



Sutton LSCP
Local Safeguarding
Children Partnership

SUTTON LOCAL SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENTS

UNDER WORKING TOGETHER 2018

Date of publication: 29 June 2019
Contact: suttonlscp@sutton.gov.uk



Contents

Foreword	3
1. Purpose And Legal Context	4
2. The Overall Vision	6
2.1 The Sutton Plan	6
2.2 Aspirations.....	6
3. Previous Local Safeguarding Children Partnership Arrangements Under Working Together 2015	8
3.1 Background.....	8
3.2 Geographical Area Of The Partnership And Demographics.....	8
3.3 Building On Strong Established Relationships.....	9
4. New Local Safeguarding Children Partnership Arrangements Under Working Together 2018	12
4.1 Statutory Partners And Relevant Agencies.....	12
4.2 Safeguarding Partnership Structure.....	13
5. Business Management	16
5.1 The Business Plan	16
5.2 The Annual Report	17
5.3 Evaluation, Outcomes, And Measures Of Success.....	17
6. Partnership Priorities	18
6.1 Early Help And Protection.....	18
6.2 Contextual Safeguarding	20
6.3 Quality Assurance.....	22
6.4 Learning From Child Safeguarding Practice Reviews	26
6.5 Children And Young People Engagement And Participation.....	27
7. Learning And Improvement Framework	28
7.1 Purpose	28
7.2 The Learning And Improvement Framework	28
7.3 Learning And Improvement Partners	33
8. Resources	34
9. Dispute Resolution	34
10. Review Of Local Arrangements	34
Appendices	35
Local Context	35

Foreword

Welcome to our first local arrangements for safeguarding children in the London Borough of Sutton which sets out how we will comply with the statutory requirements of Working Together to Safeguard Children 2018. The new safeguarding arrangements will be called Sutton Local Safeguarding Children Partnership (LSCP) and come into effect on 1 July 2019. The LSCP will be referred to as the Partnership throughout this document.

The Partnership was judged to be ‘Good’ by inspectors under the previous arrangements and their statement was underpinned by evidence of strong governance, safeguarding leadership, effective business management, resources and learning and improvement. We will build on our established track record in the ambitions of these new arrangements which have been developed in close collaboration with the Partnership. The document will be regularly reviewed, and any additional statutory guidance will be responded to at the time of publication.

We will sustain our strong commitment of holding each other to account for providing high quality child-centred services which is fundamental to safeguarding and promoting the welfare of every child in Sutton. Our learning and improvement framework has been reviewed to ensure robust scrutiny and challenge, for example a transparent child safeguarding practice case review process, multi-agency audits into priority themes, and a comprehensive learning and development programme aligned to the Partnership’s policy and practice priorities.

Our approach to independent scrutiny will be strengthened by appointing an Independent Scrutineer to act as a ‘critical friend’, and this is intended to help ensure we operate in an open, honest, and transparent way. We will also look for opportunities to partner with other local safeguarding children partnerships or sector led improvement networks to undertake peer-review related activities.

We also want to continue to take an inclusive approach for example, our engagement with the voluntary and community sector where we have held joint listening events with the adults safeguarding partnership to inform our priorities. The engagement and participation of children and young people was a priority under our previous arrangements and will now have a dedicated subgroup to take forward developments. We are also looking to take forward plans for co-production as we develop our Early Help and Protection strategy which is at the heart of these arrangements to take forward the overall vision in the Sutton Plan.

Our ‘innovation strand’ is focused on frontline practice and protecting young people from exploitation and becoming involved in serious violence; we will look to build stronger links with the Sutton Safer Partnership through the ‘scale up’ contextual safeguarding programme which focuses on safeguarding children outside the family environment. The priorities for multi-agency practice developments will be the need for professionals to develop trusted relationships with young people through restorative and trauma informed practice approaches.

We are confident that our collective safeguarding leadership will be strengthened through these new arrangements, and individually we will demonstrate our commitment by taking the lead for one of the work streams in the three-year business plan 2019-2022. We look forward to working with local agencies and education settings to help us do more to keep children safe from abuse, neglect, and exploitation as we take forward these arrangements in Sutton.



Nick Ireland, Acting Strategic
Director of People Directorate
(Director of Children’s Services)



Sarah Blow,
Accountable Officer,
Sutton CCG



Chief Superintendent
Dave Stringer,
Sutton BCU Commander

1. Purpose and Legal Context

The Working Together to Safeguard Children guidance 2015 was revised as a result of a Government review into the role of the Local Safeguarding Children Board (LSCB) to protect and safeguard children. It refers to statutory responsibilities under the Children Act 2004 as amended by the Children and Social Work Act 2017 and the Education Act 2002.

The local arrangements apply to all those agencies that have responsibilities for promoting the welfare and safeguarding children under Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2018. The statutory guidance should be read and followed by strategic and senior leaders and frontline practitioners of all organisations and education providers in the London Borough of Sutton and beyond for commissioned providers.

The revised statutory guidance sets out that the three safeguarding partners should agree on ways to coordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning, including from serious child safeguarding incidents. To fulfil this role, the three safeguarding partners must set out how they will work together and with any relevant agencies. Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children with regard to local need.

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted;
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children;
- Organisations and agencies challenge appropriately and hold one another to account effectively;
- There is early identification and analysis of new safeguarding issues and emerging threats;
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice;
- Information is shared effectively to facilitate more accurate and timely decision making for children and families.
- In order to work together effectively, the safeguarding partners with other local organisations and agencies should develop processes that:
 - Facilitate and drive action beyond usual institutional and agency constraints and boundaries;
 - Ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families.

The Sutton Local Safeguarding Children Board will be disbanded on the 30 June 2019 and be replaced by the Sutton Local Safeguarding Children Partnership on 1 July 2019. The new arrangements will operate differently as set out in the overview on the next page and further on in this document.

OVERVIEW OF CHANGES TO LOCAL ARRANGEMENTS UNDER WORKING TOGETHER

	Working Together 2015	Working Together 2018
1.	Local Safeguarding Children Board	The three safeguarding partners should agree on ways to co-ordinate their safeguarding services. This includes how to refer to the multi-agency safeguarding arrangements which in Sutton will be the: Local Safeguarding Children Partnership.
2.	Serious Case Reviews	Child Safeguarding Practice Reviews, which could form part of a thematic review by the National Panel later on.
3.	Child Death Overview Panel (CDOP) comes under the governance of the LSCB	CDOP is the responsibility of the two Child Death Partners: the Clinical Commissioning Group (CCG) and the Local Authority.
4.	Rapid Response meeting	Joint Area Response - a coordinated multi-agency response (health professional, police investigator, social worker, and other professionals).
5.	(New)	Local Safeguarding Children Partnerships should undertake a Rapid Review within 15 working days to make a recommendation about whether the criteria for undertaking a Child Safeguarding Practice Review has been met.
6.	National Panel of Independent Experts	National Safeguarding Practice Review Panel makes the decision on whether to undertake a Child Safeguarding Practice Review locally or nationally. There may also be instances when a local review has not been carried out but where the Panel considers that the case could be helpful to a national review at some stage in the future.
7.	The Independent Chair is a statutory function and makes decisions about whether the threshold for a SCR is met.	Three equal statutory safeguarding partners who should agree on ways to coordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.
8.	(New)	Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children with regard to local need.
9.	(New)	Dispute resolution, safeguarding partners and relevant agencies will be expected to work together to resolve any disputes locally.

2. The Overall Vision

2.1 The Sutton Plan

The Sutton Plan is the overarching framework for creating the healthy and positive environment that children need to reach their full potential as they become the next generation of adults. The plan was developed through engagement with residents, voluntary and community groups, businesses, and representatives from across the public services in Sutton, including the Council, Police, and NHS. The Sutton Plan captures the responses in a straightforward vision that everyone in Sutton can be part of:

- We want the borough to be a place where everyone has the opportunity to be happy, secure, and successful, and residents can live well throughout their lives.
- Residents will be at the heart of everything we do and the way we work, you will be able to drive change in the borough on the issues that you care about.



The five principles of the plan are:

1. **Think Sutton first** – We'll prioritise the needs of the borough, rather than any single organisation, throughout our work as a partnership.
2. **Work across sectors** – We will build and maintain partnerships across all of the borough's sectors, working together towards achieving our shared vision and objectives.
3. **Get involved early** – Tackle the causes of problems, not merely react to their symptoms. We will look beyond traditional services for ways to tackle the root causes of social problems and disaffection.
4. **Build stronger self-sufficient communities** – We'll help communities work together and in partnership with other local organisations.
5. **Provide coordinated, seamless services** – Reduce service duplication and enable as much care and health support as possible to take place at home and in the community.

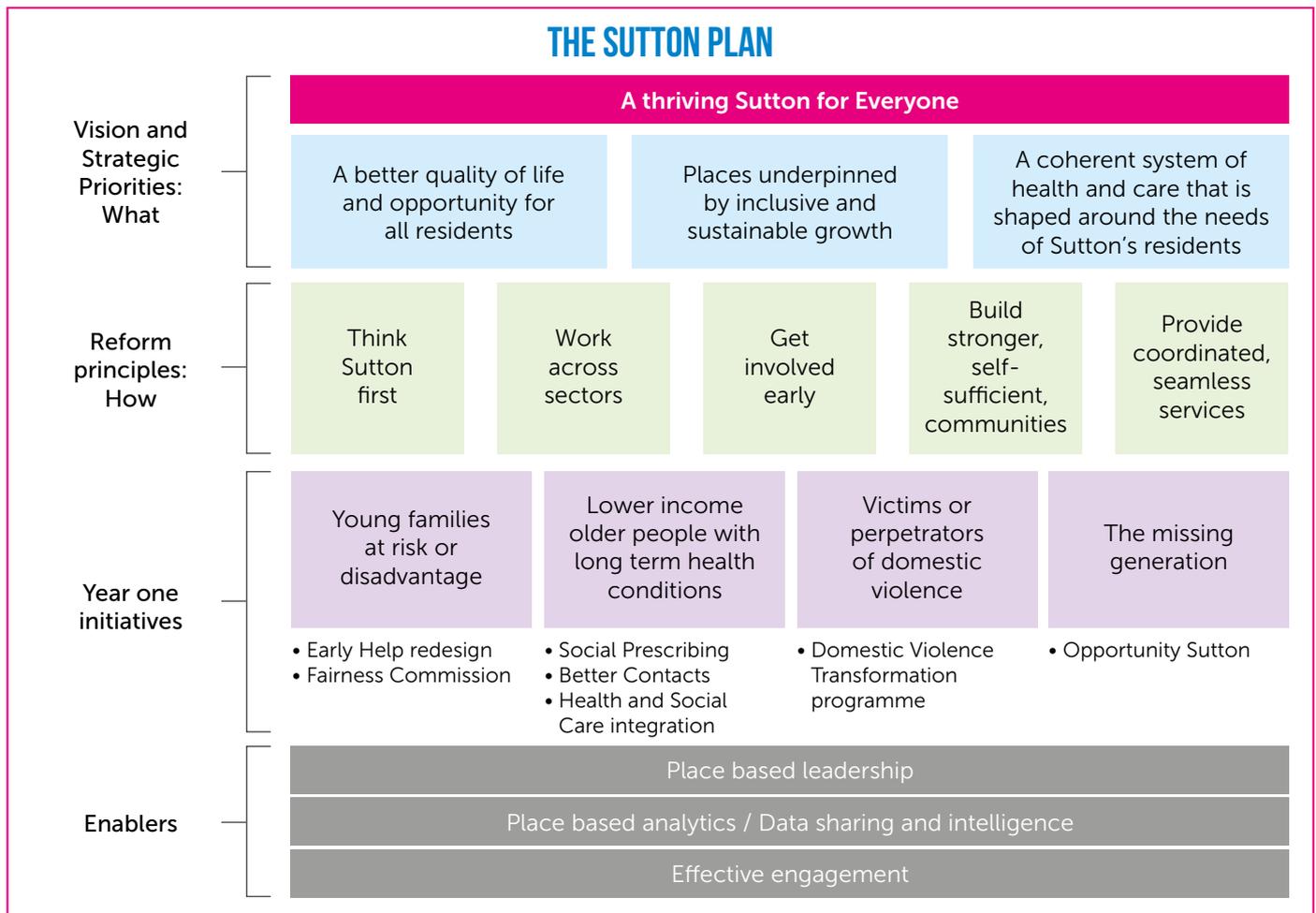
2.2 Aspirations

To achieve the relationships and ways of working needed to achieve the borough-wide vision the strategic priorities within the overarching Sutton Plan framework are:

- Engagement with and talk to people, organisations and businesses, in particular in the more deprived areas of the borough;
- Improve the ways we work together; and
- Coordinate organisational and leadership development.

Our intention is that all of the work to achieve the aspirations within the borough-wide Sutton Plan will be shaped, governed, and delivered in partnership through a joined up leadership approach and investment in building the workforce that will be needed

in the future. The graphic below sets out the relationship between the vision and strategic objectives and the partnership action learning work in the last year; further details are available on the Sutton Plan website.



Our aspirations for children and young people in Sutton's Early Help strategic approach is that:

- Children and Young People in Sutton live with resilient families, are happy, safe and healthy and grow up with the skills, knowledge and attributes to be confident and independent; ready for adult life.

3. Previous Local Safeguarding Children Partnership Arrangements Under Working Together 2015

3.1 Background

Until 2017, Sutton LSCB had an important role as the improvement partner for Children's Services as they made the journey from 'Inadequate' to 'Good'. Ofsted inspectors commented on these achievements in their review of the LSCB:

'A strong, credible, well-respected chair has engendered a culture of openness, honesty and robust challenge, relentlessly driving significant safeguarding improvements across the partnership.'

This culture of openness, honesty, and robust challenge has enabled the Partnership to learn from all the serious case reviews that Sutton has faced in the last six years.

The Partnership has worked very hard to put in place measures to ensure, as far as possible, that the exceptionally complex circumstances of the tragic death of Ellie Butler never occur again. The reflective learning has included that the Partnership has a role to better support schools and other services at the frontline when they are faced with aggressive and hostile parents. We have also heard from schools that parents often misuse legal and official complaints processes to isolate professionals and keep agencies away from safeguarding children. Further learning from case reviews in Sutton have included self-harm, suicide, perinatal mental health, and challenging judicial decisions.

There is now a more balanced approach to single-agency scrutiny across all agencies and a rolling programme of seeking assurance that local services meet the safeguarding

needs of children. This is supported by Sutton Clinical Commissioning Group (CCG) who have put a system in place to provide regular health assurance reports to the Partnership based on S.11 compliance standards under the Children Act 2004.

From 1 April 2019, adult and children's community services transferred to Sutton Health and Care. Adult community services, specialist children's services, and sexual health services are now employed by Epsom & St Helier NHS Trust, and health visiting and school nursing services have been taken in-house by the Council.¹ It is envisaged that this will help us develop a more integrated approach to Early Help and Protection across the partnership which is a key priority for the partnership over the next three years. It is with this background in mind that the focus of our arrangements must be on supporting frontline practitioners and education settings. Those on the frontline need the full support of the Partnership to deal with the very complex challenges to protect children from abuse, neglect, and exploitation. We have put in place a formal escalation process to support practitioners to raise any concerns to the Partnership.

3.2 Geographical area of the partnership and demographics

In accordance with Chapter 3 of Working Together 2018, the Local Safeguarding Children Partnership is the local authority area of the London Borough of Sutton. It is acknowledged that partners to these arrangements also have statutory safeguarding responsibility for vulnerable children outside

1. Sutton Health and Care, <https://www.suttonhealthandcare.nhs.uk/about-us>

this area. There is also a requirement for the Partnership to work supportively with another area's arrangements, for example during a child safeguarding practice review commissioned by another Partnership.

There is an estimated 203,243 residents in Sutton and the local population is projected to be growing. The overall child population (0-17) is 47,479, and under 19 year olds account for 24.46% of Sutton's population. 25.1% of people in Sutton are from a minority ethnic group which is lower than the London average but higher than England. 45.5% of school children, including those residing out of borough, are from a minority ethnic group. The most common spoken languages

in schools after English, in order, are Tamil, Urdu, Polish, Portuguese, and Arabic. Further information on children and young people in Sutton is available in Appendix A.

3.3 Building on strong established relationships

In 2016, the Ofsted LSCB review highlighted four key themes which underpinned the judgment that the Partnership was 'Good'. We have decided to make these the cornerstones of our new local arrangements as set out in the first table below. The second table contains details that have been extracted from the published Ofsted report.

WHAT MAKES THE PARTNERSHIP 'GOOD'		
	THEMES	PROVISION IN LOCAL ARRANGEMENTS
1.	Strong governance, challenge and holding each other to account	Constitution
		Quality Assurance framework
		Independent Scrutiny
2.	Safeguarding leadership and management	Statutory partners with education as the fourth partner;
		Safeguarding leadership group
3.	Effective business management and use of resources	Three-year business plan and subgroup delivery plans
		Transparency of funding arrangements
4.	Learning and Improvement	Learning and Improvement Framework

OVERVIEW OF THE STRENGTHS OF SAFEGUARDING CHILDREN ARRANGEMENTS

1.	Strong governance, challenge and holding each other to account
a.	Governance arrangements between the LSCB and the Local Authority in Sutton are effective.
b.	A culture of openness, honesty, and robust challenge relentlessly drives significant safeguarding improvements across the partnership.
c.	The Chair, Chief Executive, Leader of the Council, Lead Member for Children's Services, and the DCS hold each other to account for progress on identified areas for improvement.
d.	The Board works well with other strategic partnership, providing challenge to the Health and Wellbeing Board, the Safer Sutton Partnership, and the Safeguarding Adults Board to provide priority planning for children.
e.	Responsibilities and accountabilities are clear.
f.	The Board receives and reviews a range of relevant performance reports and updates that are scrutinised and challenged by the Quality Assurance Subgroup before consideration at the Board.
g.	A comprehensive dataset with organisations, which now provides narrative to accompany and explain the information. The Quality Assurance Subgroup has started to interrogate the data thematically by organisation, on a rolling basis, to ensure its accuracy, and this is leading to improvements in the quality of data provided. This means that the Board has a better understanding of strengths and areas for improvement to continue to challenge partner agencies.
h.	Areas for multi-agency audits, identified and prioritised through SCRs, are scrutinised by the Quality Assurance Subgroup, which develops action plans that swiftly lead to improvements. Workshops to share lessons learned have ensured that staff are aware of the new approach.
i.	Regular Section 11 audits, and a good level of analysis and scrutiny of the returns, with appropriate challenge when there is a lack of evidence.
2.	Safeguarding leadership and management
a.	A clear structure, and managers from all partner agencies are involved in the Board and its Subgroups, undertaking work effectively in key development areas.
b.	Regular joint meetings with the Chairs of the Subgroups to ensure that work is progressing and to maintain joint responsibility for actions across the partnership.
c.	Partner agencies prioritise safeguarding and ensure that voluntary and community groups are fully aware of their responsibilities.

3.	Effective business management and resources
a.	Business support for the Board is effective and leads to good coordination across the Subgroups.
b.	The business plan and work stream plan are based on the priorities identified in the annual report.
c.	The Board receives financial contributions from the relevant key agencies, ensuring that appropriate reserves are available so that any unforeseen expenses, such as SCRs, are adequately resourced.

4.	Learning and Improvement
a.	The Board has undertaken an extensive range of work to ensure that identified learning [from SCRs] reaches practitioners, managers, and leaders.
b.	The data analyst is improving local intelligence of risk areas. Data about where children go missing where child sexual exploitation incidents occur and the location of incidents of domestic violence provides infographic representations of hotspots and areas of concern. This enables the LSCB to understand the prevalence of the issue in Sutton and helps individual partners to make improvements.
c.	The Board has a good understanding of other vulnerabilities, such as radicalisation and female genital mutilation.
d.	It maintains a strong focus on understanding the views of children. The voices of children and families influence service development.
e.	There is a good range of free, relevant training provided by the LSCB aimed at all practitioners who work with children, including voluntary and community organisations. The training, informed by learning from SCRs as well as national and local policy developments, is evaluated immediately following the event and at three- and six-monthly intervals to assess the impact on practice. Online training is also available to all partner organisations, and this is increasing the number of voluntary and community organisations that access training.

4. New Local Safeguarding Children Partnership Arrangements Under Working Together 2018

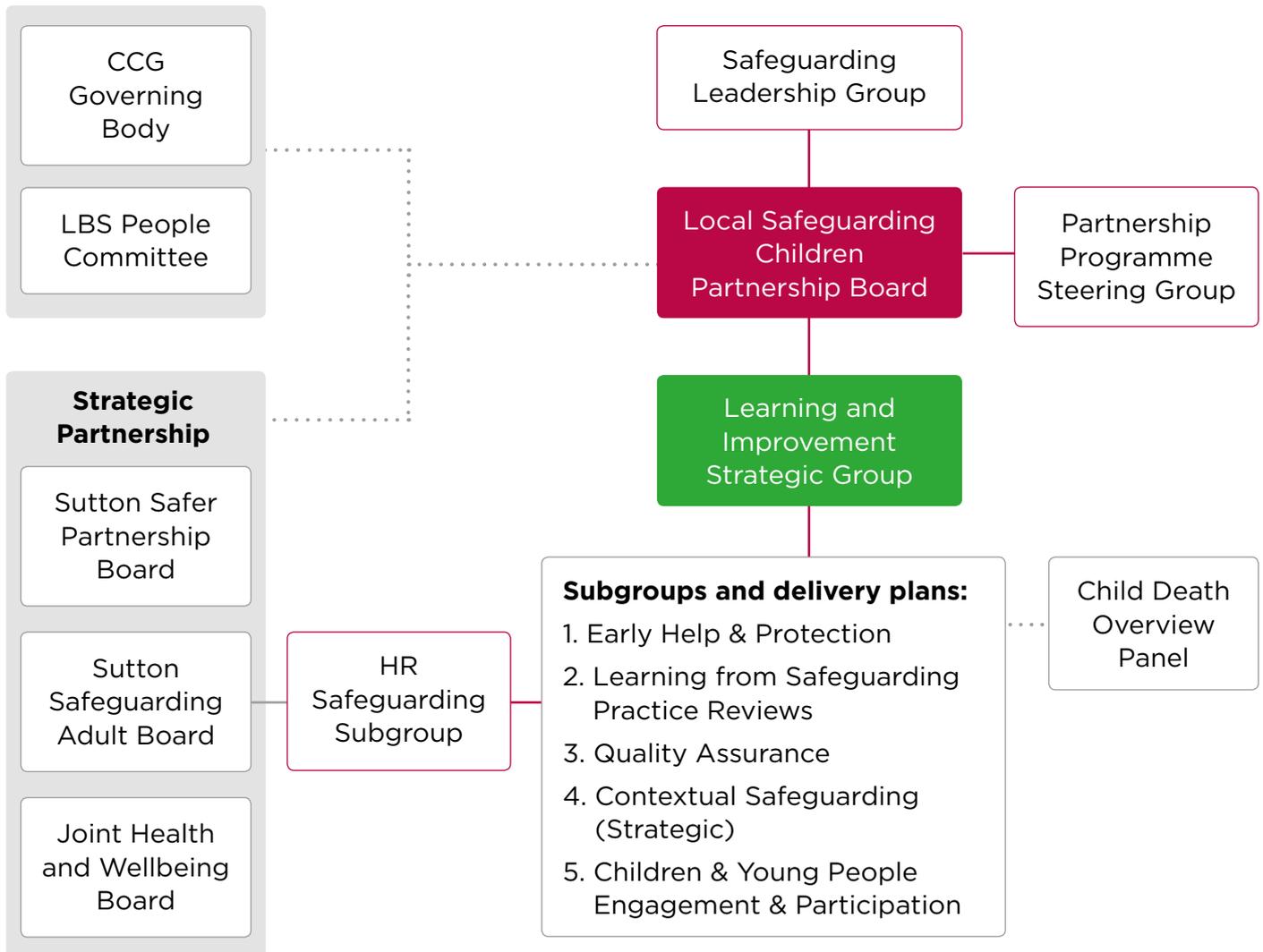
4.1 Statutory partners and relevant agencies

The Local Safeguarding Children Partnership arrangements in Sutton will have four partners to fulfil the functions in Working Together 2018 of which the first three are statutory; the details are set out in the constitution, available on the Partnership website, and will be reviewed annually. The four partners and the relevant agencies, set out in the table below, make up the membership of the Local Safeguarding Children Partnership and the Board.

SUTTON SAFEGUARDING CHILDREN PARTNERSHIP AND MEMBERSHIP OF THE BOARD		
Partners		
1.	The Local Authority	Chief Executive or their delegated representative Director for Children's Services.
2.	Clinical Commissioning Group (CCG)	The Accountable Officer or their delegated representative.
3.	The Chief Officer of Police for the area	The Chief Officer of the Basic Command Unit (BCU) or their delegated representative.
4.	Education	Early years, schools, colleges, alternative and special education providers, education support services, school governors.
Relevant agencies		
5.	Health Providers	Acute trusts, community health providers, specialist health providers, and mental health trusts.
6.	Public Health	LBS Council Service.
7.	Community Safety	LBS Council Service.
8.	Probation	National Probation Service and London Community Rehabilitation Company.
9.	Housing	LBS Housing (commissioning) and Sutton Housing Partnership.
10.	Community Action Sutton	Voluntary and community organisations represented by Community Action Sutton.
11.	Sutton Parents Forum	A local charity for parents of children with disabilities.
12.	Sutton Inspire	A commissioned community drug and alcohol service.
13.	South London Legal Partnership (SLLP)	Four borough legal services arrangements.
14.	CAFCASS	Family Court system.
Other board members		
15.	Lead Member for Children's Services	Elected Councillor.
16.	Opposition Member	Elected Councillor.

4.2 Safeguarding Children Partnership structure

The new Sutton Local Safeguarding Children Partnership structure is set out below and forms part of the wider strategic partnership arrangements in the London Borough of Sutton.



The subgroups will be supported by task and finish groups to progress priority areas of work against an agreed terms of reference. Each subgroup and task and finish group will be chaired by a member of the Board who will report progress into the Partnership Programme Steering Group (PPSG).

The Independent Scrutineer will chair both the Board and the PPSG. The Chair of the Quality Assurance (QA) subgroup will report into the Board at each meeting through a highlight report.

4.2.1 Safeguarding Leadership Group

The membership of the Safeguarding Leadership Group is set out in the table below and will have oversight of three specific accountabilities:

- Child Safeguarding Practice Reviews and other learning reviews;
 - The Board's issue and risk register; and
 - The Annual Report of the Local Safeguarding Children Partnership.
- The Safeguarding Leadership Group will also be responsible for appointing the Independent Scrutineer.

SAFEGUARDING LEADERSHIP GROUP MEMBERSHIP

1.	The Leader of the Council (Chair)
2.	The Lead Member of Children's Services
3.	The Independent Scrutineer for the Partnership
4.	Sutton Clinical Commissioning Group (CCG)
5.	Metropolitan Police, Basic Command Unit (BCU)
6.	Chief Executive, London Borough of Sutton
7.	Strategic Director/Director of Children's Services, LBS
8.	Education representative

4.2.2 Local Safeguarding Children Partnership Board

The Independent Scrutineer will chair the Board and the membership will be the three statutory partners, the education partner, and relevant agencies as set out in the table previously. Further details about its function, frequency of meetings and administration are provided in the constitution, available to download on the website of the Partnership.

4.2.3 Partnership Programme Steering Group

The Partnership Programme Steering Group will be chaired by the Independent Scrutineer; the functions of group will include the following:

- To appoint subgroup Chairs;
- To resolve any issues that have been escalated, or come up in the Board meeting;
- Oversee the implementation of the three-year business plan and agree annual priorities;
- To approve the terms of reference for task and finish groups and sign off multi-agency protocols and practice guidance developed by the group; and
- To agree priorities for the annual multi-agency learning and development programme, including the dissemination of learning from Child Safeguarding Practice Reviews.

4.2.4 Learning and Improvement Strategic Group

The Learning and Improvement Strategic Group will be made up of the five subgroup Chairs and have the strategic oversight of the following:

- That the learning from Child Safeguarding Practice Reviews and other learning reviews and multi-agency case audits are embedded in practice;
- That the learning generated from the subgroup delivery plans is fully embedded within each organisation and the partnership;
- That improvements identified from the scrutiny of S.11 and S.153/175 compliance audit are fully implemented;
- The dissemination of learning from the Learning and Improvement Framework and the take up of the multi-agency Learning and Development (L&D) programme across the Partnership.

4.2.5 Subgroups

Each subgroup will have a lead statutory partner except from the children and young people engagement and participation subgroup which will have a voluntary and community sector lead. The Chair will be a Board member to report progress into the Partnership Programme Steering Group and the function and membership will be set out in the terms of reference.

The main function will be to deliver the priorities in the Board's business plan through a delivery plan, reviewed in each meeting and signed off by the Independent Scrutineer at the end of the year. The subgroups will be supported through task and finish groups to take forward policy and practice priorities identified by the groups.

4.2.6 Independent scrutiny

The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in the London Borough of Sutton, including arrangements to identify and review serious child safeguarding cases. This independent scrutiny will be a specific function as well as being part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections (JTAI).

The Independent Scrutineer will be an individual with significant leadership qualities and experience at a senior level to fulfil the following functions:

- Act as a constructive critical friend and promote reflection to drive continuous improvement;
- To review how effectively the arrangements are working for children and families as well as for practitioners; and
- To review how well the safeguarding partners are providing strong leadership collectively
- Chair the Local Safeguarding Children Partnership Board
- Chair the Partnership's Programme Steering Group to ensure the effective delivery of the three-year business plan;
- Speak for the Partnership in situations that require a clear, single point of leadership;
- To represent the Partnership as a member of the Safeguarding Leadership Group;

- Executive decision making, in consultation with the statutory partners;
- To make recommendations to respond to serious child safeguarding incidents, following a notification by the Local Authority, and consider whether the criteria has been met to undertake a Child Safeguarding Practice Review; and
- To act as the Chair for Child Safeguarding Practice Review Panels, and represent the Partnership in communication with the National Panel and wider in situations that require a response from the Panel Chair.

4.2.7 Child Death Review arrangements

In the last year, the CDOP Single Point of Contact (SPOC) has been transferred from the Local Safeguarding Children Board to the Sutton Clinical Commissioning Group (CCG) and is located at the Queen Mary Hospital NHS Epsom and St Helier Hospital Trust. Working Together 2018 sets out the role of the statutory two child death partners (Local Authority and CCG) include making arrangements for the analysis of information about deaths reviewed. The purposes of a review or analysis are:

- a) To identify any matters relating to the death or deaths that are relevant to the welfare of children in the area or to public health and safety; and
- b) To consider whether it would be appropriate for anyone to take action in relation to any matters identified.

The new arrangements for South West London will be published by the two statutory child death partners as set out in Working Together 2018 transitional guidance alongside more detailed practice guidance.

5. Business Management

5.1 The Business plan

The three-year business plan will be underpinned by five themed work streams and will have year-to-year annual priorities that will flow from the learning from national and local policy developments that are informed by learning from child safeguarding practice reviews and quality assurance activities. The table below provides an overview and the full business plan is available on the Partnership's website.

LOCAL SAFEGUARDING CHILDREN PARTNERSHIP BUSINESS PLAN 2019-2022		
WORK STREAM 1	Early Help and protection	Local Authority lead
WORK STREAM 2	Contextual Safeguarding	Borough Police lead
WORK STREAM 3	Quality Assurance	Clinical Commissioning Group (CCG) lead
WORK STREAM 4	Learning from child safeguarding practice reviews	Local Authority lead
WORK STREAM 5	Children and young people engagement and participation	Voluntary/community sector lead
Learning and Improvement		

5.2 The Annual Report

The Annual Report will be absorbed into the independent scrutiny arrangements and include the following as set out in Working Together (2018) guidance:

- Review of progress and achievements against the priorities set out in the business plan to draw conclusions about the impact and effectiveness of the local arrangements;
- Reports on children and families' experiences of services and partnership working through the approaches and tools applied in independent scrutiny and quality assurance processes;
- Key messages of learning from Child Safeguarding Practice Reviews and the progress of the implementation of recommendations;
- Assurance about the effectiveness of the arrangements of the Child Death Review, including any recommendations about the implementation of learning from Joint Area Reviews; and
- Assurance about the effectiveness of the local safeguarding children arrangements.

The Partnership's Annual Report will be published on the Partnership's website to be available to professionals and the wider local community.

5.3 Evaluation, outcomes and measures of success

The subgroup delivery plans contain SMART objectives, measures of success, and evidence of impact. There is also a robust approach to evaluating impact of training through an online learning management system that is set up to use a three-point evaluation approach: pre-training, on-the-day evaluation, and three to six month evaluation of impact on practice. We also have the option take a five-point evaluation approach and include manager's feedback and impact over a longer period of time. It is envisaged that the five-point approach will be used in situations that relate to the implementation of learning from Child Safeguarding Practice Reviews and our themed learning and improvement priorities.

6. Partnership Priorities

This section sets out the priorities of the partnership in the period 2019-2022 and each of the work streams will have a subset of annual priorities with actions set out in delivery plans reviewed in each subgroup meeting. Each priority will have a dedicated subgroup to take forward work that will be chaired by a member of the Board.

6.1 Early Help and Protection

We fully endorse the principle set out in Working Together 2018 that:

‘Effective early help relies upon local organisations and agencies working together to: identify children and families who would benefit from early help.’

The Partnership has agreed on the following three key priorities for Early Help and Protection:

KEY PRIORITIES FOR EARLY HELP AND PROTECTION 2019-2022	
1.	To develop a clear statement of principles and purpose to ensure Early Help is effective and meaningful. This includes co-production in the development of processes which include parents, children, the voluntary and community sector and the wider partnership.
2.	To map and review early help needs and initiatives across the partnership. This includes undertaking a Joint Strategic Needs Assessment and evidence review of what works and has most impact.
3.	To consider a real or virtual pooling of budgets, or reference to equitable funding processes which will facilitate Early Help initiatives as part of the Joint Commissioning Strategy for the Local Authority.

The table below provides an overview of statutory duties for Early Help under Working Together 2018 and the policy and practice priorities that we will focus on locally.

OVERVIEW OF EARLY HELP STATUTORY DUTIES UNDER WORKING TOGETHER 2018		
	Partnership Requirement	Priority
1.	Effective ways to identify emerging problems and potential unmet needs of individual children and families.	To develop a 'hidden needs' policy to clarify roles and responsibilities across the Partnership.
2.	To develop joined-up, early help services based on a clear understanding of local needs.	To map out the provision of early help services across the partnership to identify gaps and needs.
		To review referral and assessment pathways to ensure consistency to access early help services.
		To promote co-production and ensure an integrated and consistent approach across the Partnership.
3.	Information sharing with other practitioners to support early identification and assessment.	To ensure that information sharing guidance is applied consistently across the Partnership.
4.	The three safeguarding partners should consider what training is needed locally and how they will monitor and evaluate the effectiveness of training.	To review the current early help training offer to cover priorities for the Partnership.
5.	Where a child and family would benefit from coordinated support from more than one organisation or agency (e.g. education, health, housing, police) there should be an inter-agency assessment with clear actions.	To review the Early Help assessment template to ensure that there is a consistent approach across the Partnership.
6.	The early help offer should draw upon any local assessment of need, including the JSNA and the latest evidence of the effectiveness of early help programmes.	To undertake a joint strategic needs assessment focusing on identifying hidden needs.
		To ensure that there are robust processes in place to review the effectiveness of early help programmes.

Local improvement policy and practice priorities		
7.	School readiness	To develop a shared understanding of effective approaches across the Partnership.
8.	Reducing school exclusions	To develop a shared understanding of effective approaches across the Partnership.
9.	Perinatal maternal and infant health	To promote and support access to perinatal maternal and infant health services.
10.	Young Carers	To support the implementation of the Young Carers Strategy
11.	Substance misuse	To promote and support access to substance misuse services
12.	Domestic abuse	To promote and support access to domestic abuse services
13.	Special education needs and disabilities	To develop a shared understanding about effective approaches across the Partnership.
14.	Speech and Language and Communication	To examine the effectiveness of current approaches to address needs.
15.	Local Offer	To review the sufficiency of the local offer of early help support and services; and explore technical solutions to more effectively communicate information to professionals and local residents.

6.2 Contextual Safeguarding

Contextual safeguarding relates to managing risk with vulnerable older children and is defined as *‘an approach which engages with the extra-familial dynamics of risk in adolescence’*².

Over the next three years, the partnership will be involved in a scale up contextual safeguarding project supported by University of Bedfordshire.

We will also consider Harmful Sexual Behaviour (HSB) in the context of responding more effectively to Child Sexual Exploitation, including peer-on-peer abuse, and is defined as:

‘Sexual behaviours expressed by children and young people under the age of 18 years old that are developmentally inappropriate, may be harmful towards self or others and/or be abusive towards another child, young person or adult’ (derived from Hackett, 2014).

2. Firmin et al (2019), Safeguarding during adolescence - the relationship between Contextual Safeguarding, Complex Safeguarding and Transitional Safeguarding

We will build on the strong foundation of the Strategic Multi-Agency Child Exploitation (MACE) Group under the previous LSCB arrangements. The subgroup will be renamed 'Contextual Safeguarding' (strategic) under the new arrangements. The operational multi-agency group will continue to be supported by a dedicated data analyst and report into the strategic group to ensure that Partners have access to information and data about older children at most risk of actual or likely significant harm because of child exploitation which includes the following:

- Child Sexual Exploitation;
- Child Criminal Exploitation (incl. county lines/drug dealing, serious youth violence/gangs);
- Child trafficking/ Modern Day Slavery;
- Radicalisation/ Extremism;
- Online Abuse/ Exploitation;
- Female Genital Mutilation;
- Child Marriage/ Forced Marriage;
- Honour Based Violence/ Faith-Based Abuse; and
- Breast Ironing/ Flattening.

At a national, regional, and local level it is well recognised that there is a need for professionals to stop dealing with different forms of child exploitation in 'silos' and instead holistically consider the needs of vulnerable older children. In particular, as children are often vulnerable to more than one type of exploitation, the grooming and coercion methods used by exploiters and perpetrators as these are similar regardless of what type of exploitation is used. There are also clear links to serious youth violence i.e. knife crime and criminal exploitation which add impetus for the Partnership to develop a joint approach with community safety partners to tackle serious youth violence and child exploitation more effectively.

Working Together to Safeguard Children 2018 sets out the following requirements in regards to adopting a Contextual Safeguarding approach:

- Assessments of children should consider whether wider environmental factors are present in a child's life and whether they are a threat to their safety and/or welfare;
- Children who may be alleged perpetrators should be assessed to understand the impact of contextual issues on their safety and welfare;
- Interventions should focus on addressing these wider environmental factors, which are likely to be a threat to the safety and welfare of a number of different children who may or may not be known to local authority children's social care;
- These extra-familial threats might arise at school and other educational establishments, from within peer groups, or more widely from within the wider community and/or online;
- These threats can take a variety of different forms and children can be vulnerable to multiple threats, including: exploitation by criminal gangs and organised crime groups such as county lines; trafficking, online abuse; sexual exploitation and the influences of extremism leading to radicalisation.

6.2.1 Contextual Safeguarding scale up project

The Partnership has made it a priority over the next three years to develop improved responses to respond to the safeguarding needs of vulnerable older children that relates to safeguarding that goes beyond the family. Contextual safeguarding primarily relates to overlapping forms of child exploitation that requires joined up community wide responses. The starting point will be from within Sutton Children's Services and the established multi-agency theoretical and practical frameworks (strengthening families model, family group conferences, restorative practice, and trauma-informed practice).

It will involve piloting the tools and resources developed by the Contextual Safeguarding Network alongside approaches such as, Contextual Safeguarding leads within partner agencies. The project will cover the following stages:

Stage 1:

1 April to 30 September 2019 - Project set up

Stage 2:

1 October 2019 to 30 September 2021 - Project delivery

Stage 3:

1 October 2021 to 30 March 2022 - Project ending (evaluation, dissemination)

We will also be part of the Contextual Safeguarding learning and improvement hub set up by the University of Bedfordshire to support the local authorities involved in the project.

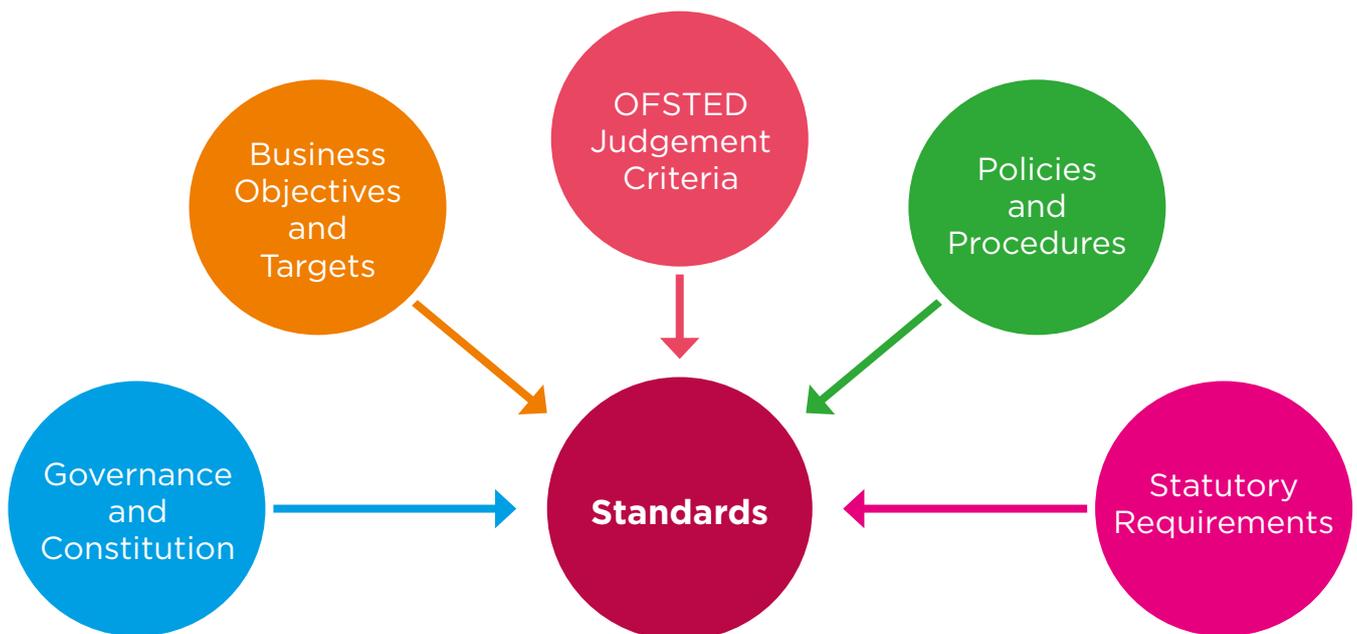
6.2.2 A restorative approach to working with families

Sutton Children Service’s has adopted a restorative approach to strengthen relationships with children, families, and our partners. This is combined with a trauma informed practice approach to fully embed a restorative culture and practice that is about building meaningful relationships with young people and their families and doing “with” rather than doing “to”. To date over 200 practitioners have been trained in the approach and this is being sustained through a restorative supervision programme for staff. The training and model of supervision will be further rolled out to partner agencies as part of the Contextual Safeguarding scale up project.

6.3 Quality Assurance (QA)

The QA approach is made up by a set of standards and activities as illustrated below and overlaps with the Learning and Improvement framework which has more details.

Quality Assurance: Standards



Quality Assurance Activities



6.3.1 Quality Assurance activities under the new arrangements

OVERVIEW OF QUALITY ASSURANCE ACTIVITIES UNDER THE NEW ARRANGEMENTS		
1. Independent scrutiny		
1.1	Independent scrutineer (job role in the constitution)	Judge the annual review of the effectiveness of multi-agency arrangements and sign off the Partnership's Annual Report.
		Assess the effectiveness of the help being provided to children and families including early help.
		Scrutinise quality assurance and performance management reports, including compliance audits, multi-agency case audits and data assurance reports.
		Scrutinise the effectiveness of training, including multi-agency training to implement learning from the activities that fall under the Learning and Improvement Framework, including Child Safeguarding Practice Reviews.
		Identify the need for any independent reviews of the extent to which appropriate and effective systems and processes are in place in partner agencies to fulfil their statutory duties under Working Together.
2. Performance management		
2.1	Partnership dataset	Quarterly data reports for priority areas, including analysis and recommendations.
3. Safeguarding compliance audits		
3.1	Pre-audit survey	Targeted to frontline staff across agencies to gather evidence for the compliance audit.
3.2	S.11 audit	Involves agencies and commissioner providers that are S.11 compliant under Working Together.
3.3	S.175/S.157 audit	Involves education providers listed under Keeping Children Safe in Education guidance.
4. Multi-agency case audit programme		
4.1	Thematic multi-agency audits	Themes aligned to partnership priorities, includes repeat audits to monitor improvements over time.

5. Deep dive reviews

5.1	Thematic deep dives	Focused on MASH, Early Help, Children's social care practice, observations of multi-agency feedback, and service user feedback. Involves partner agencies in the process.
-----	---------------------	---

6. Single-agency assurance and scrutiny

6.1	Health assurance report	Focused on health providers safeguarding contributions in key areas.
6.2	Children's Social Care annual reports	Assurance on: Child Protection Conference Service, IRO/FIRO, LADO, and Private Fostering.
6.3	Schools' annual health check	Assurance reporting from school visits undertaken by the Education Safeguarding Coordinator.
6.4	Self-assessments	Assurance that agencies understand their strengths and weaknesses and have actions in place to address development areas.

7. Peer reviews

7.1	To set up arrangements with other local safeguarding children partnerships or sector improvement leads.	
-----	---	--

8. Children and young people engagement

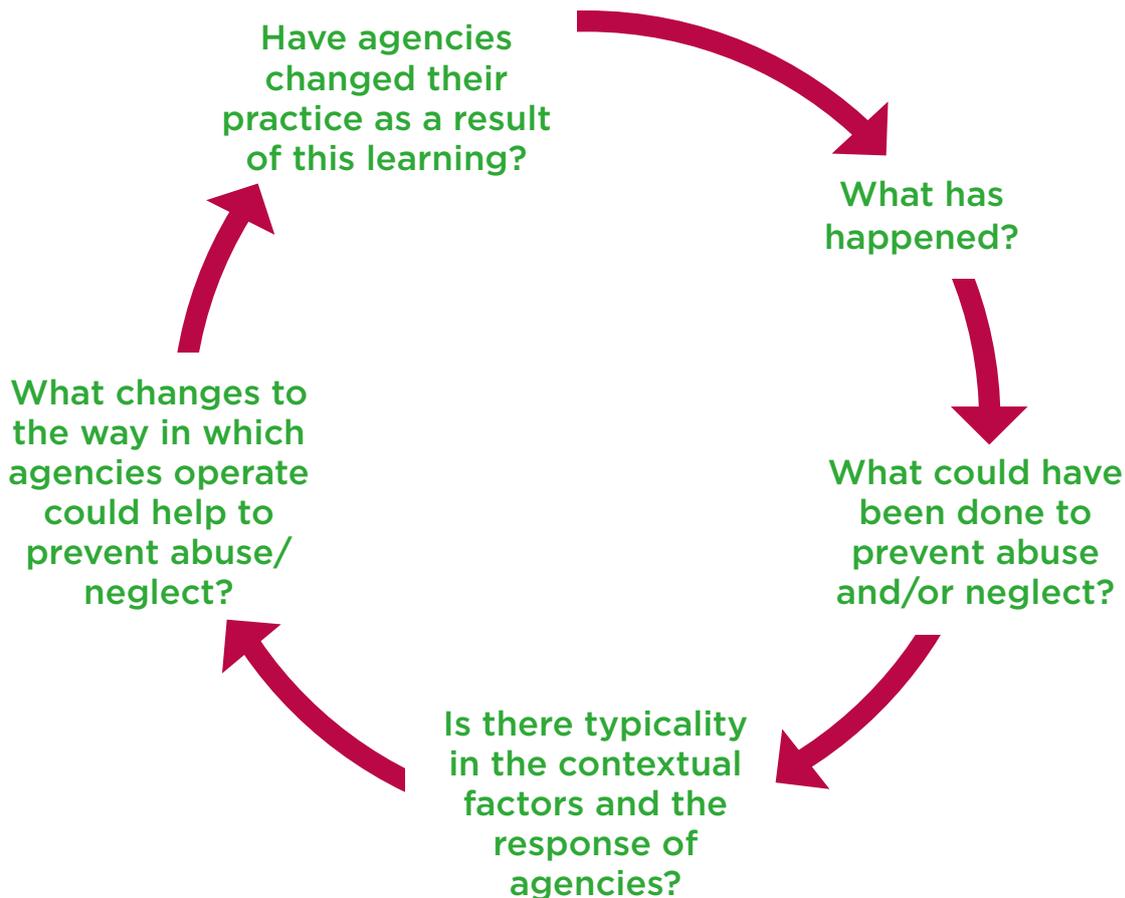
8.1	Themed survey	Annual surveys on topics that link to partnership priorities.
8.2	Interviews	Qualitative information to support the interpretation of survey findings.
8.3	Workshops	To discuss survey findings in more depth and get a better understanding about safeguarding concerns for young people locally.

The above activities are scheduled in the QA subgroup delivery plan and is a standing agenda item at the Board to disseminate findings from the various activities. There will also be a full account of activities, impact, and outcomes in the Annual Report which will be signed off by the Independent Scrutineer under the new arrangements.

6.4 Learning from Child Safeguarding Practice reviews

The National Panel for Child Safeguarding Practice reviews was established under the Children and Social Work Act 2017 and operates under the relevant legislation and statutory guidance. The Panel has the power to commission reviews of serious child safeguarding cases and to work with local

safeguarding partners to improve learning and professional practice arising from such cases. The Panel became operational in June 2018 and acts independently from the Government, but is accountable to the Secretary of State for Education. The overall purpose of the child safeguarding practice review arrangements is to explore how practice can be improved more generally through changes to the system as a whole.



The first consideration in deciding whether to make a notification, which is the first point of contact with the National Panel, is whether or not the incident is serious using the definition set out in Working Together (2018). Notifications must always be made if abuse or neglect is a cause of, or a contributory factor to, the serious incident, or where it is suspected.

Safeguarding partners are required to promptly undertake a rapid review on all notified serious incidents. Rapid reviews should assemble the facts of the case as quickly as possible in order to establish whether there is any immediate action

needed to ensure a child’s safety and the potential for practice learning. The rapid review should conclude with a decision about whether or not a local child safeguarding practice review should be commissioned using the criteria set out in Working Together (2018).

The criteria and guidance when deciding whether it is appropriate for the Panel to commission a national review of a case, or cases, is set out in Working Together (2018). An important part of setting up the review process will be a dialogue between the Panel and the local areas affected.

The partnership will sustain the existing Case Review subgroup but it will be renamed the 'Child Safeguarding Practice Review' subgroup and the terms of reference will be modified to reflect the requirements of Working Together 2018 and the Child Safeguarding Practice Review Panel: practice guidance 2019. It will also cover learning reviews that do not meet the Working Together criteria and those cases that come under the Partnership's 'Referring a Case for a Review' procedure or any serious concern that relate to an individual case that come under the 'Escalation policy and procedure'.

6.5 Children and Young People Engagement and Participation

In 2017, the Partnership formally endorsed a model for children and young people engagement which has been supported by a dedicated participation resource, partners, and the wider school leadership in Sutton. The model is comprising the components set out below.

6.5.1 Annual themed survey

Our engagement and participation model takes a themed approach based on children and young people's perception of feeling safe in Sutton. This is a cross-cutting theme for the Local Safeguarding Children Partnership and the Community Safety Partnership. This has led to an increased awareness of the threats within the digital world that children are exposed to; in particular the high exposure to bullying and different forms of harassment, sexual, racial, and hate crime related threats which children themselves often do not identify as crimes and therefore feel powerless to respond to.

6.5.2 Youth summit

In the last year, the focus has been on the themes: general safety, knife crime, hate crime, online safety, and domestic abuse. Through the support of local secondary schools we achieved over 700 survey responses to questions on these themes. It informed the planning of a Youth Summit which involved pupils from secondary

schools, including special and alternative education, and direct engagement with pupils, facilitated by the Police, Community Safety Team, Targeted Youth Services, and the Voluntary Sector.

6.5.3 Children with special educational needs and disabilities

A further piece of work has been undertaken to include children who have special educational needs and disabilities through the support from special education safeguarding leads. We will build on this work to develop a fully inclusive engagement and participation model as part of the three-year business plan.

6.5.4 Safeguarding Ambassador Programme

Sutton Safeguarding Children Partnership employed a young person from a local secondary school over the summer holiday to develop a toolkit to roll out a peer-education programme more widely across schools in Sutton. The main objective of the programme is to raise awareness about areas that present risks to children's wellbeing and safety, including bullying, harassment, exploitation, and different forms of neglect and abuse, and where to turn for support. The programme is run within the schools and involves training up sixth form students to become ambassadors for raising awareness of safeguarding themes agreed by young people themselves. The toolkit is promoted and is available to download from the Partnership's website. Over 10 schools have signed up in the first year, including special education providers.

There is the potential to support schools further to comply with the statutory requirement that relate to relationships, sex, and PSHE education under the Children and Social Work Act 2017.

A dedicated subgroup will be set up to comprise representatives from the voluntary and community sector, statutory partners, education providers and relevant agencies and have young people representation. It will set priorities for a programme of work for the next three years.

7. Learning and Improvement Framework

7.1 Purpose

Sutton Local Safeguarding Children Partnership will operate a learning and improvement framework (LIF) which ensures that partner organisations are clear about their responsibilities under Working Together 2018, including implementing learning from Child Safeguarding Practice reviews. The governance will be under the new LIF strategic subgroup to ensure that the outcomes are translated into messages for practice and result in improved outcomes for children.

7.2 The Learning and Improvement Framework (LIF)

The framework includes embedding learning from:

- Messages from performance management;
- Multi-agency and single agency case audits;
- Serious Case Reviews and Child Safeguarding Practice reviews; and
- Evaluation of training and impact on practice.

Improving practice relies on seeking learning from as many sources as possible and triangulating information in order to underpin the Partnership's annual identification of priorities for the Business Plan and subgroup delivery plans. This will include:

- Gathering information from children and families;
- Feedback from frontline staff;
- Observation of practice and multi-agency meetings;
- Assurance reports on agencies' critical issues;
- Learning from inspections and thematic deep dive reviews; and
- Learning from Child Safeguarding Practice Reviews and other learning reviews.

7.2.1 Use of data and intelligence to monitor performance

The Partnership's Performance Management Frameworks sets out the way performance information is provided to inform the assessment of the effectiveness of the help being provided to children and families (including early help). Data relating to key safeguarding processes and particularly vulnerable groups of children will be provided each quarter with an analysis that provides an explanation of any trends and issues for attention of the group. This will be supplemented by specific reports on topics that have been identified by the Safeguarding Partners as requiring assurance monitoring.

7.2.2 Multi-agency audits

Each year, the partnership will develop a multi-agency audit programme, with the aim of providing assurance to the Board of the quality of services for children and families. In addition, any areas of good practice will be identified and shared and areas for development will result in recommendations and action to improve practice. The programme will reflect the priorities for safeguarding children in the London Borough of Sutton and will be informed by:

- Child Safeguarding Practice Reviews and Serious Incident Notifications;
- Performance indicators;
- The need to further explore issues that have caused concern, including those highlighted through previous audits and themed deep-dives;
- Feedback from learning and development activities, including seminars, workshops, and conferences;
- General audits within a category of case to establish a baseline assessment of performance; and
- The views of children and young people.

An analysis of the above will be published in the Partnership's Annual Report and will inform the Business Plan priorities for the following year.

7.2.3 Single-agency audits

There is an expectation that each safeguarding partner, education provider, and relevant agency will undertake their own internal audits of child safeguarding activity, including child exploitation. Each agency will determine the focus of internal audits and these should align to multi-agency audits that relate to:

- Self-assessments to respond to new national, regional and local policy and practice requirements;
- Section 11 compliance and the equivalent under Education legislation;
- Chronologies and Individual Management Reviews which form part of a Child Safeguarding Practice Review or other type of learning review. These usually cover the implementation of policy and procedures; line management arrangements, training and supervision; and the quality of specific safeguarding interventions.

Analysis of the results of internal audits will lead to recommendations for future practice development, and be reported to the Board as part of the QA highlight report.

7.2.4 Serious Child Care Notifications and Rapid Reviews

The London Borough of Sutton Council will notify the national Child Safeguarding Practice Review Panel of any incident that meets the notification criteria within five working days of becoming aware using the approved online notification process. A copy of the notification will be provided to the partnership's business management function on the same day that it is submitted.

The notification criteria is as set out in Working Together 2018, that:

The Sutton Council knows or suspects that a child has been abused or neglected and either:

- a. The child dies or is seriously harmed in the local authority's area, or
- b. While normally resident in the local authority's area, the child dies or is seriously harmed outside England.

7.2.5 Rapid Review

The Partnership support office will arrange for a Rapid Review to be undertaken and completed for:

- All cases notified to Partnership as a result of the notification of incidents process;
- All cases raised for consideration of a review by partners or the relevant agencies.
- The aim of a Rapid Review is to enable safeguarding partners to:
 - Gather the facts about the case, as far as they can be readily established at the time;
 - Discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately;
 - Consider the potential for identifying improvements to safeguard and promote the welfare of children;
 - Decide what steps they should take next, including whether or not to undertake a child safeguarding practice review.

As soon as the Rapid Review is complete, the safeguarding partners should send a copy to the Panel. They should also share with the Panel their decision about whether a local child safeguarding practice review is appropriate, or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate.

The Rapid Review will be undertaken and completed within 15 working days and will be coordinated by the Development Manager. When considering whether to commission a child safeguarding practice review the safeguarding partners will have regard to the serious child care incident definition (see earlier) and the Child Safeguarding Practice Review Panel guidance issued by the Department of Education to at a minimum cover the following in the Rapid Review records:

- a. Whether or not the case in question is being considered against the criteria set out in Working Together (2018) if local safeguarding partners;
- b. Immediate safeguarding arrangements of any children involved;
- c. A concise summary of the facts, so far as they can be ascertained, about the serious incident and relevant context;
- d. A clear decision as to whether the criteria for a local child safeguarding practice review have been met and on what grounds, and if not, why not;
- e. A recommendation on whether or not a national review would be considered necessary, and if so, why;
- f. Any immediate learning already established and plans for their dissemination;
- g. Potential for additional learning;
- h. If the decision is taken not to proceed with a local child safeguarding practice review, a summary of why it is thought there is no further learning to be gained;
- i. Which agencies have been involved in the rapid review, explaining any agency omission whose involvement would be usually expected;
- j. Who has been involved in the decision-making process; and
- k. Relevant identifying details of the child and family.

7.2.6 Child death reviews

These are conducted by the Child Death Overview Panel (CDOP). The multi-agency panel reviews each death of a child normally resident in the area. The panel collects and collates information relating to each child death to determine the cause of death, the category of death, and to identify any modifiable factors which may have contributed to the death. If there are any such factors, the panel will make recommendations to the safeguarding partnerships so that action can be taken to prevent such deaths in the future where possible. The panel will analyse local data to identify any patterns or trends and alert the Partnerships accordingly. If there is a suspicion that neglect or abuse may have been a factor in the death, the panel will refer the case for consideration for a Child Safeguarding Practice Review.

The panel is also responsible for agreeing local procedures for responding to those deaths that meet the criteria for a joint agency response and ensuring appropriate support is in place for those affected. All learning identified is shared widely both on a local and national scale and findings are reported to the Partnerships for dissemination to safeguarding partners/ relevant agencies.

7.2.7 Other multi-agency learning reviews

If a case does not meet the criteria for a Child Safeguarding Practice Review but it is felt that there is some learning that can be identified from it in order to improve practice, then an alternative multi-agency learning review can be held. The process will be agreed according to the needs of each individual case and described in the terms of reference. It will be facilitated by an independent manager who has had no involvement in the case.

The aim of all types of learning review is to enable professionals and organisations protecting children to reflect on the quality of their services, and learn from their own practice and that of others. The processes ensure that good practice is shared and that when cases have poor outcomes, the lessons can be learnt and actions identified to ensure that services can be improved to reduce the risk of future harm to children.

7.2.8 Single-agency serious incident reviews

Some agencies will have procedures which involve conducting a single agency review when a significant incident has occurred. Whilst these reviews take many forms, it is expected that the agency will ensure that the Partnership is appropriately notified when they are undertaken, and of any learning identified which it would be helpful to share across safeguarding partners/relevant agencies (for example, a resulting change to their multi-agency working practice). The learning should be shared with all partnership members.

7.2.9 National and regional learning

We will maintain an active link with national and regional policy and practice developments to inform local developments and practice. The partnership will actively review the NSPCC Serious Case Review (SCR)/ Child Safeguarding Practice reviews (CSPR) repository to identify local learning opportunities from reviews carried out by other Safeguarding Partnerships. Additionally, the Partnerships will promote the national Triennial Analysis of SCR/CSPR, and associated agency briefing tools, and take account of any learning identified. The What Works Centre for Social Work will be another source of learning that will be disseminated with partners.

7.2.10 Multi-agency Protocols, Procedures and Guidance

The Partnership provides guidance on the thresholds for services and refer to the London Safeguarding Children Board interagency safeguarding children procedures and guidance which should be followed by the Partnership and commissioned providers. The QA subgroup Group is responsible, on behalf of the Partnership, to seek assurance that the guidance and procedures are complied with.

7.2.11 Thresholds for Referral and Assessment guidance

The Partnership is responsible for regularly reviewing, publishing and promoting the guidance for the application of thresholds and pathway for provision to services, which includes the following:

- The process for identifying early help needs, and the signposting and pathways to support that is available at the universal or targeted level;
- The criteria, including the level of need, for when a case should be referred to local authority children's social care for assessment and for statutory services under:
 - Section 17 of the Children Act 1989 (children in need)
 - Section 47 of the Children Act 1989 (reasonable cause to suspect a child is suffering or likely to suffer significant harm)
 - Section 31 of the Children Act 1989 (care and supervision orders)
 - Section 20 of the Children Act 1989 (duty to accommodate a child).

7.2.12 Local protocols and guidance

Additional guidance and procedures have been developed to set out roles and responsibilities and practice guidance, for

example the following have been developed under previous arrangements and will still apply under these arrangements:

- Escalation policy and procedure to resolve strategic and professional disagreements;
- Referring a case for a review by the Partnership where there are concerns about the contributions of 'single agencies' and the effectiveness of partnership working;
- Information protocols;
- Safe recruitment, selection and retention of staff and volunteers and expectations around whistleblowing mechanisms;
- Local Area Designated Officer (LADO) guidance about the management of allegations against staff;
- A range of themed practice guidance to improve the identification of need, clarify the referral and assessment pathway and multi-agency planning and reviews and local professional contact.

The London Borough of Sutton children social care procedures are provided on-line and accessible on the Partnership's website and should be understood by the safeguarding leads in the 'single agencies' to advise staff and volunteers within their own organisation.

All member organisations of the Partnership should have in place appropriate, robust safeguarding policies and procedures that are compatible and aligned to the London Safeguarding Children procedures and additional protocols, procedures and guidance published on the Partnership's website. These 'single agency' child protection policy should include the escalation process within that organisation and the 'referring a case for a review' procedure issued by the Partnership.

The Quality Assurance Subgroup will seek assurance that local organisations comply with this requirement under the requirements of section.11 of the Children Act and the equivalent for education providers under Section 175 of the Education Act 2002, the Education (Independent School Standards)

Regulations 2014, and the Non-Maintained Special Schools (England) Regulations 2015.

7.2.13 Practice improvement and impact evaluation

To ensure that specific areas for improvement in practice, or learning from good practice identified from reviews, audits and other sources is effectively disseminated, the partnership will:

- Establish and monitor clear communication channels within Partnership structures and across all safeguarding partners/relevant agencies;
- Require all Partnership groups and safeguarding partners/relevant agencies to identify and report on actions identified to promote improvements in practice;
- Make clear what improvements in practice are required, and how this might be evidenced;
- Identify priorities in the partnership's business plan to reflect the key learning from the previous year;
- Disseminate the learning: via training events, seminars, website, twitter and revision and updates of local practice guidance and via agency safeguarding lead and the trainers' network;
- Evaluating the effectiveness of the dissemination of learning through the evaluation tool on the online booking system - pre-, on-the-day and post evaluation on impact of training on practice.

7.2.14 Multi-agency Learning and Development programme

We have a comprehensive multi-agency learning and development programme that is available for free for all partners across the London Borough of Sutton and is accessible online from the Partnership's website and the online booking website: <https://suttontraining.event-booking.org/>. The system is also mobile friendly and allows delegates to book on without access to a computer.

The partnership has invested in a learning management system that holds an individual learning log, certificates to evidence completion of learning and sends reminder alerts to help improve take up of training. The system has also an integrated report system and the partnership receives quarterly and annual training performance reports, which includes findings about the impact of training on practice.

The priorities for the annual multi-agency programme is set by the partnership to ensure that learning is embedded from national and local case reviews, audits and local improvement drivers.

7.2.15 Trainers' Forum

A trainers' forum will be set up to bring together all those who deliver training as part of their safeguarding or other specialist role, to include the following:

- Ensure that core messages from the activities are promoted consistently in individual agencies and education settings;
- Develop learning resources to be available for in-house training including 'bite-sized' learning, train the trainer presentations, practice toolkits, themes from case reviews and learning from inspection findings;
- Set topics and develop programmes for conferences, seminars and workshops;
- Identify priorities for the annual multi-agency learning and development programme;
- Promote and facilitate co-training to provide expertise from within the Partnership;
- Promote Restorative Practice approaches across the partnership;
- To develop a pool of trainers to contribute to multi-agency safeguarding activities.

7.3 Learning and Improvement Partners (LIP)

This section is introducing a new approach to engage partners and school safeguarding leads in learning and improvement activities and options would be discussed and developed in working groups to be set up if there is support for developing LIP networks.

7.3.1 Parents' Forum

We will involve the Parents' Forum as members of the Early Help and Protection subgroup to develop the approach to involving parents in partnership development work.

7.3.2 Education providers - Designated Safeguarding Leads' (DSL) Network

This will involve all those Designated Safeguarding Leads who represent education providers as listed in Keeping Children Safe in Education 2018 in respect of the auditing of safeguarding standards under the Education Act 2002. DSLs are also invited to be subgroup and task & finish group.

7.3.3 Health providers - Designated and Named safeguarding nurses

This will involve the Designated and Named safeguarding nurses who represent health providers and relates to auditing of safeguarding standards under section 11 of the Children Act 2004 and Care Quality Commission related standards.

7.3.4 Voluntary and Community Sector

They will have the lead on the children and young people engagement and participation work stream and assurance that safeguarding standards for registration with the Charity Commission are complied with.

8. Resources

The two statutory partners, the Local Authority, which includes education providers, and the Clinical Commissioning Group (CCG) are the main financial contributors and will remain the same as previously. The Borough Police contribution is from the Mayor's Office for Policing and Crime (MOPAC) and is a relatively small amount set at the same level for all Local Safeguarding Children Partnership in London. The relevant agencies provide in-kind contributions which is significant and includes chairing of subgroups or task & finish groups, expert input into learning and development activities and policy and procedure developments.

The budget cover costs for:

- The Independent Scrutineer although this may be an unpaid resource provided within the partnership;
- The Business Management function which includes:
 - A full-time Business Manager;
 - A full-time Business and Quality Assurance Officer; and
 - Learning and Development Officer support.
- Local child safeguarding practice reviews, including the role of the independent author, legal, media responses, and learning and development activities to disseminate messages of learning.

The reserve available to the Partnership will be taken forward and available for use by the new safeguarding arrangements. It is held to cover costs for child safeguarding practice reviews and other independent learning reviews.

The requirement under Working Together 2018 to provide transparency of the budget to children and families in the area is met by the annual budget statement being included in the Annual Report which is available on the Partnership's website.

9. Dispute Resolution

The Partnership will apply the published escalation policy and procedure which covers both strategic and operational issues. It also sets out the process, in a flowchart, to resolve any professional disagreement. The final step of the process involves a referral to the Independent Scrutineer to mediate or resolve the escalated issue through the delegated executive authority set out in the specification for this role (available in the Constitution).

10. Review of Local Arrangements

The local arrangements will be reviewed by the Partnership at the end of 2019- 2020 and thereafter at a minimum of every three years in line with the business plan cycle. Any additional or amended statutory guidance will be responded to at the time of publication.

Appendices

Local context

London Borough of Sutton

Child Borough Profile³

	SUTTON	LONDON	ENGLAND	UK
Percentage of 0 to 17 year olds in the population is	23.36%	22.68%	21.34%	21.14%
Percentage of 0 to 4s in the population is	6.85%	7.07%	6.09%	6.00%
Percentage of 5 to 17 year olds in the population is	16.51%	15.61%	15.25%	15.14%

The overall child population (0-17) is 47,469. Under 19 year olds account for 24.46% of Sutton's population which is estimated at 203,243 residents in Sutton.

According to the ONS Population Projections, the change in the under 19 population from 2016 to 2026 is a 14.3% increase overall.

Number and type of education 2018

EDUCATION TYPE	PRIMARY	SECONDARY	PRIMARY AND SECONDARY
LA Maintained	22	2	0
Academies	18	13	0
Academy Special	1	1	2
Nursery Schools	2	0	0
Special Schools	0	0	1
Pupil Referral Units	0	0	2

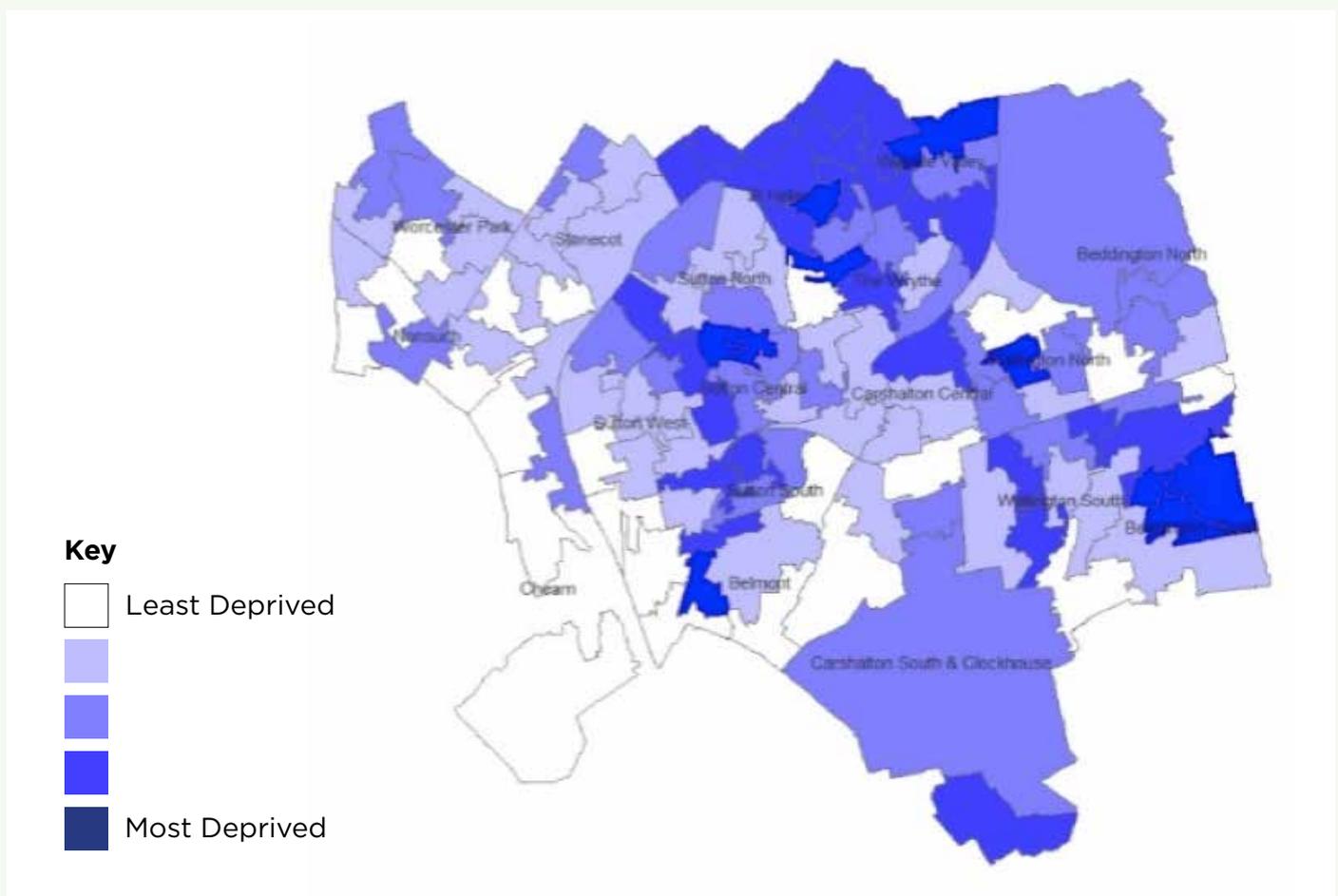
Child poverty and free school meals indicators

According to the Department for Work and Pensions (DWP) the percentage of children in low income and material deprivation is 11%.

FREE SCHOOL MEALS (FSM)	
According to the School Census May 2018 the % of FSM children is	11.47%
The highest proportion of children receiving FSM are in Special Schools and PRUs	49.39%
The lowest proportion is in Secondary Schools	8.46%
Primary Schools proportion is	13.29%

This is the number of children who are claiming FSM, not the number who are eligible; this data includes children who attend schools in Sutton but live outside the Borough.

Income Deprivation Affecting Children Index (IDACI, 2015)⁴



3. Demographic data is from ONS Mid-year Population Estimates.

Child social care profile⁵

AREA	2017-18 RATE PER 10,000 CHILDREN		
	Children in Need	Children with a child protection plan	Looked after children
Sutton	328.6	55.8	45
Outer London	327.2	37.3	45
Statistical neighbours	317.8	37.3	50
England	341	45.3	64

4. IDACI: Index of Deprivation Affecting Children Index 2015.



Sutton LSCP
Local Safeguarding
Children Partnership