

CROYDON SAFEGUARDING CHILDREN PARTNERSHIP



ANNUAL REPORT

2022-23

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FOREWORD FROM CSCP EXECUTIVE

Croydon has seen both local and national influences on its Child Protection system in the year in review. Child Q, the responses to the Star & Arthur Review (including the implications of the Care Review) and our own reviews (Jake, Chloe), have given all professionals a lot to reflect on. The CSCP has worked hard to ensure the learning from these key reports is embedded in local practice.

The CSCP also shone the mirror on itself, with its independent review led by Steve Hart. More detail is in the report; however it is good to note we are fundamentally sound and our reports and briefings are considered high quality and effective. We are pleased to see the level of engagement and commitment by the wider partnership to the Thematic Review on Serious Youth Violence. As with the original [VAR60](#), this Croydon resource is likely to receive national attention when we publish toward the end of 2023.

Police in Croydon have been working hard to reduce violent crime, with strong partnerships between the council, police and community groups playing a key role. The Police have and will continue to engage with local initiatives such as the My Ends project, Palace for Life, Project for Youth Empowerment, Play Place and Lives Not Knives and work with groups that include young people, Croydon Council, the Community Safety Partnership, Red Thread, and head teachers.

Through meetings, shared intelligence and tactical groups, Police will continue to target Gangs, County Lines Networks and the most prolific offenders and habitual knife carriers who they continuously work to identify and arrest. Police are also key partners in the Croydon Youth Safety Plan and continue to work with and engage the community through forums and Community Engagement plans.

South West London Clinical Commissioning Group (SWLCCG) became South West London Integrated Care Board (SWLICB) in July 2022. Integrated Care Boards (ICBs) are statutory organisations that are responsible for developing a plan to meet the health needs of the population, managing the NHS budget, and arranging provision of health services within a geographical area.

ICBs have a statutory responsibility to make sure the organisations they commission services from have arrangements in place to effectively safeguard children and adults at risk of abuse and neglect. To this end, the SWLICB safeguarding team fulfil a number of duties to ensure statutory duties are incorporated in the day-to-day functions of provider services.

This includes supporting Croydon practitioners in maintaining a good level of safeguarding knowledge, competence, and skills alongside more strategic functions such as oversight of safeguarding in contracts (through involvement with procurement and commissioning processes), oversight of provider safeguarding arrangements and robust reporting via agreed governance structures.



Fiona Martin

**Detective
Superintendent**
South Borough
Command Unit



Debbie Jones

LBC Corporate Director
Children Families &
Education



Elaine Clancy

Chief Nurse
Croydon Health Service
& NHS Croydon Place
(SWL Integrated Care)

CSCP EXECUTIVES

MESSAGE FROM THE INDEPENDENT SCRUTINEER



I was appointed as the new Independent Scrutineer for the safeguarding partnership in January 2023, taking over from Eleanor Brazil who had held the role previously. Eleanor has been a strong supporter and “critical friend” to the partners in the partnership and I hope to be able to offer a similar focus to her on steady and achievable service improvement. The position of Independent Scrutineer is in place to achieve several connected things:

- offering a commentary on practice
- bringing in knowledge of other partnerships in London and beyond
- chairing the Quality Improvement Group (QIG) and the Safeguarding Partnership Review Group (SPRG) as well as Rapid Reviews when these are necessary.

Essentially, I hold a mirror up to the statutory partners to help them in assessing how strong the partnership is.

I have been really impressed by the commitment and energy of the people I have met with in these first few months of being in role, from staff in the various agencies and the wider community groups, including the vibrant and extremely important voluntary sector in the borough. Croydon offers some complex challenges in terms of safeguarding children and my initial assessment is that the partnership is well placed to meet those challenges.

The Executive Group, which oversees and guides the partnership, meets regularly and is not afraid of tackling issues as they arise, with lively debates being a feature of the way it operates. The Executive Group includes the Education sector as an equal strategic partner and this positions the partnership well in terms of the changes that will be required under the new statutory guidance (Working Together 2023). An observation is that the partnership as a whole will benefit from having closer ties with other partnerships (the Adult Safeguarding Board, Safer Croydon Partnership and the Health and Wellbeing Board) and steps are being taken to achieve this closer working.

There is a good use of data and evidence to help to ascertain whether the priority aims of the partnership are being met, but this is something that needs to be further developed and this is referenced in the Annual Report. The links between the various audits (single agency, multi-agency, thematic reviews and Section 11 audits) and the analysis of the data sets needs to be strengthened and, again, work is underway to ensure this is achieved.

A key area for development is that of hearing the voices of children and young people in the borough, linking their experiences of life in the borough with the work of the partnership in a more systematic way. There is a terrific amount of engagement with children and young people in Croydon, but this is not fully reflected in how the partnership operates. For example, this Annual Report will, in future, be based a lot more on the direct messages coming from the children and young people in the Borough, with real life examples of the lived experiences of those young people being threaded throughout.

I have met with a lot of people in the borough and will continue to widen this scope. Croydon is a lively place with a real community spirit, and I look forward to learning more about the place and the people in it and to offering what help I can to the safeguarding partnership on its improvement journey.

Keith Makin
Independent
Scrutineer

INTRODUCTION

This annual report covers the period April 2022 - March 2023. It seeks to address the questions:

- 1) Is the Croydon Safeguarding Children Partnership effective in discharging its duty to co-ordinate local work to safeguard and promote the welfare of children?
- 2) Is the Croydon Safeguarding Children Partnership ensuring how effective the activities of local organisations are, to safeguard and promote the welfare of children?

Our submission would conclude that:

Q1: **Yes** - there is a robust offer for partnership agencies including:

- A new arrangements document to set out how the CSCP operates in response to working Together 2018
- A framework of meetings
- A business plan.
- Activities and access to quality learning resources
- Advice, guidance, and support to enable partners to work independently and collectively to safeguard children and young people.

Q2: **Mostly** - there is evidence of quality work to safeguard children and promote their welfare, however the quantitative evidence usually provided by audits and data is neither embedded as a CSCP process, or yet fully formatted in a way to enable the CSCP to drive improvement. This has been due to capacity in the team co-ordinating this work (CSCP Business Team), or where partner agencies have been unable to provide the content requested. Sometimes this is because the data is not available in an accessible format, sometimes it is due to capacity of partners to respond in time to meet deadlines. Due to recruitment to the CSCP Business Team and the new arrangement document, we are already seeing improvement in this area for 2023-24.

There is also a wealth of initiatives and work happening with Croydon children where their voice is influencing service provision, but we have not been able to adequately collate this in a way which could be shared meaningfully with the wider partnership. It has been shared as independent pieces of work or newsletter briefings, however the 'so-what factor' of this workstream still needs some attention. The input from the Independent Scrutineer appointed in January 2023 is starting to have some influence in this area.

There is a glossary at the end of the report to explain the various acronyms used.

The following **Five Parts** provide the evidence behind the responses to the 2 questions asked above:

PART 1

- What have we done as a result of the arrangements, (including following Child Safeguarding Practice Reviews) - and how effective have these arrangements been in practice?

PART 2

- Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to children looked after and care leavers.

PART 3

- An analysis of any areas where there has been little or no evidence of progress on agreed priorities.

PART 4

- A record of decisions and actions taken by the partners in the reporting period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.

PART 5

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

CSCP ARRANGEMENTS 2022-23

Lead Accountable Officers

Local Authority Chief Executive

(Katherine Kerswell)
Delegated to Debbie Jones

Chief Executive & Place Based Leader for Health

(Matthew Kershaw)
Delegated to Elaine Clancy

Chief Officer of Police

(Andy Brittain - Borough Commander)
Delegated to Fiona Martin

Croydon Safeguarding Partnership Executive Group x monthly

Statutory Safeguarding Partners

Local Authority

Debbie Jones
Corporate Director
CYPE

Health (Croydon)

Elaine Clancy
Chief Nurse

Met Police

Fiona Martin
Det Ch Supt



Education

Shelley Davies
LA Director of
Education

Independent Scrutineer

Keith Makin

CSCP Sub groups

Safeguarding Practice Review Group (SPRG)

x bi-monthly

Quality Improvement Group (QIG) x monthly

(incl. multi-agency audit and performance management)

Learning & Improvement Group (LIG)

x bi-monthly

Links with other Strategic Partnerships

- Child Death Overview Panel (SW London CDOP)
- Early Help Partnership Board
- Corporate Parenting Panel
- MASH Operational Group
- Domestic Abuse & Sexual Violence Board
- Croydon Safeguarding Adults Board
- Safer Croydon Partnership
- SEND Board
- Asylum Seeker/Hotel Safeguarding Group
- Health & Wellbeing Board

Bi-Annual Network Meeting (Apr/Sep)



Published Work

- Annual Report / Newsletters
- Safeguarding Reviews (SPRs)
- Briefings

Quarterly Learning Events

Apr/Jul/Oct/Feb

CSCP Annual Meeting

broad multi-agency membership – meets to review the Annual Report

CSCP BUDGET & EXPENDITURE 2022/23

Working Together 2018 describes a 'shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area'.

However, the income received has always fallen to the local authority to make up the shortfall between the partner contributions (which have not increased since at least 2014) and the final expenditure.

INCOME	£	%
SOUTH LONDON AND MAUDSLEY NHS	£13,540	3.6%
MET POLICE	£5,000	1.3%
CROYDON CCG / ICB	£33,850	9%
CROYDON HEALTH SERVICE	£33,850	9%
NATIONAL PROBATION SERVICE	£2,000	0.5%
LB CROYDON	£288,201	76.6%
TOTAL INCOME	£376,441	

EXPENDITURE	£
STAFF & RELATED COSTS	£241,364
AGENCY COSTS	£79,508
INDEPENDENT SCRUTINEER COSTS	£17,990
SAFEGUARDING PRACTICE REVIEWS	£13,639
CSCP TRAINING PROVIDED	£16,460
AUDIT	£5,142
MAILROOM, STATIONERY, SUPPLIES	£513
MEMBERSHIP (TASP)	£825
WEBSITE	£1,000
TOTAL EXPENDITURE	£376,441

Pressure is being applied to secure additional funding, particularly from the Police, however as this is centrally allocated by MOPAC, it would be unusual for a separate local decision to be made.

Additionally, the CSCP is considering ways it can generate more income. For example, our learning resources and events attract out of borough interest, and interest from commercial organisations, who could pay for what is usually free content to organisations working in Croydon.

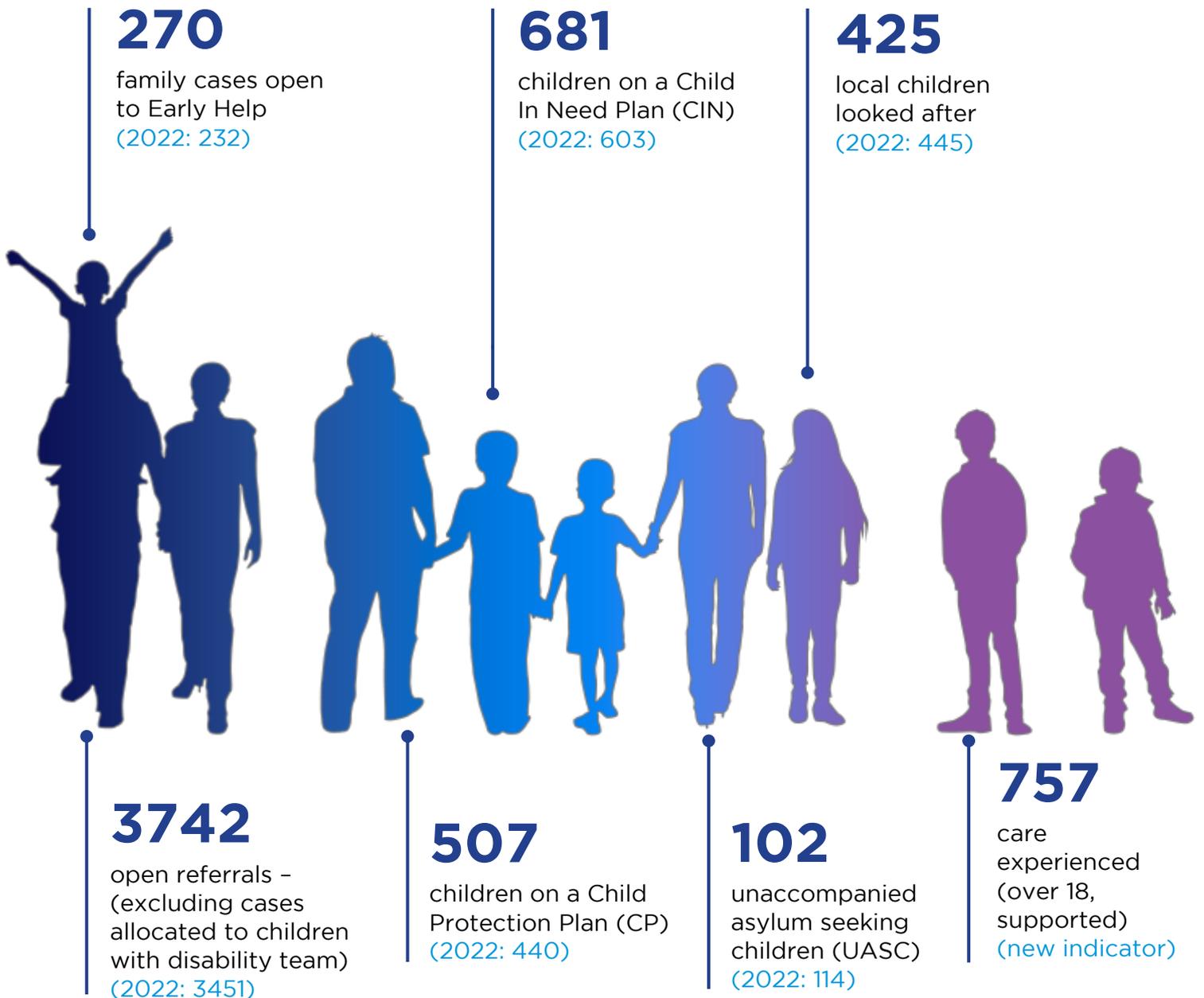
We are also planning to implement a 'no show fee' for training booked by people who then do not attend without reasonable notice. This will also improve training completion rates and free up spaces on popular courses which have been blocked by a person who then doesn't attend.

SAFEGUARDING STATISTICS 2022/23

The CSCP regularly reviews data and performance figures. Increasingly we have been pressing for the join up of separate data sources across partnership agencies to provide data more likely to identify vulnerable cohorts and direct resources to support them. This is a national challenge that it is hoped will be helped by the formation of a central government data strategy due to be published by the end of 2023, in response to the [‘Stable Homes, Built on Love’](#) Government consultation Response.

We are also working with South West London Safeguarding Partnerships to consider how we can join up more localised data and indicators, to ensure where appropriate, a reduction in when and how partner agencies submit data and how it is analysed.

Unless otherwise specified, data relates to the figure as at year end: 31/3/2023



Number of children in Croydon aged under 18:

95,309

almost 25% of the Croydon population.

Rate of open cases, per 10,000 of the under 18 population was:

416.6

This is an increase of 15% on last year which was lower at 362.1.

(For comparison in 2021-22 London was 347 and our statistical neighbour was 355)

9069

number of contacts to the 'Front Door' where the reason was a referral to CSC (18,157 SPOC forms)

Number of referrals into Early Help

1831

1740

missing episodes recorded in the year. (For comparison in 2021-22 there were 2067)



25

number of child death notifications (any cause) - a return to pre-covid levels. (For comparison in 2021-22 there were 18)

The rate of children who were subject to a Child Protection Plan per 10,000 of the under 18 population was

56.2

This is an increase 21% on last year which was lower at 46.2

(For comparison in 2021-22 London was 37.5 and our statistical neighbour was 38.5)

0

number of children who died from Serious Youth Violence (For comparison in 2021-22 there were 4)

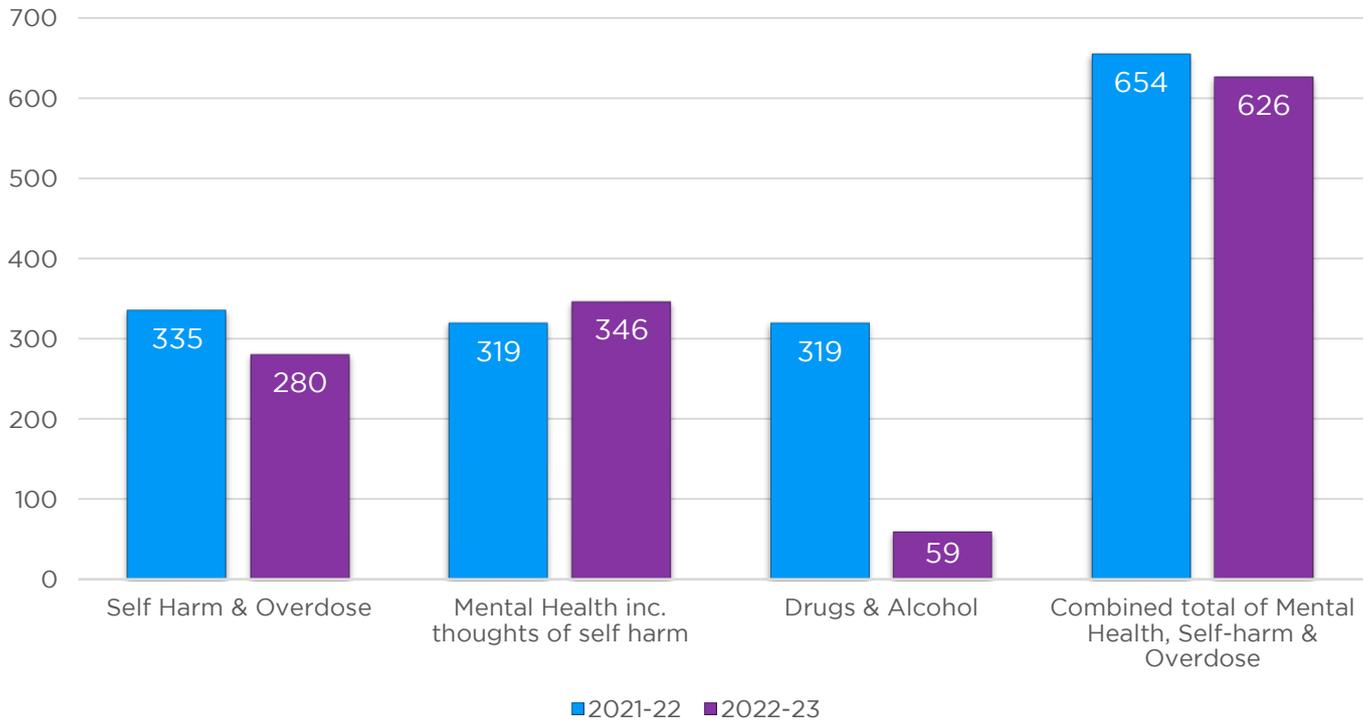
The number of children (under 18) injured as a result of Serious Youth Violence

111

This is a decrease of 15% on last year which was higher at 131.

Number of children attending Emergency Departments (ED) as a result of a deterioration in mental health.

ED Attendances Year Comparison



2819

The number of referrals to CAHMS (2021-22 2841)



73

Number of children on MACE as of 31 March 2023

PART 1: THE WHAT?

What have we done because of the arrangements in Working Together 2018, (including action following Child Safeguarding Practice Reviews) - and how effective have these arrangements been in practice?

INDEPENDENT REVIEW

The CSCP recognised that it had not taken the opportunity to reflect on how the changes to Working Together in 2018 had impacted its work. The CSCP Executive Officers commissioned an independent review in November 2022, to test the effectiveness of their current arrangements. It concluded that:

The CSCP supports the delivery of safe multi-disciplinary practice in the borough. Benefiting significantly from highly experienced and competent leaders, the partnership demonstrates a capability to identify and focus on those issues relevant to the needs of local children and young people.

It also recognised that:

- The lack of a well understood Partnership Framework is a risk, which would be exacerbated by the loss of the experience noted above.
- The products of the priority groups (Vulnerable Adolescents and Mental Health) are of a high standard and have significantly influenced practice, operational and strategic management.
- There is no systematic representation of the voice of children and young people.
- Groups are led well, however some contributions are less forthcoming from some members. Development of shared values and accountabilities would strengthen the functionality.
- The CSCP proactively involves wider community members to build and sustain relationships with their global majority and vulnerable communities.
- The CSCP would benefit from improving the quality assurance circle to ensure new initiatives are evaluated and the CSCP was stronger in strategic intent.
- The CSCP is not formally connected to other partnership boards, relying on relationships to ensure a working knowledge of activities elsewhere is achieved.

As a result, a revised [CSCP Arrangements](#) document and new business plan was compiled from multi-agency feedback. It was agreed by the CSCP

Executive in March 2023 and has been implemented from April 2023. The CSCP Arrangements graphic on page 8 of this Annual report reflects the revised working arrangements.

Since January 2023 a new Independent Scrutineer has been appointed (Keith Makin). His role is to have independent oversight of the CSCP and be a ‘critical friend’ to ensure challenge to the pace and impact of the work of the CSCP.

The CSCP Business Team has also benefited from the permanent appointment of a Business Manager (November 2022), a Project Officer to focus on the delivery, analysis

and impact of Learning & Development activities, including those related to Safeguarding Practice Reviews (November 2022) and a Project Officer to focus of the Quality Assurance and Audit activity (February 2023). This uplift in resource has already had significant benefits such as more structure to the business plan, a focus on the assurance of safeguarding arrangements for the community and other partners, insightful data and analysis of the CSCP training offer and attendance as well as innovative ways to evidence the voice of children and families for 2023-24.

SAFEGUARDING PRACTICE REVIEWS

Croydon Reviews

We have developed this trends map. This has helped us to have a better understanding of the features of cases of both Rapid Review and Safeguarding Practice Reviews in Croydon over time and has influenced our learning events.

Safeguarding Practice Review & Rapid Review TRENDS MAP

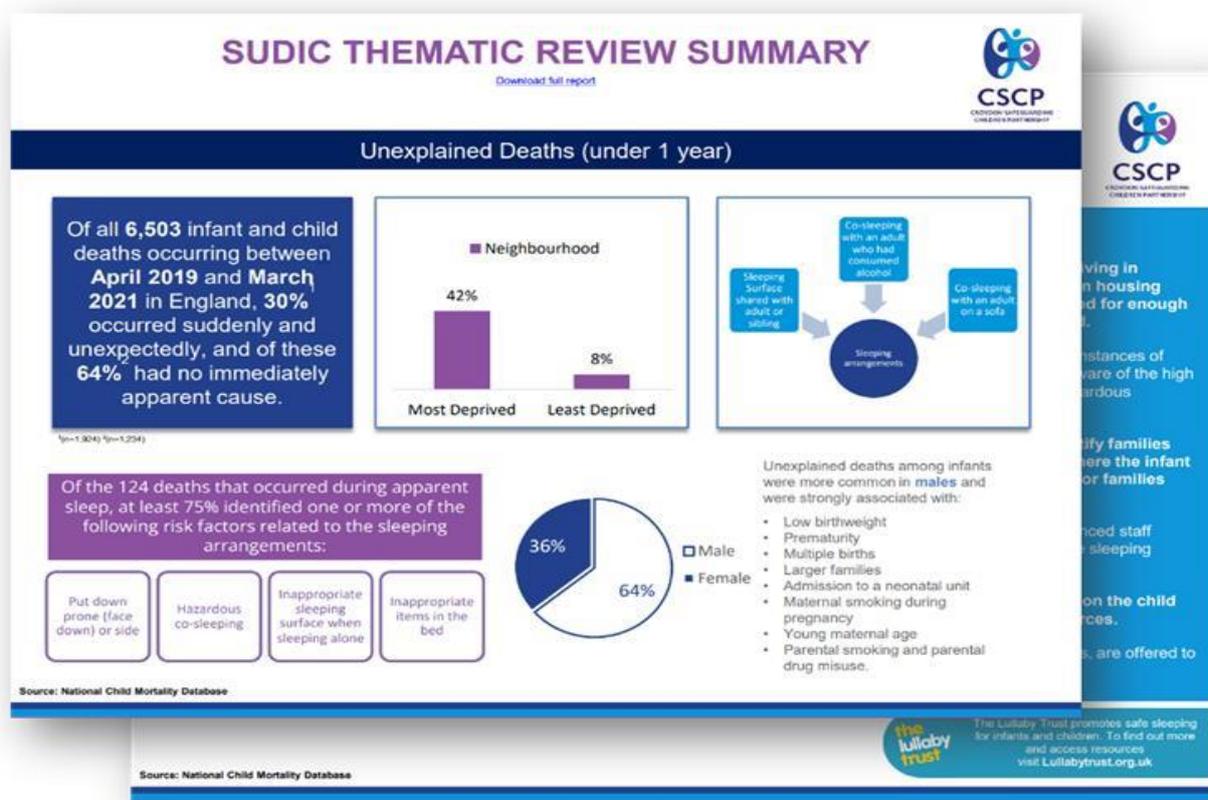
Trends that are in bold are to highlight the highest number of instances.

AGE GROUP	SERVICE AREA INVOLVED	HOME & FAMILY	DEVELOPMENT	HARM	WIDER FACTORS
UNDER 2s	<ul style="list-style-type: none"> CSC (CIN) CHS CLA Early Help 	<ul style="list-style-type: none"> Parental Mental Health Parental Substance Misuse 		<ul style="list-style-type: none"> Domestic abuse NAI CSE Neglect Infant Death 	<ul style="list-style-type: none"> Multiple moves (housing) Multiple contact with Police Multiple Hospital Admissions
CHILD: 2-12	<ul style="list-style-type: none"> CSC (CIN/CP) CHS Early Help 	<ul style="list-style-type: none"> Parental Mental Health Parental Substance Misuse Missing episodes 	<ul style="list-style-type: none"> Poor school attendance 	<ul style="list-style-type: none"> Coercive control Domestic abuse CSA Exposure to violence Contextual safeguarding 	<ul style="list-style-type: none"> Human Trafficking indicators
ADOLESCENT: 13 - 18	<ul style="list-style-type: none"> CLA CAMHS Early Help CSC 	<ul style="list-style-type: none"> No contact with Fathers Parental Mental Health Housing Missing episodes Domestic Abuse 	<ul style="list-style-type: none"> ACES Challenging behaviour difficulties Poor mental health Missing from education 	<ul style="list-style-type: none"> Contextual safeguarding Substance Misuse Suicide or Suicide Ideation 	<ul style="list-style-type: none"> School exclusions Multiple contact with Police Challenging behaviour Gang affiliations Parental Consent Trusted relationships

In the year in review, we have conducted four Rapid Reviews. These take place when a child dies or is seriously harmed, and neglect or abuse is suspected.

Two of the reviews related to very young infants who died. In both cases the mother’s poor mental health was a factor. These cases resonated with the national [SUDIC Report](#) on key features and findings in *Sudden and Unexplained Deaths in Infants and Children*. The CSCP produced a 2-page briefing to support embedding the learning from this report. This was also provided to Housing officers to help them appreciate some of the risks in temporary accommodation for very small babies.

The SUDIC Report has also altered the way that the Police and Partners work together locally in dealing with incidents that are both sensitive and traumatic. Detective Inspector Paul Smith has been working on a number of ways to improve initial police response by working with local hospitals.



DI Smith has made contact with bereavement teams across the Borough Command Unit (Police Area) working in the various relevant hospitals, and identified single points of contact at each so that: -

- 1) Where circumstances allow, have a bereavement team on arrival at hospital to support family members alongside the Family Liaison Officer process.
- 2) Have a more streamlined process for the entire child death process.

- 3) Provide enhanced assistance to staff on both sides of the partnership, especially for trauma support.

This approach has led to a joined-up method of training with police attending sessions at Croydon University Hospital (CUH) for new nurses and a session planned for paediatric consultants. Bereavement teams have attended a Child Abuse Investigation Team (CAIT) training session to hear first-hand the issues around trauma and seek ways to limit how this affects staff.

Having a single point of contact (DI Paul Smith) means that the entire child death procedures are quality assured and any identified barriers to working are quickly eliminated where feasible. DI Smith has developed a working relationship with the paediatric teams at all three sites which assures a quick response to serious injuries and deaths.

The other two Rapid reviews related to children aged between 10-12 who were victims of sexual abuse. Themes included neglect and some insufficient professional curiosity which continues to be a wicked issue seen in many cases of abuse regardless of the age of the victim. We created a briefing to support learning from these cases. These were produced very soon after the incidents and have been shared widely. Unlike with full Safeguarding

Learning from Rapid Reviews: Intra-familial CSA

Introduction
 This briefing aims to provide an overview of key findings and recommendations from a rapid review case involving Intra-Familial Child Sexual Abuse. Rapid Review meetings are held to ascertain the facts of the case prior to the critical incident and identify immediate multi-agency learning.

Case Summary
 Features of this case were subject to a rapid review for the following:

- Reoccurring sexual abuse both within and outside of the family
- Poor mental health within the family
- Historical domestic abuse
- Poor school attendance
- Strong indicators of neglect
- Lack of parental boundaries
- Sibling violence and abuse

References
<https://learning.npscc.org.uk/media/7355/summary-icfa-final-report-government-response-caspar-briefing.pdf>
<https://learning.npscc.org.uk/child-abuse-and-neglect/child-sexual-abuse>
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1162740/Improving-multi-agency-information-sharing-print-ready-version.pdf

the trauma of and memory,
 establishing can result in mental health
 to overcome
 ask a sensitive might consider:
 victim's
 effects of report the
 professionals, tive services, wide a onse?
 financing fill legal intervention?
 support to ing with the tra-familial

the schools, before referral to MASH may have strengthened the Early Help response and contributed to a more robust referral.

Read CSCP guidance for Information Sharing

Practice Reviews (which sometimes take years to conclude or publish) this enables us to share the key messages much more rapidly.

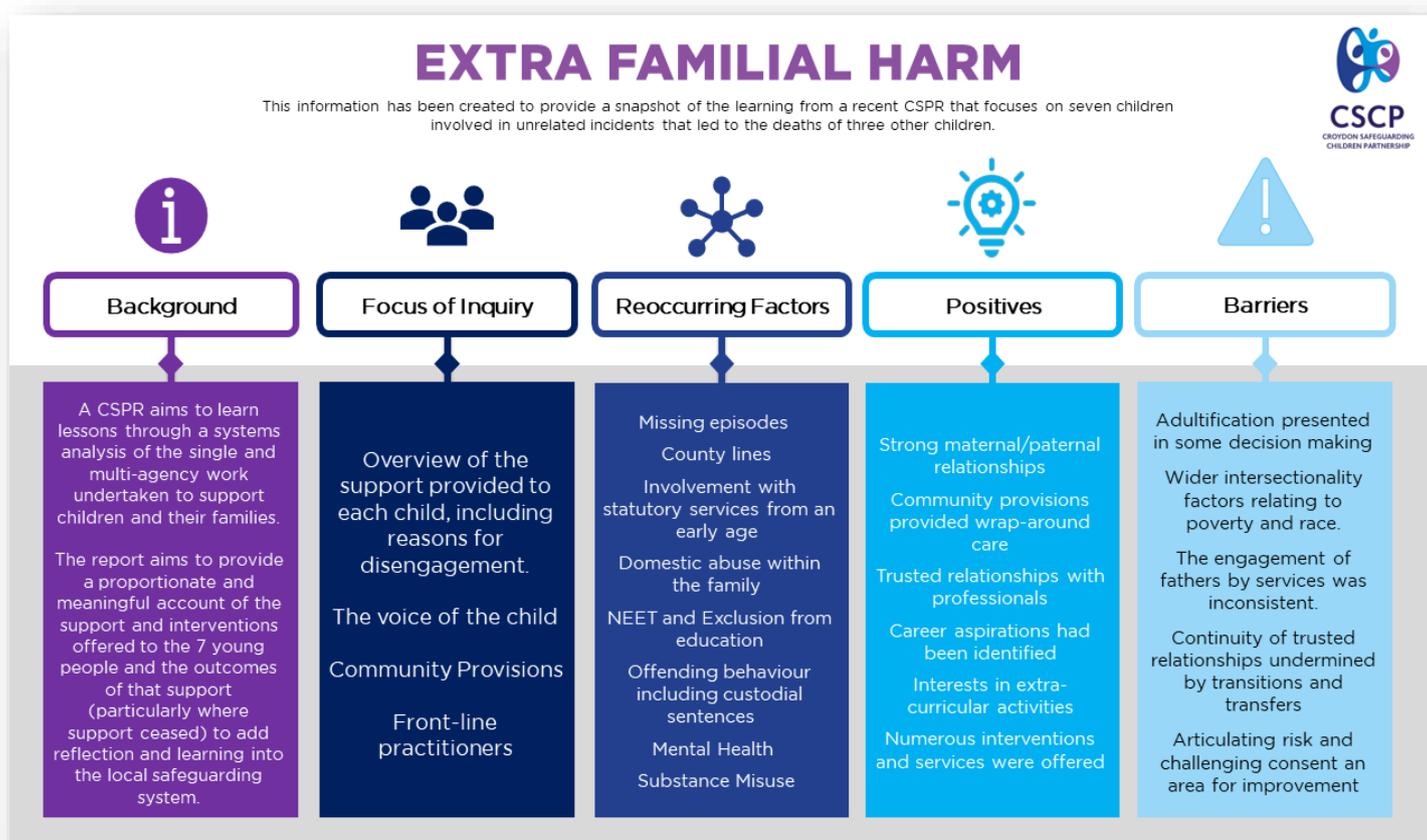
Additionally, we finalised three [Safeguarding Practice Reviews](#) which had been started in a previous year. Two related to suicide, both young people who were children looked after to Croydon (Jake and Chloe). Cora is an infant who suffered injuries whilst being cared for by her parents.

- [Jake](#) – published July 2023
- [Chloe](#) – published October 2023
- Cora – awaiting inquest/criminal proceedings before we can publish

We also introduced the concept of a “Case of Concern” – where cases do not reach the threshold for a Rapid Review, but still have relevant learning for the multi-agency partnership. We have completed 2 Cases of Concern. Both concerning young people suffering from poor mental health.

Thematic Review – Serious Youth Violence

In 2021 there were 5 deaths of teenagers in Croydon as a result of serious youth violence. 4 of these young people were under 18. We commissioned a Child Safeguarding Practice Review to consider 7 young people charged with offences in relation to the unconnected deaths of 3 of those victims.



The CSCP recognises the fragility between being a victim of serious youth violence or a person involved in the incident and as a result, are not using the term ‘perpetrator’ in its report.

This review has taken longer than usual to complete due to the necessity to wait until the criminal cases are concluded.

Most reviews conducted by the CSCP seek input from family members, but not routinely, from the community. The reason this review is different is because the deaths affected people in the community deeply. There were 30 deaths of young people in London in 2021. Five (the most in any single borough) took place in Croydon. Community groups and statutory organisations responded quickly to both support those affected and also, to create meetings and events to call the wider community and professionals together, to take action to tackle serious youth violence in Croydon. It would be remiss to fail to seek a community perspective on the review, its findings, whether the recommendations are appropriate and likely to be effective. It is important to do this work before the report is completed so their views form part of the final report.

As the learning has been discovered, we have been promoting these messages to the workforce. We have provided a 1-page briefing to raise awareness of the rationale for the report and the initial findings, as well as a full learning session dedicated to the report which took place in July 2023.

Whilst the report is still in progress - prevention and early identification is viewed as part of the solution. Some of the initiatives described below (Turnaround & Engage) will support improvements in this area.

National Reviews

We utilised a number of national reviews and resources to highlight learning and influence practice changes. We created Croydon specific resources and asked for feedback at CSCP meetings to capture where and how they had been used across the partnership. For Example:

Child Q - Hackney

The case of a 15-year-old schoolgirl who was ‘strip searched’ by police whilst at school and without her parent being informed.

[Child Q: Hackney](#)

The review to concluded that Child Q should never have been strip searched.

Across many of the professionals involved that day, there was an absence of a safeguarding first approach to their practice. There were other ways that this incident could and should have been managed.

Whilst school staff were right to respond to their concerns, the intervention that followed was disproportionate and ultimately harmful to Child Q.



The CSCP has co-commissioned some specific training on Adultification for key staff.

The learning has been woven into reports and briefings delivered to a number of forums including DSL Forums and Learning from CSCP Review sessions.

National Panel Guidance on Non-Mobile Babies & National Panel Guidance on Domestic Abuse

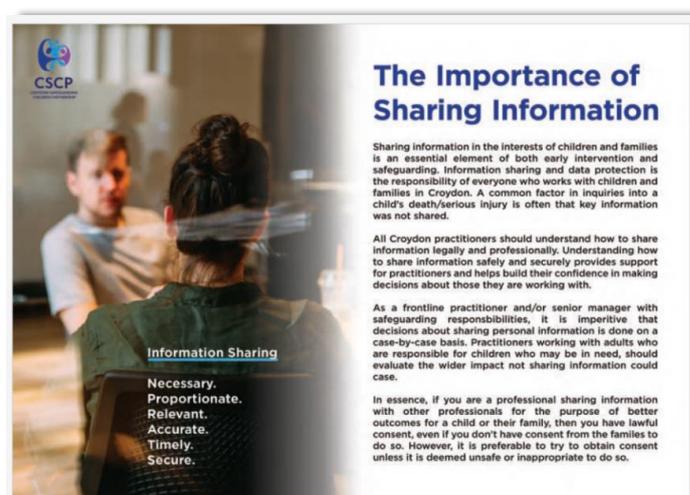
These were widely circulated in both CSCP Meetings and in wider communications and sparked lively conversations, especially relating to the different agency perspectives. The Non-Mobile Babies Guidance linked with the CSCP audit on referrals for children under 2 with a head injury.

CSCP Briefings

CSCP Briefings have been re-developed to be more impactful so the learning from reviews and cases can be consumed in a more succinct way. These briefings are well received by partner agencies.

Sometimes briefings are specific to themes such as [information sharing](#).

Others relate to specific Rapid Reviews or themes and are a useful resource to share learning and improve practice. For example, our briefings on Sudden [Unexplained Deaths in Infants & Children](#) or our briefing on [Inter-familial sexual abuse](#).



Examples of Partnership Responses to Reviews

We have seen many agencies take further action to embed key themes and messages:

Youth Justice Service & Police

In response to Child Q, the Youth Justice Service and Police jointly provided a 'Stop & Search' program for the youth justice cohort.

Police

Policing both at a national level and more local level here in Croydon has been influenced by national and local reviews including training around Non-Accidental Injuries (NAI's) and also increased data sharing. The independent review of children's social care also has recommendations which will be significant in terms of Policing. The MPS also maintained the commitment to London's Police and Crime Plan 2022-25.

In terms of training there has been an increased focus on training around NAI's, this has been a major drive based on the national reviews. Training inputs now include the following:

- Police officers working in Child Abuse Investigation Teams (CAIT) attend Specialist Child Abuse Investigator Development program courses and have access to a new CAIT handbook. These are referenced and incorporated in the new CAIT induction training days being offered to all new joiners to the CAIT teams from across the MPS commencing in September 2022.
- Specific one day inputs have been developed which are mandatory for CAIT teams. These day inputs have centred on training for non-accidental injuries with delivery from Kings college hospital and various experts. The will include inputs from consultant paediatricians and their teams from Kings College Hospital and the National Crime Agency regarding investigative/medical support they're able to provide. There is also training around guidance when preparing investigations into incidents of this nature and legal inputs regarding disclosure challenges with parallel family court proceedings. The course highlights the importance of the partnership approach in dealing with injuries and gaining best early evidence.
- Police are being encouraged to attend all child protection medicals in order to engage with health professionals involved and hear the initial accounts from parents. This is being monitored centrally.
- There is also a drive to push all LSCP training events and these are widely shared to relevant police teams with a variety of levels of training for practitioners and managers alike.

Police are active members of the CSCP and have also implemented a new local Organisational Learning Hub. This learning hub means that the local learning reviews and CSCR's are reviewed and submitted both to the MPS central Police team and also disseminated and monitored locally to ensure that recommendations are accepted and actioned.

This is vitally important at local level to continue to support and improve on both the single and multi-agency work being undertaken to support children and families. It also offers the opportunity for Police to take advantage of more local directed training for its frontline staff, which is especially important for Police where there is the challenge of officers moving roles frequently and new recruits being posted into frontline roles.

CSCP Briefings & Learning Events are also disseminated to officers across the Borough Command Unit (BCU) to ensure that all officers are aware and given the opportunity to attend.

It is vitally important that there are information sharing agreements and protocols across the local partnership which are timely and detailed to support professionals working with children and their families. The MPS has a London wide information sharing agreement put in place in 2020 which

addresses the necessary process. It is also supported by the relevant sections of the London Safeguarding Children Procedures and Working Together 2018. As part of the Police and Crime Plan 2022-25 there is a commitment to increased data sharing. The MPS now offers data tools to share with partners around Child Abuse Investigations and Modern-Day Slavery. There will also be a new release of a Child Exploitation tool. This data will be shared with the intention of overlaying this data with data from partners to provide a clearer and more detailed overview of who are the most vulnerable and what action is required to improve their protection.

In 2022 there was also a local Police review of strategy meetings and the timeliness of these. A new digital strategy meeting tool was put in place to make sure that Strategy Meetings occur within the required timescales. It also means that agencies outside the Police have access to the relevant investigation teams and can share urgent information that protects children at risk from significant harm.

Education

In response to Child Q, Education organised Head Teacher events to share the learning specific to this case. They also had a focus on reducing exclusions and improving transitions. Education have committed a resource to co-produce learning materials with other LSCEs in SW London specifically about Adulthood.

The Schools Weekly Newsletter continued to feature safeguarding, with a full focus on the topic in June 2022.

Croydon's response to OFSTED's review of sexual abuse in schools included links and resources for schools as well as data collated from the section 11 safeguarding audit in 2021. It showed that in the previous academic year (2020-21) we identified 223 incidents of sexual harassment and violence within Croydon schools. Data collated identified nearly double the number in 2021-22. This tells us three things,

1. There is an identifiable problem of sexual harassment/abuse in our schools which needs addressing through direct preventative and reactive work with our children and young people.
2. Staff in our schools have progressed in understanding, identifying, and reporting on incidents of sexual harassment/abuse, and
3. Children and young people in Croydon schools are more confident in speaking up and disclosing incidences that have occurred in school/college.

Education have started a healthy relationship advisory forum for schools to discuss cases of concern. The aim being to reduce ongoing risks to students and provide relevant support for intervention in schools. The panel is attended by FJC, education safeguarding, school improvement, prevent lead (with links to incidents of hate and misogyny), and attendance inclusion.

They have worked closely with the safer school's team to develop a clear flowchart for school procedures when students are searched. This is in line

with the DfE guidance for schools. They have also continued weekly meetings with police to discuss a range of current themes related to education. This has also allowed open discussion and challenge where students were arrested in school by officers.

'[Talk Consent](#)' have presented at Designated Safeguarding Leads check-in meetings where several schools have reached out for additional support.

Work is occurring in collaboration with the Hate Crime Board and LGBTQ+ first health needs assessment group which is widening knowledge and understanding of different groups within the community.

Challenge in schools around language used to describe children and young people as well as exploring and identifying schools where suspensions and/or exclusions are primarily linked to children and young people of colour, especially boys.

A number of schools have received training on domestic abuse and sexual violence and within this, it is highlighted that children are victims and should be treated as child victims in their own right.

Health

Health have taken conscious steps in their response to the findings from safeguarding practice reviews (SPRs).

Safeguarding processes have been developed across Croydon Health Services (CHS) including the review and updating of policies and procedures. This has further strengthened the responses to cases of concern, supported early identification of risk and improved inter-agency discussions. The safeguarding children's team (including Children Looked After) work collaboratively with adult and maternity colleagues and take an 'all generation approach'. This enhances early intervention processes and support to vulnerable and/or at-risk young people who are transitioning to adulthood.

Information sharing approaches have been improved and include the development of leaflets and posters. These contain details of the wider support that is available to all, alongside an explanation of safeguarding processes. They can be found across Croydon University Hospital and community sites.

Transitional safeguarding has been increasingly recognised as an area of concern not only from SPRs but also frontline practice. Work has been undertaken to improve understanding of relevant issues including the impact of Adverse Childhood Experiences (ACEs) and Trauma Informed Practice.

In response to the increased concerns relating to domestic abuse both locally and nationally, Croydon Health Service (CHS) has further developed its services to support this agenda. This includes the short-term recruitment of a Domestic Abuse Support Worker, the recruitment of CHS Domestic Abuse Champions and awareness raising across Acute and Community sites.

Training programmes have been developed to reflect legislation and increase confidence in this area of practice.

CHS responded to the intention to introduce Liberty Protection Safeguards (LPS) including the development of a business case which took into account 16- and 17-year-olds. LPS has since been paused but work is on-going to further strengthen appropriate responses to this cohort of young people who fall within the remit of the Mental Capacity Act 2005.

Youth Justice Service (YJS)

Youth Justice Service staff are represented at many core multi-agency panels including Complex Adolescent Panel (CAP) and have jointly worked with Social Care staff on National Referral Mechanism Referrals for children at risk of exploitation through means such as county-lines. Additional training has been given to Youth Justice Managers to ensure they understand the frameworks surrounding extra familial harm and contextual safeguarding. The Youth Justice Service retains an internal panel to review safeguarding concerns ensuring any identification of harm is escalated accordingly. Joint work remains integral and at the time of writing joint supervision between Youth Justice Practitioners and Social Care was being formulated when children are open to both services. Co-location has also improved practice and communication, Youth Justice Service staff are based jointly with Early Help and the Specialist Adolescent Service.

The reviews also highlighted the need for early identification and diversion for those at risk of contextual safeguarding. In January 2023 two new initiatives were implemented; the first a programme titled 'Turnaround' for children who may encounter on the spot cautions from Police or who are believed to be of concern to professionals. The programme is based on the Early Help strengthening families model and aims to work with families to ensure young people are kept safe and have opportunities to divert away from criminality and exploitation. At the time of writing the programme was in its infancy but a full evaluation will be carried out.

The second programme is custody suite youth work. If a child is arrested without charge the Engage Project will ensure that the child is screened and provided with details of universal services that can assist in diverting them away from future contact. This is also a means to identify any safeguarding concerns and to refer accordingly.

The Youth Justice Service recognises that it cannot work in isolation and whilst joint working with other statutory agencies is of importance, a relationship with the community, the home of its children, is vital. The Youth Justice Service consequently became a stakeholder within the My Ends Project a community led youth work offer designed to address Serious Youth Violence. The partnership has promoted involvement of interventions for children open to Youth Justice, with various offers delivered within the community where the children reside. Such examples including a mentoring offer for first time entrants, outreach project work delivering activities to locations deemed as 'hot spots', and music programmes for children with SEND needs who find verbal expression and engagement difficult. The

innovative and collaborative work has seen many positive outcomes for the children in question and the Youth Justice Service has seen improved reduced re-offending rates in addition to reduced NEET rates across the cohort.

Education is viewed as an essential desistance factor – in 2022/23 the Youth Justice Service continued to offer an employability programme by the name of Skill Mill and a 16+ Education Outreach offer where staff fully support children into further education and employment by ensuring they are equipped and ready. The Youth Justice Service has also been awarded with an accredited SEND marker demonstrating high standards of practice when working with children who have additional needs.

CAMHS

The Child and Adolescent Mental Health Service shares learning via academic slots and or group supervision. They take a similar approach to briefings and audit activity, using the findings to learn and improve their practice.

CHILD DEATH OVERVIEW PANEL (CDOP)

Child Deaths are co-ordinated and reported separately via the South West London Child Death Overview Panel. Their annual report is reviewed by the CSCP and published on the website. The panel commenced reporting on feedback activity with the SW London Patient Safety Surveillance group in 2022-23 based on shared learning from SW London Child Death Overview Panel reviews as part of the CDOP's contribution to the organisational response to child deaths in the integrated care system (ICS).

As part of the upcoming National Patient Safety Strategy, the purpose of this is to provide professionals with a resource of learning and recommendations from child death reviews. Child death reviews can contribute to collaborative learning, for better health, public health, social care, and safety provision during the reporting year to reduce child deaths.

As of 1st April 2023, there were 64 new notifications of child death and 97 open cases. Child death notifications have returned to pre-COVID-19 levels of child deaths per annum. In 2021-22 there was a reduction of 16 deaths which was attributed to the social distancing and public health measures implemented by the regulations of the response to the COVID-19 Pandemic.

- There were fifty-four local Child Death Review Meetings completed at SW London Hospitals, three at other tertiary level hospitals outside the local area, and eight Child Death Overview Panel Meetings under the new working arrangements for Child Death Reviews.
- In 2022-23, 81 % of child deaths had no modifiable concerns which was more than the previous year at 78% of child deaths in SW London.

- For deaths notified across SW London during the 2022 - 23 reporting year, twenty-six Joint Agency Response (JAR) meetings were initiated for local SW London
- 48% of child death reviews were completed in six months, with 52% completed up to 12 months from notification. As a result of delays in obtaining post-mortem reports and coroners' inquests, 20% were over one year old at the time of review.
- In South-West London, 63% of all child deaths represented are of Black, Asian, and Mixed Minority ethnicity, with mixed ethnicities increasing to 13% of child deaths as a category.

As of 1st April 2023, of 97 open cases, 47% have coronial involvement. It is noted all local coronial offices (South London, West London, and Inner West London) have backlogs with concluding inquests due to staffing and court resource issues. Adult and child inquests are amalgamated and there is no priority list for child inquests as they are listed as of the date of death. The SW London ICS Quality Directorate was informed delays were anticipated in completing child death reviews while cases await inquests to be concluded.

COMPLEX ADOLESCENT PANEL (CAP)

More girls are being presented at CAP: younger teenage girls where emerging risks included exploitation. CAP members reflected that they needed to challenge their thinking and the lens they were using when assessing exploitation. This has resulted in interventions shaped by those working with the girls – The Starz and Sisterz group was set up specifically to address issues facing girls who are exploited, and their work continues to develop.

The NRM Pilot went live in February 2023 and more Unaccompanied Asylum Seeking Children (UASC) discussed at CAP. The pilot is raising awareness of exploitation.

Changes in how CAP operate now ensure that case direction discussions are now supported outside of CAP by the use of group supervisions. This allows more focus on Victims, Offenders, Themes and Locations. However, in 22/23, there was no way of tracking this, impact and disruption work. The Contextual Safeguarding module is now being built to address this.

LEARNING EVENTS

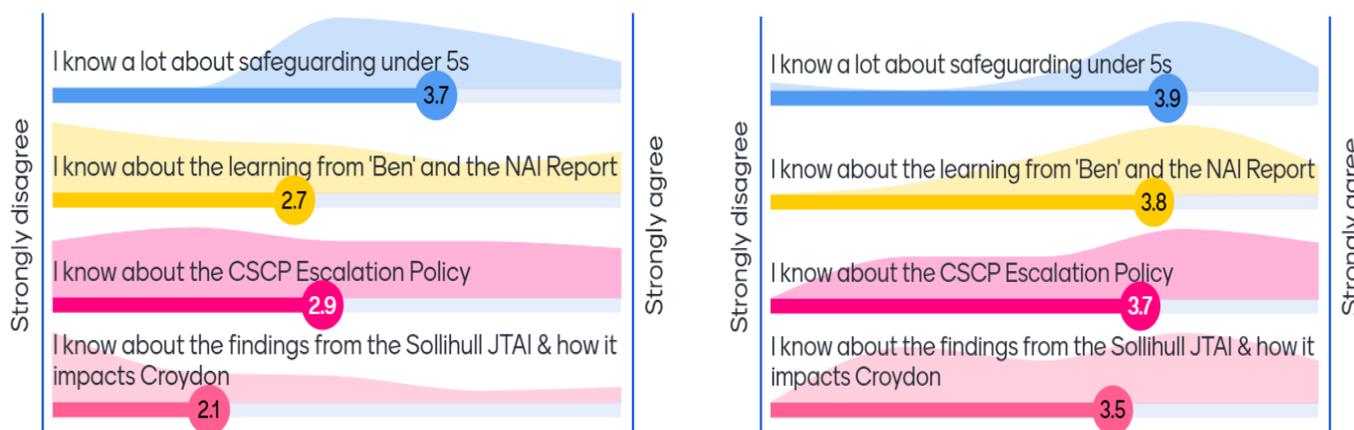
The CSCP delivered 5 Learning Events in the year in review:

May 2022 - Safeguarding the Under 5s.

Included tools and resources to support professionals and an opportunity to raise awareness of the findings in the Lewisham JTAI and how it resonated with Croydon. We evaluated the 'before and after' session knowledge which showed good take up of the learning from attendees:

June 2022 – Star & Arthur, Ben & Cora

Learning from the National Panel Report (Star & Arthur) as well as learning from the Croydon cases of Ben and Cora. Co-delivered with FJC colleagues to promote the work of MARAC and the Drive Project to reduce risk in domestic violence cases. Included the National Panels work on The Myth of Invisible Men.



October 2022 – Suicide & Self Harm

A focus on the learning from Jake and Chloe SPRs and co delivered with Adult Safeguarding colleagues to share the learning from their SAR Madeleine. The theme of LGBTQ+ being present in a disproportionate number of suicides was discussed as well as the provision of some resources to promote confidence in this domain.

January 2023 – Information Sharing

Co-delivered session with the Police. Case studies were used to show how and why the 'golden rules' are applied.

March 2023 – Cross Cutting Themes

A co-produced event to look at the similar themes across Childrens Safeguarding Reviews, Adults Safeguarding Reviews and Domestic Homicide Reviews.

Additionally, the CSCP were specifically requested to present at a National Event – NHS Digital Community User Research Away Day in January 2023. This was co-delivered with NHS Digital and SLaM colleagues.

This was an opportunity to raise safeguarding awareness for researchers who were commissioned to visit people in the community who were Mental Health Services users. The feedback was really positive, citing the usefulness of not only the training and available resources, but also served to raise awareness of the corporate responsibility in the NHS to ensure broader staff groups are considered for appropriate safeguarding training.

September 2022 Practice Week – exploring multi-agency working.

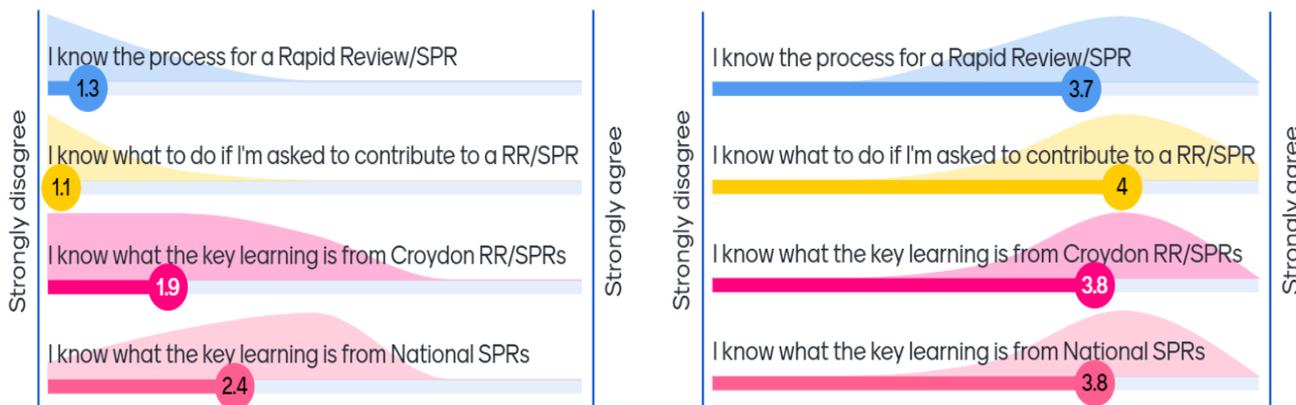
The CSCP have also provided safeguarding sessions for Practice Week, which is coordinated by Children's Social Care to look at key themes.

Dilemmas and Solutions for multi-agency working.

Co-delivered with Police and Health colleagues via case studies and included the newly published London Safeguarding resources to promote better information sharing. The session was rated Excellent by 100% of participants.

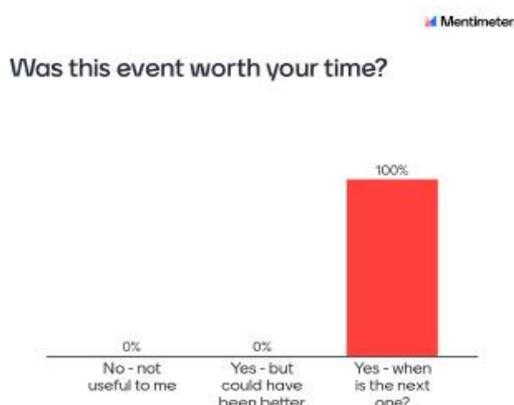
Learning from Rapid Reviews & Safeguarding Practice Reviews

Updates from CSCP and National reviews, including guidance on what to do if asked to contribute to a review. We evaluated the ‘before and after’ session knowledge which showed good take up of the learning from attendees:



March 2023 Practice Week – Diversity, Working with Difference: LGBTQ+ and how it features in SPRs.

Supporting professionals with understanding terminology, raising awareness of how LGBTQ+ has featured in reviews and some practical tips to avoid barriers and what works to overcome them. Feedback included:



We have also continued to provide ad hoc sessions to

various teams and agencies to help raise awareness of the work we do and the key messages from reviews, this includes Schools, GPs and Social Work Teams

Examples of Partnership Responses to CSCP Learning Events

Police, Health, Children's Social Care and Family Justice Centre colleagues have provided case studies and offered personal reflection of their work in recent co-delivered learning events, where a specific theme is reviewed, for example, the January 2023 event was specific to sharing information.

Police

Information captured from CSCP learning events has been disseminated across the BCU (roughly 1600 officers) to make sure that there is awareness of the issues and learning that affect Croydon and where the Police can have maximum impact on delivery. This is often delivered locally when Front Line Teams parade for duty and inputs are given by Senior Staff, CAIT Teams and MASH to highlight the importance of themes and good practice where Police can give the best level of service. Partners have been invited to Police training days to give inputs and take part in tabletop exercises to provide a different perspective on managing incidents and the subsequent information sharing.

There is a regular Every Child Every Time meeting in which Police locally have developed an audit process to quality assure the Police response to procedures in dealing with children who come to notice. This meeting is open to partners and provides the transparency and reassurance that there is a drive to improve and ensure the best outcomes for children and families. Inputs from partners have also assisted with tools and guides used locally by officers in Croydon to capture the right information at the right time and make sure that it is shared in a format that enables other agencies to take action.

There has been an increase in the use of seven-minute briefings which has been a useful tool in dissemination of information and an increased drive from Police to attend learning events. This will continue into 2023/24

Youth Justice Service

Practitioners and Managers in Youth Justice, whilst managing criminal behaviour and reducing risk, often find safeguarding overlaps within their work. Subsequently a training analysis was completed ensuring the workforce is fully trained in all aspects of safeguarding as a starting point to ensure the best outcomes for children are achieved. Staff have received training in mental health first aid, cultural competency, contextual safeguarding, trauma informed practice and child protection procedures. Planned training to ensure staff are familiar with MARAC processes and working with domestic abuse is planned for 2023/24. Conversely, Youth Justice Service staff have delivered training across the department ensuring agencies have knowledge and understanding of youth justice roles.

LEARNING & DEVELOPMENT

In line with the pan-London Competence Still Matters framework, the CSCP takes great pride in delivering a comprehensive learning and development training programme. Central to our efforts is the provision of safeguarding training, ensuring the safety and well-being of children in the vibrant community of Croydon.

Safeguarding training is a crucial aspect of our programme and not only available for all our staff members in Croydon but also offered to volunteers who contribute their time to work with children and young people in the area. Our courses are bespoke to Croydon because they have been designed to reflect learning from our safeguarding practice reviews. The training also covers the minimum required training content for both single and multi-agency staff, ensuring a well-rounded learning experience.

It is important to emphasise that our multi-agency safeguarding training is intended to complement single-agency training, rather than replacing it. We believe in fostering collaboration and cooperation between different agencies to create a unified approach towards safeguarding children. This approach strengthens our collective capacity to safeguard the children and young people of Croydon, promoting a safe and nurturing environment for their growth and development.

Training is delivered as classroom based and e-learning courses. Classroom based courses are mainly delivered online using video conferencing tools MS Teams and Zoom. While, this mode of delivery is still popular, there is now an emerging need for training to be in-person. To meet this need we have worked with training providers to adopt a more flexible approach, which provides the option of attending in person or online.

Safeguarding Training Evaluation for 2022-2023

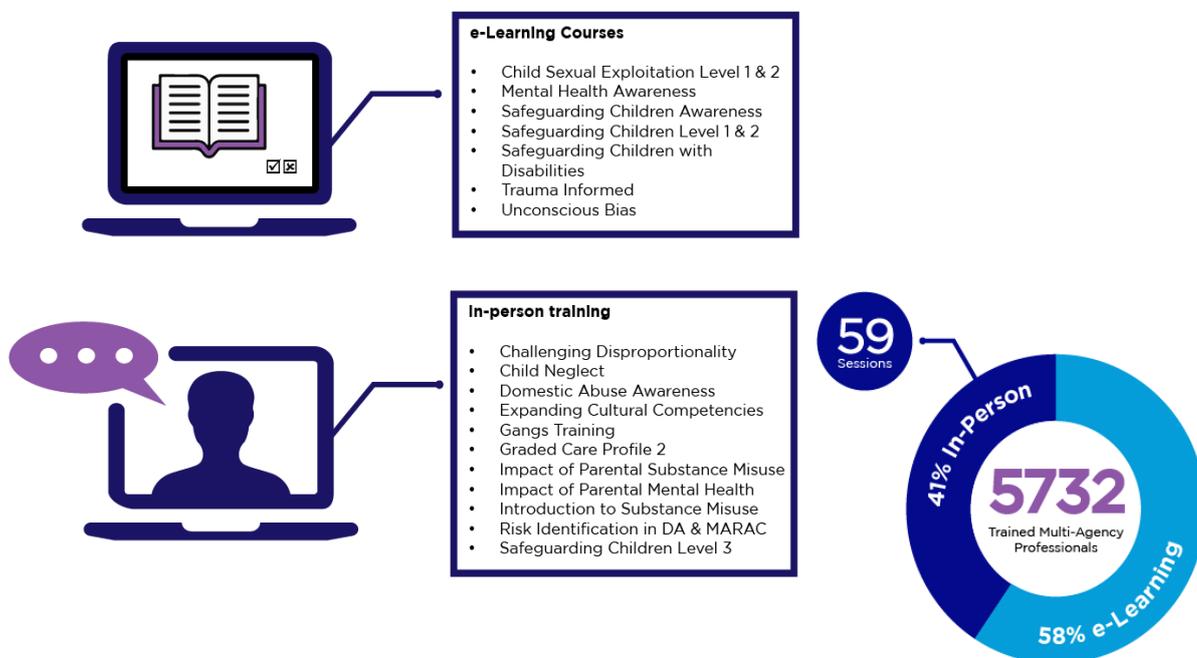
Throughout the past year, our commitment to excellence in learning and development has remained steadfast. The resounding positive feedback received from attendees consistently highlights the remarkable impact of our training programmes has had on their day-to-day practice. This learning experience empowers them to provide the right care and unwavering support to the children and young people we are dedicated to serving. As we move forward, we are further refining our training initiatives to meet the evolving needs of our community and ensure a brighter future for the children of Croydon.

Feedback from Gangs Training

“I now possess the knowledge and skills to support and identify signs in our children's older siblings, as well as detect changes in their behaviour. Additionally, I had a meaningful conversation with my son about gangs in our area and learned about their names.

During in-house training, I spoke to my team about a few notes I had taken down and learned a staff member's son was groomed by one and they had to move his school. Sharing [this] information regarding the local gangs also supported them with what to look for and what a gang really is. I think this training needs to be advertised in schools for parents to sign up.”

Training over the last year has been well attended with an even spread of practitioners from different sectors, with a strong presence from Children's Social Care. This demonstrates training as a consistent priority in supporting and addressing issues related to children and young people. Attendance data also highlights the presence of multiple voluntary organisations and agencies which is a positive indicator that there is a collaborative effort to tackle safeguarding challenges.



The strongest performing courses are Challenging Disproportionality, Child Neglect, Graded Care Profile 2 and Level 3 Safeguarding Children. These courses not only improve understanding by using case studies and practical

advice, they also provide a space for practitioners to reflect on their own practice and share ideas with other professionals.

During the 2022-2023 period, the CSCP effectively coordinated training sessions for a total of 5732 multi-agency professionals. E-Learning was particularly popular with the education sector, particularly those engaged in Early Years care provision.

Conversely, in-person training sessions witnessed strong participation from Social Care practitioners as well as members belonging to the Voluntary and Community Sector. The introduction of novel systems and processes, spearheaded by the recently appointed L&D coordinator, has yielded substantial enhancements in data utilisation for the identification of emerging trends.



This data-centric approach is set to play a pivotal role in shaping the learning and development strategies for the upcoming year, 2023-24. A detailed analysis of attendance based on agencies underscores a concerning lack of participation in multi-agency training, from the Health, Housing and Police sectors. Health and Police are likely to have sourced their training in-house, however in the months ahead, the CSCP will actively investigate the factors contributing to this trend.

PART 2: THE SO WHAT?

Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to children looked-after and care leavers.

TRAINING IMPACT

Expanding Cultural Competencies

In response to a recognised requirement, a training initiative was designed to empower safeguarding professionals assisting LGBTQ+ young people who were also at risk of self-harm or suicide. In collaboration with London Southbank University (LSBU), two half-day training sessions were developed to foster confidence in LGBTQ+ support, along with resource packs for ongoing learning. Evaluation surveys were administered before and after each session, with 90 participants enrolled. 30 Croydon practitioners attended both days. Initial confidence levels stood below 50%, significantly improved by 18.2% (day 1) and 25.0% (day 2) after training. The training substantially met participants' needs (67.1% and 72.0%), reducing perceived training necessity by 6.4% (day 1) and 13.3% (day 2). While successful, there remains a continued need for training in supporting young LGBTQ+ for safeguarding staff.

The impact stemming from the collaborative efforts between the CSCP and London South Bank University (LSBU) to enhance professional practices when working with LGBTQ+ youth vulnerable to self-harm has transcended national borders.

An illustrative example of this influence is evident in a recent incident involving Brandon School Division (BSD) in Manitoba, Canada. The BSD was presented with a proposal that sought to prohibit books containing information about trans and non-binary individuals, along with other deemed sensitive topics. The justification for this proposal revolved around safeguarding children from potential threats such as "paedophiles" and "grooming."

Leveraging the wealth of knowledge, insights, and resources cultivated during our collaborative initiative, LSBU crafted a comprehensive response to counter the aforementioned proposal. This response played a pivotal role in shaping the overall BSD Trustee response. Through an extensive 4-hour deliberation, the proposition to review and eliminate books that educate children about trans and non-binary perspectives was resoundingly defeated.

Graded Care Profile 2 and Neglect

To date CSCP has trained 292 practitioners, 22 in the last year who are licenced to use the GCP2 tool in their assessments to help identify Neglect. This tool is an evidence-based resource, which helps professionals identify the area of neglect and work with the family to reduce the impact. [There is more detail on our website.](#)

Examples of Training Impact from the Partnership

Health

Training is continuously reviewed and updated to reflect new legislation and findings from SPRs.

The SWLICB safeguarding team continue to deliver a comprehensive package of learning and development to Primary Care (GPs). This includes:

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- Formal level 3 training offer in line with the Adult and Children's Intercollegiate Guidance requirements is available on a quarterly basis
- GP Safeguarding Forum for Safeguarding Leads
- Newsletter and electronic updates.

In addition, the Integrated Care Board (ICB) team provide advice across the partnership on health matters that relate to safeguarding.

Croydon Health Services has reviewed its safeguarding training offer to be more flexible in its approach and improving the opportunities for staff to have access to learning and development (L&D).

L&D includes more than formal statutory training programmes and includes opportunistic and organised support to frontline practitioners through 'bitesize' sessions, case discussion, advice and guidance. Information is shared electronically across the organisation and Patient Story's/Case Studies are presented at various meetings and forums including Croydon Cares. This also includes learning from statutory reviews and reference to local and national safeguarding updates and initiatives.

Voluntary Sector

Tailormade Training represent Croydon Voluntary Action on our Learning & Improvement Group. They took the following action to encourage appropriate take up of the Trauma Informed Training:



"In terms of Trauma Informed training, we circulated the dates to the Young Londoners Fund Network (Croydon and Sutton) list, that brings together community organisations working with young people in the two boroughs.

We forwarded the opportunity to the co-ordinator of the MyEnds programme in Croydon. We sent out a Tweet on our @CroydonVA twitter account (1/6/2022), which has 4,500+ followers."

We know from the evaluation of this training that there was excellent take up in the community. The company delivering the training commended the CSCP for its proactive approach to ensuring the right people benefited from this training.

Early Help

The contribution to Early Help and Childrens Social Care of RESPECT, a specialist provider that has supported challenging perpetrator behaviour - has made fathers more visible in the family.

Working with perpetrators training? delivered by Respect - increased confidence to assess and address how perpetrator behaviour interferes with family functioning/ parenting, increase in joint case consultations with Respect, leading to better practice around aligning with survivors and holding perpetrators to account.

LGBTQ+ - workshop delivered by Metro on gender and sexual identity. Particularly noticed an increase in referrals for parents/ carers whose children are questioning their gender/ sexual identity and / or are in the process of transitioning. Increased confidence from practitioners to be curious about how children/young people understand and define their gender and sexuality, and support parents/ carers to have sensitive and respectful conversations with their children about this.

Youth Justice Service

The Youth Justice Service has benefited from the offer provided by CSCP but also the external offer provided by the Youth Justice Board (Inset training) which has promoted the concept and application of a Child First Approach. The Service has subsequently adapted and reshaped to ensure that the child's voice is heard within interventions and how the service operates at every level. Much of the training received has also been extended via the Youth Justice Service to other Criminal Justice agencies and the YJS have delivered training sessions to both the Judiciary and Police particularly on the topic of cultural competency. The Youth Justice Service has devised a Disproportionately Action Plan to measure its own work in this area jointly with key partners and this is regularly reviewed. All learning has also featured in the Youth Justice Plan 2022/23 and will continue to be evident in 2023/24 plan. This plan sets out all key objectives for the Youth Justice Service and this is very much focused on outcomes for children in partnership.

There is still some way to go however, and recent audits continue to conclude that domestic abuse is a feature (either historically or currently) in much of the Youth Justice casework. As such training to staff and development in process and policy in this area will be a focus for 2023/24.

Examples of Quality Partnership Work

As well as relevant engagement in meetings, partnership agencies have a key role in disseminating learning from both national and local safeguarding reviews. See [Examples](#) of how CSCP members have achieved this.

MASH (Multi-Agency Safeguarding Hub)

There are a number of joint partnership meetings, including strategy discussions with police colleagues where excellent work to safeguard children in a timely manner occurs.

The MASH transformation program has created a new Early Help triage level which has increased capacity to provide Early Help at the right time.

MASH has led on and continues to support the improvement of [Operation Encompass](#). The CSCP Executive Partners wrote to every school in Croydon to encourage sign up which led to greater understanding of the barriers and continued engagement with Operation Encompass stakeholders to improve multi-agency response.

SEND

In February 2022 Minister Quince wrote to Croydon to congratulate them on the findings of the Ofsted & CQC Joint area SEND Inspection which showed practice in Croydon to be strong. Representatives from other local authorities have visited Croydon to seek information on the SEND locality pilot that has proven to have reduced vulnerabilities and the number of EHCPs.

Community

Facilitated by the MyEnds initiative, there has been greater collaboration with the Police, the Youth Justice Service (YJS) and the community. As well as a community led approach to planning and delivering content for these meetings, the enthusiasm and straight-talking approach to community problems has inspired a number of other initiatives. Counsellors and agency representatives have engaged in discussions leading to direct community impact.

Police

There have been key inputs to staff through online training modules and presentations on non-accidental injuries to children and joint training with health partners around child death procedures.

Feedback from the partnership and Every Child Every Time meeting has meant there has been an increased drive to capture the voice of the child by frontline staff. This is quite key where there are instances of DA where interacting with the child has seen a particular push in 2022/2023. This has led to localised training delivered by MASH staff to frontline staff around data quality and why the information captured is important in child referrals.

A monthly Child Protection partnership improvement group has identified areas where immediate learning has been identified. Areas such as strategy meetings and Police Protection have been identified as areas where partners could learn from each other through operational experiences. As a result, Strategy meeting training and documents have been delivered internally in the Police locally and to partners around an online scheduling calendar. This is based on feedback from Service Level Managers at the local authority around capturing what went well and what needs improving. Escalation processes have also been developed around Police protection issues where there is learning from delays and extended periods of children being in Police Protection.

Police are working to secure effective engagement from all partners with a commitment to working with grassroots organisations to deter young people from youth violence. The Schools Policing Team regularly attend schools and other educational establishments to provide training and guidance on subjects such as knife crime, cyber-crime, Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE). There is also an initiative currently running in schools called Inspiring Futures. It provides a reality check of what it is like to lose a loved one through knife crime, the consequences of picking up a knife and the journey one would take if convicted of a violent crime or murder.

SLAM/CAMHS (Mental Health Assessment & Treatment Provider)

CAMHS have established a Transitions Panel to ensure young people who require a mental health service beyond 18 receive continuity of care into adulthood.

CAMHS have a range of initiatives to begin to reduce the issues of inequality of access to mental health services including Race Workshops for staff and partnering with the BME Forum, Black service users and carers and community groups to jointly develop the Patient and Carer Race Equality Framework.

Childrens Centres, PIP & Parenting Support

The service aims to support healthy child development and parent-child relationships, operating across three separate strands:

Children's Centres: Children's Centres provide universal support to families with children under the age of 5. Services are aimed at promoting good child and parent health and well-being, effective parenting as well as supporting children's school readiness and overall development. In addition to universal sessions, families can access more targeted family support with a view to building family resilience.

PIP: PIP offer family's therapeutic interventions and support to develop a secure attachment within the parent-infant relationship, focusing on the first 1001 critical days (conception to age 2). For asylum-seeking/displaced families, mothers, fathers and their infants have access to a safe space away from their hotel accommodation. They can talk to other parents and find out about support and community services in Croydon.

Support and Interventions: The Support and Interventions team provide both group-based and targeted parenting support to families of children aged 0-18, promoting parental self-efficacy and strength-based, positive parenting.

Staff training and work across domestic violence and serious youth violence forums has led to a greater understanding of how we can effectively work with fathers. Where fathers perpetrate violence, causing disruption to family function, staff are more confident in addressing and challenging this. Early intervention delivered via parental support has enabled young parents to tell their story, to be

heard and receive support to have an understanding of the learning developmental needs of their baby.

The Virtual School

The virtual school provides its report based on the academic year; therefore, this report shows 2021/2022 data.

Networking and partnership working have been paramount in the team's success. Through strong partnership working with the Education Psychologist, the team was able to ensure that 2 young people who were experiencing severe mental health challenges were successfully supported through the EHCP application process. Both young people have secured college places for September (2022).

99 fewer children were included in the Children Looked After cohort. This was partly due to changes in how the Home Office processed Unaccompanied Asylum-Seeking Children.

24% of children looked after achieved 5 or more GCSEs (including English & Maths). This was up from 18% in the previous year.

There were no permanent exclusions in primary schools during 2021/22

Fixed term exclusions in primary schools were significantly reduced, partly due to the Reach2Teach inclusion tool which was rolled out across 30 primary schools.

There was one permanent exclusion in secondary schools (a reduction from 3 in the previous year)

Following Virtual School intervention, 3 permanent exclusions were rescinded by Headteachers (all out of borough children). In 2 of the cases, EHCPs have been secured via support and recommendation from Croydon Virtual School.

Robust networking and working relationships have been developed with other Virtual Schools. By sharing good practice and resources, the specific focus has been raising attendance and reducing the NEET cohort.

CSCP Meetings have been used to present and promote Education initiatives such as the Social Work in Schools program. This has enabled both Education to promote its work and the wider partnership to be informed, and offer scrutiny and challenge.

Joint Work with The Croydon Safeguarding Adults Board (CSAB)

There has always been connection between the two Business Managers who have led on joint work, however the New Arrangements includes two 'Network Meetings' each year where Executives and Key Officers from CSCP, CSAB and the Safer Croydon Partnership meet jointly to discuss cross cutting themes.



Partnership Working – Adults and Children



Transitional Safeguarding

Working group jointly with Adult Services, Children Services and the CSCP to ensure there is seamless approach to transitions and actively work to reduce waiting times.

Take forward the recommendations from both the Madeleine and Sylvia SARs. (including joint delivery with the CSCP where appropriate)

11 – 25 Strategy group includes ASC

Learning Events

Learning events to be planned, one held in April 2023 looking at cross-cutting themes across DHRs, CSPRs and SARs.

A new VAWG workshop has been created that is being presented to schools to open the conversation with young people through the Schools team and SNTs. The workshop focuses on bystander training, Streetsafe and includes wider conversations about VAWG. [Police]

Joint Working

Commitment from Police to tackling Serious Youth Violence and ensuring violence reduction means putting communities, young people and their families at the heart of tackling the issue.

Joint Executive Meetings specifically to tackle cross cutting themes such as Transitions, Harmful Practices, Mental Health

To continue to engage and share information via regular meetings between the CSCP and CSAB Managers.

LAST YEAR WE SAID.....

Our 2021-22 annual report identified the following areas for attention in 2022-23. Here is what we have achieved in those specific areas:

Impact Of Training

Moving to a more analytical framework, so we can measure the impact of our training.

Despite the L&D Officer only coming into post in November 2022, this has been achieved.

Safeguarding Asylum Seekers

The CSCP to seek assurance of the multi-agency safeguarding arrangements for these potentially vulnerable people.

The Corporate Director for Children, Families & Education (and CSCP Executive Officer for the LA) leads on specific work to ensure Asylum Seekers and Displaced People are supported in Croydon. There is a specific Safeguarding Hotels/Asylum Seekers subgroup which has key CSCP members on it. The new CSCP QA Officer (came to post Feb 2023) is sighted on this, and work is embedded in the business plan. The Independent Scrutineer intends to visit the hotels (achieved in August 2023).

Early Help Transformation

The wider partnership is sighted on, and involved in, the Early Help Transformation work.

The CSCP have promoted the significant work occurring to bring Family Hubs to Croydon. We have advocated the use of CSCP L&D resources for the Workforce Development workstream and ensured the 'Competence Matters' Framework is adopted. CSCP agencies are members of the various workstreams associated with Family Hubs and bring relevant updates to the wider partnership.

The CSCP Business Manager co-chairs the MASH Operational Group. This has broadened both the scope and engagement of partnership priorities in this work. When the new portal system for referrals was being developed, the CSCP articulated the need for appropriate partner engagement, leading to a comprehensive campaign by the LA to engage partners on a one to one basis to both raise awareness of the need to change to a portal system and to gather feedback to ensure the partnership were appropriately sighted on this important improvement to ensure children at risk are identified early and offered the right support.

Partnership Communication Strategy

Refreshing the terms of reference for the Partnership to ensure continued understanding of the roles and responsibilities as well provide a framework for partners and their organisations to work within.

Whilst this work is happening as part of the systems within CSCP business processes, (there are now regular newsletters produced for both L&D opportunities and a monthly CSCP news and guidance) there is still work to be done to understand the reach and impact of CSCP communications and as a result of that understanding, specific work to agree a CSCP Communication Strategy.

Domestic Abuse

How can we be assured that the incidence and impact of domestic abuse where children are present is fully understood.

Croydon continues to see domestic abuse featuring frequently in all types of referrals, whether as a current concern or part of the history that children coming to notice of services experience. The learning events co-delivered with the police and FJC have helped to raise awareness of the tools and support available, but we still need to evidence the impact. The ongoing collaboration with both the DASV and CSAB is supporting assurance, but still needs more evidence.

Child Sexual Abuse

Data and an understanding of CSA needs work, including empowering professionals to have conversations to reduce risk of intra-familial CSA.

We have taken advantage of the work being driven by the SW London NHS (Enhancing Sexual Abuse Pathways) and shared their resources and used their training.

Independent Review of the CSCP

Commission a review of the effectiveness of the partnership

This was achieved in November 2022 (see Part 1)

THIS YEAR WE HAVE INFLUENCED....

In addition to activity described in this report, the CSCP have had specific influence on the following:

VAWG Strategy

Croydon is refreshing the Violence Against Women & Girls Strategy in line with the Mayors Priorities and central government guidance. This work is led by the Safer Croydon Partnership. The CSCP has ensured scoping sessions have taken place in CSCP meeting spaces (January 2023 QIG) and influenced the scope to ensure adequate reference to Child Sexual Exploitation is included. Partner agencies have been encouraged to collaborate on the new document, which will be reviewed at regular intervals before the final version is agreed.

Suicide & Self Harm Strategy

Croydon's draft strategy, compiled by Public Health has been heavily influenced by the support of the CSCP. They have used our *Expanding Cultural Competencies: working with LGBTQ+ who are also at risk of suicide & self-harm* training as a case study to support the action plan to reduce suicide among young people. The CSCP were successful in securing additional funding to co-produce this training with the London Southbank University (Croydon Campus). Two courses were delivered in the year in review. Future courses secured for October 2023 and January 2024.

Housing Safeguarding Standards

The CSCP has provided robust Section 11 challenge, influenced welfare checks for residents in Windsor House and provided resources, such as the SUDIC briefing to raise awareness of potential safeguarding concerns and expected action. Housing are being supported to complete a comprehensive Section 11 action plan. The scrutiny of the CSCP has led to fundamental

changes in the way Housing approaches safeguarding as well as the agreement to recruit to a Safeguarding Co-ordinator in Housing and the appointment of a Head of Service from Housing attending both QIG and the MASH Operations Group.

MASH Transformation

The audit findings in both the under 2s audit and the JTAI benchmarking have influenced the comprehensive work to transform the MASH. The CSCP has also brokered conversations and meetings with partnership agencies to ensure they are sighted, engaged and consulted on the changes, particularly as the transformation includes the implementation of a “portal only” referral system. This is very much welcomed by the CSCP who see it as instrumental in improving the quality of referrals into MASH.

PART 3: THE WHY NOT?

An analysis of any areas where there has been little or no evidence of progress on agreed priorities.

SLAM/CAMHS

Challenges recruiting and retaining staff continue to affect their waiting lists. However, the most vulnerable continued to receive a service as a matter of urgency and some neuro-developmental assessments were outsourced to address the waitlist.

On-line Safety

There is little evidence of the understanding, scope, and impact of on-line abuse in Croydon. The CSCP continues to promote free courses to support multi-agency awareness in this area.

An online Safety group was set up and presented to the CSCP Quality Improvement Group but was impacted by both partner capacity and local authority austerity measures. In July 2023, a subgroup was re-established to explore priorities. Education are leading this relaunched sub-group which is pulling together information from a variety of sources to create a resource and information handbook for schools.

The schools safeguarding audit is showing the increasing concerns from schools around online bullying and exploitation. It also evidences though, an increase in staff training and parent workshops to try and address this.

Harmful Practices Group

CSCP recognises this work has stalled due to MOPAC deleting the post which held the responsibility for co-ordinating the Harmful Practices Group. It is recognised that understanding of the prevalence, scope and impact of Harmful Practices (FGM, Honour Based Violence, Forced Marriage etc) needs to be strengthened. The DASV Group is looking for funding streams which will enable a community-based group to lead on co-ordinating this work.

Website

Significant work was undertaken in the year to update the CSCP website. Due to launch in the financial year 2022-23, this was delayed (has since been launched in August 2023).

The delays were due to the CSCP being the trial site for new software and capacity issues in the team delivering the website. However, the original website was fully functional in the meantime. The new website has significantly improved user access to training courses and is providing a much easier way of navigating the website for the benefit of professionals and parents looking for safeguarding support and information.

The CSCP have been a key stakeholder for the Early Help Directory which, when it comes online, will enable the CSCP website to encourage users to consider appropriate community options before making a referral to Childrens Social Care.

Audits

The following table shows the agreed areas for audit activity. This work commenced in May 2022 and is expected to gather pace now it is project managed by the QA Officer. There were a number of audit tasks, held in different areas of work (QIG, LIG and as a result of SPRs). These have now been transferred to one audit tracker held in QIG where this work can be progressed more effectively.

Audit	Methodology
Serious Youth Violence	Three voluntary organisations (Gloves not Guns, P4YE, Playplace) have received funding to support vulnerable young people. Video evidence will be gathered from the organisations and young people to evidence the effectiveness of safeguarding arrangements and impact on young people as a result of the campaign
Child Victims of DA	Based on SPR Cora
Asylum Seekers	Assurance via Asylum Seekers/Hotels Safeguarding Group (will link to Border Force Section 11)
CSA - Intra/Extra Familial	Linking with SW London Child Sexual Abuse work
Audits Actions Resulting from SPRs	There are 11 recommendations which suggest some audit activity.
Practitioner Survey	Evidence of engagement with CSCP learning, briefings, newsletters etc

AUDIT ACTIVITY COMPLETED

Under 2s Audit

This audit was undertaken via the MASH Operational Group to look at 30 children who were under 2 at the time of the referral. This was in response to an action from the Ben SPR, where it was recognised that very young children are often hidden from view and multi-agency decision making needs to be robust to ensure those at risk of harm are

recognised and helped. This audit also aligned with the National Panels findings in the “Myths of Invisible Men” report.

3 Key Findings:

- The use of a number of referral methods negatively impacts the quality/timeliness of referrals.
- Failing to obtain/record consent at an early opportunity (poor information sharing).
- Inadequate MASH checks impact quality decision making.

The introduction of the new electronic portal for all referrals (and therefore the use of a standard referral form) will support better practice in this area.

As well as sharing the findings from this audit, the CSCP had a focus on information sharing, specifically referencing consent. We produced a 2-page briefing resource to dispel some of the myths about information sharing.

Section 11 Progress

The Section 11 ([Safeguarding Standards Assurance](#)) has been revitalised by the new QA Officer, who has implemented innovative methods to collect feedback and monitor progress. One of these methods is Mentimeter, an online tool that allows participants to share their opinions and ideas in real time during workshops. The new QA Officer has also developed more appropriate questions to assess the safeguarding practices of community-based organisations and is providing them with guidance and support.

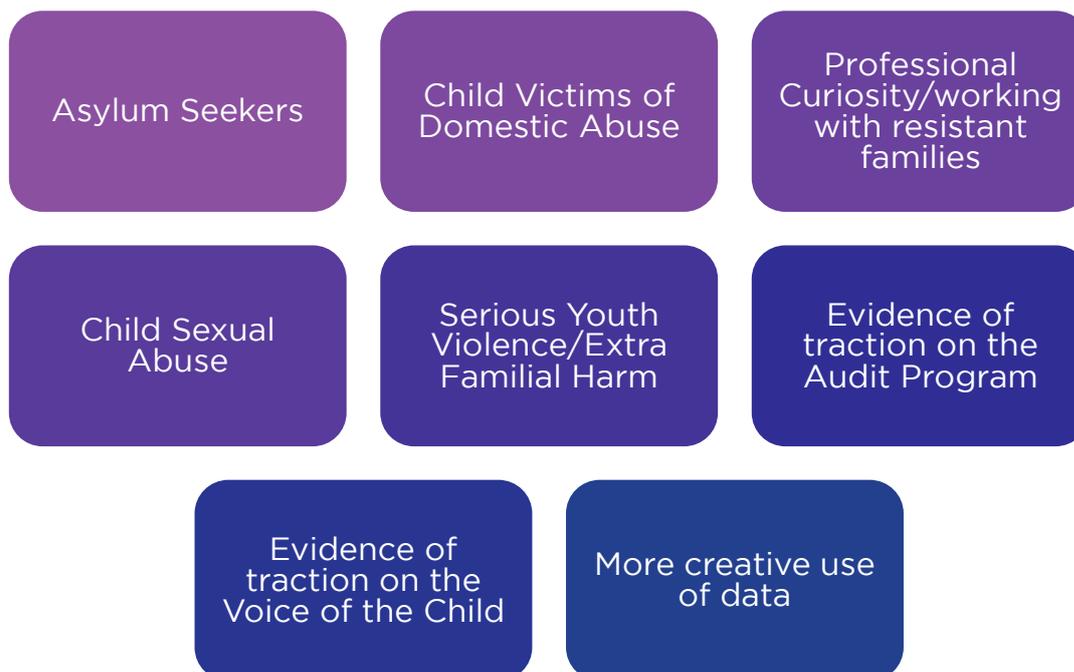
Joint Targeted Area Inspection (JTAI) Benchmarking

Following on from the JTAs completed for Solihull and Lewisham, we looked at the key themes and applied them to Croydon. This work was carried out as part of the MASH Operational Group, but key questions were also asked in broader CSCP meetings and the QIG.

PART 4: THE WHAT NEXT?

A record of decisions and actions taken by the partners in the reporting period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.

Key themes for the CSCP for 2023-24



These objectives will be tracked via the CSCP Business Plan. The CSCP Business Plan is a document that monitors the progress and performance of the CSCP. It is updated every three months and shared with the CSCP Executive partners. The document contains the objectives, actions, outcomes and indicators of the CSCP's work.

Quality data to enhance the identification of those at risk continues to be in isolation. MASH, YJS, Police, Schools and Health all have data of interest, but we do not currently join it up and act on the intelligence in a coordinated manner. The Local Authority has invested in significant training available to the wider partnership to start to co-ordinate how this data is captured.

PART 5: THE VOICE OF THE CHILDREN AND FAMILIES

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

Saffron Valley Collegiate

This is what we have done:

- Had an initial meeting of senior leaders to audit all the points within a young person's journey through the PRU where we already write down their views.
- Made a simple change to our record keeping portal so that it flags up where we are recording a child's views.
- Decided we want to do some more work on the following questions:
 - How do we allow pupils to express their thoughts and feelings when words are not their most comfortable medium? How are these captured?
 - How do we ensure that we are responding to the voice of our children?
- Committed to some theory of change work in the spring term, that will be led by an external facilitator, to focus on capturing the voice of the child.

Youth Justice Service

- Created a Voice participation policy.
- Ran a number of surveys asking direct questions on the quality of service children and families felt they received.
- Held voice participation groups for children to talk about what could be improved for them.
- Created a compliments folder to remind ourselves on what we are doing right.
- Asked children to redesign our reception area and logo.
- Worked with EMPIRE to ensure the voices of Children Looked After are jointly considered when connected to our service.

In 2023/24 the Youth Justice Service plan on doing more work with the parents and carers to ascertain their feedback and views.

Feedback from a mother who received targeted one to one support to help her manage her teenage daughter's behaviour and rebuild the parent-child relationship:

"Thank you so much for helping us work through a lot of our issues. You have truly been an angel with all the support. Being taught how to think like (my daughter) has made a huge change in our daily lives. It is much more positive and less stressful. Also knowing it's ok for me not to expect things from (my daughter) and for me to do them if they bother me which means I don't have so much anxiety over things and learning not to expect too much of her has also helped with being much calmer."

Feedback from a mother attending the Stepping Stones programme for parents of children with SEND

"No words can express the kind of knowledge, confidence, ideas, strategies, boundaries, negotiations, etc that you planted in me to raise my children successfully without any physical and emotional harm I can now say the course has built my self-confidence as a mother. Finally, I wish all mothers can find this course in order to gain insight of this as I did because of the different backgrounds, culture and beliefs of our upbringing and parenting."

J has settled in very well at Alverston Gardens. He is a keen footballer and through our connections with Palace For Life, J is now a regular attendee of a session run at the Brit school by Palace For Life. He is also representing Palace in football tournaments. J was known for not engaging at his previous mainstream school and regularly refusing to attend. Since putting interventions in place to support J he has engaged in most, if not all lessons. He takes part in our after-school activities. His attendance at his previous provision was 39.05%

C started with us at the beginning of year 10 and has done exceptionally well with minimal behavioural incidents. He has achieved a level 1 functional skills qualification in English and is undertaking other functional skills exams in July. He is studying for his GCSE's next year. His attitude and effort levels are consistently good. C has spoken to me about returning to mainstream, which we will explore next year.

S has done exceptionally well at Alverston Gardens. He has gone through some very traumatic experiences but through his hard work and dedication he has made progress and achieved qualifications in core subjects. We recently applied for a EHCP for S and we are delighted that this has been accepted. He has said that he would like to continue his post-16 here at Beckmead college and will transfer to Tennison Road site undertaking the construction pathway.

Feedback from a father who received support through the Family Transitions programme (for parents going through divorce and separation):

The past 3 years have been extremely challenging for me as a father. I have had minimal contact with my daughter who I love and miss very much, however I have been following the process through and as a result have been in contact with many different professionals ranging from CAFCASS, to contact centre supervisors, as well as local authority Social Workers. In that time, I have had to share my story in terms of my struggles with seeing (my daughter) and have not always had a positive experience, often having to repeat information which can often cause distress and upset. It is only since being referred to L (worker), that I have truly felt heard for the first time. I have thoroughly enjoyed all of the sessions with L and will honestly miss the opportunity to talk with her. From the very first session she has shown empathy and understanding and taken great care to navigate a complex and sometimes challenging case due to the significant conflict between myself and my daughter's mother.

One of our biggest successes, L came over from a mainstream school. L was known to the school for not following instructions, refusing to cooperate in lessons, threatening staff and being regularly on his phone in lessons. Since starting at Alverston Gardens, L has been a pleasure to all staff, always polite and respectful. He has not had any behavioural incidents during his time with us. He has worked hard throughout his studies making great progress in passing level 2 functional skills qualification and also sitting multiple GCSE's. Recently L was accepted onto a paid apprenticeship with Kwik Fit.

This case is a great example of a successful Early Help case. X relocated into the borough with there being significant concerns regarding his safety due to contextual risks and concerns regarding his access to education. The keyworker has successfully been able to link X in with a local PRU whereby he has completed his GCSE's with him now having a plan for his education for September. There appears no ongoing risk in terms of X's safety in the local area, and preventative / deterrent support has been offered to help reduce the risk of this in the future. In addition, a referral has been made to CAMHS to request support in understanding X's emotional presentation.

It is a credit to the keyworker that both the parent and young person's feedback is that they would like the support offered to continue. By linking X in with local services and an education setting this has enabled X to have a sense of stability in the area and allowed him to progress towards reaching his goals and aspirations. Signposting has also been offered to local activities of which X is aware he can access at a time he feels comfortable in doing so.

Feedback from a father who received support through the Family Transitions programme (for parents going through divorce and separation)

“The past 3 years have been extremely challenging for me as a father. I have had minimal contact with my daughter who I love and miss very much, however I have been following the process through and as a result have been in contact with many different professionals ranging from CAFCASS, to contact centre supervisors, as well as local authority Social Workers. In that time, I have had to share my story in terms of my struggles with seeing (my daughter) and have not always had a positive experience, often having to repeat information which can often cause distress and upset. It is only since being referred to L (worker), that I have truly felt heard for the first time. I have thoroughly enjoyed all of the sessions with L and will honestly miss the opportunity to talk with her. From the very first session she has shown empathy and understanding and taken great care to navigate a complex and sometimes challenging case due to the significant conflict between myself and my daughter's mother.”

GLOSSARY

A&E	Accident and Emergency
ACEs	Adverse Childhood Experiences
BCU	Borough Command Unit (Police)
BME Forum	Black, Minority Ethnic Forum
BSD	Brandon School Division
CAIT	Child Abuse Investigation Team (Police)
CAMHS	Child and Adolescent Mental Health Services
CAP	Complex Adolescent Panel
CCE	Child Criminal Exploitation
CDOP	Child Death Overview Panel
CHS	Croydon Health Services
CIN	Child in Need
CLA	Child(ren) Looked After
CQC	Care Quality Commission
CSA	Child Sexual Abuse
CSAB	Croydon Safeguarding Adults Board
CSCP	Croydon Safeguarding Children Board
CSE	Child Sexual Exploitation
CSPR	Croydon Safeguarding Practice Review
CYPE	Children, Young People and Education
DA	Domestic Abuse
DASV	Domestic Abuse and Sexual Violence
DfE	Department of Education
DHR	Domestic Homicide Review
DSL	Designated Safeguarding Lead
ED	Emergency Department
EHCP	Education and Health Care Plan
EHWB	Education, Health and Wellbeing
EMPIRE	Empowerment, Memories, Positivity, Interesting, Respect and Educational
FGM	Female Genital Mutilation
FJC	Family Justice Centre
GCP2	Graded Care Profile (2)
GCSE	General Certificate of Secondary Education
GP	General Practitioner
ICB	Integrated Care Board
JAR	Joint Agency Response
JTAI	Joint Targeted Area Inspection
L3	Level 3

L&D	Learning and Development
LA	Local Authority
LBC	London borough of Croydon
LGBTQ+	Lesbian, gay, bisexual, transgender, queer or questioning (persons)
LIG	Learning and Improvement Group
LPS	Liberty Protection Standards
LSBU	London South Bank University
LSCP	London Safeguarding Children Partnerships
MACE	Multi-agency Child Exploitation
MARAC	Multi-agency risk assessment conference
MASH	Multi-agency Safeguarding Hub
MOPAC	Mayor's Office for Policing and Crime
NAI	Non Accidental Injury
NHS	National Health Service
NEET	not in Education, Employment or Training
NRM	National Referral Mechanism
OFSTED	Office for Standards in Education
PIP	Parents in Partnership
PRU	Pupil Referral Unit
QA	Quality Assurance
QIG	Quality Improvement Group
RR	Rapid Review
SAR	Safeguarding Adults Review
SCP	Safer Croydon Partnership
SEND	Special Educational Needs and Disabilities
SLAM	South London and Maudsley
SPRG	Safeguarding Practice Review Group
SUDIC	Sudden Unexplained Deaths in Childhood
SWLCCG	South-west London Clinical Commissioning Group
SWLICB	South-west London Integrated Care Board
SW	South-west (London)
TASP	The Association of Safeguarding Partners
UASC	Unaccompanied Asylum Seeking Children
VAWG	Violence Against Women and Girls
YJS	Youth Justice Service
YP	Young People