

APPENDIX 2- CSCP Summary Business Plan

The CSCP Business Plan is a dynamic tool utilised to deliver the working arrangements, cross-referencing, WT23 multi agency working principles. This summary version reflects delegation of key responsibilities and means of assurance and accountability to achieve the CSCP vision and objectives.

OBJECTIVE 1 - Prompt and effective multiagency safeguarding response: Ensure agencies collaborate effectively to safeguard children by providing a prompt, appropriate, and effective response when a child is identified as suffering or likely to suffer significant harm. This includes ensuring that preventative and early help services are provided in a joined-up and effective manner.	
BP Reference:	Activity – Assurance and Accountability
1.1 Camden Single Front Door – Children & Families Contact Service	Through scrutiny of performance data, monitor the effective application of thresholds and the impact of early help in providing access to the right help at the right time. Director of Children’s Prevention Family Help and Safeguarding report to Lead Safeguarding Partners to offer assurance, share challenges to overcome and identify areas to strengthen.
1.2 Section 11	Assess whether CSCP partners and relevant agencies are fulfilling their statutory duties (as set out in WT23 - Section 11 Children Act 2004) to safeguard and promote the welfare of children. QA Subgroup Lead/Section 11 Challenge Panel (including CSCP Young Advisor/Lay member) review S11 audits and make recommendations to Lead Safeguarding Partners on whether statutory duties have been fulfilled and any further assurance needed.
1.3 Multiagency audits	Scrutinise and assess the quality of multiagency safeguarding practice including inter-agency collaboration in improving outcomes for children. Assess the effectiveness of multiagency case audits in identifying learning, good practice and seek assurance that recommendations are being implemented to improve practice. Utilising local and national learning and data, QA Subgroup Leads put forward theme for multiagency audit. Independent scrutiny is commissioned to lead the review, sharing a detailed report and recommendations. The lead safeguarding partners assess if any safeguarding partners/ relevant agencies need to offer further assurance and maintain oversight of next steps.
1.4 Single agency audits & learning	Scrutinise quality assurance activity by monitoring and reviewing the findings of single agency learning, ensuring audits are leading to continued and sustained improvement. Agency leads report to relevant Subgroup to share good practice, themes, trends, learning and to provide assurance of safeguarding standards.

OBJECTIVE 2 - Collaboration and accountability: Ensure agencies work together effectively, holding each other accountable and addressing evolving safeguarding challenges and risks.	
BP Reference:	Activity – Assurance and Accountability
2.1 Risk register and contingency planning	<p>Joint contingency planning takes place based on evidence, data and intelligence to enable readiness and flexibility. This allows emerging safeguarding trends to be identified to adapt local response.</p> <p>The Lead Safeguarding Partners seek assurance to ensure that vulnerable children remain visible and protected and that the adapted Camden single front- door's thresholds are sustained and are responsive to emerging and heightened safeguarding risks.</p>
2.2 Vulnerable parents and safeguarding infants in the first 1001 days	<p>Taking a child centred approach, and incorporating WT23 working with parents principles, ensure that the integrated Family Hubs model that enables early identification and protection of infants and babies. This includes supporting vulnerable parents at the earliest opportunity, by focusing on collaborative, and empowering relationships that addresses inequalities and access to resources and support.</p> <p>The Lead Safeguarding Partners and QA Subgroup monitor the implementation, impact and embed learning and connectivity between our local practice to ensure positive, lasting outcomes for Camden children and their families.</p>
2.3 Domestic violence and abuse (DVA)	<p>Ensure good quality multiagency identification and response to domestic abuse, including controlling and coercive behaviour which can limit capacity to engage with services to reduces harm. This includes young people who experience domestic abuse within their own intimate and children who witness domestic abuse in their household.</p> <p>Assurance provided by key agencies at CSCP meeting and/or to Lead Safeguarding Partners, including on the response to the domestic abuse act, and cross-board working to tackle Reducing Violence Against Women and Girls agenda.</p>
2.4 Neglect	<p>Ensure there is a good quality multiagency identification and response to neglect, ensuring impact on families is fully understood and addressed. Assurance provided by key agencies at CSCP meeting and/ or to Lead and Deputy Safeguarding Partners, on effectiveness of response to identify neglect and support/work with parents and carers.</p>
2.5 Prevention and recognition of child sexual abuse	<p>Ensure a robust, child-centred, multiagency response for children who have experienced any form sexual abuse. This includes minimising the trauma experienced by children and helping them to recover and move forward with their lives.</p> <p>Assurance provided by key agencies and the Lighthouse to the CSCP that agencies are working jointly to offer integrated comprehensive care and support. This includes the effectiveness of gathering best evidence in a sensitive manner which can be used in prosecution.</p>

<p>2.6 Improve outcomes for children in need</p>	<p>Monitor the effectiveness of local thresholds and practice to improve outcomes for Children In Need (CIN).</p> <p>Lead/Deputy Safeguarding Partners monitor how local protocols for assessment and support have been embedded across the multiagency network. This includes WT23 principles of taking a systemic and relational child-centred approach with a whole family focus, to support the child's needs being met.</p>
<p>2.7 Vulnerable Adolescents Child Exploitation</p>	<p>Ensure joint intervention and a framework for the cross-cutting areas of work relating to vulnerable adolescents on issues affecting them: Self-harm, mental health, youth violence and gangs, Child Sexual Exploitation (CSE), missing, modern slavery (NRM) substance misuse, youth violence, criminal exploitation (CCE) and online safety.</p> <p>Agency Leads report to Vulnerable Adolescent (Risk and Exploitation) Strategy Group and CSCP meetings maintain strategic oversight of the five pillar approach: Prevent, Identify, Support, Disrupt, Enforce, Prosecute.</p>
<p>2.8 Youth Violence</p>	<p>Ensure understanding and comprehensive multiagency response to the complex factors and leading to youth violence.</p> <p>Review performance, test the effectiveness of arrangements for vulnerable adolescents and identify themes, areas of action and outcomes.</p> <p>Vulnerable Adolescent (Risk and Exploitation) Strategy Group - Maintain governance and connectivity with operational panels to ensure the right support and intervention is provided to those at risk. This includes considering disproportionality and ethnic disparities to address inequalities.</p>
<p>2.9 Transitional Safeguarding (14-24)</p>	<p>Strengthen the understanding of multiagency workforce on the complexities of safeguarding adolescents; and range of harms that could lead to increased adversity in adulthood. Adolescents are helped to manage risks, challenging situations and learn from mistakes to improve their life outcomes. Transitional safeguarding is monitored through the CSCP meeting, SAPB and Vulnerable Adolescents Strategy Group.</p>
<p>2.10 Radicalisation and extremism - Abuse linked to faith and belief including FGM.</p>	<p>Ensure the maintenance of Camden's safeguarding approach to its Prevent Strategy, which aims to build resilience to radicalisation.</p> <p>Vulnerable Adolescents Strategy Group - Offer assurance that strategies are in place to Prevent, Identify, Support, Disrupt and Prosecute. This includes response to harmful content online, promoting community cohesion, disruption activities and support package accessed through Camden's multi agency Channel Panel.</p>
<p>2.11 Children Looked After</p>	<p>Monitor the performance of the multiagency Corporate Parenting Board in meeting their responsibilities role for all Children Looked After, and those with care experience living in and out of the local authority area.</p> <p>Report from Head of Corporate Parenting to Lead Safeguarding Partners /CSCP performance reviewed by Camden children care council and young inspectors and independent scrutineer.</p>
<p>2.12 Children held in custody</p>	<p>Continue to monitor adherence to Pan-London protocol of young people held in custody and review reason why breaches of the Concordat have occurred.</p> <p>Report from MPS, YJS and Emergency Duty Team to Safeguarding Partners (through vulnerable adolescents Strategy Group) who assesses if assurance has been provided and decide what further work/ assurance is needed.</p>

<p>2.13 Children and Young People with Disabilities and SEND</p>	<p>To strengthen scrutiny of the protection of children and young people with disabilities in recognition to their increased vulnerability. Report from Head of CYPD Service and Head of SEND, to CSCP meeting for review if assurance has been provided, that partners/relevant agencies have fulfilled their statutory duties and decide what further work/ assurance is needed.</p>
<p>2.14 Out of education settings</p>	<p>Ensure good quality multiagency identification and response to effectively safeguard vulnerable children in out of school settings. LA and school partners to report to CSCP meeting on how children and young people are engaged to stay in education, employment and/or training.</p>
<p>2.15 Keeping children safe and engaged in education.</p>	<p>Children missing education are identified and provisions are provided. Children and young people attend school therefore, a reduction in the number of missing episodes, fixed term and permanent exclusions. Reports and updates to the CSCP meeting/ Vulnerable adolescents' strategy group. Data is also be monitored through the CSCP dataset.</p>
<p>2.16 Private Fostering</p>	<p>Ensure awareness of private fostering with professionals and the community. Continued monitoring of notification to seek as assurance that it is maintains prominence in the safeguarding agenda. LA report to QA Subgroup to offer assurance of continued focus in the area.</p>

OBJECTIVE 3 - Child first practice: Enable accurate and timely decision-making by combining the voices of children and families with practitioners' knowledge and data insights to identify strengths and areas for improvement.

BP Reference:	Activity – Assurance and Accountability
<p>3.1 Engaging the Community</p>	<p>Work with the voluntary and community sector to raise awareness on safeguarding priorities. In partnership with Young Advisors, develop of Community Engagement work-plan as part of strengthening our strategic response to contextual safeguarding. Update from Voluntary Action Camden/ Young Advisors to CSCP.</p> <p>Young advisors offer a local young person's perspective in scrutinising/ challenging how we think and work with issues relating to contextual safeguarding/ extra-familial harm.</p>
<p>3.2 Child-Centred Approach</p>	<p>Ensure that the lived experience and voice of children and their families is central to the CSCP's shared vision, values and multiagency approach to safeguarding. .CSCP meeting and Lead Safeguarding Partners to receive regular updates on how the voices of children and young people have been sought in alignment with WT23 focus on what children said they need for an effective safeguarding system: Vigilance from adults to notice when things are troubling them; Hearing, understanding and taking action in response to what is happening to them; Stability in their relationship of trust with those helping them; Respect from those that work with them and an expectation that children are competent; Informed and to be involved in procedures, decisions, concerns, and plans for them; Support to be provided to children in their own right; Advocacy to assist them in putting forward their views; Protection against all forms of abuse, exploitation, and discrimination, and special protection for refugees</p> <p>Through Camden's established participation programmes, children and young people can express their views and influence improvements and practice development. CSCP Young Advisors support the voice of children and families being considered as part of scrutiny, direct feedback, informing policy, practice and service design.</p>
<p>3.3 CSCP Lay Members and Parent/Carer/ Family Forums</p>	<p>Ensure that the voice of children and families is considered as part of scrutiny and that this is at the heart of arrangements through direct feedback, informing policy, practice and service design.</p> <p>Lay Members contribute to decision making spaces and provide scrutiny across Partnership meetings and relevant Subgroups. There are established empowering parent and family forums that elicit and utilise parent/carers feedback and enable codesign of services for children and families.</p>

OBJECTIVE 4 - Learning and improvement: Promote a learning culture supported by senior leaders, with effective training programs to develop an inclusive and collaborative safeguarding environment.

BP Reference:	Activity – Assurance and Accountability
<p>4.1 Safeguarding culture and feedback from Practitioners</p>	<p>The CSCP is satisfied that there is a consistent framework in place for receiving regular feedback from frontline staff to improve practice which affects and improves delivery of services.</p> <p>Leads report back through relevant Subgroups on frontline feedback. Lead safeguarding partners are kept informed of feedback and foster a culture of two-way communication.</p>
<p>4.2 Multiagency training</p>	<p>Connectivity between our L&I Framework and Training Strategy supports our aims to ensure provision of a broad and high-quality programme of learning and development opportunities for frontline staff. The purpose of our varied safeguarding children training/ workshop programme is to upskill staff and volunteers working in Camden to strengthen their ability to identify and support children at risk and to help staff and volunteers to have a shared understanding and be better sighted in each others roles in response to safeguarding children.</p> <p>L&D Subgroup Chair reports to CSCP and maintains connectivity between the QA framework and the multiagency training strategy</p>
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OBJECTIVE 5 - Quality Assurance and Performance Management: Ensure senior leaders have a good knowledge and understanding about the quality of local practice and its impact on children and families.

BP Reference:	Activity - Assurance and Accountability
<p>5.1 Safeguarding culture: shared priorities and joint working with other Boards</p>	<p>In line with WT23, Lead/Deputy Safeguarding Partners and Independent Scrutineer enable and assess if safeguarding culture is; collaborative inclusive well resourced, enables learning and mutual challenge. This includes ensure issues raised through multiagency escalation policy / local whistleblowing procedures, and resolved through agreed local framework where possible.</p> <p>Lead Safeguarding Partners, Independent Scrutineer and Deputy Safeguarding Leads maintain oversight, of safeguarding culture in alignment with CSCP's shared vision and values.</p>
<p>5.2 Learning & Improvement Framework</p>	<p>Evidence that the L&I Framework has enabled the CSCP to identify and address the learning needs of their workforce which enables identification to take the right practice improvements. Ensure learning from audits, inspections, child death reviews, safeguarding practice reviews, local learning reviews, emerging research, guidance, complaints/ compliments and experience of children, their families and frontline professionals.</p> <p>Deputy Safeguarding Leads, Independent Scrutineer and CDOP Chair report to Lead Safeguarding Partners - who review if assurance has been provided and decide what further work/ assurance is needed. This may involve the wider CSCP offering assurance to the Lead Safeguarding Partners and the Independent Scrutineer.</p>
<p>5.3 Testing safeguarding arrangements</p>	<p>Assess how well organisations come together to cooperate with one another to safeguard and promote the welfare of children and to hold each other to account.</p> <p>Lead/Deputy Safeguarding Partners and Independent Scrutineer maintain dialogue to continually assess if our local arrangements are working effectively, reviewing escalation of matters and keeping abreast of issues, safeguarding trends, and performance measures.</p>
<p>5.4 Multiagency dataset</p>	<p>Key safeguarding areas are monitored to ensure effective and timely protection and support of children.</p> <p>CSCP dataset is integrated into performance monitoring activity / presentation by/to Lead/Deputy Safeguarding Partners and relevant agencies. Exception reporting takes place when there is an area of concern/ significant change.</p>
<p>5.4 Local Authority Designated Officer (LADO)</p>	<p>To ensure that the multiagency partnership is aware of LADO procedures and effectively investigate allegations made against members of staff and volunteers.</p> <p>Deputy Safeguarding Leads ensure there is a robust system in place to ensure that allegation against members of staff are investigated and appropriate timely action is taken to ensure the safety of all children. Agencies feel able and confident to report concerns to the LADO.</p>

OBJECTIVE 6 - Data and Intelligence: Drive effective information sharing and systems across agencies to identify and address new safeguarding risks, issues, and emerging threats.

BP Reference:	Activity - Assurance and Accountability
6.1 Effective Information sharing	<p>Ensure that information-sharing systems enable informed decisions that safeguard children from risk/ harm. Including development of new systems and technology. VA Strategy Group to review how information sharing in the following area can be strengthened: low risk indicators/ intelligence on child criminal exploitation / vulnerable adolescents.</p> <p>Lead Safeguarding Partners seek assurance on good information sharing between practitioners local organisations and agencies to ensure early identification of need assessment and service provision to keep children safe.</p>
6.2 Communication Strategy	<p>Continue to extend the reach and impact of the CSCP including widening and embedding engagement across the partnership and improving communication</p> <p>Lead Safeguarding Partners seek assurance through CSCP and Subgroup members reporting that they are able to access resources on website, training, workshops, newsletter and social media awareness raising. Use of Network and Community forums to promote safeguarding and monitoring referral numbers to the Front Door: Children and Families Contact Service.</p>