permanence and leadership, management and governance were all rated as ‘inadequate’.
2. The Council’s failure led the Secretary of State to issue a statutory direction on 4 September 2017 (“the first direction”) requiring the Council to take a number of steps to improve the quality of services, including to cooperate with the Children’s Services Commissioner.
3. On 25 January 2018 the Secretary of State issued a further direction (“the second direction”) following the Children’s Services Commissioner’s report giving the Council a three month period to develop a proposal for intensive peer support with Camden Council.
4. That proposal has now been received and the Children’s Services Commissioner has advised that it is fit for purpose. The Council will now proceed, with Camden, to implement this proposal.
5. The Secretary of State remains satisfied that the Council is still failing to perform to an adequate standard, some or all of the functions to which section 497A of the Education Act 1996 (“the 1996 Act”) is applied by section 50 of the Children Act 2004 (“children’s social care functions”), namely;
 - a) social services functions, as defined in the Local Authority Social Services Act 1970, so far as those functions relate to children;
 - b) the functions conferred on the Council under sections 23C to 24D of the Children Act 1989 (so far as not falling within paragraph a. above); and
 - c) the functions conferred on the Council under sections 10, 12, 12C, 12D and 17A of the Children Act 2004.
6. The Secretary of State, having considered representations made by the Council, considers it expedient, in accordance with his powers under section 497A(4B) of the Education Act 1996, to direct the Council as set out below in order to ensure that all of the Council’s children’s social care functions are performed to an adequate standard.

NOW THEREFORE:

7. Pursuant to his powers under section 497A(4B) of the Education Act 1996 Act, the Secretary of State directs the Council as follows:
 - a. To comply with any instructions of the Secretary of State in relation to the improvement of the Council's exercise of its children's social care functions and provide such assistance as the Secretary of State may require;
 - b. To co-operate with Camden Council including providing reasonable access to premises, documents and employees, and providing such amenities, services and administrative support as may be necessary to facilitate the delivery of the peer support proposal submitted to the Secretary of State.
 - c. To co-operate with arrangements for monitoring and reporting on progress in Children's Social Care performance (see Annex A), including ensuring that the Chair of the Improvement Board provides reports of progress.
8. In consequence of this direction, the Secretary of State revokes the second direction.
9. This direction will remain in force until it is revoked by the Secretary of State.

Signed on behalf of the Secretary of State for Education

A handwritten signature in cursive script, appearing to read 'Suzanne Lunn', written in dark ink.

SUZANNE LUNN

A Senior Civil Servant in the Department for Education

Dated this 8th day of May 2018

ANNEX A

Croydon children's social care services improvement programme – monitoring and reporting arrangements

1. Croydon Borough Council has failed in its delivery of children's social care services. Ofsted's inspection report, published on 4 September 2017 found the service to be 'inadequate' overall.
2. The Council is implementing a programme of improvement overseen by an independently chaired Improvement Board.
3. The Government appointed Children's Services Commissioner recommended that this work be strengthened by an intensive peer support arrangement that has been developed by Croydon and Camden councils.
4. Camden will report on this work through monthly attendance at the Improvement Board, and progress and planned work will be reviewed through quarterly meetings attended by Camden, Croydon, the Improvement Board Chair and the Department for Education.
5. Formal reviews of the overall improvement programme – also attended by Croydon, Camden, the Improvement Board Chair and the Department for Education – will be held every six months. These will be supported by reports to the Secretary of State from Camden and the Chair of the Improvement Board, with Croydon invited to provide their own report/commentary if appropriate.

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2 August 2018

Eleni Ioannides
Executive Director, Children, Families and Education
London Borough of Croydon
8 Mint Walk
Croydon
London
CR0 1EA

Dear Ms Ioannides

Monitoring visit to Croydon children's services

This letter summarises the findings of the monitoring visit to Croydon children's services on 10 and 11 July 2018. The visit was the third monitoring visit since the local authority was judged inadequate in September 2017. The inspectors were Anne Waterman and Andy Whippey, Her Majesty's Inspectors.

The pace of change since the inspection in September 2017 has been too slow. The newly appointed director of children's services and senior managers are in the process of refreshing the improvement plan so that priority areas are tackled with increased vigour.

Areas covered by the visit

During the course of this visit, inspectors reviewed the progress made in areas of help and protection. The inspectors looked at plans and planning, with a focus on experiences for children when risks increase or are not reducing, including:

- child in need cases moving to child protection
- child protection cases reaching the threshold for consideration under the Public Law Outline (PLO)
- PLO cases where proceedings were issued during the three months prior to the visit.

Overview

Thresholds are not applied consistently, which means that some children remain in neglectful circumstances for too long.

The PLO is being used more effectively, with more cases moving appropriately into this process. However, the tracking of this work is not robust, leading to drift and delay in some cases.

Management oversight of practice is too variable. While there has been an increase in the frequency of supervision, the quality is inconsistent. Additionally, case transfer processes have been ineffective. This means that children's plans are not progressed in a timely way and that escalating risks are not always identified.

Overall, progress in these areas has been too slow and too many children do not receive a service that meets their needs. Senior managers have correctly identified the priority actions that are necessary, but implementation has not been at the pace required to ensure that children's circumstances improve in a timely way.

Findings and evaluation of progress

There is inconsistency in the application and understanding of thresholds and this is impacting on the quality of care planning for children. Decisions to 'step up' are not taken quickly enough when children's needs change or risks escalate. Many children are left in neglectful circumstances for too long. However, in a small number of cases seen by inspectors, increases in risks to children had been swiftly identified and responded to appropriately.

The effective use of the pre-proceedings phase of the PLO is improving. An increasing number of children have become subject to these arrangements since the last inspection. Inspectors saw some examples of timely escalation and implementation of actions to improve children's outcomes. However, there are delays for too many children. The lack of recognition of the lived experience of children in neglectful circumstances or where risks are increasing means that the decision to escalate into pre-proceedings is often not taken soon enough. A lack of effective assessment at an early stage, including the use of family group conferences, means that some cases are not thoroughly considered until a decision is made to instigate the PLO process.

When decisions have been taken, there are often delays in implementing them. For example, inspectors saw letters that had been issued to parents some weeks after decisions had been taken as well as delays in convening meetings with parents and solicitors. As a result of preparatory work for this visit, senior managers recognised the need to improve their oversight of cases within the PLO process, and an improved tracking system has been implemented to better monitor the progress of children. It is too soon to see the impact of this.

Many children who are subject to a child in need plan are not seen often enough, and their reviews are not held frequently enough to consider whether their needs have changed. Senior managers recognised that better oversight of these plans was needed, and since April of this year they have put processes in place to review long-term and complex cases and have appointed a child in need reviewing officer. Over 300 cases have now been reviewed and, as a consequence, 44 cases have been

stepped down and three have been stepped up. Senior managers also regularly review cases of children who have been subject to a child protection plan for more than a year. It is too early to see the full impact of this increased oversight, although inspectors saw a small number of cases that had been appropriately escalated from child in need to child protection and from child protection to the PLO process.

Senior managers have taken active steps to reduce caseloads by increasing the number of teams within the care planning service. However, an increase in demand and a high vacancy rate mean that caseloads remain high. Frontline staff and managers expressed concern about increasing workloads and not always being able to undertake their statutory visits on time. A lack of capacity within the workforce means that when workers are on leave, off sick or leave the organisation, managers struggle to ensure that children receive a satisfactory service. Performance data on social worker caseload volume is inaccurate, as it fails to take into account the cases that are currently allocated to team managers. This reporting error is being amended. These urgent workforce issues have been recognised by senior leaders, and further action is being taken to increase capacity to alleviate workload pressures. Some agency social workers and team managers have now become permanent employees, and several social workers told inspectors that they enjoyed working for the local authority.

There is evidence of more consistent management oversight since the last monitoring visit, but this is still too variable. In some cases, there have been significant gaps, contributing to delays in the progress of children's plans, and children have remained in neglectful circumstances for too long when escalating risks have not been recognised. In too many cases, records of management oversight, although more frequent, were descriptive, and showed a lack of analysis, support or challenge. The supervision policy has been updated to provide greater clarity. However, it relies on team managers to identify the cases that require more than the minimum level of supervision, and this is not being applied effectively.

The application of the local authority's practice model is becoming increasingly evident in more recent case supervision records. Practitioners are positive about the training that they have received, and when the supervision template is fully completed, there is more evidence of improved analysis and clarity regarding the next steps to take. The introduction of group supervision within teams is also valued by social workers, and inspectors saw good examples of the impact of this.

At the time of the monitoring visit, there were 23 cases allocated to a manager, with no named social worker. There is no clear process to manage these cases, which are temporarily allocated either when a social worker leaves or at the point of transfer from assessment teams to care planning teams. Inspectors sampled two cases that had been allocated to a manager for more than 20 days, and in both cases there were delays in the progress of children's plans.

Senior managers had identified that there were significant delays in the progress of cases when they transferred from the assessment teams to the care planning teams, and they have recently introduced a case transfer policy to clarify timing and

expectations, although it is too soon to assess impact. In many of the cases sampled by inspectors, there had been significant delays, including gaps in visits to children, gaps in management oversight and delays in actions on children's plans. In most cases, social workers from receiving teams had not attended the initial child protection conference or the child in need review due to capacity issues, despite this being the point of transfer. This means that they were not able to have a full understanding of children's circumstances and histories.

The quality assurance process for auditing cases is sound, although the impact of practice on outcomes for children is not always clear. Although there were appropriate action plans in place following case audits, inspectors found that not all of these actions had been undertaken, meaning that there was delay in improvements being made.

The recording of direct work with children on case records is variable and it is not clear how this is used to influence their plans. Children are not always seen frequently enough, because visits are undertaken late or are missed. This was particularly evident when cases transferred from the assessment teams to the care planning teams, and impacted on the ability of children to develop relationships with their social workers. However, inspectors did see some examples where social workers had developed a good relationship with children and were using tools to support this in order to understand their lived experiences. Inspectors also saw some good recording of observations of pre-verbal children.

Senior managers have recognised that the identification of neglect is an area for development, and social workers in the care planning teams are currently being trained on the use of the graded care profile. This has not yet been implemented, but social workers were positive about the training that they had received and were looking forward to putting it into practice.

Managers have audited 46 cases, focusing on those that had been stepped up, and have reviewed performance data relevant to this area of work. As a result, they have begun to take action to address areas of practice identified as weak. This includes making improvements to the case transfer process, updating the supervision protocol and the implementing an improved tracker for cases in pre-proceedings. Senior managers are aware that there is more work to be done to improve the timeliness and availability of family group conferences and they are planning to address this.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Anne Waterman
Her Majesty's Inspector



CROYDON CHILDREN'S SOCIAL CARE

Line of Sight

170626

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Protocol to ensure the line of sight on child protection and the 'conditions for good social work to flourish': Lead Member Children's Services (LMCS) and Director of Children's Services (DCS).

The roles of Lead Member of Children's Services and Director of Children's Services are defined in the Children Act 2004. They are subject to regulatory guidance and the practices set out in Working Together to Safeguarding Children'

This protocol is to ensure that the actions of the LMCS and DCS provide the line of sight required by guidance and regulation and evaluated by Ofsted in their Safeguarding Assessment Framework.

LMCS Lead Member Children's Services

- Monthly attendance at the Children's Improvement Board.
- Monthly discussion with DCS and Director of Early Help and Children's Social Care of the trends and outcomes from the monthly performance data including audit feedback.
- Monthly understanding from the DCS of the issues contained within the top ten high risk cases in Croydon that month.
- Review the performance of the children's services portfolio at monthly meetings with the leader of the Council.
- Quarterly meeting with the DCS and Principal Social Worker (PSW) to understand the practice issues arising out of social work and to undertake audit of anonymised cases.
- Bi monthly meeting with the DCS and social workers in their Assessed and Supported Year in Employment to understand challenges and issues.
- Discussion with the DCS of Quarterly 'pulse' surveys of front line staff to understand the issues.
- Chair Corporate Parenting Panel.
- Meet with Children in Care Council (CiCC) frequency as agreed.
- Occasional visit to teams to understand the issues for those teams. These visits can be joint with the DCS or independently by the LM.
- Provide input to Annual staff conference Children's Social Care staff.
- Annual attendance at Fostering Panel.
- Annual attendance at Adoption Panel.
- Attend Local Safeguarding Board (LSCB) as participant observer.
- Review complaints and LADO reports as necessary prior to any publication with the DCS.
- Regular updates on Serious Case Reviews and Learning Reviews with DCS and Chair of CSCB.

DCS Director of Children's Services

- Attendance at Children's Improvement Board.
- Attendance at Corporate Parenting Panel.
- Attendance at Croydon's Safeguarding Children's Board and Executive.
- Receive and review monthly performance data including audit feedback.
- Monthly audit of a case.
- Monthly meeting with PSW, to include quarterly with the LMCS.
- Monthly Practice Development Group – (co-chair with Director of Early Help and Children's Social Care).
- Monthly 'how is it for you' – session with front line staff.
- Bi monthly ASYE Forum with the LMCS.
- Quarterly 'pulse' survey of front line staff to understand the issues and share with LMCS.
- Quarterly attendance at Children's Services Extended Management Meeting.
- Chair quarterly performance review meetings.
- Attendance at CiCC (regularity not yet established as just relaunched).
- Bi annual meeting with foster carers and LMCS.
- Annual attendance at Fostering Panel.
- Annual attendance at Adoption Panel.
- Review complaints and LADO reports as necessary prior to any publication with the LM.
- Prepare and lead information for Annual CSC staff conference.

WHAT OUTSTANDING LOOKS LIKE

A recent Ofsted report (August 2017) of the London Borough of Merton said the following:

“Senior managers and politicians model a constructive, enquiring and engaging style of leadership and management. It comprises a blend of compassion and concern for the most vulnerable children and families, and conspicuous care and support for frontline workers. A highly visible thread of meaningful children's participation and influence is apparent. These elements are balanced with high expectations for skilled, evidence-based social work that improves the circumstances for children.”

Analysis of Recruitment & Retention

Page 45

CYP Scrutiny 18 September 2018

Agenda Item x

August 2018

Agenda Item 8



Staffing Levels in Assessment & Care Planning 2017 - 2018

October 2017

- No transparent establishment control
- No Workforce monitoring
- **Assessment Team** – 5 teams (35 Social Workers) 47% salaried and 53% agency
- **Care Planning Team** – 8 teams (54 Social Workers) 62% salaried and 38% agency

July 2018

- Monthly establishment control & workforce monitoring
- Growth in Social Work teams which has increased vacancy rate and % of agency staff
- **Assessment Team** – larger teams 9 SW per team (45 Social Workers) 29% salaried and 71% agency & unfilled posts
- **Care Planning Team** – 12 teams (72 Social Workers) 54% salaried and 46% agency & unfilled posts

Page 46



- 37 Social Worker **starters** since October to July 18; including 5 Team Managers
- 20 Social Worker **leavers** since October to May 18; 25% (5) - management intervention
65% (13)- resignations
10% (2) - relocation outside of London (**4 leavers in June**)
- 25 **Locum** Social Workers left between October to May – high percentage stated reason was high caseload
- 15 Locums within Assessment & Care Planning Teams have over 1 year's locum contract service

5 Strategy Approach to Permanent Recruitment & Retention – so far

OUR
FOCUS

01

Recruitment via traditional job board advertising with microsite (and agency perm recruitment)

Jobs Go Public, Croydon website advertising, google croydonsocialworkjobs

02

NQSW Recruitment

ASYE Programme 2018

15 offers made for Oct 2018 cohort

Successful Student placement review, YP's Panel

03

Agency Conversion Conversations

Direct targeting by management and holding conversations relating to salary, development and benefits of Croydon. =19 conversions since Oct 17

04

Key Worker Retention Payment

£3000 for Social Workers (increased from £1000)

£5000 for Team Managers

- Paid in 6 month instalments

05

Refer a Friend

£500 to employee who refers a Social Worker to Childrens

Key Challenges



OUR
FOCUS

Permanent Recruitment

- Recruitment campaign popular in Corporate Parenting & CWD Service (current vacancy rate in Corporate Parenting 6%)
- Positive job seeking from candidates wanting to join an ASYE programme
- Locums slow in their decision making to convert; biggest challenge the transition from weekly to monthly pay
- Low candidate applications for Assessment & Care Planning Teams
- Permanent recruitment; slower in pace due to notice periods for candidates joining Croydon

Locum Recruitment to fill unfilled vacancies

- Low supply of Locums – CV's recirculated by more than one Agency
- Competitive Locum Rates by other Boroughs deter Social Workers with +5 years to contract to Croydon

Retention - Salaried

- Croydon ASYE's cohort (Frontline year 2015/16, 2016/17) – released from the tie-in
- Difficulties in achieving work life balance (e.g. due to high and complex caseloads)

Retention – Agency Locums

- Competitive Locum Rates within South West – Bromley £38.00 low caseload, Merton, Lewisham, Surrey
- Attraction of lower Caseloads in other LAs
- Challenge in obtaining & gathering exit data

Next Steps

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OUR
FOCUS

Permanent Recruitment

- Partnership with Community Care – attracting ‘passive’ candidates
 - Upload CV direct to Croydon careers – targeted teams – specific recruitment campaign
 - Employer Zone articles – editorial content – 1st Editorial 2nd July Adolescent Services, 2nd Editorial – September 2018
 - Community Care Live Event London – September 2018
 - Create online Social Media presence
 - Promote Croydon’s benefits package
 - Croydon recruitment event 2019
 - Review ASYE model & support structure to consider an increase in recruitment of NQSWs
 - Continued benchmarking agency and salaried rates and benefits packages to ensure our offer is competitive

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Staff Well-being Strategy

- Acknowledging challenging team and provide initiatives to support staff and promote better well-being
 - Mindfulness sessions, on-line and face to face support
 - Mobile massage/reflexology sessions at BWH/Turnaround Centre
 - Awayday offer for all teams

Learning & Development and Career Pathways

- Developing clear Learning and development offer and career pathways for salaried staff

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A purple arrow-shaped graphic pointing to the right, containing the text "OUR FOCUS". The arrow has a multi-colored tail with segments of pink, blue, green, and yellow.

OUR
FOCUS

Children's Services Ofsted Improvement Board Priority Indicators

July 2018

The logo for Croydon Council, featuring the word "CROYDON" in a bold, sans-serif font above the website address "www.croydon.gov.uk".

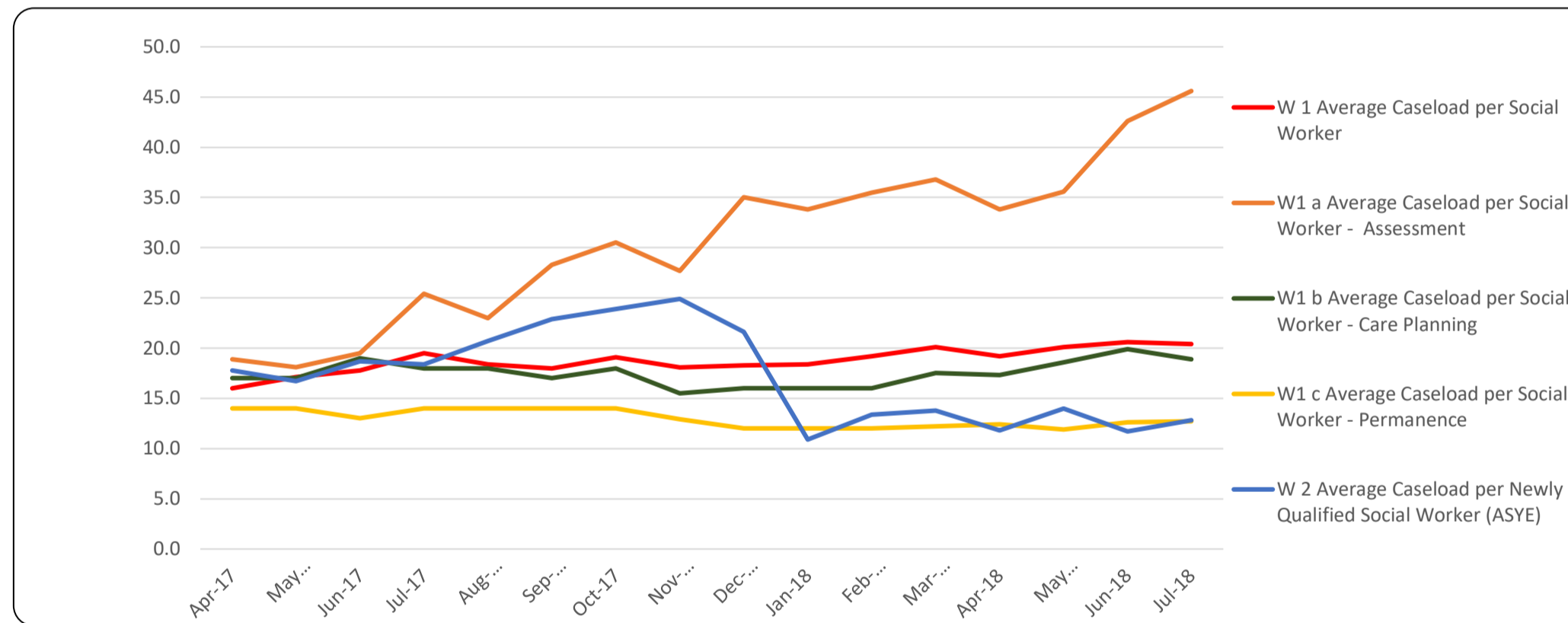
CROYDON
www.croydon.gov.uk

A purple arrow-shaped graphic pointing to the right, containing the text 'OUR FOCUS'. The arrow has a multi-colored tail with stripes in pink, blue, green, and yellow.

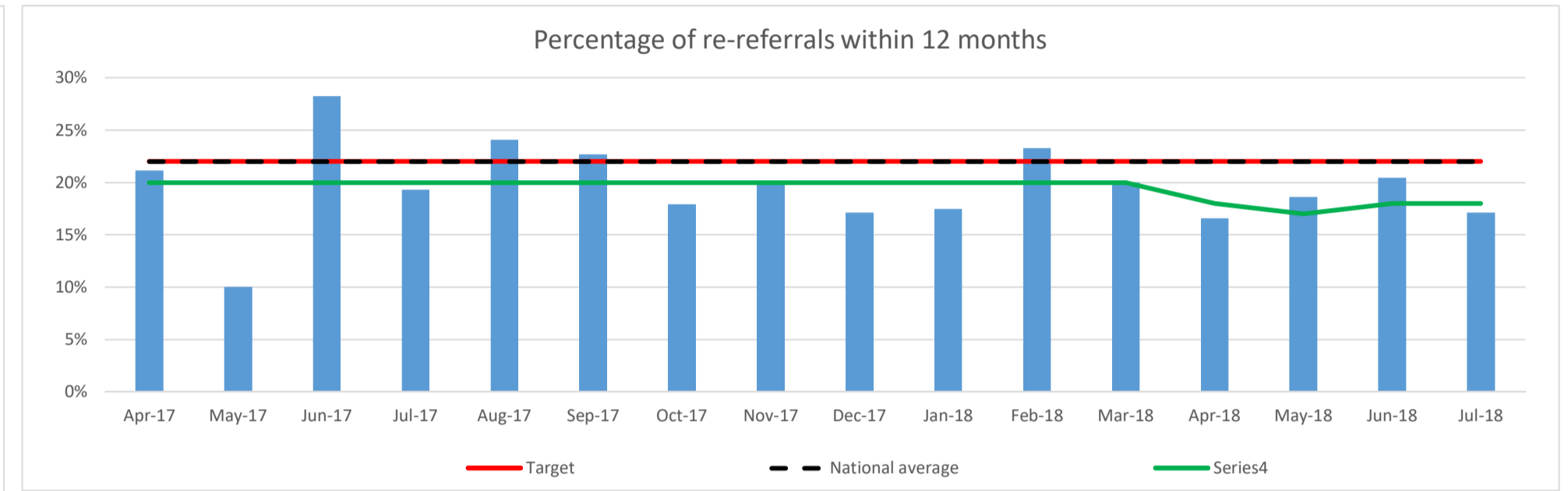
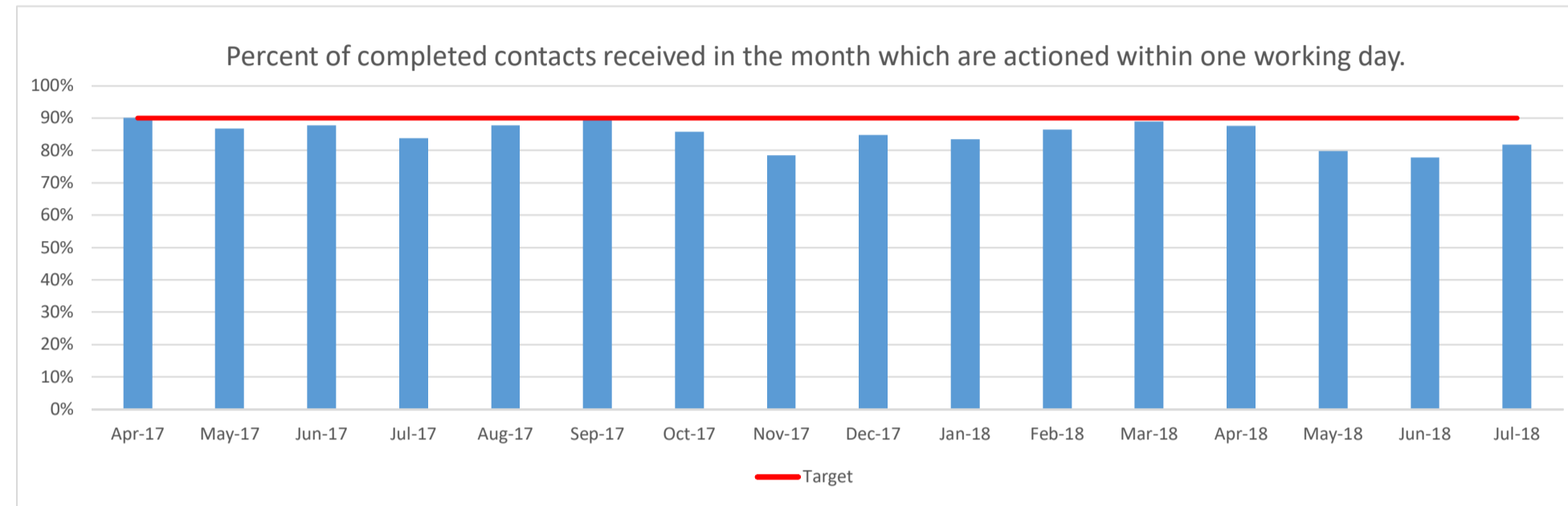
OUR
FOCUS

Purpose	To advise the Board on performance of the Service against agreed Priority Indicators
IMPACT FOR CHILDREN	To provide assurance that Children in Croydon are being kept safe and that improvements are being made to the quality of service they receive.
SRO (lead)	Sarah Warman
AUTHOR	James Allen
WORKSTREAM/S	Performance

WORKFORCE																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
P1	Vacancy Rate	SIB							43%	43%	42%	41%	41%	41%	42%	41%	44%	36%	24%	PS	Red	24% or below Green 25%-34% Amber 35% and above Red
W 1	Average Caseload per Social Worker	SIB	16.0	17.1	17.8	19.5	18.4	18.0	19.1	18.1	18.3	18.4	19.2	20.1	19.2	20.1	20.6	20.4	17	PS	Red	17 or below Green 18.1-20 Amber 20.1 and above Red
W1 a	Average Caseload per Social Worker - Assessment	SIB	18.9	18.1	19.5	25.4	23	28.3	30.5	27.7	35	33.8	35.5	36.8	33.8	35.6	42.6	45.6	20	PS	Red	20 or below Green 20.1-22 Amber 22.1 and above Red
W1 b	Average Caseload per Social Worker - Care Planning	SIB	17	17	19	18	18	17	18	16	16	16	16	18	17	18.6	19.9	18.9	16	PS	Red	16 or below Green 16.1-18 Amber 18.1 and above Red
W1 c	Average Caseload per Social Worker - Permanence	SIB	14	14	13	14	14	14	14	13	12	12	12	12	12	11.9	12.6	12.7	16	PS	Green	16 or below Green 16.1-18 Amber 18.1 and above Red
W1 d	Average Caseload per Social Worker - CWD (Excludes 16-25 Case Allocations)	SIB	18	18	18	15	15	14	16	16	17	16	15	17	21.2*	20.3*	18.9	20.9	20	PS	Yellow	20 or below Green 21.1 - 23 Amber 23 and above Red
W 2	Average Caseload per Newly Qualified Social Worker (ASYE)	SIB	17.8	16.7	18.7	18.4	20.7	22.9	23.9	24.9	21.6	10.9	13.4	13.8	11.8	14	11.7	12.8	14	PS	Green	14 or below Green 14.1-16 Amber 16.1 and above Red

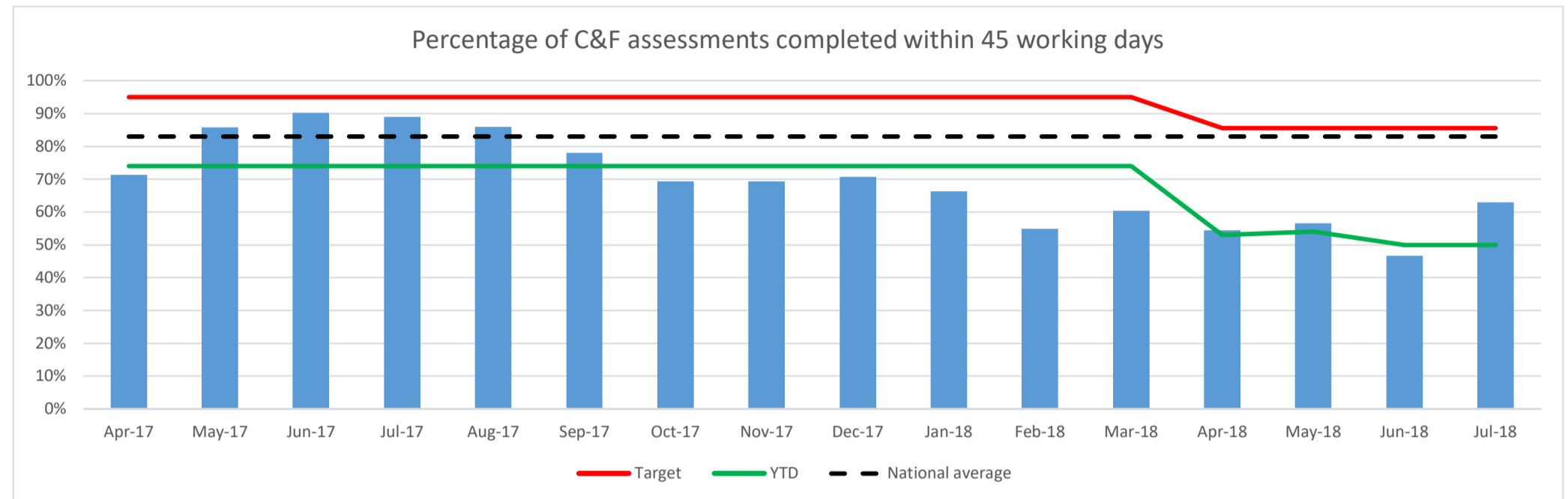


FRONT DOOR																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
FD 3	Percentage of completed contacts received in the month which were actioned within 1 working day <i>*This is the number of SPOC forms</i>	BIB	90%	87%	88%	84%	88%	90%	86%	79%	85%	84%	86%	89%	88%	80%	78%	82%	90%	IL	Red	90% or above Green 85%-89% Amber 84% and below Red
FD 8	Percentage of re-referrals within 12 months	SIB	21%	10%	28%	19%	24%	23%	18%	20%	17%	17%	23%	20%	17%	19%	20%	17%	22%	IL	Green	22% or below Green 21% - 25% Amber 26% and above Red



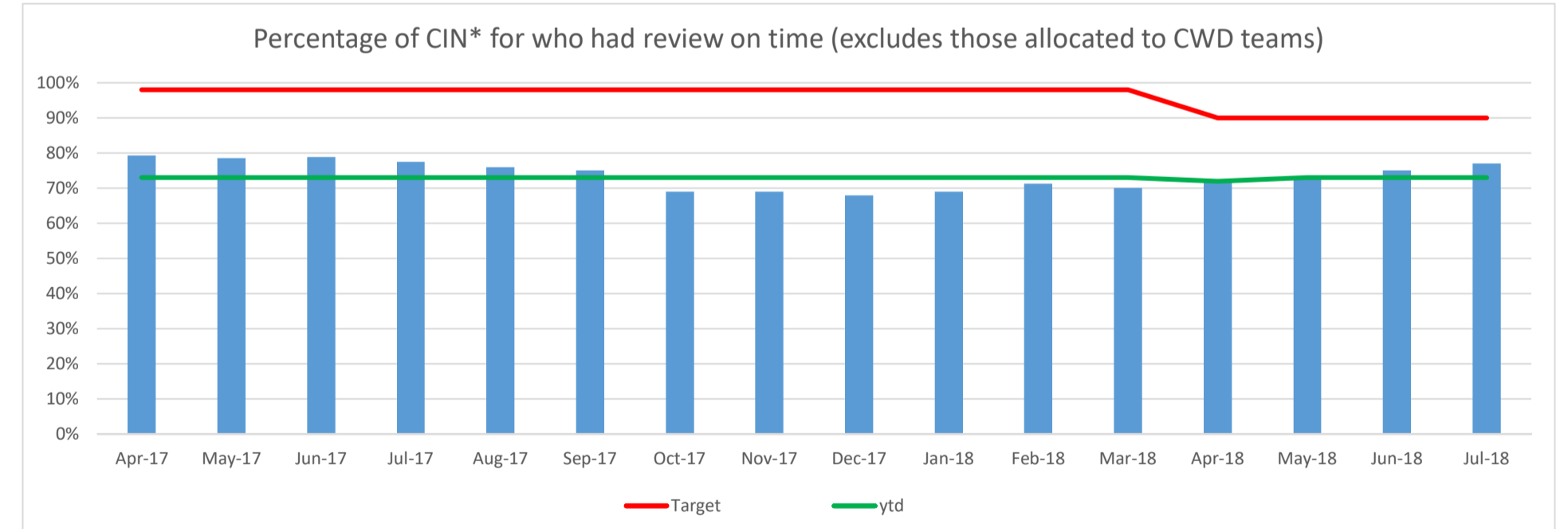
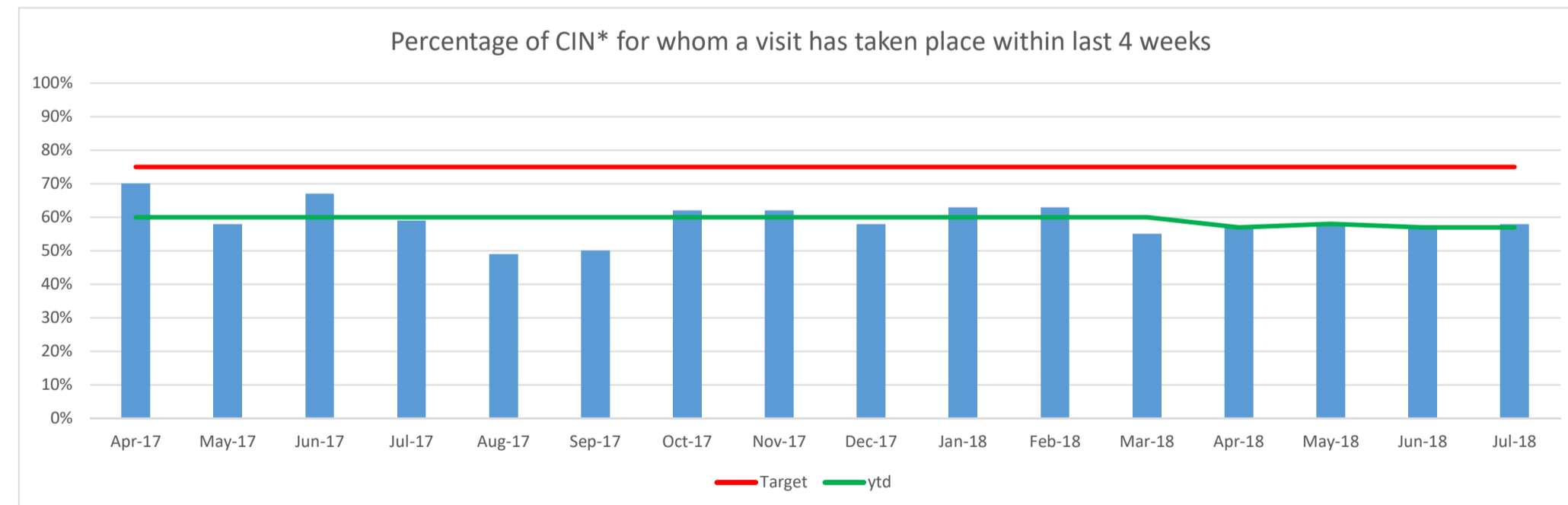
Note: Columns BELOW the target line are "good" performance
N.B YTD average value for whole last year and average for New financial year

ASSESSMENT																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
AMT 2	Percentage of C&F assessments completed within 45 working days	BIB	71.3%	85.8%	90.1%	89.0%	85.9%	78.1%	69.3%	69.4%	70.7%	66.2%	54.8%	60.4%	54.5%	56.6%	46.6%	62.9%	85.0%	IL	Red	85% or above Green 78% to 84% Amber 77% and below Red



N.B YTD average value for whole last year and average for New financial year

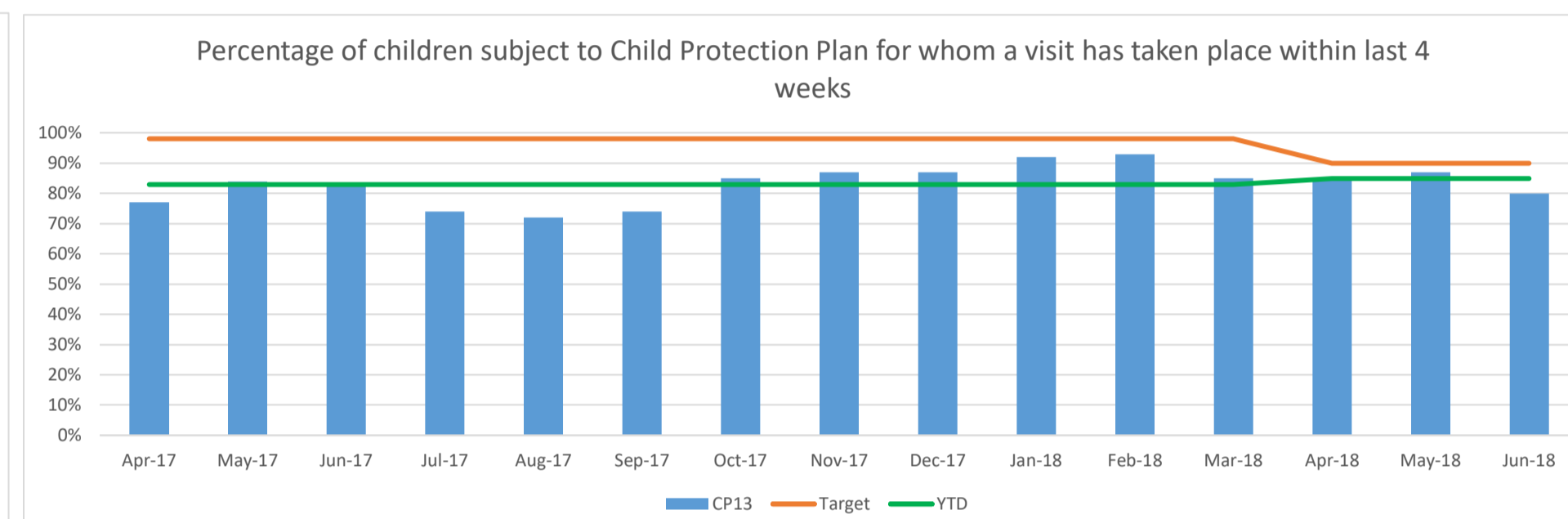
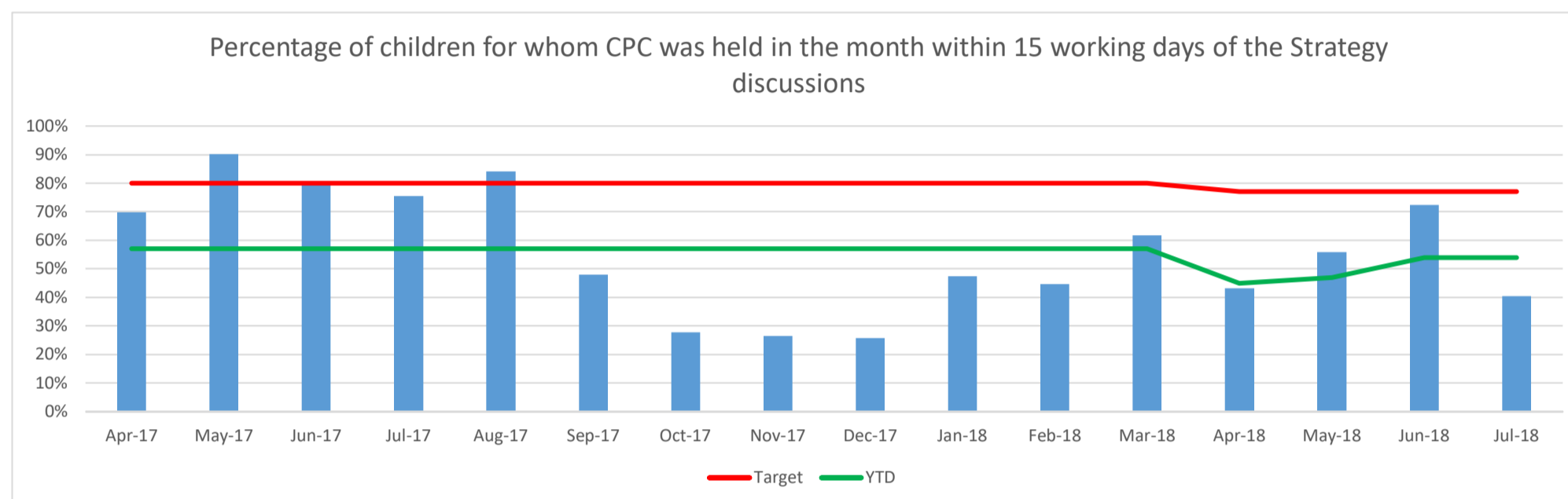
CHILDREN IN NEED OF HELP AND PROTECTION																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
CIN 4	Percentage of CIN* for whom a visit has taken place within last 4 weeks	BIB	70%	58%	67%	59%	49%	50%	62%	62%	58%	63%	63%	55%	57%	58%	57%	58%	75%	MK	Red	75% or above Green 69%-75% Amber 68% and below Red
CIN 5	Percentage of CIN* for who had review on time (excludes those allocated to CWD teams)	BIB	79%	79%	79%	78%	76%	75%	69%	69%	68%	69%	71%	70%	72%	73%	75%	77%	90%	MK	Red	90% or above Green 82%-89% Amber 81% and below Red



N.B YTD average value for whole last year and average for New financial year

CHILDREN IN NEED OF HELP AND PROTECTION

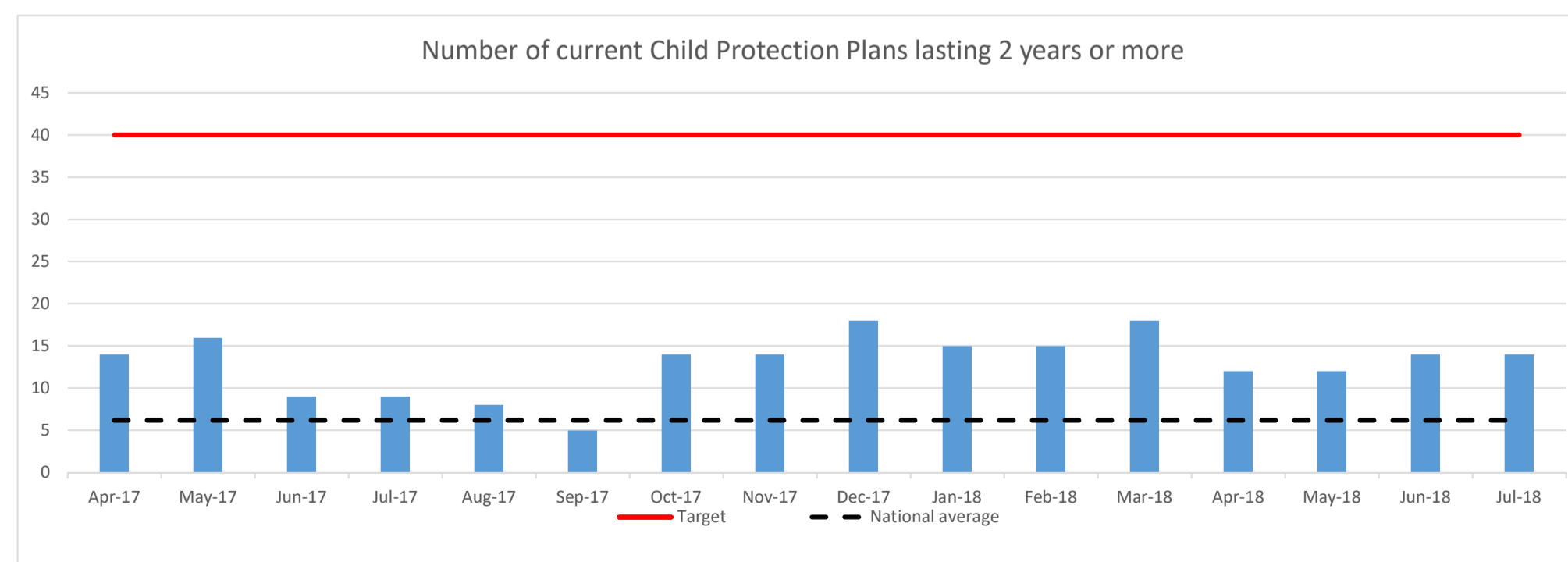
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the Strategy discussions	BIB	70%	90%	81%	75%	84%	48%	28%	26%	26%	47%	45%	62%	43%	56%	72%	40%	77%	TS	Red	77% or above Green 70% to 77% Amber 69% and below Red
CP 13	Percentage of children subject to Child Protection Plan for whom a visit has taken place within last 4 weeks	BIB	77%	84%	83%	74%	72%	74%	85%	87%	87%	92%	93%	85%	85%	87%	80%	83%	90%	MK	Yellow	90% or above Green 82%-89% Amber 81% and below Red



N.B YTD average value for whole last year and average for New financial year

CHILDREN IN NEED OF HELP AND PROTECTION

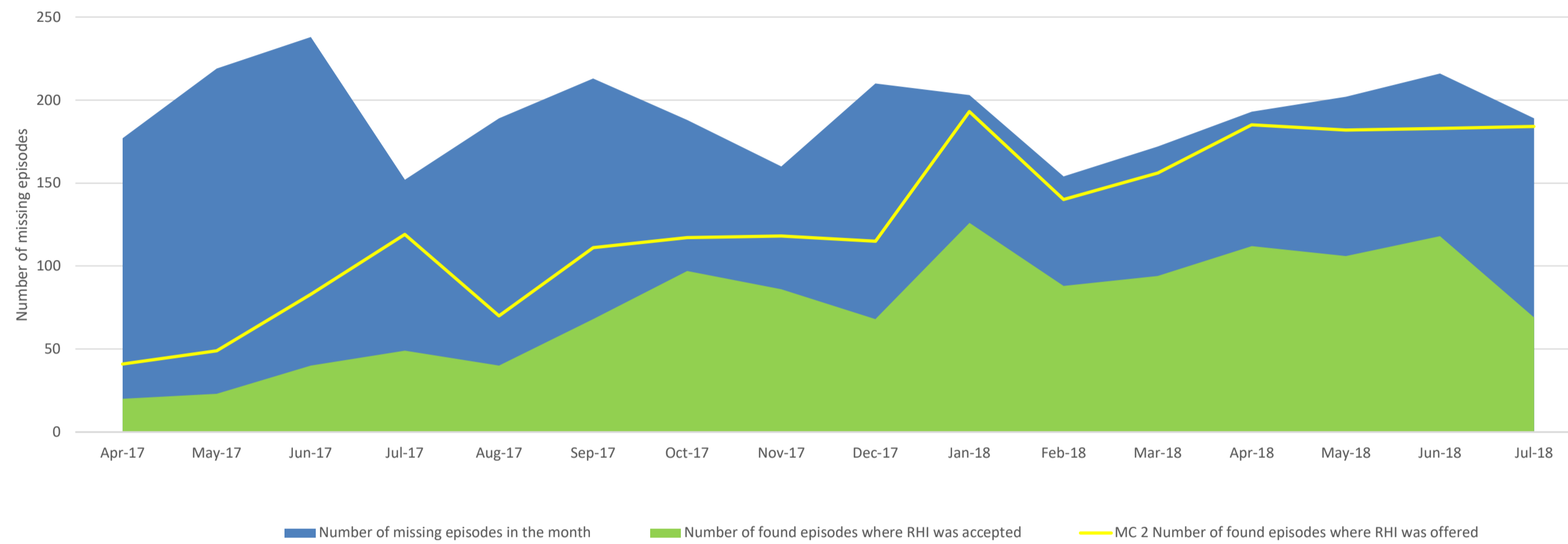
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CP 10	Number of current Child Protection Plans lasting 2 years or more	SIB	14	16	9	9	8	5	14	14	18	15	15	18	12	12	14	14	<10% of Cohort	MK	Green	62 or below Green 52 to 62 Amber 63 and above Red



Note: Columns BELOW the target line are "good" performance

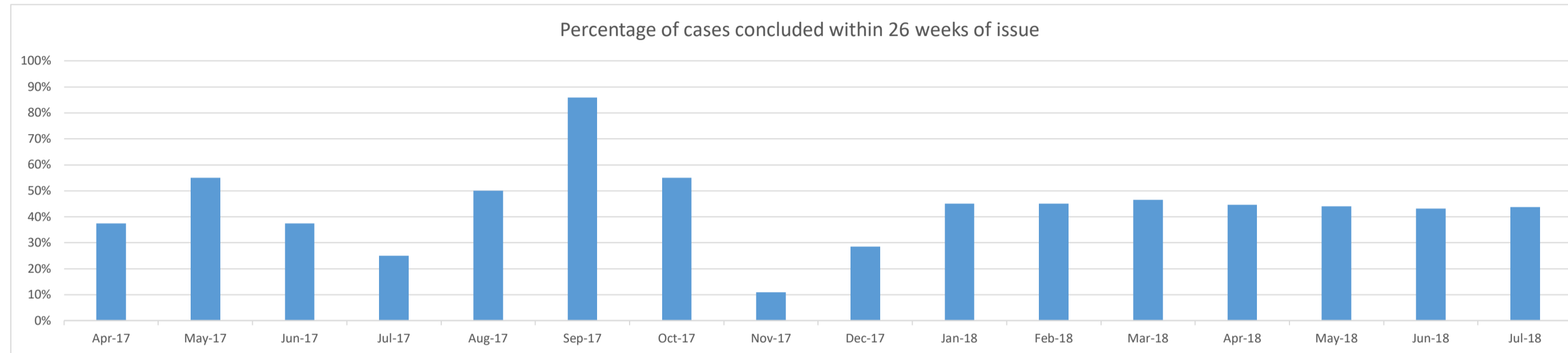
CHILDREN IN NEED OF HELP AND PROTECTION

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
MC 1	Number of missing episodes in the month		149	177	219	238	152	189	213	188	166	203	154	172	193	202	216	189		HD		
MC 3	RHI Offer rate based on the Found Episodes		27%	28%	42%	51%	48%	62%	57%	63%	75%	96%	93%	96%	94%	96%	84%	70%		HD		
MC 6	RHI's done based on the Found Episodes	BIB	13%	13%	20%	21%	27%	38%	47%	46%	46%	62%	58%	58%	57%	56%	53%	37%	60%	HD	Amber	60% or above Green 50%-59% Amber 49% and below Red



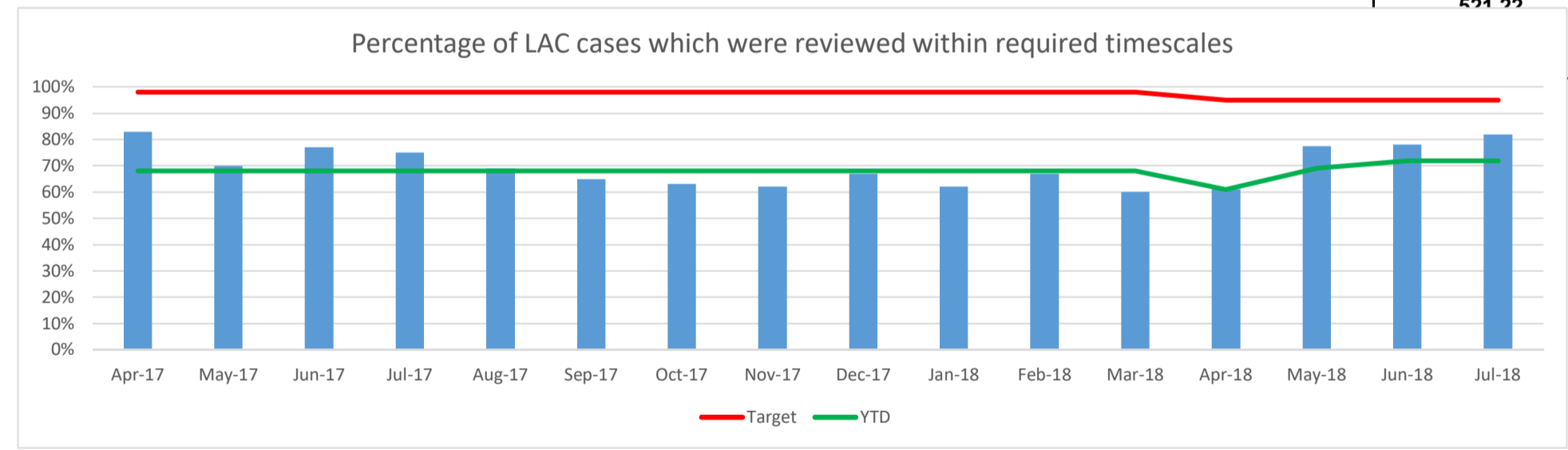
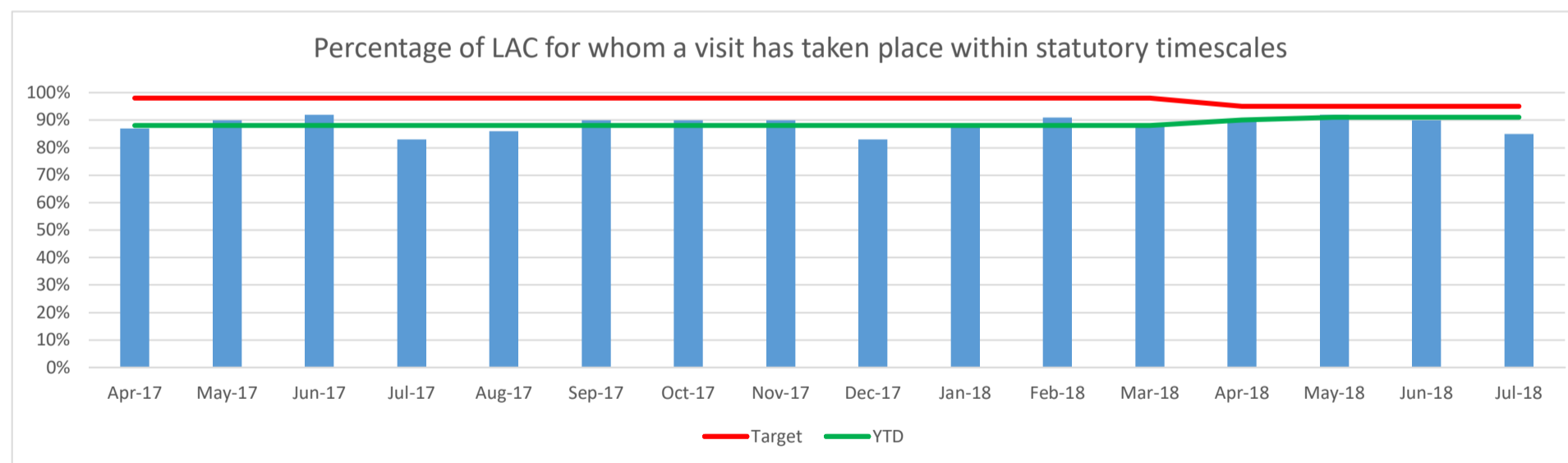
CHILDREN IN NEED OF HELP AND PROTECTION

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
LE 2	Percentage of cases concluded within 26 weeks of issue		37.5%	55.0%	37.5%	25.0%	50.0%	86.0%	55.0%	11.0%	28.5%	45.0%	45.0%	46.5%	44.7%	44.0%	43.2%	43.7%	50.0%	MK	Red	50% or above Green 46%-49% Amber 45% and below Red
LE 3	Number of cases in proceedings				67	80	87	98	98	109	109	105	105	126	93	93	91	92		MK		



LOOKED AFTER CHILDREN

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
LAC 10	Percentage of LAC for whom a visit has taken place within statutory timescales	BIB	87%	90%	92%	83%	86%	90%	90%	90%	83%	88%	91%	88%	90%	92%	90%	85%	95%	WT	Red	95% or above Green 87%-94% Amber 86% and below Red
LAC 11	Percentage of LAC cases which were reviewed within required timescales	BIB	83%	70%	77%	75%	69%	65%	63%	62%	67%	62%	67%	60%	61%	77%	78%	82%	95%	TS	Red	95% or above Green 87%-94% Amber 86% and below Red

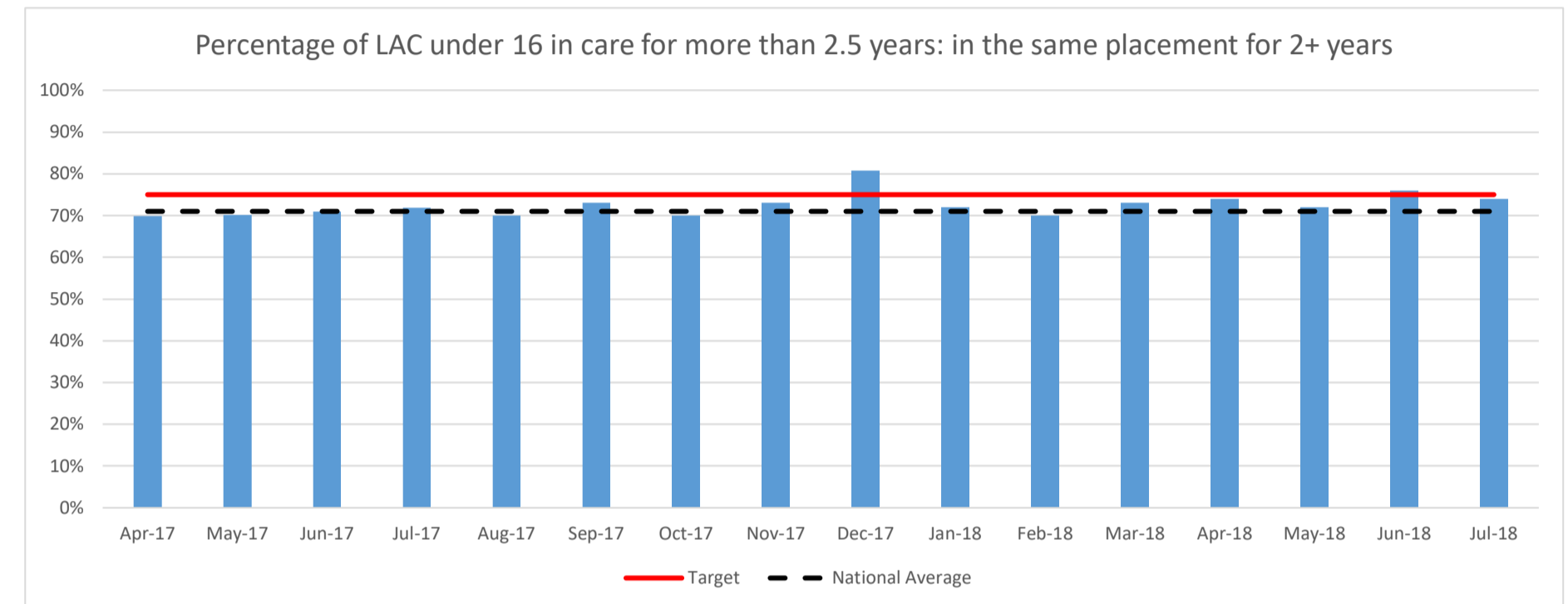
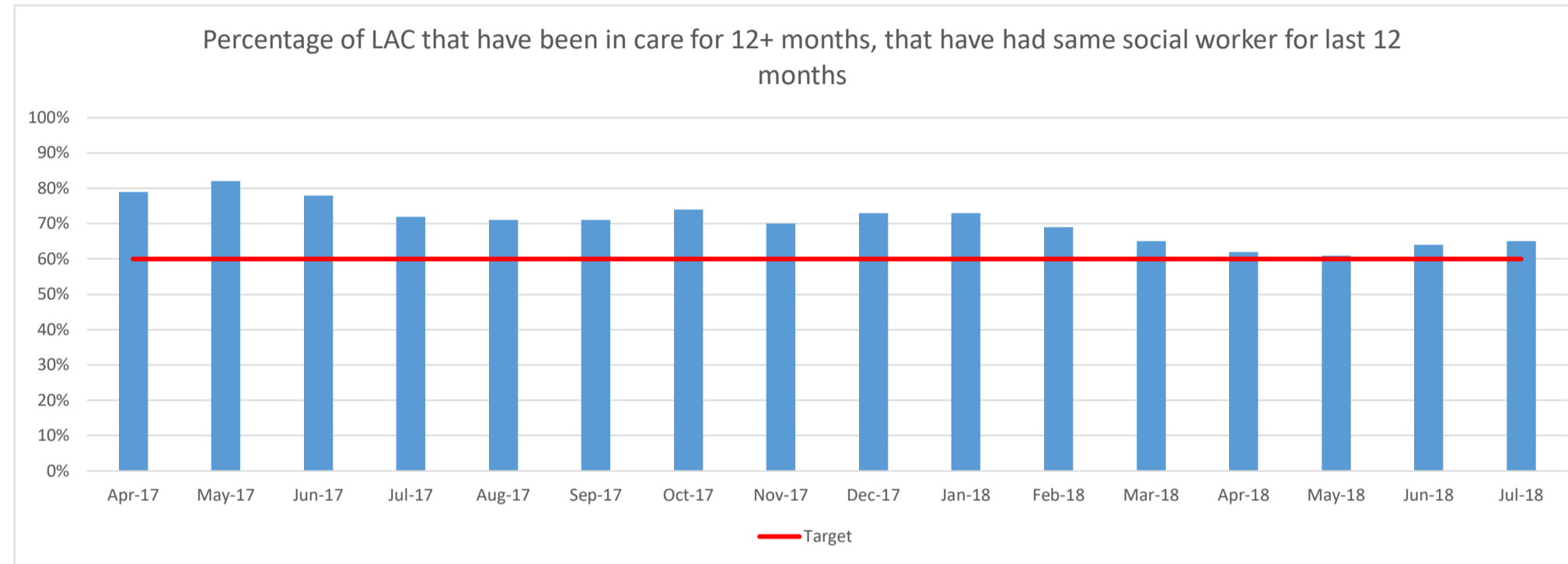


N.B YTD average value for whole last year and average for New financial year

521.22

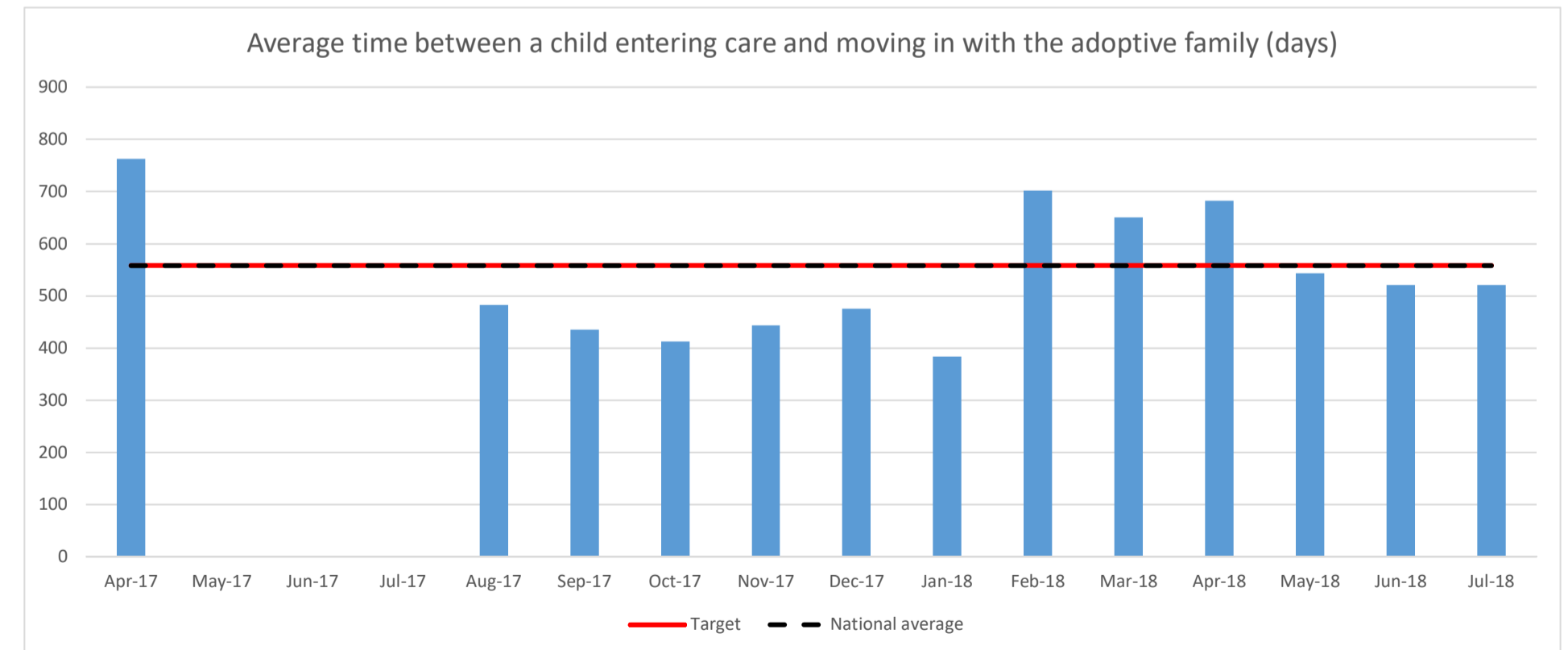
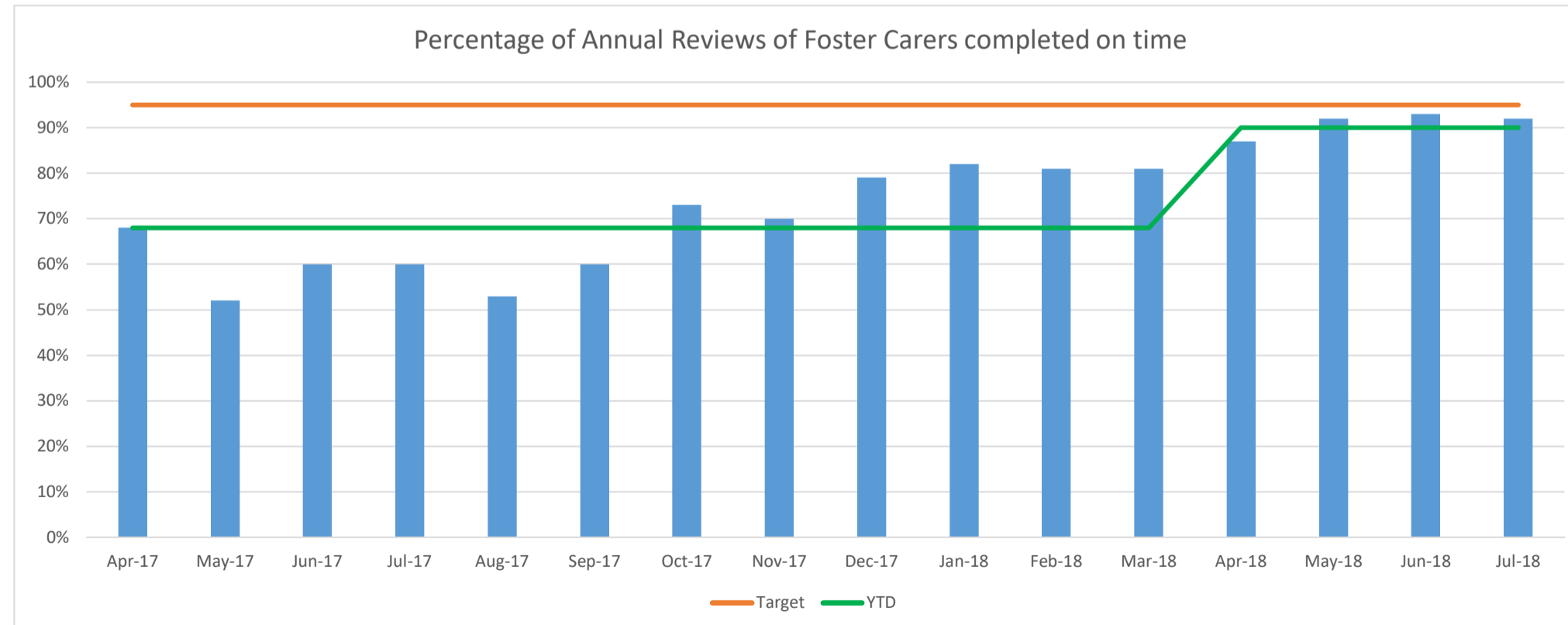
LOOKED AFTER CHILDREN

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
LAC 19 (12m)	Percentage of LAC that have been in care for 12+ months, that have had same social worker for last 6 months	BIB	79%	82%	78%	72%	71%	71%	74%	70%	73%	73%	69%	65%	62%	61%	64%	65%	60%	WT	Green	60% or above Green 55%-59% Amber 54% and below Red
LAC 20	Percentage of LAC under 16 in care for more than 2.5 years: in the same placement for 2+ years	BIB	70%	70%	71%	72%	70%	73%	70%	73%	81%	72%	70%	73%	74%	72%	76%	74%	75%	WT	Yellow	75% or above Green 65%-74% Amber 64% and below Red



FOSTERING AND ADOPTION

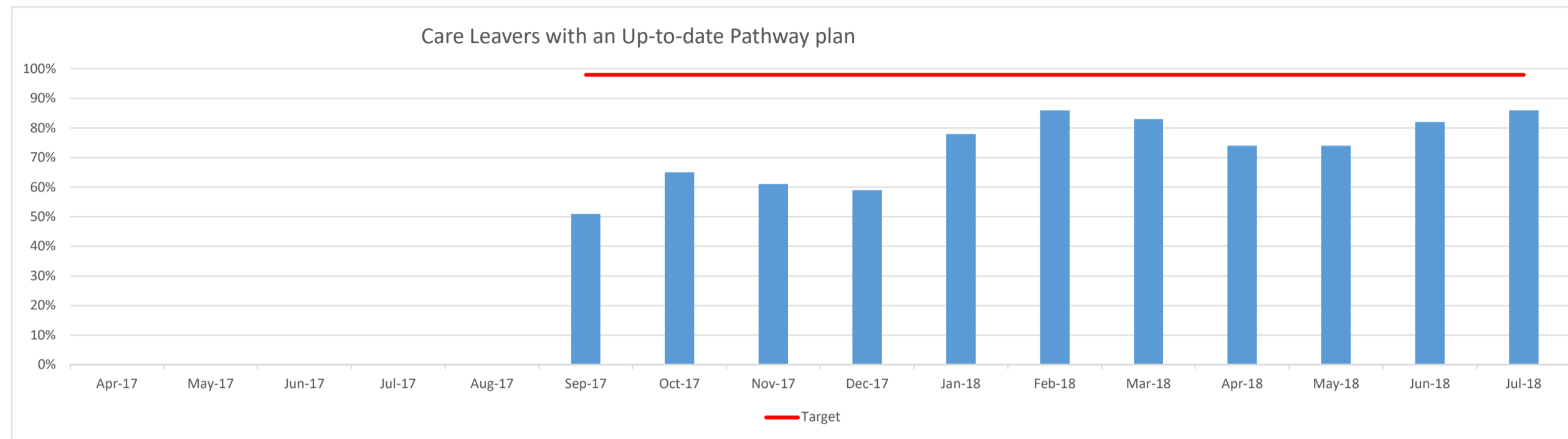
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
F 3	Percentage of Annual Reviews of Foster Carers completed on time	BIB	68%	52%	60%	60%	53%	60%	73%	70%	79%	82%	81%	81%	87%	92%	93%	92%	95%	WT	Yellow	95% or above Green 85%-94% Amber 84% and below Red
AD 7	Average time between a child entering care and moving in with the adoptive family (days)(A1 on Adoption Scorecard)	SIB	763	0	0	0	483	435	413	444	475	384	702	651	682	543.2	521.22	521.22	558	WT	Green	558 or below Green 559 to 608 Amber 609 and above Red



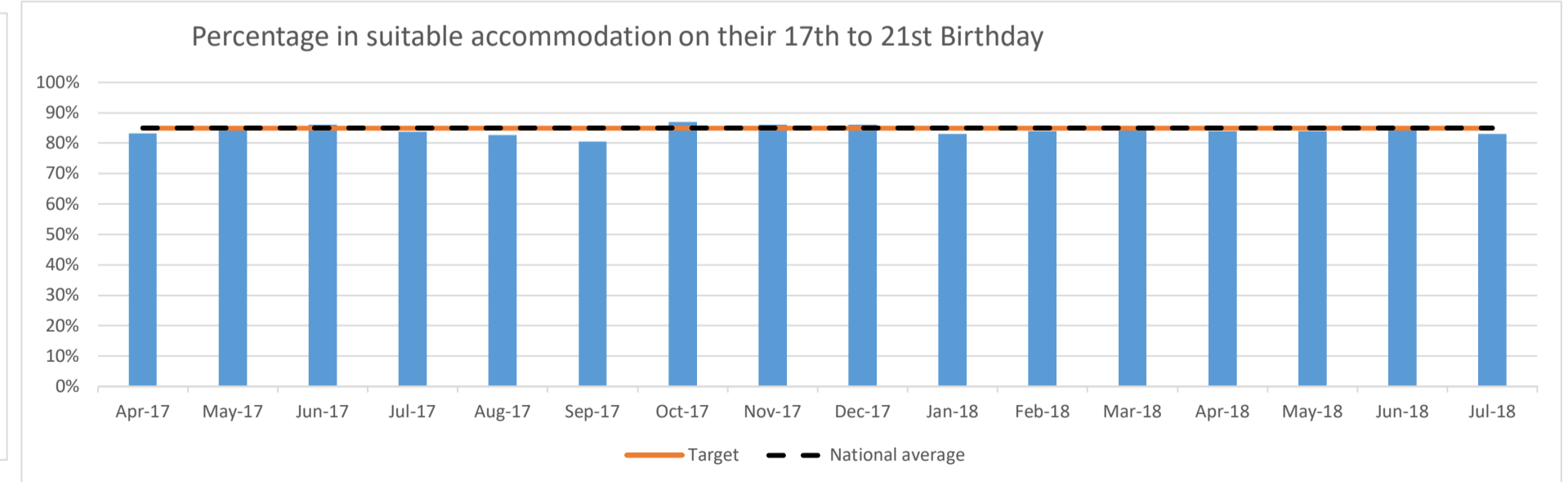
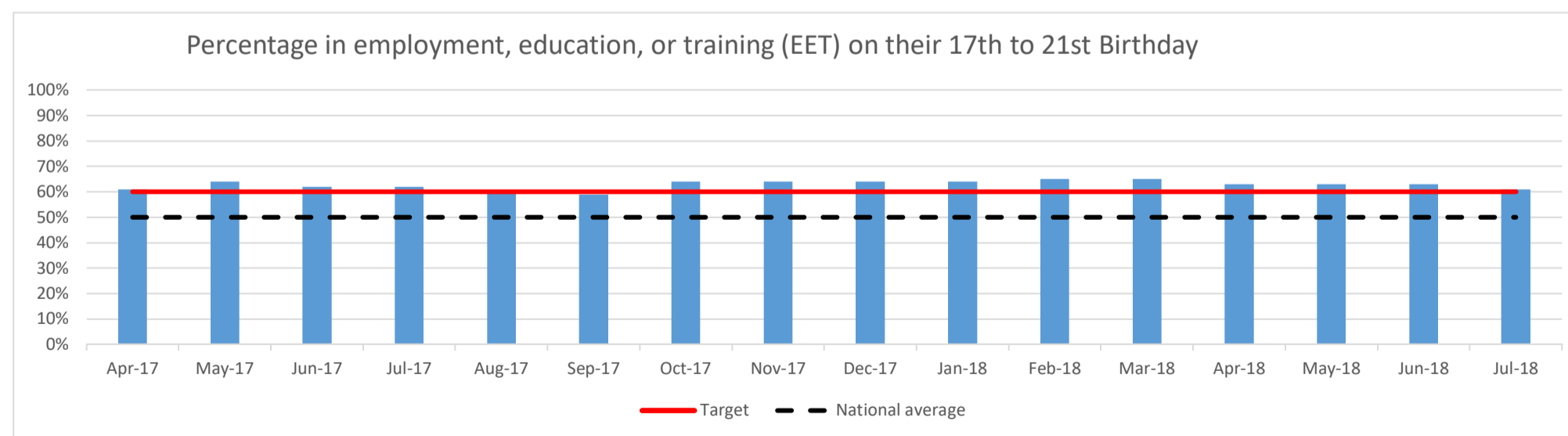
N.B YTD average value for whole last year and average for New financial year

Note: Columns BELOW the target line are "good" performance

CARE LEAVERS																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
CL a	Care Leavers with an Up-to-date Pathway plan							51%	65%	61%	59%	78%	86%	83%	74%	74%	82%	86%	95%	WT	Yellow	95% or above Green 85%-94% Amber 84% and below Red



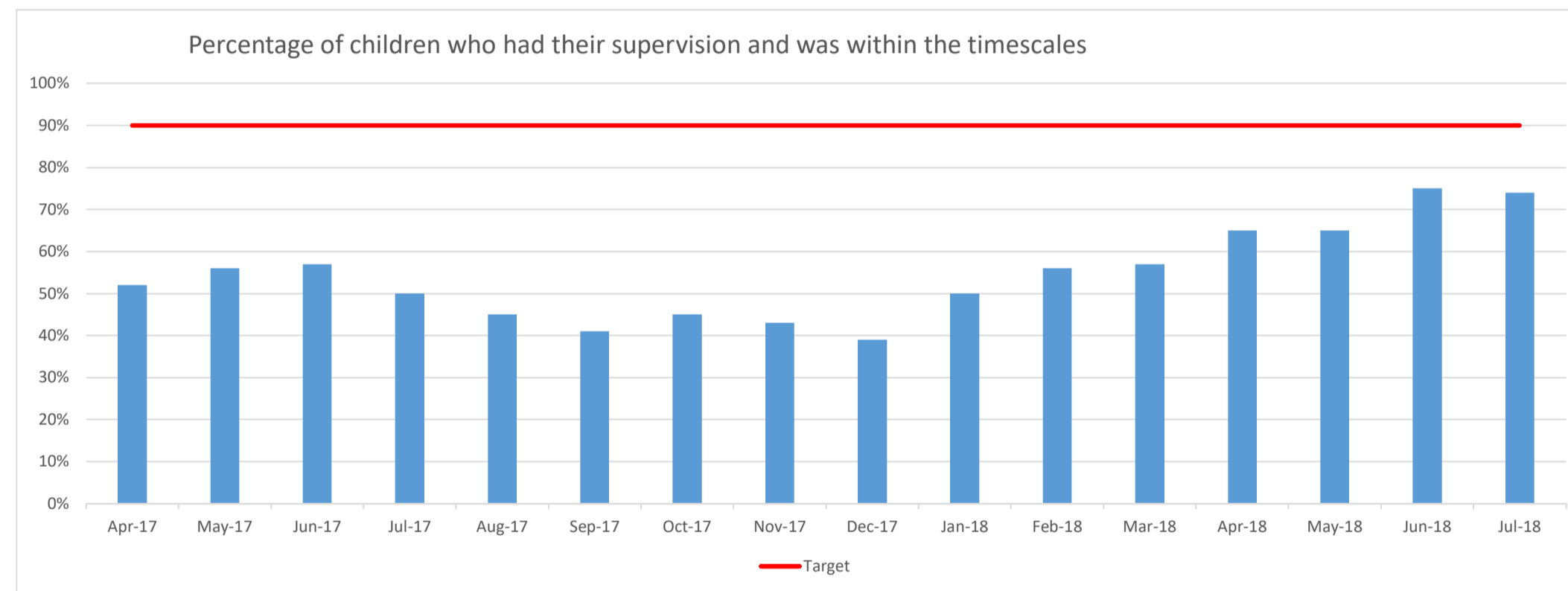
CARE LEAVERS																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
CL 1	Number of Care Leavers in employment, education, or training (EET) on their 17th to 21st Birthday		350	354	363	374	364	358	388	389	380	388	383	383	371	379	385	379	NA	WT	Grey	
CL 1a	Percentage in employment, education, or training (EET) on their 17th to 21st Birthday	BIB	61%	64%	62%	62%	61%	59%	64%	64%	64%	64%	65%	65%	63%	63%	63%	61%	60%	WT	Green	60% or above Green 50%-59% Amber 49% and below Red
CL 2	Number not in employment, education, or training (NEET) on their 17th to 21st Birthday	SIB	243	221	223	242	238	248	219	221	211	217	209	207	217	221	228	242	NA	WT	Grey	
CL 3	Number of Care Leavers in suitable accommodation on their 17th to 21st Birthday		494	486	504	505	498	489	531	527	506	504	499	499	495	503	521	514	NA	WT	Grey	
CL 3a	Percentage in suitable accommodation on their 17th to 21st Birthday	BIB	83%	85%	86%	84%	83%	81%	87%	86%	86%	83%	84%	85%	84%	84%	85%	83%	84%	WT	Green	84% or above Green 74%-83% Amber 73% and below Red



QUALITY ASSURANCE																						
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	2018-19 Target	Target Owner	RAG	RAG Methodology
QA 1	Percentage of children's cases subject to Supervision within timescales	SIB	52%	56%	57%	50%	45%	41%	45%	43%	39%	50%	56%	57%	65%	65%	75%	74%	90%	TS	Red	90% or above Green 85%-90% Amber 85% and below Red
QA 2	Number of Cases Audited												50							TS		
QA 3	Percentage of Cases Audited that are Good or Outstanding	BIB											2%							TS		

0.81

NOTE: Further investigation of QA1 data has highlighted that the previous reporting methodology has been under reporting management Supervision of work in the Assessment Service. This has now been corrected.



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For general release

REPORT TO:	Children and Young People Scrutiny Sub-Committee 18 September 2018
SUBJECT:	Croydon Safeguarding Children Board Draft Annual Report 2017/18
LEAD OFFICER:	Jo Negrini Chief Executive and Head of Paid Service
CABINET MEMBER:	Councillor Alisa Flemming Cabinet Member for Children Young People and Learning
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Di Smith, Interim Independent Chair CSCB

ORIGIN OF ITEM:	This item is contained in the Sub-Committee's agreed work programme.
BRIEF FOR THE COMMITTEE:	To review the Annual Report of the Croydon Safeguarding Children Board 2017-2018

1. EXECUTIVE SUMMARY

In accordance with Working Together 2015 all Local Safeguarding Children Boards are required to produce an Annual Report. This is the Annual Report of the Croydon Safeguarding Children Board for the period April 2017 to March 2018. The report remains in draft until agreed by the CSCB Board meeting of 25 September 2018.

2. Croydon Safeguarding Children Board 2017/18

- 2.1 Foreword from the Independent Chair. In 2017 the CSCB was subject to review by Ofsted when Croydon's Children's services were inspected and both were found to be 'Inadequate'. The Chair was appointed post-Ofsted and reports on the progress of the CSCB Improvement Plan. The report is structured as follows:-

2.2 Progress on Plans, this relates to both the CSCB Improvement Plan (which was set as part of the Children’s Social Care Improvement Plan); and the CSCB Business Plans 2017/ 2018.

The Business Plans centre around five aspects:

- Strengthening the Partnership
- Neglect
- Early Help
- Vulnerable Adolescents
- Children with Disabilities

These priorities are continued for 2018/19.

2.3 About Croydon, gives broad information about the borough with particular attention on matters relating to children. This includes population, ethnicity, poverty, health, and education. More specific data is provided on particular groups of children, such as Children with Special Educational Needs and Disability, Mental Health, Safeguarding Children and Looked After Children. Health Visiting checks are noted as this is a key Early Help area.

2.4 About the Board, notes how the Board is structured to meet and discharge the statutory requirements, including membership and attendance. The CSCB Budget is made up from contributions from partners and is detailed, along with accounts of how the Board has sought and used the Voice of the Child and the wider Communication Strategy.

2.5 Formal reporting on the work of the CSCB sub-groups and the statutory requirements are noted in Section 5. This includes Serious Case Reviews and the Child Death Overview Panel.

2.6 The last section provides a myriad of reports from services and arrangements which promote children’s welfare, for example services for missing children, to gangs and serious youth violence

CONTACT OFFICER: Maureen Floyd, Manager, Croydon Safeguarding Children Board

BACKGROUND DOCUMENTS: None

APPENDICES: Appendix 1 Croydon Safeguarding Children Board Annual Report 2017-18



Croydon Safeguarding Children Board

DRAFT
Annual Report
2017-2018



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Croydon Safeguarding Children Board

Safeguarding is everybody's responsibility



You can read more about the Croydon Safeguarding Children Board at our website: www.croydonlcsb.org.uk

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Approval process

This annual report is published in accordance with the guidance from Working Together 2015. The report has been approved by CSCB members at the Board meeting of 25 September 2018 and subject to scrutiny at the Scrutiny Children and Young People sub-committee on 18 September 2018 and the Cabinet meeting on 15 October 2018. It is also required to be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well-being Board.

[Link to Working Together 2015](#)

Foreword from Di Smith

Interim Independent Chair, Croydon Safeguarding Children Board

It is my pleasure to present the Croydon Safeguarding Children Board (CSCB) Annual Report for 2017/18. I became Interim Independent Chair in September 2017 and I would like to thank all partners for their support and commitment to the development and improvement of safeguarding arrangements in Croydon. I would also like to thank Sarah Baker, the previous chair, for all her hard work and for her support in the handover arrangements.

Each Local Safeguarding Children Board is required to produce and publish an Annual Report evaluating the effectiveness of safeguarding in the local area. This report covers the period from April 2017 to March 2018 and examines how Croydon Safeguarding Children Board (CSCB) discharged its statutory role and function as outlined in 'Working Together 2015'. [Link to Working Together 2015](#)

During this period, Ofsted inspected Croydon's Children's Services and reviewed the CSCB. The Ofsted report published in August 2017 found both to be 'inadequate'. This Annual Report has been structured to outline and evaluate the action being taken to address the findings of the Ofsted review and to identify progress in delivering the priorities of the Business Plan including the work of the sub-groups.

In my first few months as Independent Chair I have been impressed by the determination to take robust and decisive action to secure improvement following the Ofsted review. There are some encouraging signs of progress and there are also some challenges. Frontline safeguarding services are facing growth in the population, increased demand, organisational change and tight financial circumstances. In this challenging climate the CSCB is central to ensuring a joined-up partnership approach to tackling difficult issues in a collaborative way.





Foreword from Di Smith - continued

It is important for the CSCB to understand and respond to local need. A good example of this is the Vulnerable Adolescents Thematic Learning Review into the experiences of vulnerable adolescents who are currently of concern in Croydon. This is a comprehensive piece of work which should help our understanding of the needs of young people and improve the way we support them.

In the eight months since the Ofsted review the CSCB has secured significant progress in some areas but there is still more to be done to improve the effectiveness of multi-agency safeguarding arrangements. Partners are fully aware of this and are committed to further collaborative work to ensure a joined-up local response to reduce the risk of harm to the children and young people of Croydon.

In 2018/19 the CSCB will need to undergo a period of change as proposals for new safeguarding arrangements are developed in response to the revised statutory guidance in 'Working Together 2018'. The safeguarding partners (local authority, CCG and police) are already working on the development of these new proposals to ensure that implementation builds on the improvements that have been made. I am confident that partners in Croydon will ensure that the transition to the new arrangements is managed well to secure effective multi-agency working and improved outcomes for the children and young people of Croydon.

A handwritten signature in black ink that reads "Di Smith".

Di Smith

Interim Independent Chair

Croydon Safeguarding Children Board

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Introduction

Croydon Safeguarding Children Board (CSCB) is the current local structure for ensuring the statutory objectives of safeguarding children and promoting their welfare are carried out. The Board will be subject to change in 2019, when LSCBs will cease. The new local safeguarding arrangements are being developed by the Executive Group.

The CSCB response to the 2017 Ofsted review and Inadequate judgment of the Board is detailed within the **Improvement Plan** alongside the existing 2017/18 business plans which are addressed in the **Progress on Business Plan** section.

About Croydon gives overview data of the large and diverse borough of Croydon. The borough is large in both size and population, with areas of considerable wealth and others amongst the most deprived in the country.

There is also specific data in respect of safeguarding children and related services.

The objectives and functions of LSCBs are set by legislation, **About the Board** shows how the CSCB is structured and how the **statutory duties** are discharged by the Board and the various sub-groups over the year;

Services promoting children's welfare provides information about a whole realm of services, from small voluntary organisations to statutory bodies, which deliver services to children in Croydon .





Improvement Plan – Summary of actions & progress

Croydon's Children's Improvement Plan has been developed to address the findings of the Ofsted inspection of Children's Services and the review of the CSCB. Section 10 of the plan identifies improvement actions for the partnership and the Independent Chair of CSCB produces a report each month for the Improvement Board outlining the progress made and challenges to be addressed.

[Link to Ofsted Report 2017](#)

Progress

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- Remit and membership of CSCB Executive Group has been reviewed and refocused to secure improvement and to develop new safeguarding arrangements compliant with 'Working Together 2018'.
- Successful CSCB Development Day demonstrated partners' ownership of the Ofsted findings and commitment to securing improvement.
- The CSCB has a tighter focus on its priorities with an emphasis on constructive challenge rather than process.
- Relationships with other partnerships in Croydon have been strengthened through a focus on vulnerable adolescents.
- Vulnerable Adolescent Thematic Review has provided a clear focus for partnership working to improve understanding of young people at risk.

- The partnership is actively engaged in the work of the Children's Improvement Board and the CSCB Chair provides monthly progress reports.
- A comprehensive partnership approach to understanding and tackling neglect is developing.
- The CSCB has supported and enabled the introduction of the Graded Care Profile 2 across the partnership.
- Increased partnership focus on ensuring that findings from serious case reviews lead to improvements in practice and multi-agency working.
- Challenging findings from multi-agency neglect audit have been shared across the partnership and used to inform the Neglect Strategy
- Multi agency task and finish group established to shape and inform emerging Early Help Strategy.
- Learning and Improvement Framework refreshed and focussed on priorities and embedding learning from serious case reviews.
- Partnership engagement in 'Take Over Day' captured key messages from young people to inform the work of the CSCB.
- Section 11 activity is increasingly providing constructive challenge and shaping the CSCB's understanding of partners' work to



Improvement Plan – Next steps

In 2018/19 the CSCB will continue to contribute to the Children's Improvement Board and will focus on the improved effectiveness of multi-agency safeguarding arrangements.

Next Steps

- Develop and consult on proposals for new safeguarding arrangements to meet the revised guidance in 'Working Together 2018'.
- Review and agree the suite of multi-agency partnership performance data to support the effectiveness of the quality assurance activity of CSCB and inform the development of new safeguarding arrangements for Croydon.
- Refine and refocus multi-agency audit arrangements to secure greater partnership engagement and better understanding of frontline multi-agency practice.
- Disseminate the findings of the Vulnerable Adolescent Thematic Learning Review across relevant partnerships in Croydon to identify more effective ways of working to meet the needs of young people at risk.
- Support the engagement of all partners in the development and implementation of the Early Help Strategy.



- Use the findings of the Children with Disabilities Task and Finish Group to ensure effective multi-agency safeguarding arrangements for this group of children and young people,
- Further develop the effectiveness of multi agency working in relation to neglect.
- Support the partnership to understand and apply thresholds consistently across the continuum of need.
- Ensure learning from SCRs is embedded and informs improvement in multi-agency frontline practice.



Progress on 2017/18 Business Plan

The CSCB developed 5 key areas for priority in the 2017/18 Business Plan

- 1. Strong partnership - The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.**
- 2. Neglect - Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.**
- 3. Early Help – Children receive effective early help and appropriate interventions when needs are identified . Evaluate the effectiveness of early help arrangements across Croydon**
- 4. High risk vulnerable adolescents - develop a robust and co-ordinated multiagency intervention and support with a focus on:-**
 - Understand the concept of risk taking
 - The impact of early maltreatment: the relationship between childhood experiences and adolescent risk-taking
 - Risk factors for anti-social and offending behaviours
 - Building resilience
- 5. Children with disability - Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.**



Business Plan Priority – Strengthening the Partnership

The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.

In 2017/18 the CSCB has focused on delivering the priorities set out in its Business Plan, addressing the findings of the Ofsted review and planning for the future.

The changes introduced in the Children and Social Work Act 2017, and the revisions to statutory guidance, have meant that the CSCB has had to improve its current arrangements whilst simultaneously planning for the implementation of the new safeguarding arrangements in 2019.

Securing effective arrangements to ensure the discharge of statutory functions has been a priority. A CSCB Development Day in October 2017 engaged all partners in consideration of the Ofsted findings and the identification of changes that would be required for the CSCB to become fully effective.

The Development Day was characterised by a clear commitment to improvement and a recognition that the 'Inadequate' Ofsted judgement related to the whole partnership and not one agency.

Partners identified four main areas for improvement:

1. effective challenge;
2. scrutiny, monitoring and evaluating frontline practice;
3. focus on outcomes and making a difference for children;
4. ensuring direction and purpose.

The partnership also committed to improvements in board culture with priority to be given to the development of:

- challenge;
- focus;
- prioritisation.

Following the Development Day in October, the CSCB has been working on developing a climate of 'respectful challenge'. Respectful challenge is actively encouraged and examples are reflected and tracked through the minutes of the Board, the actions of the Chair and the minutes of the subgroups. Learning and Development activity including multi-agency workshops have focussed on developing appropriate multi agency challenge at the frontline particularly in relation to child protection procedures.

The CSCB intends to review progress with changing the culture of multi-agency working at its Development Day in July. This will be an opportunity to evaluate the impact and effectiveness of our culture change programme.



Business Plan Priority – Strengthening the Partnership

The CSCB Executive Group has increased the frequency of its meetings to provide the additional focus and drive required to secure improvements in multi-agency safeguarding and to lead the development of new safeguarding arrangements in line with the proposed changes in ‘Working Together 2018’.

The three strategic partners (local authority, health and police) have formed the Executive Group which includes a senior representative from education. Together they provide leadership and oversight of the improvements in multi-agency safeguarding practice.

In 2017/18 the Executive Group has:

- provided oversight for the implementation of the partnership section of the Children’s Improvement Plan;
- worked to identify and address any barriers to the effectiveness of multi-agency safeguarding practice;
- monitored and evaluated the impact of the CSCB on outcomes for children;
- modelled constructive challenge to the broader partnership and each other;
- reviewed the subgroups and clarified their remit;
- consulted and engaged with the CSCB on the implications of ‘Working Together 2018’.

In developing the new safeguarding arrangements the Executive Group is taking account of the local context in Croydon including the establishment of the new Borough Command Unit (BCU) and the footprint of the Sustainability and Transformation Plan (STP) for health services in the local area.

The Executive Group’s proposals will:

- Comply with statutory guidance “Working Together 2018’
- Streamline and simplify current CSCB structure
- Identify opportunities for synergy/collaboration across broader strategic partnerships in Croydon
- Identify arrangements for effective external scrutiny and challenge
- Agree funding arrangements
- Identify and engage all relevant partners
- Outline arrangements for local child safeguarding practice reviews.

The Executive Group aims to publish its proposals for the new safeguarding arrangements in April 2019 with the intention of implementation in September 2019.



Business Plan – Strengthening the Partnership

The CSCB has strengthened its relationship with other strategic partnership boards in Croydon. The Independent Chair attends the Local Strategic Partnership and has provided regular updates on the development of the Vulnerable Adolescents Thematic Review. This work has received strong support from the LSP because of its direct relevance to current issues being faced by young people in Croydon. All partners are keen to ensure that the findings of the review support the broader ambitions of Croydon's Children and Youth Plan and commissioning decisions.

Active contribution to the work of the Local Strategic Partnership and regular engagement with other partnership chairs has helped to raise the profile of the CSCB and provided new opportunities for joint working. This is particularly true in the case of the Safer Croydon Partnership where regular meetings of both chairs is contributing to the coherence of broader partnership work relating to young people at risk from exploitation, crime and violence.

A review of the sub-groups of the CSCB has been commissioned by the Executive Group and will be used to inform the development of the new safeguarding arrangements for Croydon.

Consideration is being given to:

- Remit and terms of reference
- Level of multi-agency attendance and engagement
- Impact on CSCB priorities and the Improvement Plan
- Evidence of impact on frontline work with children and families
- Compliance with 'Working Together 2018'



As part of this review an opportunity has been identified to improve joint working across the CSCB and the Safer Croydon Partnership.

The benefits of bringing together the work of the Children and Young People at Risk of Missing and Exploitation sub group of the CSCB with the Serious Youth Violence Group of the Community Safety Partnership has been identified and arrangements for amalgamation are being developed.

There is already significant duplication of membership and the Independent Chair of the CSCB and the Chair of the Community Safety Partnership are keen to see greater alignment in partnership working particularly in relation to Vulnerable Adolescents.



Business Plan – Strengthening the Partnership

It has been agreed that the Joint Adult & Children’s Committee (JACS) should be temporarily put on hold whilst other avenues are explored to meet the joint agenda. Currently safeguarding issues which relate to both the adults’ and children’s agendas are considered at regular meetings between the independent chairs of both boards. Clear opportunities for joint working have been identified in relation to the work of the Children with Disabilities Task and Finish Group and the findings from the Vulnerable Adolescents Review.

The Independent Chair of the CSCB has regular meetings with the Chief Executive and Director of Children’s Services to report on the work and progress of the CSCB and to identify and resolve any emerging issues of concern.

Regular monthly meetings with the Leader of the Council and the Lead Member for Children take place where the Independent Chair provides updates on progress against the improvement plan and the priorities of the CSCB.

Page 77 Accountability arrangements for monitoring the improvement of the CSCB have been included in the remit of the Children’s Improvement Board which includes a broad range of partnership representatives and is independently chaired.

The Independent Chair of the CSCB provides a report to each monthly meeting of the Children’s Improvement Board outlining progress made to secure improvement in the effectiveness of the CSCB including:

- Discharge of statutory functions and responsibilities;
- Understanding of the experiences of children and young people;
- Monitoring and evaluating frontline practice;
- Early Help Strategy;
- Thresholds;
- Embedding learning from serious case reviews;
- Use of procedures around CSE and Missing among practitioners.





Business Plan Priority - Neglect

Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.

CSCB Action - To work with partners to develop and deliver a comprehensive strategy that tackles Neglect and evaluate the impact on children and young people.

Achieved - The **CSCB Neglect Conference** provided practitioners an opportunity to understand more about the importance of identifying neglect early and taking timely action. It also provided an opportunity to gain feedback from front line practitioners about the challenges in working with neglect in Croydon. Some of the challenges highlighted included application of threshold in neglect cases, difficulties in use of language, differing professional judgements and lack of effective interventions. Using this feedback, the CSCB sought to identify use of a multi-agency neglect tool.

The CSCB agreed selection of the **NSPCC Graded Care Profile2 (GCP2)** as a neglect tool which would support better identification of child neglect. A multi-agency task and finish group was set up to oversee its implementation – including early adopter sites, establishing GCP2 Champions and training programme. Following feedback from early adopter sites, a staged implementation plan of the tool has begun.

A further achievement in this period was the **completion of a multi-agency neglect case audit.**

The findings from this highlighted where practice and partnership working needs to be strengthened in order to safeguard and protect children from neglect.

Findings from this audit, and SCRs which have featured neglect, provides further evidence of the need for an overarching neglect strategy.

Priorities for 2018/19

Embed use of the GCP2 tool as routine part of managing cases featuring neglect at Early Help and within Children's Social Care

Ensure the tool is used, and is used by different disciplines across the safeguarding partnership to identify and respond to neglect confidently and more effectively.

Develop an overarching multi-agency neglect strategy to improve awareness and responses to neglect in Croydon for children and young people.

Ensure that the partnership strategy achieves impact at community and operational level to increase awareness and improve effective responses to neglect.

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Business Plan Priority – Early Help

Early Help – Children receive effective early help and appropriate interventions when needs are identified . Evaluate the effectiveness of early help arrangements across Croydon

The Children’s Improvement Plan detailed key actions for Early Help and Children’s Social Care as lead, with the LSCB, Education, CCG, Police and the Voluntary Sector.

“Engage widely with all partners including schools, health services and community sector as part of the refresh of the Early Help Strategy to develop a cohesive all-age Early Help offer”.

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The CSCB Early Help sub group was stood down following the Ofsted Inspection and an Early Help Partnership Task and Finish Group was established chaired by the Director of Children’s Services (DCS).

The first task was to commission a review of the Early Help provision in Croydon, establishing what Croydon has now, what is the impact of what Croydon has now and the development of a key set of principles to inform a cohesive and robust strategy for Early Help moving forward.

The second phase of the work was to develop the Early Help Strategy, and detailed delivery model, including agreed pathways and implementation plan.

Priorities for 2018/19

The proposed Croydon Early Help Strategy and delivery plan will be considered by Cabinet in July 2018 and once agreed, partnership work streams, under the guidance of the Task and Finish Group, will work together to implement a roll out of the strategy and early help offer from October 2018.

The rollout will include a restructure of the Council’s early help services to enable delivery of a locality working, whole system, evidence based partnership early help offer.

The next phase of the work is to implement and roll out the partnership integrated Croydon Early Help Strategy, providing a focussed all age early help offer and delivery model, including agreed pathways, assessment format and practitioner strength based tools.

A Performance Scorecard will be introduced to enable measurement of the impact of the partnership early help offer. The scorecard will evolve over the year in order to test effectiveness and impact.

The purpose is to prevent issues becoming problems thus reducing the levels of need for children and their families in higher tier statutory services.



Business Plan – Vulnerable adolescents

High risk vulnerable adolescents with a focus on

- Impact of early maltreatment:
- Building resilience
- Risk factors for anti-social and offending behaviours intervention and support

When 3 young people died in July and August 2017, the CSCB made the decision to conduct a Thematic Review looking at a group of young people who agencies were most concerned about. The purpose was to see if there were any common factors and experiences in their background, or the way that services and agencies had engaged with them and their family, that might help identify or shape future service delivery. We identified a list of 60 young people.

This is a ground-breaking approach that has seen contribution from a vast array of agencies and engagement with practitioners, young people, their families and the community. There is interest at all levels in the findings and outcomes of this review. Early indications show there are many common experiences, which we are testing out with dip-sampling audits of 25% of the cases to explore if the findings are statistically relevant. We are currently exploring if there are gender differences relating to services response and provision. Breakdown of their main education provision appears to be a significant trigger for some young people spiralling away from mainstream and losing touch with important support.

Feedback from some of the young people themselves identifies their experiences of poverty, and perceived lack of alternative to gang culture and selling drugs; to others who have responded to intervention and been able to take advantage of alternative chances. The young people who were visited in prison have been open in sharing their views of what it is like to live in Croydon and their experience of engaging with services.

Analysis of the findings is eagerly awaited and expected to make an important contribution to planning for Croydon's children and beyond.

Priorities for 2018/19

- Implications of Adverse Childhood Experiences (ACE) shared with partnership and considered in reshaping services, this is particular to long term impact of living in households with Domestic Abuse, Drug or Alcohol use and Mental Health issues.
- Greater understanding and awareness of Contextual Safeguarding
- Awareness of the impact of the normalising of extreme actions, e.g. young person being chased with a machete.
- Relationship building with vulnerable adolescents
- Use the VA findings to help shape future services



Business Plan – Children with Disabilities

Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.

This priority needs to be fully developed in response to the findings of the Task & Finish Group, which will report to the CSCB in the autumn 2018. As a result, the Board will continue this priority into 2018/19.

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The CWD service has worked to deliver the outcomes from the Improvement Plan implemented post the Ofsted inspection in June 2017. A revised multiagency action and learning and development plan to safeguard Children with disabilities has been implemented.

Practice development in the service has been focused on supporting staff to

- develop risk identification and analysis in completing assessment and reviews,
- promoting the voice of the child and young person in their plan
- engaging with the professional network to contribute to the development of the CIN and short break plan.
- undertake more robust assessment and realistic packages of support that allows their families to be more resilient and able to cope thereby diminishing the need for long term external placements at residential schools or foster placements.

- improving skills amongst workforce to recognise and better respond to safeguarding concerns.

There is a better shared understanding of safeguarding thresholds for children with disabilities. This has led to a clearer and more effective response to initial referrals and the decision to initiate S47 inquiries, as reflected in the data shared on **Page 25**

Priorities for 2018/19

- A multi-agency **task and finish group** has been set up to review the safeguarding practices for all children with disabilities in Croydon. Outcomes and recommendations will be shared with the CSCB.
- To assure clear pathways and accurate identification of child protection concerns for all children with disabilities.
- The address the numbers of children with disabilities who are identified as at risk from abuse as this is still statistically too low.
- Ensure current level of resource to support the increased level of care packages for children and young people is maintained.
- Provide greater level of protection to families to promote resilience and enable them to manage what can often be a very challenging situation.
- Higher levels of support to keep more children local thereby reducing the numbers of people who work with an individual child.



Business Plan Priorities for 2018/19

The 5 key areas identified for priority in the 2017/18 Business Plan, will remain as Business Plan priorities for 2018/19

1. **Strong partnership**

- The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.
- The Safeguarding Partnership will ensure that the transition to the new safeguarding arrangements are developed in response to the revised statutory guidance in 'Working Together 2018

Neglect

- Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.

3. **Early Help**

- Children receive effective early help and appropriate interventions when needs are identified . Evaluate the effectiveness of early help arrangements across Croydon

4. **High risk vulnerable** adolescents - develop a robust and co-ordinated multiagency intervention and support with a focus on:-

- Understand the concept of risk taking
- The impact of early maltreatment: the relationship between childhood experiences and adolescent risk-taking
- Risk factors for anti-social and offending behaviours
- Building resilience

5. **Children with disability**

- Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.



About Croydon

The London Borough of Croydon, situated in the south of London is bordered by Surrey and Kent to the south, and Sutton, Merton and Wandsworth to the north and Bromley to the east. As well as being one of the largest boroughs in area Croydon is also one of the largest in terms of population.

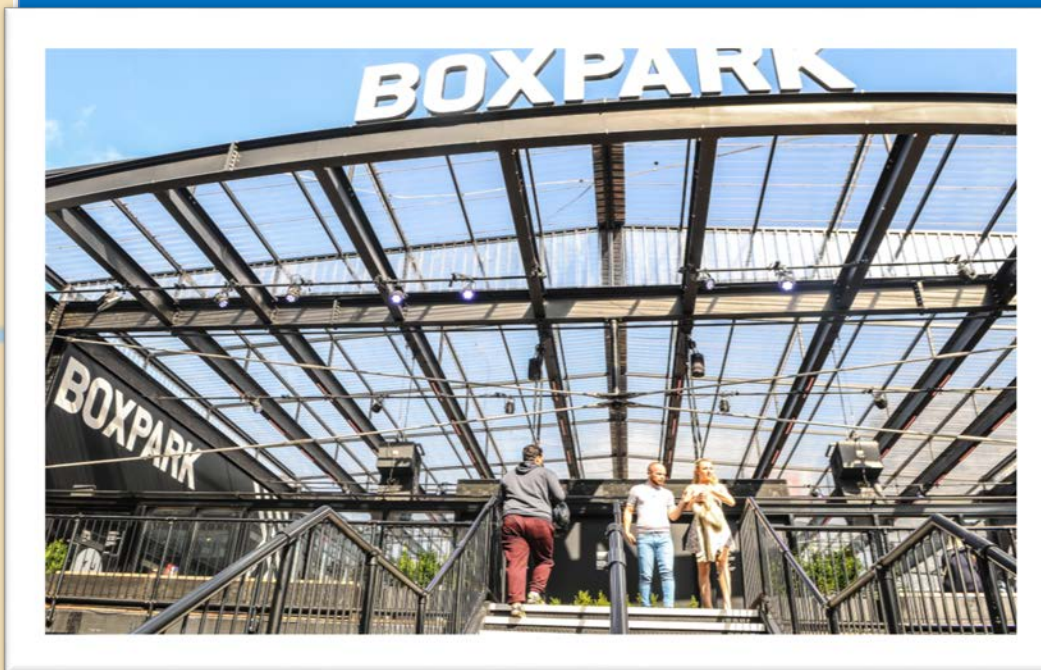
Croydon Growth Zone is a £5.25 billion regeneration programme to enable Croydon town centre to accommodate future development and economic growth.

Over 5000 jobs will be created during the construction phase with well over 20,000 new jobs expected when complete. 10,000 new homes, the Westfield retail core, plus major transport improvements to traffic flow and increased capacity will all contribute to making Croydon a vibrant, attractive place to live, work and invest.

A new cultural and educational quarter at East Croydon will include the transformed Fairfield Halls.



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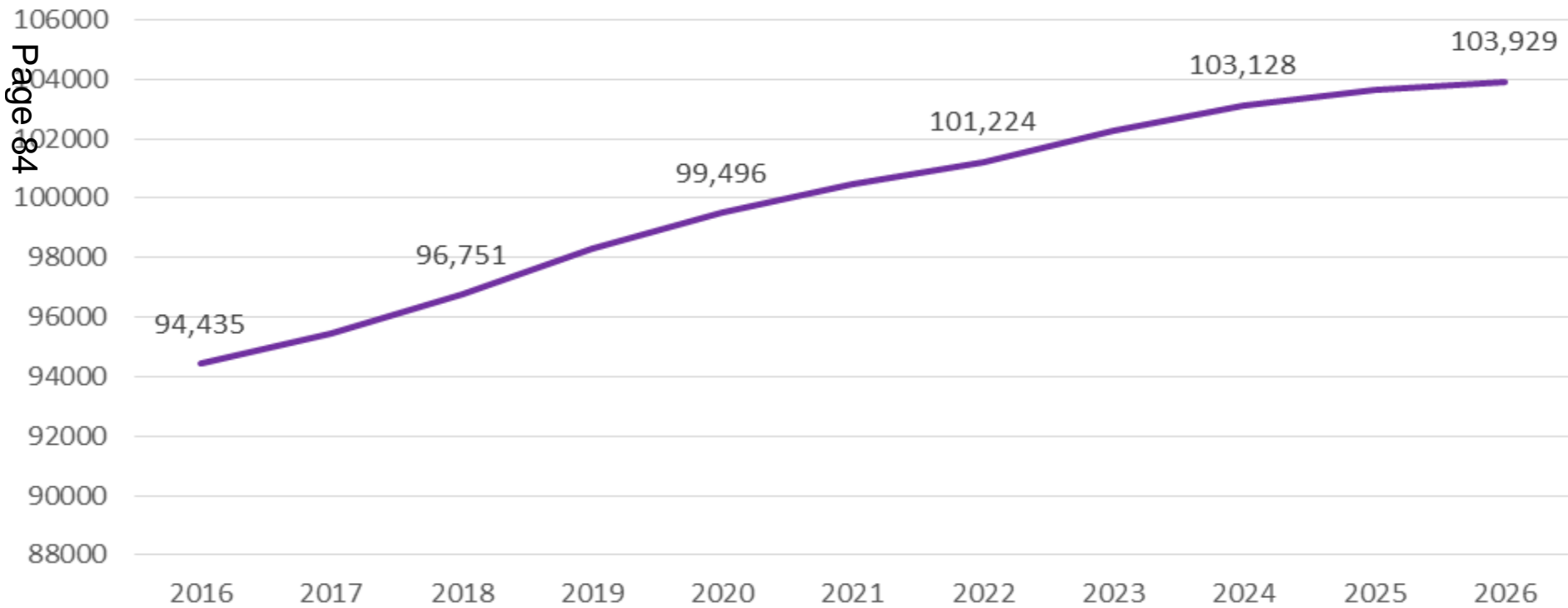




About Croydon Children

In 2017 there were 382,000 people living in Croydon of which 94,775 were children, i.e. 0 -17 year olds (according to the ONS 2017 mid year estimates). There has been a steady increase in Croydon's population from just over 300,000 in 1991 and is anticipated to reach 477,000 by 2041. If the same ratio of approximately 25% of the population are children that would suggest a child population of almost 120,000 BY 2041. Data from Croydon Borough Profile February 2018 – see link [Croydon Observatory Borough Profile 2018](#)

Estimated projected numbers of 0-17 year olds in Croydon

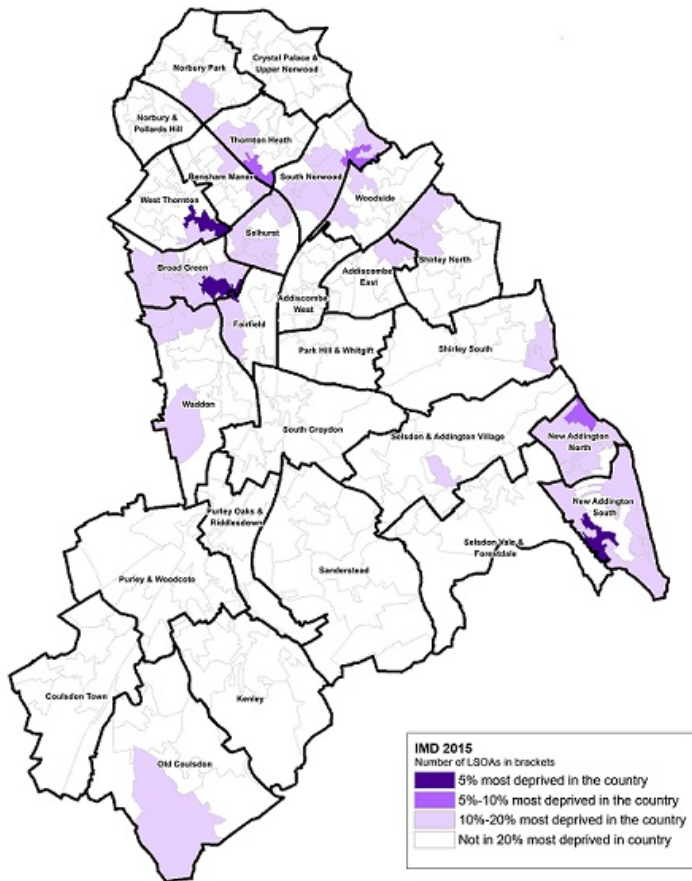


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About Croydon Children

Indices of Deprivation 2015 (with new Croydon wards)
Croydon Lower Super Output Areas (LSOAs)



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Croydon is a rapidly changing borough with the largest population of 0-19s in London.

An estimated 20,430 children were living in poverty in 2014. This has implications for the levels of support required from family and children’s health and social care services.

47% of the new referrals to Family Justice Centre in 2015-2016 had children under 5 years old. 65% of referrals to MARAC had children. (Multi Agency Risk Assessment Conference)

Emergency admissions to hospital were higher than the London average across all age ranges.

In 2015, Croydon was estimated to have 5,557 young people aged 5-16 with a mental health disorder, equating to 9.3% of the population. Croydon’s Child and Adolescent Mental Health Services (CAMHS) saw 2,700 young people across their Tier 2 and 3 services in 2016-17.

In 2015-16 there were 159 admissions to hospital as a result of self-harm in young people aged 10-24, a directly standardised rate of 235.4 per 100,000 population.

Croydon has the second highest rate in London of under 16 conception and has the fifth highest rate in London of under 18 conceptions. The teenage conception rate in Croydon is reducing, an increase in 2013 means that Croydon’s rate has not yet fallen to a rate similar to the overall London average.

Data provided by Public Health, Croydon – Interim Strategic Needs Assessment 2018

About Croydon Children

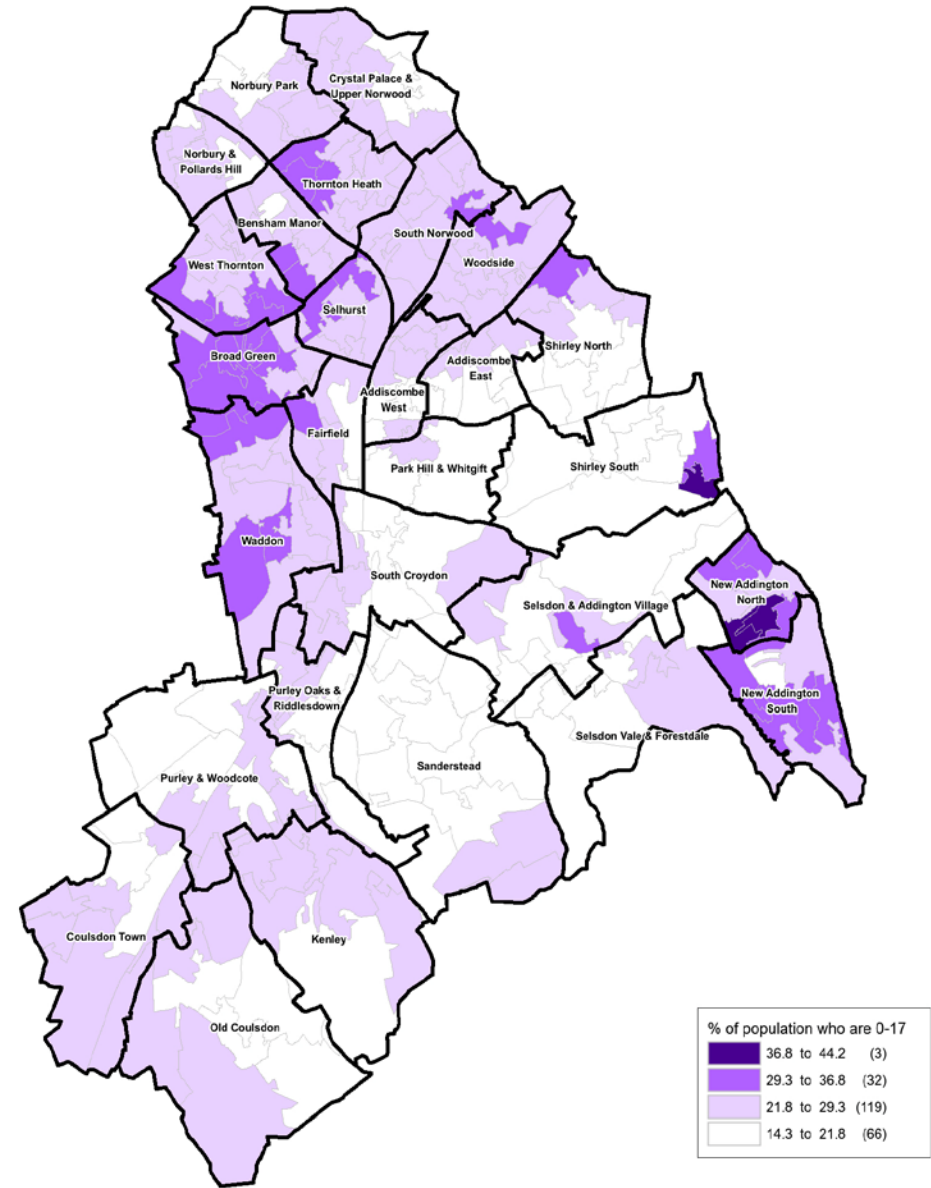
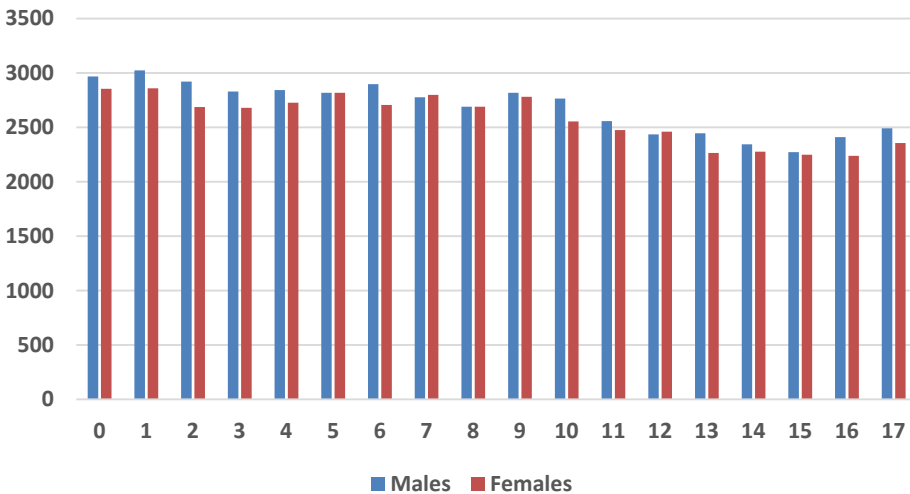
The highest concentration of children in Croydon is concentrated in the north of the borough and in Addington. See diagram on right.

The age and gender chart below shows the spread of ages with the largest proportion being in the 5s and under.

The CSCB has been challenging partners to determine how well-equipped agencies are to respond to these increases.

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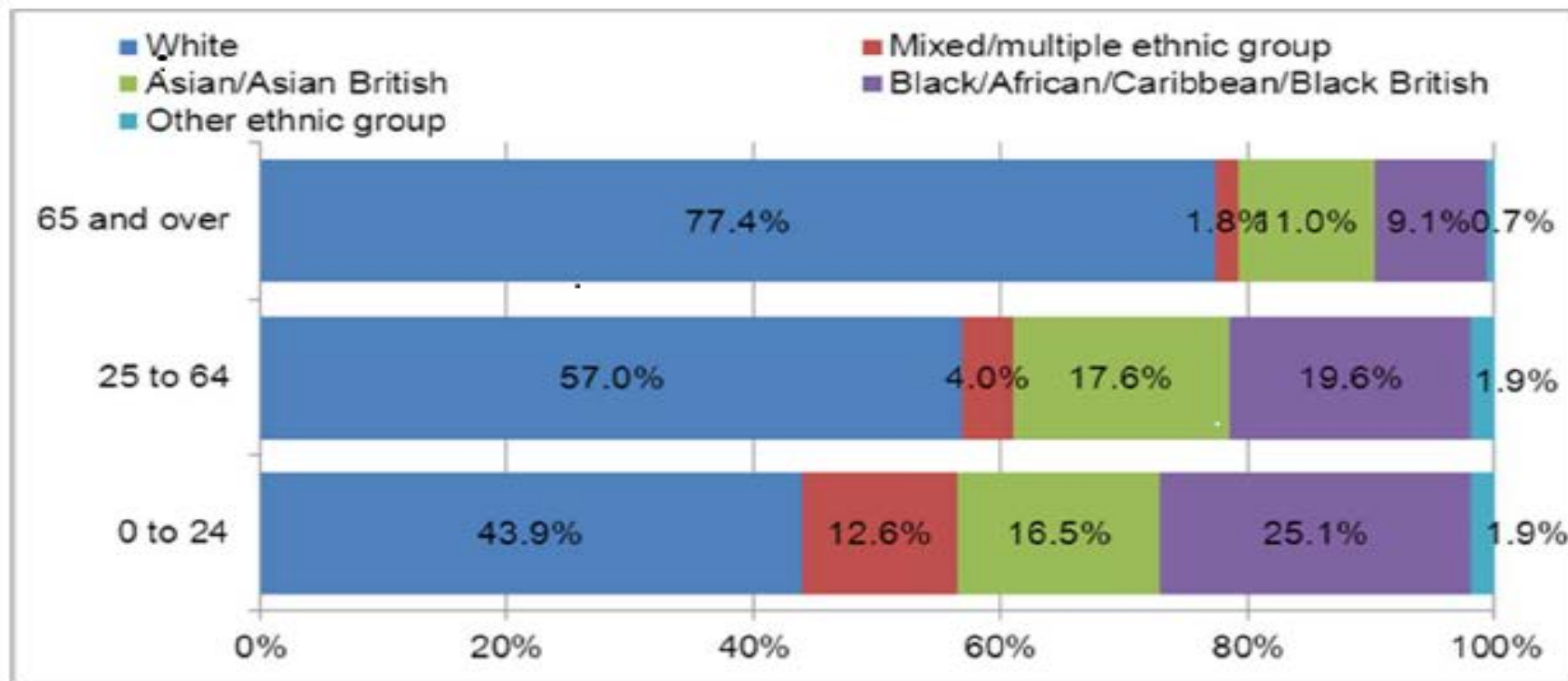
Child population in Croydon by Age and Gender





About Croydon Children

Croydon has a diverse population. As with other London boroughs Croydon has a higher proportion of residents from black and minority ethnic (BME) backgrounds than the national average, with the younger population being more diverse than the older population in Croydon. The table shows the population ethnic breakdown by age groups, data from Croydon Observatory,





About Croydon Children – Education



66% of eligible 2 years olds had taken up the funded early education in January 2017. This was 13% higher than 2016, and for first time was higher than statistical neighbours.

In January 2017, 73.4% of children in the final term of the year they turned 5 achieved a Good Level of Development (GLD), this is similar to London and higher than statistical neighbours .

60.2% of children in 2015-2016 eligible for free school meals achieved a Good Level of Development at the end of Reception. This was statistically similar to London, and significantly better than England, and was a significant improvement on the 54.5% in 2014-2015.

79.4% of Year 1 pupils attain the expected level in the phonics screening check, statistically lower than the England average. Of Year 1 pupils receiving school meals, this figure is 70.6%

The rate of persistent absenteeism in primary schools is 9.2%, statistically higher than the London and England average..

There are 23,395 children attending Croydon's 30 secondary schools. In total there are 68,322 children attending schools and colleges in the borough, these children will not all be resident in Croydon.

In 2017 60.4% of pupils in Croydon schools achieved A*-C GCSEs.





About Croydon Children – Special Educational Needs & Disability (SEND)

Approximately 2,000 school age children in Croydon have an Education, Health, and Care Plan (EHCP) .

3% of the school population have an EHCP which is similar to national, regional and statistical neighbour rates

Demand is expected to continue to rise; if underlying factors stay the same, around 2,700 children will need an EHCP by 2024 .

Croydon has been allocated £2.9m for 2018-2021 in capital funding to increase and improve educational provision for young people age 0-25 with an EHCP.

Approximately 35% (780 children) with an EHCP attend state run special educational needs school

Just under 30% (614 children) attend a mainstream school, and just over 10% (294 children) attend an Enhanced Learning provider (ELP).

There are plans to increase school places for SEND by 10%

9.8% of SEND pupils had an autism spectrum disorder in 2017, compared to 9.5% in London and 8.7% in England.

Data provided by Public Health, Croydon

Croydon currently has a mix of maintained and academy educational providers –including 8 special schools, 3 special nurseries, and 17 Enhanced Learning Providers (ELP) as well as mainstream state schools.

Children with Disabilities

Currently 438 children and young people are supported by the Children with Disabilities Social Care Service.

During 2017/18 children's services carried out 32 Section 47 child protection Investigations into the care of children with disabilities; either as single agency or jointly with the Croydon Police Child Abuse Investigation Team (CAIT)

16 subsequently progressed to Initial Child Protection Conference and a total of 9 children have been subject to a child protection during the 2017/19. *Data provided by Children's Social Care*



About Croydon Children – Child & Adolescent Mental Health Service (CAMHS)

In 2015, Croydon was estimated to have 5,557 young people aged 5-16 with a mental health disorder, equating to 9.3% of the population.

Croydon CAMHS saw 2,700 young people across their Tier 2 and 3 services in 2016-17.

In 2015-16 there were 159 admissions to hospital as a result of self-harm in young people aged 10-24. *Above data from Public Health Croydon*

As a result of consistent challenge of waiting times by the CSCB, CAMHS have worked with commissioners and successfully achieved the following reductions.

- Waiting time for mental health assessment has reduced from 1 year to an average of 6 weeks.
- The wait for Neurodevelopmental assessment has reduced from 2 years to 8 months.

In collaboration with Early Help and the local counselling services Off The Record and Croydon Drop In CAMHS have set up a Single Point of Access to allow information sharing and referral, especially for cases referred to CAMHS which are not accepted.

A system is now in place to track cases flagged up as vulnerable who are declined to CAMHS and then referred on to partner agencies.

Following recommendations from a serious case review, CAMHS have introduced a system of always copying in referrers to closing letters when families have not engaged.

They are also now replying to schools to inform them that cases are not open to CAMHS when schools send information about cases that are closed.

There is continuing work at the point of referral to ensure that referrals are accepted / declined as accurately as possible as the high rate of declined referrals is a cause of concern for referrers.

As a result of a theme emerging from the Thematic Review of 60 Vulnerable Young People CAMHS have introduced a triage system for referrals that require more information before making referral decisions.

CAMHS have taken decisive action as a result of feedback from young people who said they find changes in their care coordinator unhelpful. The service has restructured its teams to reduce the need for changing clinicians and has introduced a new team which works with young people with presumed vulnerability such as YOS, LAC and LD rather than having separate teams

CAMHS are also participating in a piece of work to improve the voice of children with a learning disability in making decisions about their care.



About Croydon Children - Safeguarding Children Data

Children’s Social Care has seen the following increases in 2017/18 in comparison to 2016/17:

72% increase in Referrals

36% increase in Assessments

37% increase in Children in Need

43% increase in Children with Child Protection Plans

50% increase in Strategy meetings

88% increase in Care Proceedings

21% increase in local Looked After Children

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During 2017/18 numbers have increased across almost all areas within Children’s Social Care.

An increase in Referrals is a common outcome from a poor Ofsted judgement and Croydon has experienced the same.

The tables on the next few pages show the increase in Referrals and Assessments completed, Child in Need cases and children with Child Protection Plans

As a result of this increased demand for statutory services, Croydon Social Care has increased baseline staffing establishment with the addition of extra teams of social workers, team managers. and a service manager.

Staff turnover and a vacancy rate of 41% in 2017/18 continue to provide considerable challenge to Children’s Social care.

In their March 2018 Monitoring visit, Ofsted noted:

Senior leaders and managers in Croydon are progressing well in implementing their improvement plan and they have quickly responded to issues identified in the first monitoring visit. The local authority has invested a significant amount of additional resources to improve the quality of children’s services.

This visit focused on services to vulnerable adolescents. Despite it being early in their improvement journey, senior managers showed an openness to considering their practice and the quality of services offered to this particularly complex group of children.

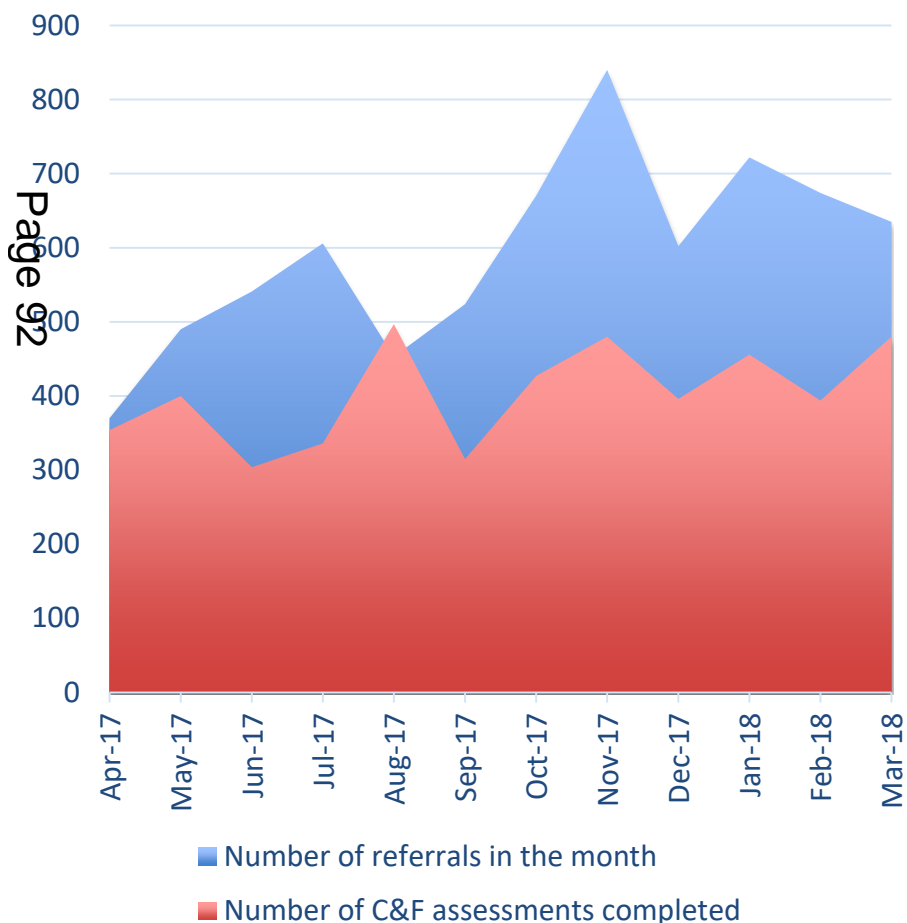
Inspectors found that the quality of practice for vulnerable adolescents continues to be highly variable and, in some cases, remains inadequate. The extent and detail of risk and response are not always fully analysed and explored for many children who face the highest risk.





About Croydon Children - Safeguarding Children Data

Referrals and Assessments 2017-2018



The tables show the increasing numbers to all aspects of Children's Services cases for the period April 2017 to March 2018. All data has been provided by Children's Social Care Performance Team. These figures are also increasing substantially year on year.

2015/16 saw 4775 referrals

2016/17 saw 5249 referrals

2017/18 saw 7112 referrals

The latest information available shows Croydon was in line with statistical neighbours in 2015/16 with a figure of 4774 referrals. .

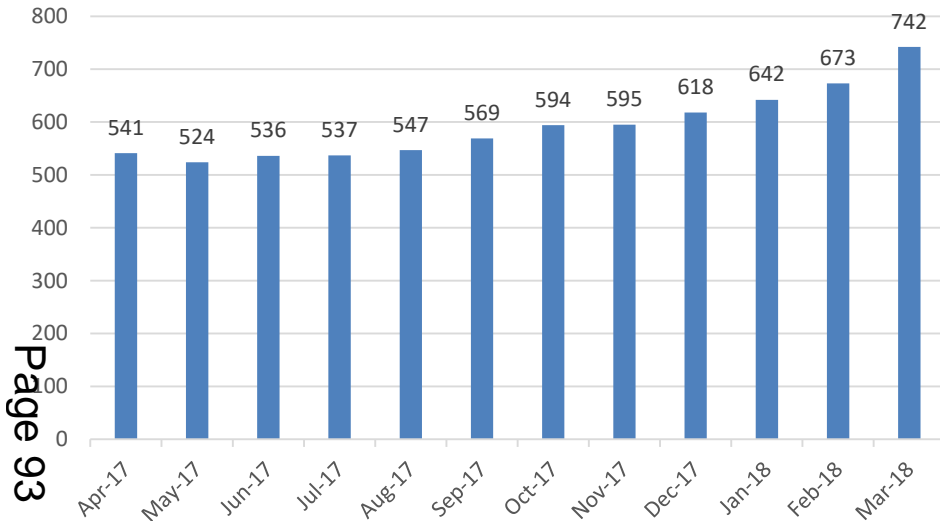
The referral rates per 10,000 children were higher than statistical neighbours in 2015/16, but lower than the England figure. The current substantial increase is likely to be considerably higher, but the other data is not yet available.

Rates of referrals per 10,000 of Under 18 population	Stat Neighbours Average	Croydon	England
2015/16	444.5	512.4	532.2
2016/17	503	563.2	548.2
2017/18	info available in March 2019	764.7	info available in March 2019



About Croydon Children - Children in Need (CIN)

Children with CIN Plan



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In the time since inspection the number of children assessed as children in need has risen significantly from 541 in April 2017 to 742 a rise of over a third. This increased demand is in line with increasing demand trends for children subject to child protection plans and children subject to court proceedings.

In order to address some of the Ofsted criticisms of drift and delay in casework a dedicated Chair for CiN has been appointed to support improved timeliness of child in need work. Activities include

- Audit of all children who have been subject to a CiN plan for over 12 months and
- Audit for those children where reviews have not taken place within timescales

- Chairing reviews on all cases with an plan active for over 12 months to ensure the planning is timely and robust with a clear plan to prevent further drift and delay.

The CiN Review Chair has identified cases where remedial action is required and where necessary has been escalating these via the CERPS process. Recent QA reporting has identified that this chair is raising the majority of CERPS regarding CP or CiN cases within the service. (CERPS - Croydon Escalation Resolution Protocol). The CSCB will be reviewing the CERPS report.

The Strengthening Families Framework has been adopted across the whole of Children's Social Care. The CSCB commissioned a review of CP Conferences using this model in the summer of 2016 and the question was raised as to why the model was just being used in CP conferences and had not been rolled out across all teams. That has now been addressed and a comprehensive programme of training for all social workers has been undertaken.

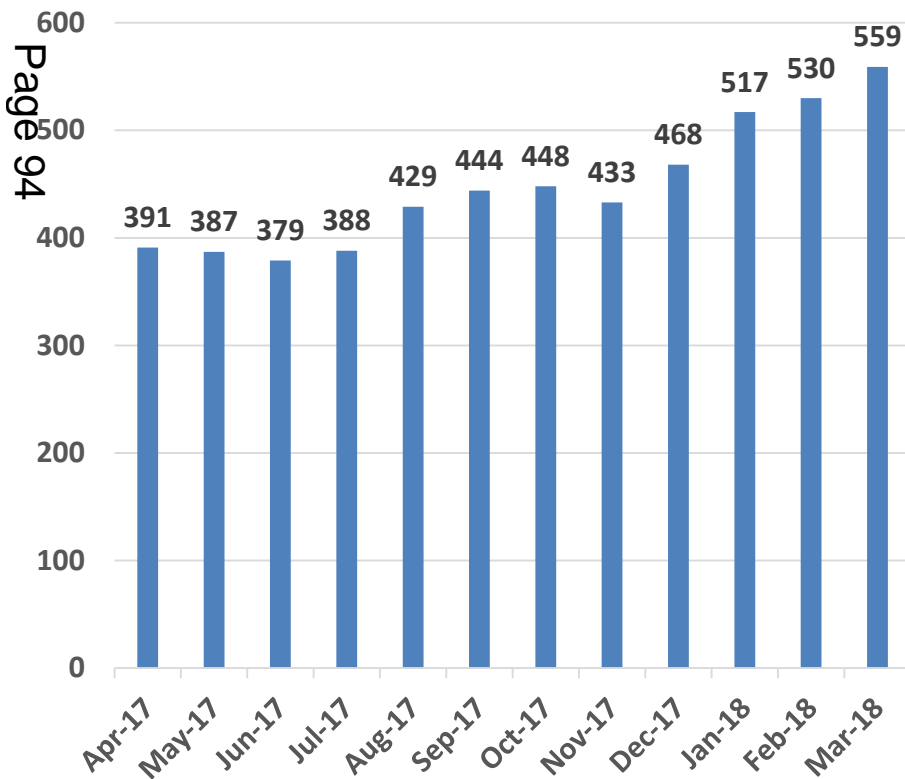
The model has been welcomed and examples of good practice shared to demonstrate how effective it has been in achieving positive change for families.



About Croydon Children - Child Protection Plans

The year started with 391 CP Plans and ended with 559, an increase of 43%. From the Ofsted inspection in June/July the Child protection numbers have increased at a similar rate to those of Contacts, Referrals and Assessments.

Number of children who are subject of a Child Protection Plan as at the end of month



Quality of child protection plans

The Ofsted inspection in June 2017 identified that CP plans were not always SMART and outcome focussed, which is consistent with CSC internal audit findings..

The CP plan template has been amended in line with the new strengthening families approach, agreed with multi-agency partners and a training and improvement plan is underway with CP chairs and minute takers.

Advocacy support for children over 11 years of age to participate in their Child Protection Conference (CPC)

Ofsted were critical that young people were not sufficiently supported to participate in their CPCs.

As a direct result, from February 2018 all young people aged 11 years or older are offered an advocate to support them to participate in their conference.

The advocate meets them prior to the conference to get their views and to agree how they would like to participate; this can be by attending all or part of the meeting either with or without the advocate, preparing something to be used in the CPC – letter, video, pictures etc.) The advocate then visits the young person to discuss what happened at the meeting.



About Croydon - Child Protection Plans

Children subject to a child protection plan for 18 months or more

The number of children subject to a CP plan for 18 months or more has increased

April 2017 5 children 18 months – 2 years

7 children over 2 years

April 2018 13 children 18 months – 2 years

15 children over 2 years

A multi-agency panel has been set up to review all CP Plans in excess of 18 months. This is also linked to the recommendations from the SCR Joe, and will take effect in July 2018.

Parents report feeling more supported in the meeting and are better able to hear and take on board the concerns.

Whilst no formal review has taken place as yet, feedback from CP chairs, social workers, professionals and families themselves has been positive.

The CSCB undertook a review of the CP case conferences in 2016, and will consider repeating the exercise in 2018/19 to evaluate the full implementation of the Strengthening Families framework.

Strengthening Families Framework

Although the Strengthening Families Framework has been used in child protection conferences for a number of years the approach has now been adopted as a model of working by the whole of children's services. There has been changes to how child protection conferences (CPCs) are facilitated.

The meeting looks at information under four domains rather than the previous six:

What is working well?

What are we worried about?

What is the impact on the child?

What do we need to know more about?

The conference initial focus is the strengths and protective factors within the family.. This enables the family to hear and contribute to the aspects of their life which are working well.





About Croydon – Looked After Children (LAC)

Looked After Children in Croydon are one of the few groups whose numbers on initial examination seemingly have not been affected by the post-Ofsted phenomenon. The number of LAC end March 2017 was exactly the same as at the end of March 2018, 793 children.

This is the highest rate in London and the 17th highest in England. Croydon’s numbers of Looked After Children are perennially boosted by the large numbers of Unaccompanied Asylum Seeking Children (UASC) as a direct result of the Home Office location in Croydon. Croydon has the highest number of UASC in London.

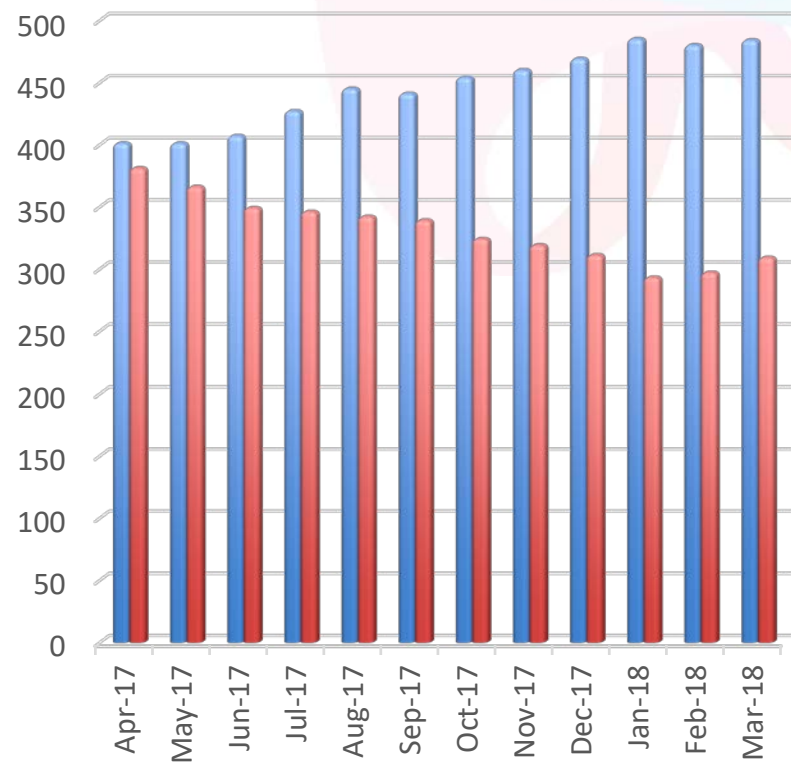
In April 2017 381 Looked After Children were UASC, by the end of March 2018 this had reduced to 309, yet the number of Looked After Children remained the same, this is because the local LAC had gone up by the same amount as the UASC had dropped.

UASC numbers have declined steadily from the high point of 2015/16. This results from a combination of factors including a fall in the number of new arrivals, the impact of the National Transfer Scheme (NTS) and the fact that the peak in new arrivals are now turning eighteen years of age.

In line with most of the other categories, Local LAC numbers have risen in the one year by 21%.

Initial Health assessment for Looked After Children remain an area being actively challenged by the CSCB. The CCG has been targeting this area to drive improvements and is working in partnership with Croydon Health Services NHS Trust and the Local Authority. The CSCB will keep this under close scrutiny.

Looked After Children

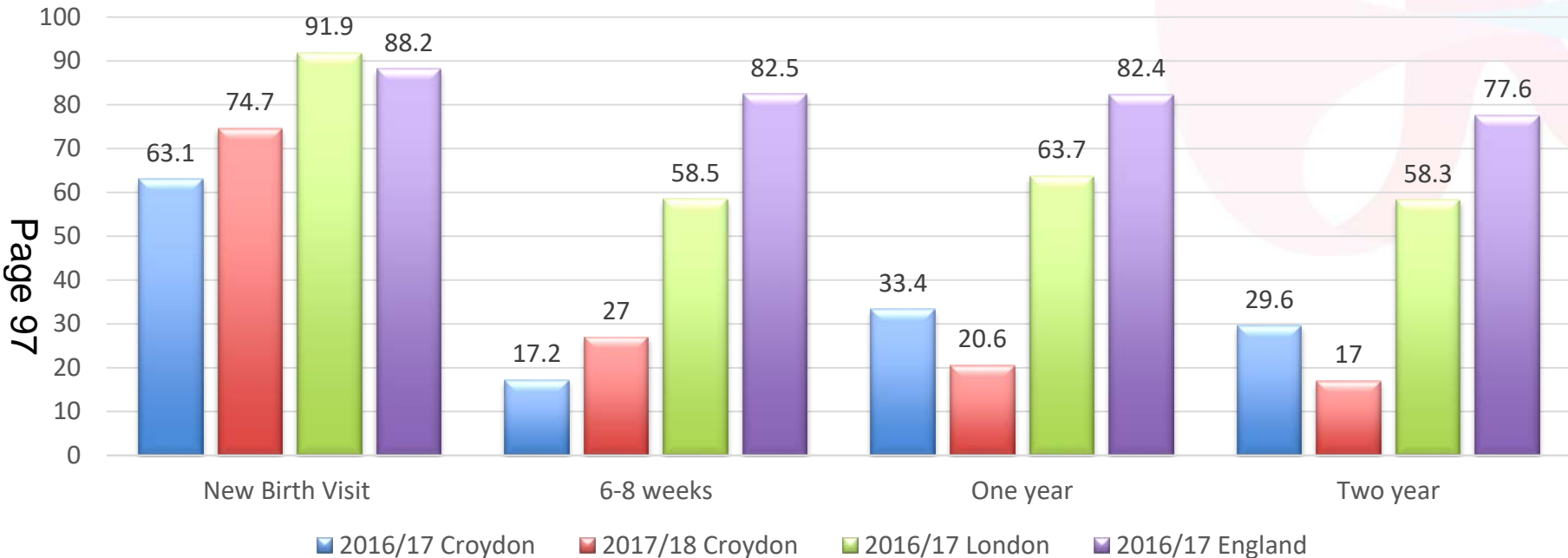


- Number of LAC at the end of the month who are Local LAC (Non-UASC)
- Number of LAC at the end of the month who are UASC



About Croydon – Health Visiting

Health Visiting Checks



In recognition of the impact of low coverage of mandated Health Visitor reviews on health and social outcomes for children commissioners, public health and providers agreed an improvement plan in October 2017 with an associated action plan. Following a Health Visiting service review in 2017 the service is implementing a transformation plan to ensure the service is able to offer the best possible coverage within current capacity. High caseloads of Health Visitors and their ability to undertake these statutory checks have been a feature of the Serious Case Review into Children J & K. The CSCB will further monitor and challenge the progress in this area in 2018/19.



About the Board - LSCB Statutory objectives and functions

Local Safeguarding Children Boards were established by section 14 of Children Act 2004 with specified objectives. [Link to Children Act 204 Section 14](#)

The core objectives of Local Safeguarding Children Boards (LSCB) are:
to: -

- Co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established;
- And to ensure the effectiveness of what is done by each such person or body for that purpose.

LSCB functions set by Regulation 5 of the Local Safeguarding Children Boards Regulations 2006; [Link to 2006 LSCB Regulations](#)

1. Develop policies and procedures for safeguarding and promoting the welfare of children in the area of the authority,
2. Communicate to persons and bodies in the area of the authority 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;
3. Monitor and evaluate the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;

4. Participate in the planning of services for children in the area of the authority; and
5. Undertake reviews of serious cases and advise the authority and their Board partners on lessons to be learned.

Regulation 5(2) relates to the LSCB Serious Case Reviews function

Regulation 5(3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

Regulation 6 relates to the LSCB Child Death functions





About the Board

What is the CSCB?

The Board is made up of senior representatives from local statutory and voluntary sector agencies that work with children and their parents or carers and two long-standing Lay Members.

The Board is led by an Independent Chairperson whose role is to hold agencies to account. It is the responsibility of the Local Authority Chief Executive to appoint the Independent Chairperson (with the agreement of a panel including LSCB partners and Lay Members) and to hold the Chairperson to account for the effective working of the LSCB.

In order to provide effective scrutiny, an LSCB should not be subordinate to, nor subsumed within, other local structures

The Board agrees a Business Plan each year which ensures its functions are fully carried out and improvements can be progressed which arise from local and national learning.

The Main board meets every 2 months during the year and the Compact agreement signed by every partner has been updated to include the challenge required to ensure an effective Board.

The CSCB Executive Group has increased the frequency of its meetings to secure improvements in multi-agency safeguarding and to lead the development of new safeguarding arrangements in line with the proposed changes in 'Working Together 2018'.

CSCB Structure and Sub-groups

The Board structure is set to ensure that statutory functions are compliant with those set by Regulation 5 of the Local Safeguarding Children Boards Regulations 2006. These are collectively met, by the Board and its sub-groups:- (see Structure Chart)

- The **Serious Case Review (SCR) sub-group** has responsibility for the LSCB Serious Case Review functions with final oversight by the Board.
- The **Child Death Overview Panel**. (CDOP) holds responsibility for reviewing every child death in Croydon and carrying out the LSCB Child Death functions.
- **The Quality Assurance Practice & Performance (QAPP) sub-group**
 - develops policies and procedures for safeguarding and promoting the welfare of children in the area.
 - leads on monitoring and evaluating the effectiveness of what is done by the authority and their Board partners
 - leads on Communication.
 - in conjunction with the Health and Education sub-groups ensures that action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - The Learning & Development sub-group reports to QAPP



About the Board

CSCB Structure and Sub-groups – compliance with 2006 Regs:

- **The Learning & Development sub-group** promotes the training of persons who work with children or in services affecting the safety and welfare of children.
- **The Section 11 Panel**, checks that agencies have the relevant safeguarding training available to their staff.
- **The Local Authority Designated Officer (LADO)** leads on investigation of allegations concerning persons who work with children.
- **The LADO and the Section 11 Panel** both give direction in respect of the recruitment and supervision of persons who work with children.
- **Children & Young People at Risk, Missing and Exploitation sub-group**, has oversight of Child Sexual Exploitation and Missing children
- **The Health and Education sub-groups** promote the safeguarding message across their disciplines and ensure that there is wider awareness and implementation of current safeguarding issues.
- **Private Fostering:** The safety and welfare of children who are privately fostered is monitored by a Children's Social Care Panel with annual reporting to the Board.

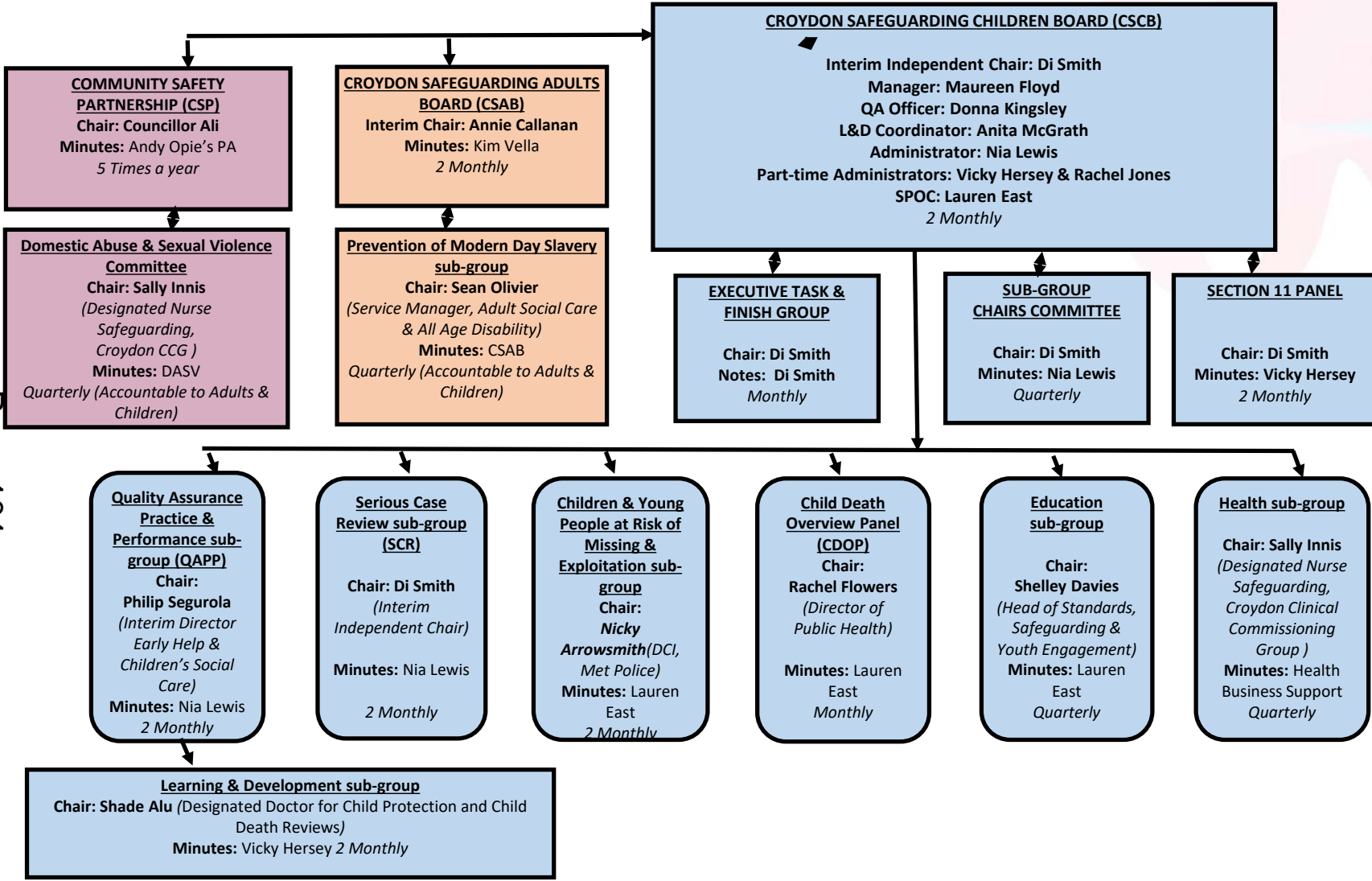
- **Participation in the planning of services** for children in the area of the authority; is generally led by the Executive, although can emerge in any sub-group and responded to, as required.
- **Cooperation with neighbouring children's services authorities** and their Board partners; is ongoing within SCRs, Child deaths, missing and exploited children.
- **Task and Finish groups** have been set up to lead on specific areas of work; this currently includes, Children with Disabilities, Early Help, Neglect, CSCB Dataset and Child Protection arrangements.

Arrangements for 2019 and beyond:

The new Working Together 2018 reflects the changes in the Children and Social Work Act 2017 which sees the end of Local Children Safeguarding Boards with the responsibilities for safeguarding children passed to the three safeguarding partners from Health (CCG), Police and the Local Authority.

Boards are required to set transition arrangements in place to accommodate the new arrangements and ensure they are effective by end August 2019. . [Link to Working Together to Safeguard Children 2018](#)

CROYDON SAFEGUARDING CHILDREN BOARD STRUCTURE CHART



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About the Board



CSCB Board Attendance

Agency	Attendance	%
Independent Chair	6	100%
Director of Children's Services	6	100%
Executive Lead Member for children	3	50%
Lay Member (1)	3	50%
Lay Member (2)	4	67%
Children's Social Care	6	100%
Youth Offending	5	83%
CAFCASS	4	67%
Schools (representatives from Primary & Secondary schools)	4	67%
Croydon Health Service	5	83%
Clinical Commissioning Group	5	83%
National Probation Service	2	33%
Community Rehabilitation Company	3	50%
Croydon Police	5	83%
Police Child Abuse Investigation Team	5	83%
Head of School Standards	5	83%
Director of Safety	2	33%
Adult Social Care	5	83%
Director of Public Health	5	83%
London Ambulance Service	4	67%
Voluntary Sector	6	100%

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The Board is led by an Independent Chair; Sarah Baker was the Chair until September 2017 when she handed over to the current Chair, Di Smith.

Board meetings and sub-groups are well attended from across the partnership. Attendance is monitored by the Board and any irregular attendance from partners is challenged by the Chair. Attendance by Croydon Rehabilitation had been escalated to the London Board, as their ability to attend every Board meeting across the whole of London has been a challenge.

Croydon Voluntary Action (CVA) elect representatives from local voluntary sector child organisations to most of the sub-groups.

In October 2017 the Board held a development day for Board members to consider the Ofsted report and contribute to the Improvement Plan. The need to be open to give and receive challenge was a key topic, in addition to demonstrating how outcomes have improved as a result of the Board's engagement.

The Board also agreed the introduction of the NSPCC Neglect tool, the Graded Care Profile version 2 (GCP2) to improve partnership recognition of neglect and to promote direct work with families about neglect.



CSCB Lay members

Both lay members have been with the Board since 2012 and have agreed to help with the transition to the new Safeguarding Arrangements.

They were asked: **What has the role of the lay member added to the working of the Board and what has your contribution brought?**

“As residents of the borough lay members bring a public and community perspective to the Board’s discussions and this helps to ensure that its decisions always take account of these. Our role is to champion the interests of the community and in particular those of its children and young people.

The Board comprises of a large body of highly qualified, experienced and articulate professionals, and lay members’ views are actively encouraged and our challenges responded to.

Lay members contributions to the Board and sub groups during the past year have involved:

- supporting the development of the data set for monitoring the achievements of the CSCB against its agreed priorities;
- challenging the quality and consistency of the performance of local agencies, including the role of management at all levels;
- attending engagement events with young people to hear their lived experiences;
- challenging the pace of improvement in agencies’ safeguarding practices following audits and serious case reviews;
- supporting new initiatives brought before the Board for approval and seeking assurances about how these will make a difference to the lives of children and young people; and
- playing a vital role in building bridges and engaging within their communities for the betterment of safeguarding children, across all faiths"



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CSCB Budget



Detail - Partner Contributions	Amount
CAFCASS	550
CCG	33,850
CHS	33,850
Met Police	5,000
Probation	2,000
SLAM	13,540
LB Croydon	204,950
LB Croydon – Asylum Seekers	55,000
LB Lambeth – contribution to Joint SCR costs	3,868
TOTAL	352,608

Detail – Expenditure	Amount
Staff Costs	240,615
SCRs	57,844
Website	3,650
Training	29,774
Supplies & services	10,725
Sub-total	342,608
Move to Reserves	10,000
TOTAL	352,608

CSCB Budget The Safeguarding Board is jointly financed by contributions from partner agencies, with the largest proportion coming from the local authority. The Board has again successfully managed a balanced budget, despite there being no change in member contributions for 5 years.

The development of new safeguarding arrangements to comply with the revised statutory guidance (Working Together 2018) will need to include arrangements for funding. This issue will be addressed through the work being undertaken by the Executive Group of the CSCB.



About the Board – communication

The CSCB Communications Strategy was reviewed by the QAPP sub-group. Activities to promote the remit of the CSCB included:

- Consulting with young people on the look/content of the website. The feedback was for clearer advice & signposting about what to do, rather than descriptions of the safeguarding concerns affecting them.
- [The Triple C Safeguarding Awareness Event took place at Crystal Palace FC](#) where over 60 businesses pledged to include Safeguarding Awareness Training for all staff via the CSCBs free on-line training link. Over 650 courses have been completed. This campaign was mentioned by Ofsted as an example of good partnership work.

Many locality meetings were attended to promote the work of the CSCB. This included Business Sector and Voluntary Sector events. CSCB branded products encouraged engagement with young people.



A survey of young people showed they think “safeguarding” means protecting them and that the Police, family, schools and the community help them feel safe, however almost a 5th said nothing makes them feel safe. More work is planned to deliver these findings to the partnership to influence their strategy on how to take children's views into account when developing service plans.

The CSCB Newsletter has been more regular. An additional print run of 2500 copies of the CSCB designed Safety Leaflets was required to meet this years demand at external events.

Communications from the Board, via the website have increased over 100%. Feedback from a partner was *“it’s the one newsletter and website I encourage all my staff to read as it’s a good Croydon perspective on what’s relevant in safeguarding”*.

Website activity – the diagram compares Year End Mar 2017 with Year End Mar 2018. There was a significant spike in activity when an SCR was published in Year End Mar 2017. If this anomaly is removed, website visitors for Year End Mar 2018 are up 42% (over 11700 visitors a year) and new visitors are up 40%. Page views are also up 33% indicating that the site continues to be a regular source of information for current users and is also being accessed by new people.



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About the Board - Voice of the child



There have been a number of events and community based gatherings where the CSCB has had an opportunity to speak directly to children and young people, in addition the following events were held to directly engage children:

- Apr 2017 – Game of Life at St Josephs College
- Jul 2017 – Croydon Youth Congress
- Sep 2017 – Children In Care Congress
- Nov 2017 – Children's Takeover Day
- Nov 2017 – Website development – Elmwood Junior School
- Dec 2017 – CDI/Community Bus Safeguarding Project/ Website feedback

Today was very good and enjoyable. I wish/hope and pray you took all that was said into consideration. I would very much like to hear from you about the other meetings and would make an effort to go

The website tells you loads of stuff about what bullying is, but the first thing should be what to do to stop it

Adults should keep an eye on young people even if they are saying nothing is wrong.

As part of the Children's Takeover Day, 5 young people reviewed an SCR.

Their findings were presented at a Board meeting where an exercise took place to discuss and prioritise the children's findings. The top 3 were:

Someone needs to hold agencies to account (check they are doing their job properly)

Perpetrators have more attention than potential victims

Professionals should use Social Media as a means of finding young people

The children involved in an SCR involving Fabricated Induced Illness provided some valuable insights into what they thought should happen. These messages were presented at the CSCB FII conference and are being used to inform practice globally as it is being shared at an international conference.

Diagnosis and treatment should NOT depend just on what parent says

Take time to talk to the child. Talk and listen.

Get to know about their life – what they like doing, what they can and cannot do

Mentor or 'buddy' within the hospital staff.

Involve child, help them understand as much as they are able about their diagnosis and treatment



Serious Case Review (SCR) Sub-group

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 require the CSCB to undertake reviews of serious cases in specified circumstances.

A serious case is one where:

- (a) abuse or neglect of a child is known or suspected; and
- (b) either — (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

The decision to undertake either an SCR or Learning Review (LR) follows a referral and recommendation from the multi-agency SCR sub-group to the CSCB Chair who makes the ultimate decision.

The SCR sub-group considered 6 referrals for SCRs in 2017/18, 5 adolescents and 1 young child, and have agreed a total of 4 Reviews.

Two individual SCRs were agreed to look into the separate deaths of two young people.

Two Learning Reviews:

1. **Vulnerable Adolescent Thematic Review** was agreed which will look at the experiences of the 3 adolescents referred, alongside a further 57 high risk young people, which makes a total of 60 local vulnerable adolescents.
2. **The 6th SCR referral of the young child** was agreed to be examined by way of Learning Review.

The CSCB has completed and published two SCRs in 2017/18

See link to publication

- Child Joe
- Children J & K.

Both SCRs had features of neglect and have been constructive in challenging current practice. The CSCB held a Neglect conference and introduced the specific NSPCC Neglect Tool as a direct outcome of these reviews.

The SCR sub-group kept oversight of SCRs being conducted elsewhere which are relevant to Croydon.

Two children placed by Croydon's No Recourse to Public Funds team both suffered untimely deaths;

- one killed by his mother's partner in Wolverhampton, known as Child G - [see link to publication](#)
- The other family had been relocated to Medway where both mother and child died, the SCR is known as 'Ellie'. - [see link to publication](#)

The **NRPF** team has made considerable progress and have responded positively to action the SCR recommendations, not least their compliance with the Section 11 process.

An **SCR Tracker** is shared at all sub-groups and the Board so that all can be kept apprised of developments and progress with SCRs and learning reviews.



Serious Case Review (SCR) Sub-group

Family and child involvement is a high priority in all of our Serious Case Reviews and Learning Reviews. We have actively sought the views of children, parents, grandparents, as well as aunts and uncles. We have been highly focused on ensuring that we have involved family members and gained their perspective on services available to them and the child at the time of the incident.

Whilst we have not always been 100% successful, we have been extremely persistent. We have visited family members at a range of venues, at home, in local offices and in prison and often able to help represent the family views in a specific situation, e.g. in adding more information to assist with contact arrangements. The independent role of the CSCB within our SCR process has helped encourage family members to be able to ensure their voice is heard. We have always made every effort to ensure that final reports are shared with them prior to publication.

For the vulnerable adolescent review currently underway we have met with some of the young people locally as well as visiting a number of them who are serving sentences in Young Offender Institutes across the country. Their views bring a really helpful perspective of their experience of being a young person living in Croydon

There is a high degree of challenge and engagement at the SCR sub-group. Partners have voiced their concerns about a case which has since been the first to be reviewed at the formal multi-agency panel overseeing Children subject to CP Plans for more than 18 months.



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Serious Case Review (SCR) Sub-group

Ofsted highlighted that the Board needs to be able to evidence how learning from the SCRs has impacted upon practice.

Frontline practitioners who were involved in the cases were invited to attend Practitioner Learning Events (PLE) as part of the review process.

Analysis of the PLE held during 2017/18 notes 117 practitioners have taken part in 7 Practice Learning Events directly related to Serious case Reviews.

Feedback from the frontline, examples of what practitioners told us would be the impact of the learning on their practice:

Improving communication, information sharing and joint working

- Professional Challenge – including escalation, following up
- Improve case recording
- Develop better relationships with families
- Understand roles and expectations of different agencies
- Take responsibility for own actions

The SCR sub-group oversees the agency related SCR action plans on a regular basis. Recommendations and learning from each of the SCRs has been amalgamated into single agency action plans. These give detail as to how the agency has ensured that systems and practice have changed to demonstrate how the themes are actively addressed.

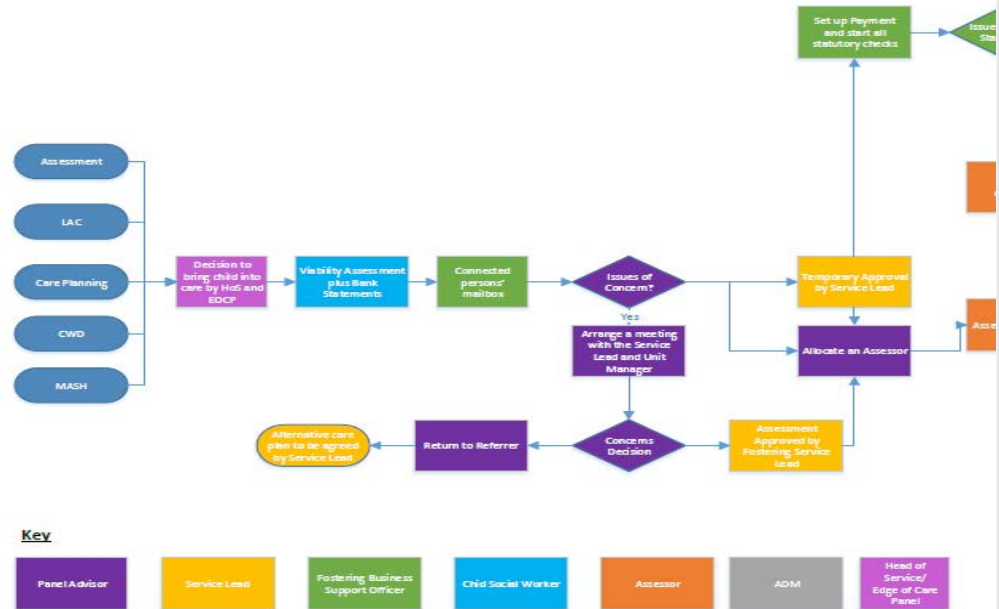
For example, placement of Looked After Children with Kinship and Connected Carers has undergone a radical overhaul. Systems, processes and practice to ensure that carers are supported and assessed in a timely manner have been formalised.. This has been as a direct response to SCR findings. Presentation on the changes and effectiveness has been brought to the SCR sub-group. See extract below -

FOSTERING (CONNECTED PERSON) BUSINESS PROCESS MAP

Approved by: Spencer Duvviuma, Jo Ross, Brian Amos, Henrietta Delaul

Service Leads from Fostering, Care Planning, Looked after children and Adoption.

Date: 26 February 2018 v2



Serious Case Review (SCR) Sub-group



Recurring Themes From Serious Case Reviews

1		Drift	Children are on plans too long, or plans do not progress in time to make a difference
2		Parental issues	Domestic violence, drugs, alcohol or parental mental health issues take the focus away from the child
3		Lived experience	A day in the life of the child is not understood or adequately recorded
4		Missed opportunities	- to reduce the risk of significant harm
5		Professional challenge	- including supervision. Use of the Escalation Policy is not robust enough
6		OLA	Other Local Authority Transfer (including NRPF placement out of borough) contributes to risk
7		Invisible Fathers	The relevance of father figures as protective factors and risk factors is not adequately explored
8		Kinship	Recognising and supporting kin to be a protective factor/take responsibility for a child is not adequately explored.
9		Thresholds	- and compliance with standards are not understood and applied consistently

Embedding learning

Each of the three Board meetings in September, November and January explored the theme of embedding learning and were engaged in demonstrating how the learning has improved practice.

Common themes were identified in Croydon SCRs, see example on the left, in addition to recognising similar practice issues arising nationally.

Many of these issues have been identified in the Ofsted review and are specific subject matter within the improvement plan.

Agencies have given examples of how these themes are embedded in their learning programmes. Each relevant theme is addressed and incorporated within the CSCB training programmes.

For example the introduction of the GCP2 Neglect tool was as a direct result of findings from SCRs and Audits, and the learning from those are of note within the training of the GCP2 Licenced Practitioners.

The CSCB is planning a varied programme to ensure that the messages from SCRs are widespread and seek to effect change in practice. This will include post SCR training, briefings, workshops, incorporating within topic training.

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Child Death Overview Panel (CDOP)

Working Together 2015 sets out the requirements of the Child Death Overview Panel. The LSCB is responsible for ensuring that a review of each death of a child (under 18 years) normally resident in the area is undertaken by a Child Death Overview Panel (CDOP) and ensuring the rapid response arrangements are in place to respond when there is an unexpected death of a child.

By reviewing each case the aim is to look at the reasons and whether any future child deaths could be prevented by taking action, such as through public awareness campaigns or improvements in the way health professionals work. Across London CDOPs work to the London CDOP protocol.

http://www.londoncp.co.uk/chapters/unexpected_death.html

The CSCB is required to publish a CDOP Annual report which is reported to the CSCB and published on the CSCB website. [Link to CSCB Child Death Report](#)

CDOP reviews all of Croydon's child deaths, these are invariably extremely sad and traumatic events for the child's family and friends. This is highly sensitive, emotive and challenging.

The child mortality rate in Croydon is lower than London and England.

- 30 deaths of children resident in, or the responsibility of, the London Borough of Croydon occurred between April 2017 and March 2018.
- 4 deaths were of babies born below 24 weeks gestation which are not deemed appropriate for review by CDOP's terms of reference
- 12 deaths were unexpected
- Rapid response meetings were held for 8 of the deaths
- 4 deaths did not require rapid response due to existing life limiting conditions and out of country death
- 10 deaths were subject to post-mortem

CDOP Panel reviewed 33 child deaths in 2017/18.

More than a third of the children living in Croydon whose deaths were reviewed in 2017/18 were living in the most deprived areas of the borough.

Rapid response meetings were held for 9 of those deaths

Issues and learning points were identified in respect of car safety, risks of co-sleeping and strangulation by blind cords and improved access to specialist bereavement services.



CSCB Sub-group - Quality Assurance, Practice & Performance (QAPP).

QAPP is the sub-group where scrutiny, multi-agency procedures and audit take place on behalf of the Board. QAPP reviews the CSCB dataset and introduces challenge; QAPP plans the multi-agency (m/a) audit programme for the year; and develops and implements new policies and procedures. The Learning & Development sub-group report to QAPP.

The Terms of Reference were revisited and the updated version agreed. QAPP Membership was reviewed with the agreed changes implemented.

The QAPP action log went through a radical overhaul, in order to clear out-of-date backlog actions with a more focussed forward plan agreed. With such a large remit, it was necessary to develop a tight business plan to keep the group to task.

The delayed m/a audit on Neglect was started in 2018, although not presented until the summer of 2018. 20 cases across the spectrum, from early help and referrals that had been classified as NFA, through to allocated child in need, and child protection cases.

The m/a audit programme for 18/19 is agreed in place with three m/a audits proposed across the year. The audit plan for 2017/18 was superseded by the Ofsted inspection and the need to address items in the improvement plan as the priority.

The Neglect Audit has provided insight on both practice and process which will be used as learning to inform future audits. A follow up of quarterly audits on a smaller cohort has been agreed for 2018/19 in addition to the CSE and CP audits already agreed by QAPP.

Single agency audit reporting has not been robust, some presentations have been made, but insufficient to give QAPP assurance of the effectiveness of single agency audits. This is a focus for 2018/19.

Health undertook an audit of Health referrals into MASH, following criticism of high percentage (70%) of health referrals resulting in No Further Action (NFA). The audit revealed a number of issues which Health have agreed to address: -.

- All correspondence sent to MASH are considered as contacts/referrals
- The online referral does not allow the referrer to add in the date of referral
- Health professionals need to think of other options other than a referral to MASH
- All referrals must have the risks clearly identified and document what has been done to address them

The audit is to be repeated in autumn 2018 to determine if the subsequent actions have effected any change.

Further agency specific audits of referrals that reach an NFA outcome cases will be undertaken in 2018/19 and will assist to identify the disparity between agency expectations of SPOC and MASH and their decision-making.



CSCB sub-group - QAPP

High levels of NFA remain an issue for Children's Social Care, and are an agreed priority area for the Partnership. Ensuring SPOC and MASH work well for all agencies is a key element of partnership working.

QAPP has agreed CP Task & Finish Groups following an independently led multi-agency review of CP processes which has reported back on findings. This is being followed up with focussed multi-agency activity in addressing the current shortcomings in communication and engagement across all agencies in

- Referrals and thresholds
- Strategy discussions
- Child protection case conferences

QAPP has introduced and Implemented an SCR recommendation of a multi-agency review panel to review Child Protection cases that have been on a plan for more than 18 months. This will provide useful challenge and active partner engagement in these case reviews.

Child protection templates have been reviewed, updated and agreed.

QAPP has reviewed and given agreement to the updated the Communication Strategy

Discussion has taken place with safeguarding partners Achieving for Children which helped reorganise and set priorities for the dataset. A formal task and finish group has now been set up to finalise the content for regular scrutiny by QAPP.

The Group has scrutinised the CSCB dataset and triggered follow up discussions at the Board Executive.

QAPP partners are required to provide evidence of how each agency has responded to what children and young people have told them, and how this has influenced practice or changed ways of working.



CSCB Sub-group - Learning & Development

The CSCB offer fully-funded training opportunities to professionals and volunteers working in Croydon. The CSCB programme aims to add value to single-agency led training by providing practitioners with essential skills in partnership working and to ensure core safeguarding knowledge is in place.

The 2017/18 programme was informed by findings from local serious case reviews, the Board's identified priorities and ensuring core safeguarding learning was offered (e.g. Level 3 Safeguarding, Domestic Abuse, Early Help).

Additions to the core offer this year included Role of MASH and Thresholds, and Working Together in Child Protection Conferences and Core Groups.



Attendance - 1490 attended sessions and events



Conferences with internationally and nationally recognised speakers



E-Learning - 3215 completed Level 1 & 2 Safeguarding and CSE e-learning

CSCB Annual Report 2017/18



1490 attended training sessions and events



17-18 included more conferences with international, national and local speakers - including Neglect, Fabricated and Induced Illness and Safeguarding standards



E-Learning continued to be popular with an 11% increase in course completions



No-shows continued to be an issue, but overall there was some improvement following increased communication and warnings of a charge being applied



Setting engaging with the programme most were Croydon Council (33%), PVI – Early Years, Community and Voluntary (30%) and Education (20%)

CSCB Sub-group - Learning & Development

Messages from training evaluations

Overall, training events have been very well received, suggesting that the content is pitched well to help develop safeguarding knowledge. Many also acknowledge the value of attending multi-agency events and the value of networking and learning together with colleagues from different disciplines and agencies.

Evidence of impact of learning is gathered through training evaluation (median response rate: 50%). At this stage delegates are asked what they expect to improve in the practice having attended the training.

As well as evidence of impact of learning being gathered through post training evaluation, transfer of learning surveys, or impact surveys are also used. This type of survey was new for 17/18, and although it was not possible to embed use of impact surveys, it is acknowledged that this is an approach which should continue. The common themes reported are shown here:

Expected improvement area – common themes reported in evaluation surveys

Improved confidence and awareness of need to escalate

Better knowledge of policies and procedures

Better understanding of professional curiosity

More aware and alert to safeguarding issues

Better understanding of roles and responsibilities

Improved confidence in use of referrals and thresholds

Reported themes of application of learning to practice

Alert to safeguarding needs and improved responses to disclosures

More confident in multi-agency settings and making challenges

Improved decision making and recording

Use of policies and procedures in making referrals

More timely information sharing and referrals to local services

More professionally curious; asking more relevant questions

Learning & Development Priorities 2018-19

- Thematic best practice events based on local needs
- Support partners to embed SCR learning
- Increase use of impact surveys
- Develop localised e-learning (e.g. induction)
- Apply non-attendance charges
- Develop L&D safeguarding resources
- Introduce safeguarding supervision guide



CSCB - Section 11 Panel

Section 11 of the Children Act 2004 ([Link](#)) places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

The new Section 11 process of 6 stages of challenge for each Agency over a 3 year period has been in effect during this time. This method allows for greater diversity of challenge and the opportunity for partners to be engaged in collaboration as well as self-audit.

- 12 partners have provided a formal Section 11 Audit to the S11 Panel.
- 5 partners completed a Statement Of Compliance.
- Plans are in hand to run a Section 11 Awareness Event where commissioners and commissioned services will attend a workshop to raise their awareness of what good looks like for Section 11 compliance and also have the opportunity to gain access to training courses and tools provided by the CSCB to raise safeguarding standards in their sector.
- The plans to carry out Practitioner Level Audits have been delayed, however 2 partners are now on the program to complete them before the end of 2018.

Examples of findings from the Section 11 Process so far includes:

- The Local Authority provides good engagement with the Section 11 process, and the opportunity to improve understanding of safeguarding policy has been identified. The CSCB has made good ground in supporting the Contract Management & Commissioning Team to embed Safeguarding principles as part of their new strategy.
- GLL the incoming Leisure Centre Provider was required to complete a Section 11 and attend a panel. They reported that the process was robust and challenging and that despite their significant contact with children across the country, this was their first request of its type. It has helped them achieve a good understanding of the Safeguarding issues pertinent to Croydon and will impact their work across the country.
- The Section 11 Tool was refreshed, with additional areas for use by Commissioners to help them focus on their responsibility to Safeguarding as well as be useful to contract manage suppliers.
- Commitment to Safeguarding Training from partners remains strong. Involvement in the process has led to the NRPF Team strengthening its processes.
- The Education Audit revealed a potential gap in the understanding of the Safeguarding arrangements in Boarding Schools. The Education Team have since carried out spot checks and audits to ensure oversight of this area.



Statutory Duties - Local Authority Designated Officer (LADO)

In accordance with the Children Act 2004, the LADO will be informed of all allegations against adults who work with children. The LADO provides advice and guidance to Senior Managers on the progress of cases to ensure they are dealt with robustly and resolved as quickly as possible. Information relating to allegations is collated and presented to the Croydon Safeguarding Children Board to inform training, research, safer recruitment and awareness raising. [LADO-Annual-Report-2017-2018](#)

Achieved in 2017/18:

- Levels of consultations have stabilised at around 700 per annum, but include fewer wider safeguarding referrals
- Better relationships with health sector with a small increase in referrals
- LADO Conference on Safer Organisations and Perpetrator Profiling well attended and received positive feedback from attendees
- Training to Fostering staff and Panel members; on complaints and allegations management, and SCRs, using on real case examples
- Involvement in Schools safeguarding visits, to address specific issues and concerns regarding safeguarding in schools.
- Support and training to Partner Agencies and Child based organisations in Croydon to establish safer organisations and institutions in Croydon. This included Staff behaviour in Private Life training
- Active participation in the London Wide LADO network, and national LADO network (Croydon LADO is a coordinator of the former and one of three of London's representatives on the latter)
- Ofsted inspection in June 2017 recognised the positive contribution of Croydon LADO service made to safeguarding and recommended improvements to recording. Responded to recommendations from the Ofsted Inspection regarding recording and procedural elements

Aims for 2018/19

- Achieve independent minutes for strategy meetings
- Determine impact of New Bail regulations on effective and safe management of cases during investigation.
- Review and refresh LADO information pages on Website
- Develop leaflet for parents of children regarding the role of the LADO, where allegations have been made in respect of their child.



CSCB Sub-group - Children and Young People at Risk, Missing and Exploitation (CYPARME)

The CSE and Missing sub-group has gone through several changes in 2017/18, with Chairs and with the role of the group. Thanks to Laura Butterworth from Safer London for her long stint as Chair and to Lewis Collins, Croydon Police as a stalwart Deputy and then Chair who handed over to Nicky Arrowsmith from Croydon Police and Hannah Doughty from Children's Social Care.

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At the May 2017 sub-group it was agreed to review the role of the group. Members were aware of existing panels, the Missing Panel and the MACE Panel (Multi-Agency Child Exploitation) looking at individual cases therefore it was important not to duplicate those processes, so a Development day was set for July 2017.

The Development Day looked at the crossover and commonalities between

- Missing Children
- Child Sexual Exploitation
- Trafficking,
- Radicalisation,
- Harmful Sexual Behaviours,
- Harmful Practices (FGM, Forced Marriage, Honour Based Violence)

It was agreed that the remit of the sub-group would widen to include children and young people at risk of missing and all types of exploitation. Children displaying Harmful Sexual behaviour are also being given oversight by this sub-group.

Trafficking is overseen by the Modern Slavery sub-group which is linked with the Adult Safeguarding Board, as is Harmful Practices, which are covered by the Domestic Abuse & Sexual Violence Group. A report on DASV is at page 75. Radicalisation reports to Community safety, and a report can be found at page 73

There is further challenge to ensure that this sub group works closely with the Safer Croydon Partnership and the Serious Youth Violence subgroup, to ensure that there is no duplication, and that outcome targets are aligned. A joint review of both groups will be undertaken in 2018/19 to ensure best fit.

It was agreed that the sub-group needed to be provided with comprehensive data to enable proper oversight. This has been effected and each meeting has been able to examine the data to gain clarity about trends with data for analysis, on missing and exploited children.

This has helped focus the need for a universal Child Exploitation referral form which been approved by the sub-group subsequently and will be implemented from September 2018.



CSCB Sub-group - Children and Young People at Risk, Missing and Exploitation (CYPARME)

Missing Children

Croydon has the highest number of missing persons per borough in London. Whilst Croydon has the second highest number of children in London, there are also large numbers of looked after children from other London boroughs living in Croydon. These children are very prone to going missing and therefore increase the work of local police in the first instance.

The data provision has enabled the subgroup to have a better understanding of which children are going missing, including a small number of children who are repeatedly missing. Interventions are now being offered to try and reduce this.

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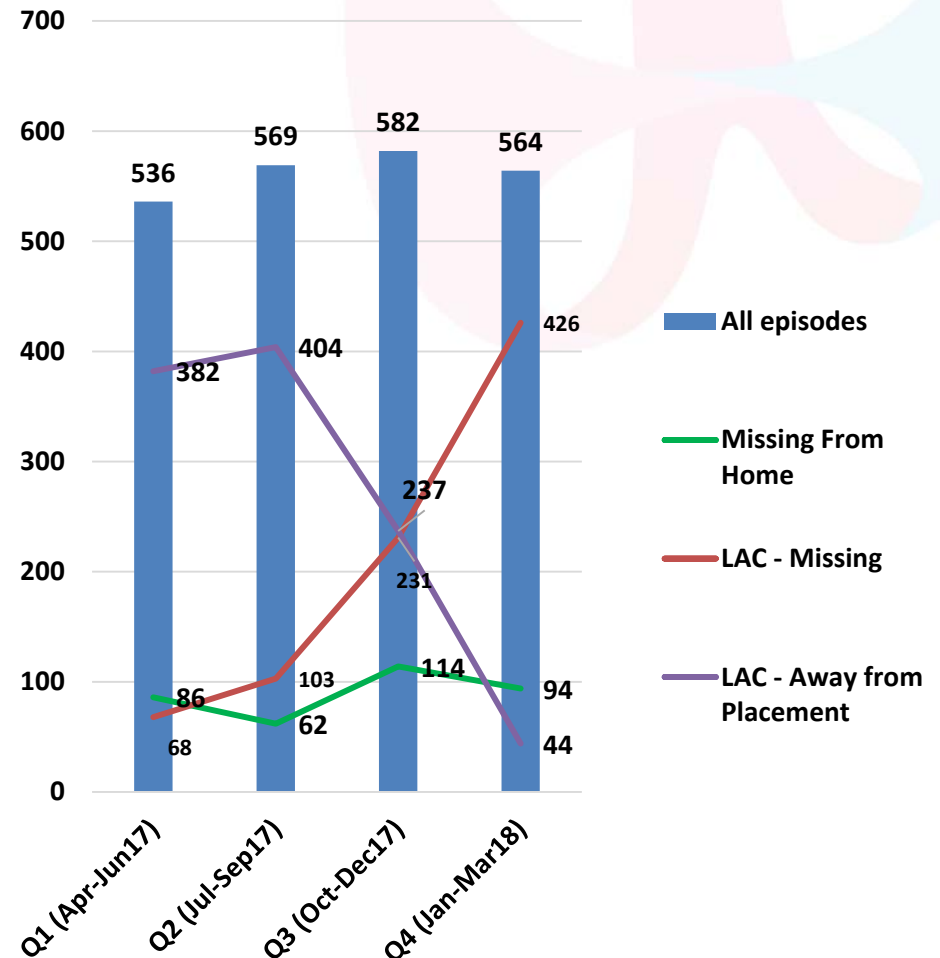
The Police Missing Unit deal with Low/Medium and High risk missing persons.

They deal with Low/Medium after the first 48 hours when they take primacy from response uniform teams.

Increased staffing levels has resulted in an investigative capability, particularly in respect of High risk cases to be successfully resolved. Most high risk cases are resolved within 7 days of reporting.

Children who are missing from home or care are recorded consistently with a reviewed missing process in place. This has enabled the subgroup to have a better understanding of which children are going missing, including a small number of children who are repeatedly missing. Interventions are now being offered to try and reduce this.

Missing from Home and Care episodes started by quarter (2017-18)





CSCB Sub-group - Children and Young People at Risk, Missing and Exploitation (CYPARME)

Improvements in Return Home Interview Offer (RHI) and Acceptance Rate

This was a particular issue in 2016/17 and there has been significant improvement quarter on quarter in relation to the number of found episodes (missing only) where children are being offered and accepting a Return Home Interview.

. Nearly all found episodes in Q4 resulted in a Return Home Interview being offered and the majority are accepting the interview. The partnership are now looking at how the data can be interrogated to understand why children do not accept and what the response needs to be. This will be improved with feedback from the young people themselves.

Missing Looked After Children

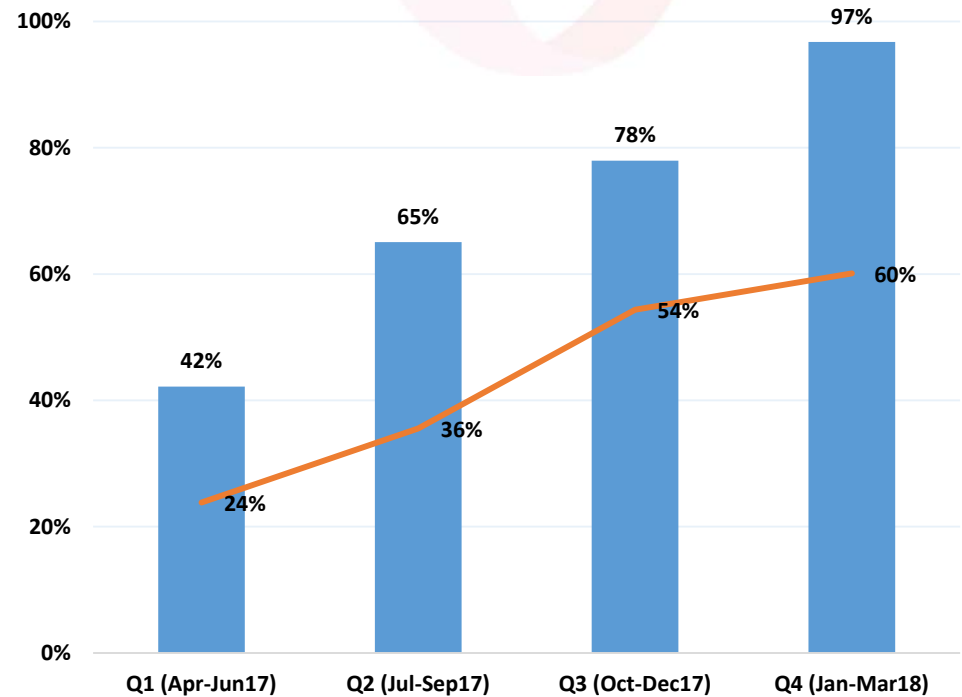
This vulnerable group of children remain of particular concern and the link between missing and exploitation is fully recognised by all partners.

A monthly Missing Panel and a weekly High Risk Missing Meeting are attended by the partnership and report performance information into the sub-group.

Clear timescales for missing strategy meetings have been introduced along with trigger plans that are shared by Children's Services and the Police.

Found episodes by quarter (2017-18)
RHI Offer & Acceptance

■ % of found episodes in quarter (missing) offered RHI





Multi agency Sexual Exploitation Panel (MASE)

The MASE Panel is the operational group looking at individual cases of exploitation with oversight data provided to the CYPARME sub-group. Agency referrals of new cases are considered, alongside open cases shared in conjunction with intelligence about current risks and perpetrators.

MASE have helped facilitate local Police-led annual operations to challenge Hotels and premises where CSE has been a concern or could be a risk. Staff attended hotels with Police cadets who were under the age of 16, seeking to book hotel rooms for cash with large amounts of alcohol on them. The hotel was visited shortly afterwards and feedback given. These have proved to be highly successful in raising the awareness of hotel staff to the risk of sexual exploitation. We understand there have been positive examples of Police being called to challenge similar real bookings since this operation took place.

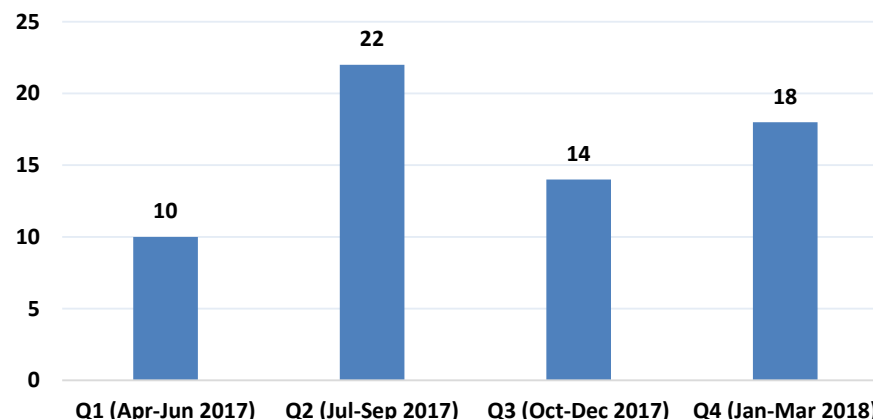
The MASE Panel has been reviewed and has been extended to include children who are being criminally exploited as well as those are being sexually exploited. The new MACE Panel plan will be presented to the sub group in July.

The MACE (multi-agency child exploitation) meeting will be for strategic oversight and report into the sub group, with performance data. This should enable the group to have a much better understanding of the perpetrators, locations and themes within the borough.

As part of the review there is a new screening tool for agencies that has been agreed by the sub-group and will be implemented to ensure that all children who are being exploited are identified and referred in to Children’s Services, this should ensure that all intelligence is captured and shared amongst the partnership.

A consistent flow of new referrals to MASE would indicate that professionals are identifying the risks of CSE appropriately. However, the number being referred is very low given a child population of approximately 95,000. Whilst it is encouraging that there have been no level 3 cases on MASE protocol since August 2017, the number of level 2 cases has remained stable at around 8 CYP during Q4. The number of level 1 cases has more than doubled since April 2017.

Number of new referrals screened for MACE by quarter (2017-18)





CSCB sub-group – Report from Education

The purpose of the education sub-group is to

- To challenge, advise and support schools, colleges and early years settings to ensure they are implementing effective, robust safeguarding policies, procedures and practices to protect children and young people in all educational settings in Croydon.
- To ensure delivery of the education aspects of the CSCB business plan.
- To ensure completion and analysis of annual Section 11 audit report and respond to any emerging issues.

Thanks to David Butler who stepped down as Chair, to deputy Shelley Davies who is the Head of Standards, Safeguarding and Youth Engagement.

As a result of the Section 11 audit the education sub –group has identified a number of priorities that will need to be a key focus in supporting schools with keeping children safe from local risks that present in both primary and secondary schools.

The sub-group has ensured that a deep dive audit visit was carried out in a number of schools where safeguarding concerns were shared – as a result of which it can be reported that safeguarding practice has improved.

For example one school has initiated further staff training to ensure all staff familiar with how to report concerns about adults within a school, another school has formalised the recording of incidents and communication with parents.

The sub- group has ensured there has been a greater focus in staff training in respect of Child Sexual Exploitation; Children Missing from Home or Care; Female Genital Mutilation; and Domestic Abuse & Sexual Violence. A subsequent increase in the reporting of these concerns has been noted. .

The group has ensured that Youth Voice was captured during the Youth Congress event – their priorities were identified and are being followed up through the work of the wider education team.

The sub-group has taken time to review the business plan in order to ensure that it is fit for purpose and thus able to evaluate the impact of the actions of the group. The plan will need time to be embedded to ensure a much clearer idea of how well the actions of the group are cascading to the schools.

Whilst there is still room for improvement in some of these thematic areas the direction of travel is positive and would suggest the focus on these themes as part of the focus of the sub-group is raising awareness and driving improved practice.



CSCB sub-group – Report from Education

As a result of the Section 11 audit the education sub –group has a number of priorities that will need to be a key focus in supporting schools with keeping children safe. The priorities are as follows:

Priority 1:

The sub group will oversee that schools and providers continue to be subject to ‘deep dives’ to assess the validity of responses reported in the audit. Those schools whose audit returns that highlights non-compliance will be reminded either of the required standard or what constitutes good practice. Those schools that have not submitted an audit return may be subject to an unannounced safeguarding visit to reassure the sub-group of their procedures or taking action where we are not assured.

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Priority 2:

The sub group has an awareness that there is a need for education providers to fully embed extremism and radicalisation training within their curriculum. This will include taking steps to identify any gaps in available resources for schools to use, particularly at primary school level.

Priority 3:

The sub group want to promote raised awareness of the risks posed by gangs and child sexual exploitation with staff and children at primary school level.

Priority 4:

It is recommended to review the current weapons in schools policy to ensure that it remains relevant and investigate successful approaches to this issue from other areas and seek to share good practice.



CSCB sub-group – Report from Health



The Health sub group has continued to be active during 2017-18 with a busy work plan and a full agenda.

There are now two deputy chairs to support the work of the group. The chair and deputies meet prior to each meeting to plan the agenda and discuss the work plan (which is based on the CSCB Business Plan).

There has been good representation from many areas of health at the meetings with good attendance rates. This allows for a varied discussion from all perspectives of the health service and encourages healthy debate and challenge.

Health recognises the strength in its contribution to the partnership and the need to work collaboratively to improve the outcomes for the families and children..

There has been an increased oversight of single agency audits and how findings help to shape service provision and improvement in practice. This will culminate in a report at the end of 2018 which will provide an overview of improvement in outcomes and the areas of challenge which require further focus.

A MASH health referral audit was completed in 2017 and there had been a planned review in Spring 2018. This has now been deferred until Autumn due to workforce issues and pressure on health safeguarding resources which have now been resolved.

The initial audit identified concerns regarding the quality of referrals, and lack of consideration of access to other services including Early Help and issues around consent.

Work has been on-going in order to address the findings and it is anticipated that the second audit will demonstrate an improvement.

Concerns have been raised across the partnership regarding Child Protection processes and how the multi-agency partnership makes a meaningful contribution to supporting children and families who are at risk.

Health has contributed to the planning of and attendance at CSCB workshops which have provided the opportunity for honest discussion about the challenges and offering suggestions for solutions. This work has also included the on-going development of strategy discussion/meeting arrangements and while there has been significant progress, the work is not yet complete.

The sub-group had a presentation by health colleagues who work with children with disabilities. This included information about how children within the community are identified by health professionals and the services available that support them.

The presentation generated interest and a healthy discussion. Health colleagues are on the membership of the Children with Disabilities task and finish group. This work stream will continue to be a focus of the group in order to raise and maintain a profile of the specific needs of disabled children including safeguarding vulnerabilities.

Several members of the Health sub-group are co-opted onto the Children with Disabilities Task & Finish Group.

Statutory Duties - Private Fostering



Private Fostering Arrangements

Private fostering is an arrangement made between the parent and the private foster carer, who then becomes responsible for caring for the child in such a way as to safeguard and promote his/her welfare. The Local Authority is not involved in the making of this arrangement.

- A privately fostered child is a child under the age of 16 (18 if a disabled child) who is cared for more than 28 days and where the care is intended to continue and provided with accommodation by someone other than:
 - A parent; A person who is not a parent but has parental responsibility
 - A close relative; A Local Authority.

If a period of care is less than 27 days but further periods are planned which total more than 28 days, then the child is privately fostered.

- A relative is defined as a grandparent, brother, sister, uncle or aunt (whether of the full-blood or half-blood or by affinity, i.e. marriage or a step-parent). There is no stipulation as to the age of the relative.
- The LSCB has a statutory duty to report annually on children who are Privately Fostered.
- [Link to Private-Fostering-Annual-Report-2017-18.](#)

In 2017/18:

- Leaflets and information for carers, partner agencies and in particular children and young people have been updated and printed.
- Information sharing with various Language Schools
- Awareness raising with GPs and Primary Head Teachers
- Sample survey of GPs conducted
- Quick GP reference guide has been developed.

Further action required in 2018/19:

- Increase PF awareness sessions,
- Improve communication with the language schools
- Improve Key Performance Indicators - some standards still need to be improved:
- Review assessment formats and visits to be closer to SF
- Review assessment arrangements
- Review Disclosure and Barring Service arrangements for "Host Families"





Services promoting Children's Welfare

As part of the CSCB statutory duties and responsibilities, the CSCB is required to evaluate and monitor the effectiveness of the partnership in safeguarding children and promoting their welfare. This section of the Annual Report gives a brief overview of some of the services provided to Croydon's children and some of the issues they face.



Single Point of Contact/Multi-agency Safeguarding Hub (SPOC/MASH)

Croydon's Single Point of Contact was launched in early March 2018.

The Single Point of Contact is Croydon's front door for all enquiries and referrals relating to children and young people at risk of harm or where practitioners and agencies need support in agreeing an Early Help offer.

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The SPOC is staffed from the multi-agency safeguarding hub (MASH) and Early Help.

Professionals Consultation Line continues to be provided which is welcomed by agencies with over four hundred calls each month where practitioners and managers are seeking help and support in making decisions about safeguarding referrals.

Staffing levels in the SPOC has been reviewed and increased both in Business Support and in Social Worker capacity.

A MASH Stakeholders Group and an Operational Group have been established to drive the work of the MASH and ensure there is full partner engagement within the MASH.

The Single point of Contact will work with the revised Early Help service delivery model to ensure timely pathways from referral to Early Help to ensure families have access to the appropriate services quicker and in the right locations.

Priorities of the MASH Operational Group

- Supporting and challenging Children's Social Care performance as the lead agency and agencies' performance as MASH partners.
- Ensuring full agency contribution to the decision making processes within the MASH.
- Reviewing the membership and practitioners' roles in the MASH.
- Responding to national policy and legislative change to ensure the practice of the MASH is compliant
- Promoting, supporting and challenging a culture that values professional disciplines and expertise





Report from Health Partners – Developments in 2017/18

School nursing

- Successful recruitment for 2 WTE posts, one Digital Lead and one Emotional Wellbeing Lead at management level.
- Successful bid to provide Chat Health, to start September 18.
- The Safeguarding and Emergency Department (ED) pathway revised and developed for Children subject to the CP process
- Delivered Emotional Wellbeing (EWB) and Health Promotion sessions in all schools.

Emergency Department (ED)

ED attendance for children under 18's who were effected by alcohol or substance use:

Q1	15 attendances,
Q2	14 attendances
Q3	24 attendance
Q4	13 attendances

There were more female attendance than male to ED in every quarter.

- Children attending ED for Ethanollic and Substance misuse are all assessed and signpost to 'Turning Point' as appropriate.
- ED staff also provide health promotion. C&YP are being signposted within a timely manner to the appropriate service.
- Information is shared with the relevant Borough when a child subject to Child Protection Plans or LAC attends Croydon University Hospital. Relevant professionals are also informed for information sharing purposes. The child's GP is informed through the discharge summary form.

The Child Protection Information Service (CP-IS) finally went live at Croydon University Hospital at the end of March 2018. This system enables staff to determine whether children presenting for unscheduled care services are Looked After or subject to a Child Protection Plan.

Staff within the unscheduled care settings (GP Hubs) in East Croydon, Purley and New Addington should be able to access the system in 2018/19.

Data collection and analysis of the effectiveness and impact on the safeguarding journey for children and young people will be a key priority in 2018/19

Psychosocial meeting – The weekly psychosocial meeting was started June 2017 and is well attended by the Safeguarding Children Team, SCBU, ED, students, Practice Educators and staff on the inpatient ward (all CHS staff have access to this meeting which supplements regular contractual safeguarding supervision). Approximately 8-11 cases are discussed weekly

Plan for 2018/19 Improve multidisciplinary attendance at the meeting and collate data to reflect the types of cases discussed, referral pathways and outcomes.



Report from Health Partners - Developments in 2017/18

Female Genital Mutilation.

There were 63 cases of reported FGM identified through the maternity service all of which were to women over the age of 18 years old. FGM is discussed at the point of the initial antenatal appointment with the midwife and again in the early postnatal period if FGM is identified at this stage.

Relevant data is collected and risk assessment offered to pregnant women with a history of FGM.

In view of the prevalence of FGM amongst the maternity population it is essential that education and awareness training continue to be raised amongst professionals and those that use the health service.

Teenage pregnancy

Of the 10 cases which occurred over the last year 4 girls were under the care of the local authority. Additionally a significant number of the young people had multiple vulnerabilities such as mental health issues, at risk or involved in gang related groups or being exposed to sexual exploitation.

Young Persons Sexual Health

The Young Persons Sexual Health service provide a six week sexual health training programme to 14 secondary schools throughout Croydon. In addition the service provides outreach and training sessions in all of Croydon's colleges.

Priorities for 2018/19

Safeguarding Supervision - Plan for 2018/19.

- Increase supervision compliance by 10% within the next 12 months.
- Conduct an audit in 12 months to monitor the impact of supervision on practice

Vulnerable Women Meeting (VWM) Recommendation & Actions:

Increase in proactive preventative management

Engagement in programmes across professional working to tackle issues around domestic abuse

Audit the outcomes of families social complexities to evidence the findings within CHS maternity in order to address areas of need

A consideration for a service innovation such as the Pause Project which has been introduced in neighbouring boroughs and evidenced to have improved outcomes for children and their families would be a suggested intervention to be introduced to the CSCB.

FGM - Recommendations:

Continue to implement quarterly study days with CHS to raise awareness

Link in with NHS digital to adopt the safety processes and use of FGM-IS

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Report from Health Partners - Maternity Safeguarding Service

Vulnerable Women Meeting (VWM): -

The Vulnerable Women's Meeting has the operational function of providing a multiagency safeguarding forum for professionals working with pregnant women with social, psychological complexities and or those from disadvantaged groups, to safeguard vulnerable adults and their expectant child.

The women and their families identified within the VMW forum were often below the age of 35 years old, from disadvantaged backgrounds often living with multi-layered psychological, social, environmental or health related challenges.

Children born to women with social and complex needs are often born with short and long-term physical and psychological difficulties and many become vulnerable adults requiring significant interventions from public services throughout their life. This highlights significant risks and ongoing repeated cycles of adversity, in addition to ongoing rising cost implications.

The meeting is well recognised amongst multiagency professionals. Information about the meeting was also shared at the CSCB Neglect Conference in June 2017 to increase awareness amongst the multi-agency professional network.

Current data suggests an increase in complex and challenging needs amongst childbearing women within the local population.

This appears to be related to:

- reduced access to housing,
- migration
- families with no recourse to public funds,
- perinatal mental illness,
- child and adolescent mental health needs,
- substance misuse and domestic violence.

There is also an identified increase in the number of neonates separated from parental care under child protection proceeding, following birth and a growing trend in repeated pregnancies for women who have long-term involvement with social care and previous child removal into local authority care.

The vulnerable women's meeting offers a child centred approach by way of facilitating discussion to identify emerging problems and potential unmet needs of pregnant women and their expected child. This demonstrates the multifactorial complexities amongst families within Croydon who require a shared multidisciplinary approach in order to support and address their needs.



Service providers report to Missing & Exploited Children

SAFER LONDON

Safer London provide the Missing and CSE service which offers 1:1 intensive support to young people who go missing, have experienced CSE or are at risk of this. This is young-person led, trauma-focused and bespoke for each young person's needs worked intensively with 37 young people. The service also offers specialist advice and consultation to Croydon professionals and used on 103 young people's cases.

Outcome measures are from the young person and feedback of other professionals. Of the 37 young people and families:

- 88% had increased coping skills and resilience
- 76% had increased their understanding of healthy relationships
- 83% had measurably improved personal safety
- 70% had improved access to services or Education, Employment or Training
- 70% evidence improved health and well-being

The Empower Project worked intensively with

- 39 young women experiencing CSE within a group/ gang context (CSEGG) or at risk of this.
- Support to 30 parents or carers affected by CSE.
- Gave advice on 181 cases where CSEGG was a concern.
- Delivered 6 education programmes in Croydon secondary schools:

NSPCC

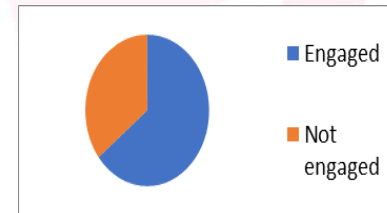
The NSPCC provided Return Home Interviews for missing young people until end March 2018

Annual Total

Number of RHI's offered – 132

Engaged – 85

Declined – 47



Key themes identified

- Regular Unauthorised absences
- Frustration with care procedures:
- Exposed to risk of CSE
- Trafficking
- Involvement in Gangs/ Criminal Activity

Young people who accessed the service were asked the following questions to gauge how they benefited from the service being delivered. (rating 1-5 where 5 is most helpful)

How helpful was the service? - 3.3 average.

Did you get to talk about the things you wanted to talk about? - 67% said Yes.

Did you make a plan for the future? - 64% said Yes.

Would you recommend the service to others? - 90% said Yes.



Service provider report - Harmful Sexual Behaviour

SAFER LONDON

Young men from the borough of Croydon aged from 11–18 can now be referred for 1:1 support by a specialist support worker, from Safer London to provide intervention around healthy relationships. The programme offers sessions for boys and young men that present with some of the following behaviours:

- sexual preoccupation
- sexual bullying
- sexist 'banter'
- inappropriate touching
- use of hard-core pornography
- sexual violence
- possession of indecent content
- sexually explicit threats.

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The sessions take place on a weekly basis in an agreed safe space for the young person where they can feel free to explore their vulnerabilities, attitudes and behaviour.

This year was the first year of delivering the HSB programme in Croydon with a specialist support worker co-located within the local authority. Intervention has been provided for 20 young men and case consultations have been offered for those not meeting the service threshold. The young people value having the space to explore the factors that contribute to their behaviours and become more confident to make appropriate choices.

The outcomes from the intervention are:

Outcome	Percentage with positive change		
Offending behaviour	100	%	
Health and wellbeing	87.5	%	
Relationships	75	%	
Engagement in ETE	75	%	



Voluntary Sector Report – Croydon Voluntary Action

Croydon Voluntary Action has continued to support local voluntary sector groups in strengthening their knowledge and practice around Safeguarding Children:

CVA continued to offer **Safeguarding Children Level 1 to 4 courses** at a very affordable price for Croydon community groups.

In 2017/18 the CVA delivered 11 courses attended by more than 100 people. With an extremely high satisfaction rate (average 5.7 on a 1-6 scale on all aspects of delivery), courses are supporting groups to

- “reflect on day to day practice”,
- “update their Safeguarding policies and procedures”,
- “deepen a culture of safeguarding” in their organisations.

The CVA continue to promote Croydon Council e-learning Safeguarding children and other relevant courses amongst VS members through their newsletter and mail outs to over 2,000 members.

After attending Safeguarding Children courses, community groups are more aware of what constitutes abuse and feel encouraged to instil a culture of curiosity within their organisations. They are also more aware on how to apply policies and procedures, keep them updated and alive within the day to day work reality. They are exposed to new legislation/regulations around safeguarding and challenged to review their practice accordingly.

In 2018 the CVA elected 32 **voluntary sector representatives** to sit on a range of strategic partnership and committees, raising the voice of the voluntary sector in Croydon, of which 10 in the Croydon Safeguarding Children Board and subgroups.

In 2017/18 the CVA hosted 2 **Domestic Abuse and Sexual Violence Partnership** meetings in our community centre on London Road, to attract more community groups into partnership work and discussions around DASV. The CVA also regularly pass on any messages and campaigns from the Family Justice Centre to local groups through our newsletter and Twitter.

Priorities

There wasn't the opportunity this year to review the impact of the recent Ofsted inspection on Croydon and the role of the voluntary sector within this. This is planned to be addressed in dedicating part of the annual event to this.

Voluntary Sector Reports – Ment4 & Young Carers

Ment4 have provided the voluntary sector representation to

- a) Children And Young People At Risk Of Missing And Exploitation Sub-Group
- b) Thematic Vulnerable Adolescents Panel Meeting
- c) Youth Crime Prevention Board

The groups focused on procedures, issues and outcomes of Council strategies for safeguarding. In their stated aim of multi-agency partnering, most was inter-agency within the Council.

Representation allows the voice of the 'voluntary sector' to be raised and considered. As a result,

the need for local authority and voluntary sector partnering has been a feature of meetings and Ment4 have since produced awareness fliers for the community and at the request of the police and others.

In addition, Ment4 has provided information on a number of young people studied by the Thematic Vulnerable Adolescents Panel.

Networking between the local authority and voluntary sector has been pushed forward by the presence of a voluntary sector representative on the groups.

YOUNG CARERS SERVICE

Offers assessment, respite and support to children and young people from age 7-25, who are caring for family members.



Young Carers involved with caring for a range of conditions, and can be more than one – physical disability or ill-health, learning, mental health, or substance misuse (none registered in this period).

During this period the service reduced the waiting list, with a simplified assessment and fast-tracking those with life-limiting illnesses and where caring role presents direct safeguarding risk to the young carer. Referrals are submitted from self or family, Children's social care and Early Help, schools and other services working with the child and family.

During 2017-18

- 765 young carers registered in total
- 200 referrals this period
- 136 assessed and registered
- Average age is 10y8m
- Majority current cohort is female (61%)
- Living mostly in CR0 (45%), CR7 and SE25 postcode areas

Data based on 17/18 Q2-4 only

Respite and Support – extensive programme includes, trips and activities, monthly boys and girls groups. Includes – Freekick Foundation (free CPFC season tickets), art, music and drama support.

- Music therapy – 13 sessions 48 attendance
- Drama therapy – 28 groups 241 attendance
- Support groups – 13 groups 107 attendance

17/18 - Young Carers involved with YCS and social Care/Early Help/Family Resilience



Youth Offending Report on Gangs and Serious Youth Violence

This year and across London there has been a rise in knife crime and knife crime injury and there has been the tragic deaths of 5 Croydon teenagers. Croydon is either 1st or 2nd in London for Serious Youth Offences but by per 1000 head of population Croydon is 10th in London.

Croydon YOS also has the highest volume of offences in London at 1000 plus offences and there has been an increase in the numbers of young people receiving a custodial sentences rising from 32 to 59 young people this year. Young people continue to be the most

affected and the borough has seen
11.6% increase of serious youth violence compared to a 17.2% increase across London

13.7% increase in knife injuries for under 25 year olds compared to a 8.2% increase in London.

- Serious Youth Violence in the Borough was down in the last month of last year (March 2018) from 58 offences to 33.

The Serious Youth Violence and Gangs Board has developed a Serious Youth Violence/Knife Crime Strategy 2018/19 focused on the crime and safety concerns of young people in the borough and will deliver a range of interventions through multi-agency operations/events, educational tool kits, outreach, group work and specialist projects to support and engage young people at risk of or involved with knife crime.

The number of nominals on the Gangs Matrix fluctuated between 100 to 135 throughout the year with approximately 35% being children.

Having secured funding from the Home Office the gangs team has worked with Reaching Higher, Gloves Not Gunz and Syrus Consultancy to deliver Gangs diversion projects in 6 secondary schools in the Borough and at two community locations (Green lane and Shrublands Estate).

The programmes use football, boxing and music / written word to engage and explore the risks and consequences of gang affiliation, combining activities with structured workshops.

The programmes were delivered via 9, 6 week programmes where 104 young people were engaged.

The partnership has continued to look at opportunities to divert, enforce and disrupt for all those on the Gangs Matrix. The team have received positive feedback of their delivery of 25 gangs/ knife crime workshops in schools across the Borough this year as part of the gangs diversion work.

Voice of the Child

The Council and Police have worked with the Brit School to produce a performance and workshop written by young people to give them a voice to their concerns around a range of issues including gangs and knife crime. An estimated 1,000 pupils have seen the performance;

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Youth Engagement Team Report

The team has benefitted from increased capacity, which has been reflected in the achievements across the year:

- Croydon Youth Congress 2017: 350 young people attended, 406 votes for the top 10 priorities that Croydon should be working on, all secondary schools, alternative education providers and 12 partner organisations sent or brought along young people
- Takeover Challenge 17: 68 young people 'took over' CEX, exec directors, directors, local politicians, partner organisations, police senior leadership roles, large number of young people went on to other links/projects with those organisations
- Re-launched the Children in Care Council in Oct 17: between 8-11 young people attend fortnightly. The Pledge has been reviewed, , attended a pan-London CiCC event, cookery sessions with Good Food Matters.
- First Croydon Young Mayor: 28 candidates, 12,000 votes, William Awomoyi and Shea Williams elected at end of March 18 for one year term.
- Good Citizenship Award: 24 primary schools taking part, celebration event at end of June 2018
- 24+ face to face sessions per week delivered by the Youth Engagement team across the borough
- Two sessions per week for children and young people living in temporary accommodation in the borough: partnership working to bring organisations into these spaces to support families
- School holiday provision increased this year: projects, parks and pop-up events during school holidays
- 8 Jack Petchy nominations in the last year for young people
- 80-100 young people 16-24 yrs. old attending Community League per week: partnership project with Palace for Life Foundation
- 14-19 team (NEET prevention, NEET 1:1 work, risk of NEET evaluation, schools and professionals support) incorporated into the wider Youth Engagement team:
- Funding agreed for pilot young commissioners project 18-19
- Anti-knife crime campaign for three weeks in Feb/March in the town centre with Croydon BID, Croydon Police and Community Safety team: new leaflets on knife crime legislation and support for victims of knife crime produced with young people



Report on Prevention of Radicalisation

In Croydon the Government's National Prevent Strategy is delivered via the Channel process. Channel aims to protect vulnerable people from being drawn into terrorism by; supporting the general public in identifying those at risk of being radicalised and providing early intervention to protect and divert them away from being drawn into terrorist activity.

In 2017/18

- Channel co-ordinated the Safeguarding process for 38 children referred into the service
- Home Office approved Intervention Providers (IP's) were used in cases where this level of intervention was deemed appropriate
- Interventions were also put in place by the schools and colleges of vulnerable young people referred to the services with guidance and support being provided by Channel
- Workshops to Raise Awareness of Prevent (WRAP) were delivered to educational institutions across the borough

The majority of Channel referrals were received from educational institutions. This suggests that the WRAP training has been effective in raising awareness of Channel as a tool to safeguard children and vulnerable people from radicalisation. Croydon Channel panel has managed to successfully exit the majority of the cases that have gone through the Channel process.

A multi-agency approach of appropriate sign posting and ongoing monitoring have been provided in the minority of cases where a Channel intervention was not accepted.

In 2017-18 Croydon has been recognised by the Government as a Tier 2 area. As a Tier 2 Local Authority, Croydon has been identified as having recognised level of risk that meets the threshold to access Government funded resources to implement the Prevent strategy.

In 2018-19 the Prevent team will coordinate the delivery of a Home Office supported project working closely with foster carers and the education sector to ensure that they are well equipped at spotting the signs of radicalisation and alleviating vulnerabilities that could lead to radicalisation.



Report from Housing Needs

There has been increasing representation and need from Housing with safeguarding issues and this has been recognised formally by Identified additional funding for a new Children Safeguarding Co-ordinator post in Housing Needs Division.

This post will

- Provide advice and guidance on children safeguarding across Housing Needs and Gateway
- Be the Single Point of Contact on child safeguarding
- Co-ordinate children safeguarding induction training
- Disseminate children safeguarding policies and procedures
- Assist with s11 audits

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Housing officers have attended training in Neglect, Domestic Abuse, Children Safeguarding Awareness, CSE, Gang Awareness, and Prevent (radicalisation).

Front line managers have actively engaged in CSCB led practitioner events for 3 separate Serious Case Reviews, multi-agency audit, as well as Vulnerable adolescents and Neglect thematic Learning reviews

Housing needs restructure has increased resources for tenancy support officers to help families maintain tenancies, and increase referrals.

Completed audit of Housing involvement with 60 vulnerable adolescents as part of thematic review.

This identified themes and issues for Housing to feedback to the Review Panel e.g.

- 49 of the 60 cohort were known by Housing;
- 17 showing a pattern of multiple moves and
- repeated cycle of “revolving door” periods in emergency accommodation.





Report of the Domestic Abuse and Sexual Violence Committee

Significant achievements for DASV in 2017/18

Independent Domestic Violence Advisors (IDVA)

- IDVA located full time within MASH since December 2017, to provide a consistent approach to assessing risk regarding families experiencing DASV
- Three community based IDVAs particularly working across the Best Start planning areas and hubs

- October 2017, volunteer programme developed and launched, to provide additional support to clients and their families
- 87% of Schools have identified trained DASV lead
- Training offer expanded to include GPs and Pharmacies
- Operation Encompass implemented in Croydon. Joint Operation to notify schools of any of their pupils who have been exposed to a domestic abuse incidents the night before so schools can implement appropriate pastoral/emotional support
- MOPAC commissioned Tender to deliver the Whole School Approach project within four schools in Croydon over the next two years

- ❑ Croydon was successful in the bid to deliver the Drive programme, as a pilot for London. Drive aims to reduce the number of children and adult victims of domestic abuse by deterring perpetrator behaviour. This will be through disruption and intervention approaches

Priorities for 2018/19

- ❑ Drive is still in the implementation stage and will be launched in July 2018
- The need to increase engagement and the number of referrals to the Family Justice Centre from Children's Social Care.
- The DASV programme board have made this a priority for 2018-19 and will be setting up a focus group to action this.
- For example:
 - In October 2017, 209 contacts were created on Croydon's Recording System where domestic abuse was listed as the greatest concern, yet the Family Justice Centre received only 19 referrals from CSC in October 2017
 - 13% of direct referrals to the Family Justice Centre for the year April 2017 to March 2018, were from Social Care (including Adults Social Care), whilst the police made 51% of the direct referrals

"If I hadn't of met you I would still be feeling small and weak and my daughter would not be happy like she is now"

Service User, 2018



Report of the Multi-agency Public Protection Arrangements (MAPPA)

MAPPA is a mechanism through which agencies can better discharge their statutory responsibilities and protect the public in a co-ordinated manner. Agencies at all times retain their full statutory responsibilities and obligations.

The primary agencies for MAPPA (The Responsible Authority) namely the police, prison and Probation in each area, working together have a duty to ensure that the risks posed by specified sexual and violent offenders are assessed and managed appropriately.

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Other bodies have a duty to co-operate with the Responsible Authority in this task. These 'duty to co-operate agencies' (DTC agencies) work with the Responsible Authority on particular aspects of an offender's life and include:-

- Local Authority: Youth Offending Teams, Social Care Services, Housing Authority, Education;
- NHS National Commissioning Board (London Region), Clinical Commissioning Groups, NHS Providers;
- Dept. for Work and Pensions (Jobcentre Plus);
- Registered Social Landlords who accommodate MAPPA offenders;
- Home Office Immigration Enforcement (HO/IE);
- Electronic Monitoring Providers.

Discussions about cases are undertaken in monthly Level 2 meetings, to date 12 MAPPA level 2 meetings and 7 MAPPA Level 3 meetings have been held.

Current cases being managed

Level 1 - 558

Level 2- 5

Level 3- 4

9 YOS cases have been discussed in the last 12 months none of which are currently being managed as a level 2. As risk is fluid the numbers of cases registered continuously moves up and down. Victims issues are discussed at each meeting including whether there are any child protection concerns.

Cases are discussed and reviewed regularly until it is assessed that risk can be managed appropriately by the lead agency. During 2017-2018 14 level 2 and level 3 cases have been reduced to level 1. This indicates that processes and risk management plans were robust enough to be managed by the lead agency without additional MAPA partnership involvement.

Priorities identified for 2018-2019 are:-

To introduce the 'Four Pillars of Risk Management' which provides a more balanced and holistic approach to risk management planning and delivery.

The Four Pillars will allow MAPPA meetings at level 2 and 3 to formulate the risk management plan using four key activities or four pillars (Supervision; Monitoring & Control; Interventions and Treatment; and Victim Safety Planning.)

This will ensure that the panel focuses on activities that will reduce risk and ensure that victim issues are fully addressed.

To ensure that where core panel members are unable to attend meetings deputies with sufficient authority and insight can attend.



Report of the Multi-agency Risk Assessment Conference (MARAC)

MARAC is now well established and organised within the borough, the number of referrals to MARAC remains consistently high and good attendance at the fortnightly meetings (at least ten agencies/partners attend every MARAC meeting)

MARAC within Croydon continues to identify and support individuals and their children who are high risk due to domestic abuse

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Increase in the number of cases heard at MARAC with child/ren in the family. 64% of cases heard at MARAC April 2016 to March 2017 had children whilst 72% of cases between April 2017 and March 2018 had children.

The repeat referral rate has increased within the last year, from 15% of MARAC cases to 27%. This is arguably a positive as demonstrates the IDVAs working closely with clients and therefore being notified when new incidents occur and as a result, the cases being heard again at MARAC

With the police, have co-delivered three MARAC & Claire's Law training sessions, explaining the MARAC process and how to refer. Has been popular with 58 social workers booking places on the training. As a result this training will be delivered every month.

As a result of having an IDVA located within the police station, welfare checks, as a result of a MARAC action, are being completed more robustly and to a higher standard.

Priorities

As a service need to evaluate the effectiveness of MARAC, ensuring that all decisions and recommendations made positively impact the client and that as a result of MARAC, risk is reduced

The need to increase the number of referrals to MARAC from Children's Social Care. The DASV programme board have made this a priority for 2018-19 and will be setting up a focus group to action this.

For example:

11% of all referrals made to MARAC between April 2017 to March 2018 were from social care (note this includes referrals from Adults Social Care)



GLOSSARY

BME.....Black & Minority Ethnic
 C&F.....Children & Families
 CAFCASS...Children & Families Court Advisory & Support Service
 CAIT.....Child Abuse Investigation Team
 CAMHS.....Child & Adolescent Mental Health Service
 CCG.....Clinical Commissioning Group
 CDOP.....Child Death Overview Panel
 CERPS.....Croydon Escalation Resolution Protocol
 CHS.....Croydon Health Service
 CIN.....Children in Need
 CP.....Child Protection
 CPC.....Child Protection Conference
 CRS.....Children’s Recording System
 CSC.....Children’s Social Care
 CSCB.....Croydon Safeguarding Children Board
 CSE.....Child Sexual Exploitation
 DASV.....Domestic Abuse & Sexual Violence
 DCS.....Director of Children's Services
 EHCP.....Education, Health & Care Plan
 ELP.....Enhanced Learning Provision
 ETE.....Education, Training & Employment
 FGM.....Female Genital Mutilation
 GCP.....Graded Care Profile
 GLD.....Good Level of Development
 HLP.....Healthy Living Partnership
 HSB.....Harmful Sexual Behaviour
 HV.....Health Visitor

IHA.....Initial Health assessment
 LAC.....Looked After Child(ren)
 L& D.....Learning & Development
 LSCB.....Local Safeguarding Children Board
 LADO.....Local Authority Designated Officer
 MAPPA.....Multi-agency Public Protection Arrangements
 MARAC.....Multi-agency Risk Assessment Conference
 MASEMulti-agency Sexual Exploitation
 MOPAC.....The Mayor's Office for Policing And Crime
 NFA.....No Further Action
 NHS.....National Health Service
 NRPF.....No Recourse to Public Funds
 NSPCC..National Society for the Prevention of Cruelty to Children
 PLE.....Practice Learning Event
 QAPP.....Quality Assurance, Practice & Performance
 RHI.....Return Home Interview
 SCR.....Serious Case Review
 SEND.....Special Educational Needs & Disability
 SLAM.....South London & Maudsley NHS Trust
 SMART.....Specific, Measurable, Achievable ,Realistic & Timely
 SN.....School Nurse (Nursing)
 UASC.....Unaccompanied Asylum Seeking Children
 WT.....Working Together
 YOS.....Youth Offending Service

REPORT TO:	CHILDREN AND YOUNG PEOPLE SCRUTINY SUB- COMMITTEE 18 SEPTEMBER 2018
SUBJECT:	WORK PROGRAMME 2018-19
LEAD OFFICER:	Simon Trevaskis, Senior Democratic Service and Governance Officer- Scrutiny
CABINET MEMBER:	Not applicable

ORIGIN OF ITEM:	The Work Programme is scheduled for consideration at every ordinary meeting of the Children and Young People Scrutiny Sub - Committee.
BRIEF FOR THE COMMITTEE:	To consider any additions, amendments or changes to the agreed work programme for the Committee in 2018/19.

1. EXECUTIVE SUMMARY

- 1.1 This agenda item details the Committee's work programme for the 2018/19 municipal year.
- 1.2 The Sub-Committee has the opportunity to discuss any amendments or additions that it wishes to make to the work programme.

2. WORK PROGRAMME

2.1 The work programme

The proposed work programme is attached at **Appendix 1**.

Members are asked to note that the lines of enquiry for some items have yet to be confirmed and that there are opportunities to add further items to the work programme.

2.2 Additional Scrutiny Topics

Members of the Sub-Committee are invited to suggest any other items that they consider appropriate for the Work Programme. However, due to the time limitations at Committee meetings, it is suggested that no proposed agenda contain more than two items of substantive business in order to allow effective scrutiny of items already listed.

2.3 Participation in Scrutiny

Members of the Sub-Committee are also requested to give consideration to any persons that it wishes to attend future meetings to assist in the consideration of agenda items. This may include Cabinet Members, Council or other public agency officers or representatives of relevant communities.

3 RECOMMENDATIONS

- 3.1 The Sub-Committee is recommended to agree the Scrutiny Work Programme 2018/19 with any agreed amendments.
- 3.2 The Sub-Committee is recommended to agree that topic reports be produced for relevant substantive agenda items in the future.

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BACKGROUND DOCUMENTS: None

APPENDIX 1

Work Programme 2018/19 for the Children and Young People Scrutiny Sub-Committee.

Children & Young People Sub-Committee 2018/19

Meeting Date	Item
19 June 18	- Learning & Development Session
18 September 18	<ul style="list-style-type: none"> - Children's Improvement Plan Update - Recruitment & Retention Update - Performance Data - Children's Statutory Complaints Update - Children's Safeguarding Board Annual Report (S)
27 November 18	<ul style="list-style-type: none"> - Children's Improvement Plan Update (S) - Academies – Engagement & Scrutiny of performance. - Special Educational Needs Review - Practice Week
5 February 19	<ul style="list-style-type: none"> - Children, Young People & Learning Q & A (S) - Education Budget (S) - Education Standards (S)
12 March 2019	<ul style="list-style-type: none"> - Children's Improvement Plan Update (S) - Children's Social Care Annual Report (S)

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