



CSCP

CROYDON SAFEGUARDING
CHILDREN PARTNERSHIP

ANNUAL REPORT

2024/25

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EXECUTIVE SUMMARY

The Croydon Safeguarding Children Partnership (CSCP) presents this report as a comprehensive review of multi-agency safeguarding progress from April 2024 to March 2025. This year has marked a decisive step forward in operationalising the Working Together 2023 reforms, with a sharper focus on demonstrable impact, system-wide learning, and equitable outcomes.

Key achievements include:

- Transition to the new [Multi-Agency Safeguarding Arrangements \(MASA\)](#) within statutory timeframes
- The embedding of the Family Hub model, supported by digital parenting tools and increased father-inclusive practice
- Enhanced scrutiny and audit maturity, aided by digital infrastructure (PHEW)
- Broader engagement with Vountary & Community Sector (VCS) including an innovative “walk alongside” model which has had a direct impact on VCS safeguarding assurance and confidence.
- Introduction of a Young Scrutineer to ensure strategic decisions reflect lived experience of young people.
- Publication of a child friendly version of the CSCP Annual Report
- A successful CSCP Conference co-delivered with Reaching Higher



This report highlights how collective action has improved safeguarding practice and outcomes and sets out priorities for the coming year.

SCRUTINEER REFLECTIONS

Keith Makin, Independent Scrutineer, delivered quarterly reflections and supported a culture of constructive challenge. His reflections are:

This annual report for 2024 to 2025 shows great progress in the safeguarding partnership. There is relevant detail on the various areas of priority for the partnership, with an increased focus on examining what real and tangible effects are being made to further protect children in the Borough.

There are a few developments which I would like to highlight from the report:

- There has been a marked improvement in the way that data is collected and analysed. The partners all make detailed contributions to the dataset, which is presented in an accessible way.*
- The audit processes have been developed and, in particular, the Section 11 audits are now very detailed and have a far greater reach than has been the case previously. The community and voluntary sectors are represented in this, with the various faith communities being positively included. This means that the partnership is better equipped to be assured that sound safeguarding practices are in place across the whole wider partnership. There has been investment in an effective new audit management system.*
- The appointment of young scrutineers is a strong and welcome development. The voice of the child and the young person in the Borough is now more accessible and is being heard.*
- The partnership has taken the lead in reviewing and strengthening the MASH service. This is still work in progress, but the direction for the service is now set.*
- Housing partners are now more involved in the partnership, and this is really welcomed. Housing issues have been highlighted in many of the reviews and audits carried out by the partnership.*
- The changes required for the partnership to comply with the new Government guidance (Working Together 2023) were implemented early, ahead of the required timeline and this has meant that resources have been deployed elsewhere to bolster the audit and learning management systems.*

The Young Scrutineer Deshawn Stirling, championed his role and co-designed evaluation questions, reviewed learning resources, and participated in discussions.

My role focuses on supporting agencies working with children to ensure they meet the needs of young people. I do this by reviewing agencies work and ensuring youth voices

help shape outcomes. Within the year, the role has become more active, I have been co-producing projects and presenting insights on various platforms. For example:

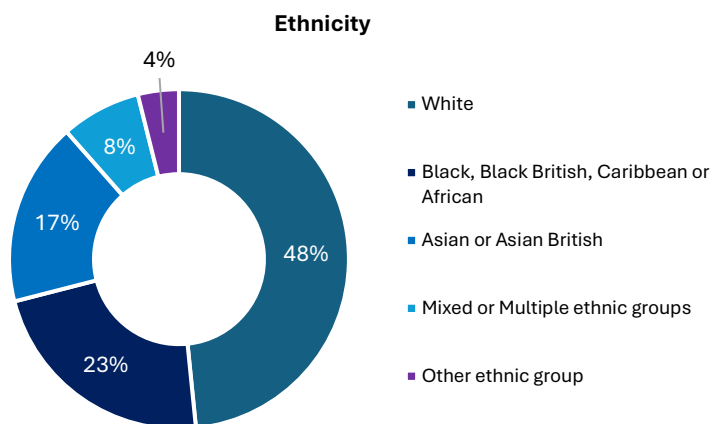
- *Regular interactions with various agencies within the CSCP*
 - *Meetings to discuss safeguarding standards which have helped build mutual understanding on how best to involve children and young people.*
 - *Promoting the 10 Key Principles (K.I.D.S. V.O.I.C.E.S.) as a trigger to evidence accountability*
 - *Work has begun to strengthen relationships with families and communities, including my involvement to shape the [toolkit for parents](#) which ensured it reflects the concerns families face today and need support with.*
 - *Safeguarding continues to face real challenges, with new threats emerging that require consistent attention and collective action. Going forward, the partnership's direction will be shaped more directly by the voices and experiences of children and young people in the borough. The work being done to safeguard children and uphold their welfare is both visible and impactful, with a growing effort to ensure every child feels heard, seen, and supported. Steps have been taken to improve the accessibility of information, including the creation of more child-friendly resources. Alongside reviewing past data and trends, there is a shared commitment to removing barriers and ensuring that no young person is left out of the conversation.*
 - *My priority for 2025-26 is to publish a "use of language" briefing to articulate the importance of not just hearing the voices of children, but understanding how culture, experience and trauma affect both their and professionals' ability to effectively communicate.*
-

AREA PROFILE

Croydon is one of London's most diverse boroughs and has the capital's largest youth population. Children and young people face a complex mix of needs, some shaped by poverty, housing instability, SEND, and risks linked to serious youth violence and familial harm. The local response has prioritised earlier intervention and stronger integration of services through the Family Hub model.

1. Population and Demographics

- Croydon hosts approximately **390,800 residents** (2021 Census), making it the largest London borough by population. Children and young people (aged 0–17) constitute 23.1 % of the population, exceeding the London average of 21.6 %.
- Croydon's proportion of under-18s, a significant youth cohort has implications for service delivery and resource allocation.



Children and young people in Croydon reflect the borough's vibrant cultural mix. Around 58 % identify with minority ethnic groups, with particularly large communities of African, Caribbean, and South Asian heritage, alongside significant representation of children from mixed-heritage families and newer migrant groups. This diversity brings both strengths and challenges, underlining the importance of culturally

responsive safeguarding, education, and community services.

- **Rapid Growth:** The number of children aged 0-15 is projected to grow faster than any other age group, increasing by an estimated 15.8% between 2022 and 2035. Croydon has more boys than girls among children and teenagers.
- **Growing Demand:** This surge means there is and will continue to be intense demand for services aimed at children and young people, including schools, youth clubs, and health services.

2. Early Years and Education

- Early years participation has improved; Croydon now exceeds the London average for the take-up of funded early education places for 2-year-olds. Early years

Foundation Stage surpassed the national average in areas including communication, language, literacy, and good levels of development.

- At Key Stage 1, Croydon pupils performed in line with London and above the national average in most areas.
- At Key Stage 2 and 4, attainment remains below London averages but above national levels for several indicators, though there are consistent attainment gaps. Average Attainment 8 scores are persistently lower than London but similar or slightly below national figures.
- Looked-after children outcomes show 63% care leavers aged 19–21 were known to be in education, employment, or training (as of Mar 2025). This is higher than compared to regional and national figures.

4. Income Deprivation Affecting Children (IDACI)

- 18.5 % of Croydon's children live in families experiencing income deprivation, positioning the borough as 14th most deprived in London under this measure.
- More than 20 % of the borough's small areas (LSOAs) fall within the top 20 % most deprived nationally for child income deprivation.
- The North and East of Croydon exhibit higher concentrations of deprivation, with specific neighbourhoods (e.g., West Thornton, New Addington South) marked by elevated risk indicators.

5. Safeguarding and Children in Need

- Croydon has persistently higher child protection referral rates per 10,000 children than both London and national averages, indicating strong activity but potential pressure on children's social care resources.
- The Council emphasises community-based care, with efforts to reduce care home admissions in favour of family-centred provision.

Croydon's children represent its greatest asset for the future; a large, diverse, and growing demographic full of potential. Early years education is a strength, providing a solid foundation.

However, this potential is at risk. A cycle of disadvantage, driven primarily by high child poverty, threatens to hold back a large segment of this young population. This cycle manifests in lower educational achievement by GCSE age, which in turn contributes to high youth unemployment and poorer health outcomes.

HEADLINE FIGURES & TRENDS

FRONT DOOR DEMAND

25,621

The volume remains very high, consistently exceeding 2,000 per month for most of 2024/25, indicating sustained pressure on the front door.

REFERRAL RATES

73.5 PER 10,000

Referrals to children's social care have dropped by 9.7%, with a 7.3% decrease in the rate per 10,000 population. The majority of referrals continue to lead to assessments. Re-referrals within 12 months rose by 17%, whereas referrals resulting in No Further Action declined by 10%.

EARLY HELP ASSESSMENTS

39% <30 days

Despite a high of 67% in Mar-25, performance remains volatile and critically low on average, with no year-on-year improvement. This indicates systemic issues in resourcing or process within Early Help.

CHILDREN IN NEED

4380

Avg. rate per 10,000: 485

The CiN caseload increased by 2.3% year-on-year. It reached a peak of 4,816 in March 2024 before beginning a downward trend throughout FY 24/25, finishing at 4,688.

CHILDREN LOOKED AFTER

535

The number of Children Looked After saw a slight increase of ~3%, remaining within a very stable range (510-551) throughout the year, reflecting careful management of care entries.

CLA WITH 3+ PLACEMENTS

6%

Performance in minimising placement breakdowns for children in care improved slightly, a key strength and a positive outcome for the cohort's wellbeing.

S47 COMPLETED

2873

The number of Section 47 enquiries initiated saw a marginal increase of 1%, remaining at a consistently high level (240-250 per month). This indicates sustained concerns about significant harm.

CHILDREN ON CPP

626

The number of children subject to a Child Protection Plan grew by 7% year-on-year, peaking in Aug-24 (663) before a concerted effort saw it reduce to 599 by Mar-25.

CHILDREN LOOKED AFTER

58.8

Average Rate per 10,000

97

Average Unaccompanied Asylum Seeker Child (UASC)

433

Average CLA who are Local (Non-UASC)

The overall CLA population remained stable. The number of local children looked after saw a slight increase of 3%, while the Unaccompanied Asylum Seeker Child (UASC) population was unchanged on average. The rate per 10,000 children increased marginally, reflecting overall system stability in this area.

CARE PROCEEDINGS

83

There was a 32% year-on-year increase in the number of cases in court-directed care proceedings, highlighting greater legal complexity and court activity.

LONG TERM CP CASES

12.9%

Plans >18 mths

8.3%

Plans >2 Yrs

The most marked increase is in the longest-term cases. The proportion of children on plans for over 2 years more than tripled in a single year, indicating extreme complexity and challenges in achieving permanence.

MISSING EPISODES

2069

There was a concerning 17.4% year-on-year increase in the number of missing episodes. This points to a greater level of risk and vulnerability among adolescents, requiring significant partnership resources from Police and Children's Services.

CHILDREN WITH AN EHCP

5401

The number of children and young people with an Education, Health and Care Plan (EHCP) has risen significantly by over 14% in a single year. This continues a strong national trend of increasing demand for specialist support for SEND.

812 CARE EXPERIENCED YOUNG PEOPLE

65%

17-18 Year Olds who are EET

85%

up-to-date pathway plan

97%

In-touch with support services

85%

Living in suitable accommodation

Croydon demonstrates strong engagement with care leavers and improved outcomes for older young people, but challenges remain around pathway planning, accommodation for younger care leavers, and a disproportionate number of unaccompanied asylum-seeking children.

EMERGENCY DEPARTMENT ADMISSIONS

25

DRUGS & ALCOHOL

33

MENTAL HEALTH

62

SELF HARM

This breakdown of ED admissions reveals that self-harm is the leading cause, indicating severe emotional distress and a heavy reliance on emergency services for mental health support. These figures call for strengthened community-based care and early intervention strategies.

38 ASSAULTS & VIOLENCE

Croydon's emergency department continues to see high levels of violence affecting young people, with many cases linked to safeguarding concerns. In the first quarter of 2025, there were 19 attendances for 11-14-year-olds and a further 19 for 15-17-year-olds, alongside cases in younger children. Several of these cases involved assaults by parents or required referrals to social care and violence intervention services.

YOUTH JUSTICE 1ST TIME ENTRANTS

272 AVG. PER 10,000

While the year-on-year average rate for first-time entrants remained stable, there was sharp upward trajectory in the rate throughout the 2024/25. The rate of 272 per 100,000 in March 2025 is significantly higher than the same point the previous year (227).

SEXUAL HEALTH CLINIC

186 under-18s

Croydon's sexual health clinic saw 186 under-18s in Q1 2025. This included 3 attendees aged 12-14, which prompted referrals to child protection services. The service also identified a potential child trafficking case, highlighting its critical role in protecting vulnerable and exploited young people.

CAMHS REFERRALS

2391

Croydon CAMHS is experiencing extremely high demand for its treatment teams in the last year. The number of children and young people waiting for their first clinical contact was 1,075 as of March 2025.

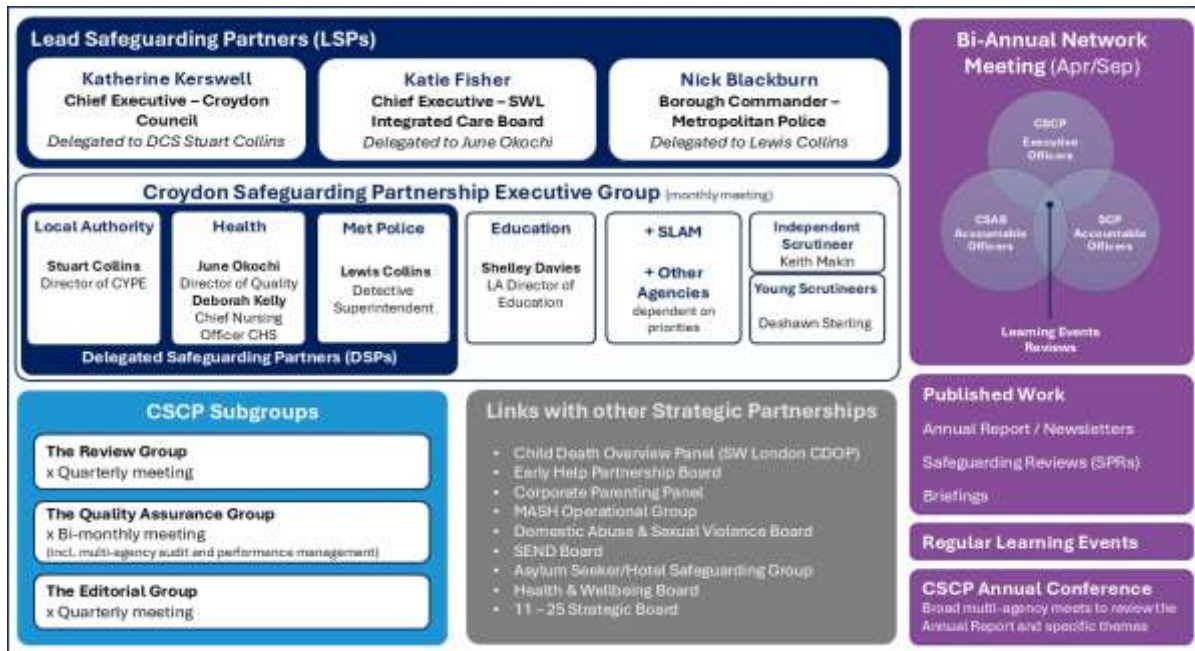
YOUNG PEOPLE ON MACE

257

The number of young people on the MACE register more than doubled in 2024-25, from 124 in Q1 to 257 in Q4. This sharp increase is significantly influenced by the August 2024 introduction of a new process that expanded criteria to include children vulnerable to exploitation and those at risk of or experiencing Serious Youth Violence.

GOVERNANCE AND PARTNERSHIP ARRANGEMENTS

The CSCP is underpinned by shared responsibility among Croydon Council, South West London ICB, and the Metropolitan Police. Strategic oversight is delivered through an Executive Board and supported by specialist subgroups.



In July 2024, a Young Scrutineer was appointed to embed youth insight into governance, attending Executive and Quality Assurance meetings. Voluntary sector partners expanded their involvement. Legacy Youth Zone and Reaching Higher are now integrated partners attending the Quality Assurance Group.

The CSCP has its own Business Plan, owned by the partners which is reported via quarterly updates to both the QA Group and Executive.

INCOME & EXPENDITURE

INCOME	£	%
CROYDON COUNCIL	311,609	74.08%
CROYDON ICB	33,850	8.05%
CROYDON HEALTH SERVICE NHS	33,850	8.05%
SOUTH LONDON AND MAUDSLEY	13,540	3.22%
INCOME FROM PHEW PLATFORM	12,054	2.87%
MET POLICE (MOPAC)	5,000	1.19%
MET POLICE (SOUTH BCU)	5,000	1.19%
NATIONAL PROBATION SERVICE	3,741	0.89%
REACHING HIGHER <i>(CONTRIBUTION TO CONFERENCE COSTS)</i>	1,959	0.46%
TOTAL INCOME	£420,603	100%
EXPENDITURE		
STAFF & RELATED COSTS	372,189	88.50%
INDEPENDENT SCRUTINEER COSTS	24,740	5.90%
CSCP TRAINING PROVIDED	9,323	2.20%
OTHER IT COSTS <i>(ADOBE LICENCES / PHEW LICENCE)</i>	6,650	1.60%
CSCP CONFERENCE COSTS (2024 & 2025)	5,838	1.40%
TASP MEMBERSHIP	825	0.20%
MAILROOM, STATIONERY, SUPPLIES, CSCP BRANDING	818	0.20%
SAFEGUARDING PRACTICE REVIEWS	220	0.10%
TOTAL EXPENDITURE	£420,603	100%

Significant pressure has been applied to Police & Health colleagues to secure more equitable funding. Croydon Police provided an additional £5k which was welcomed, however there has been no long-term resolution.

Scrutiny Committee (Mar 2025) noted the inequalities in funding and have requested more attention to seek more equal funding as is expected by Working Together 2023.

The Local Authority are reviewing the percentage of their contribution and alongside pressures for the ICB and Police to commit to their own reduced operating budgets, there is a significant risk that the Business Team currently supporting the CSCP will not be able to exist in its current format.

The Business Team create and co-ordinate the activities, collate the evidence, present the findings, create the resources, manage the website and PHEW platforms; as well as create the quarterly and annual reports. The Business Team is proactive in adopting new

technology to support their work; however, they are also restricted by the Police withholding consent to be recorded in some meetings.

Overall, this creates a significant risk for the quality of the CSCP offer and its ability to evidence its effectiveness if the funding is not sustained. Different operating models are being considered and are likely to lead to decisions being made towards the end of 2025.

PROGRESS ON WT2023 IMPLEMENTATION

In response to Working Together 2023, the CSCP updated its [arrangements](#) to ensure clearer lines of accountability and impact measurement. There were many LSCPs who either could not achieve the deadline or were required to spend their one-off Government grant employing someone to ensure this could happen. We were able to use our grant to purchase a new audit and learning management system (PHEW) which has transformed our ability to offer and analyse training and conduct robust reviews.

Two workshops were delivered by the CSCP Business Team, along with presentations from DfE representatives to ensure the revised arrangements resonated with Croydon professionals as well as meeting the new guidance.

STRATEGIC OVERVIEW

86% of the CSCP business plan was achieved, with some unresolved areas being carried over to 2025-27. The delay in achieving these was largely outside of the CSCP control.

The business plan focused on family resilience, early intervention, neglect, serious youth violence, and system learning. The new PHEW software has supported significant gains in refining and delivering on Section 11/Safeguarding Assurance and Audit Process. It has also been a source of income, which is hoped to be extended for 2025-26.

Via our [Review Group](#), we conducted:

- **3** Case of Concerns
- Published **4** briefings designed to influence system change and professional practice.

No Rapid Reviews were undertaken, nor were any Local Child Safeguarding Practice Reviews commissioned during the reporting period. This position was considered by the Review Group to ensure it did not reflect a lack of awareness of cases requiring escalation. The Group concluded that the CSCP continues to maintain robust links across the partnership, particularly with Children's Social Care, which is the primary source of referrals. The absence of reviews should be viewed as a positive indicator,

reflecting the effectiveness of Croydon's multi-agency safeguarding arrangements in protecting children. This pattern is also evident in a number of other LSCPs nationally.

Having published two Local Child Safeguarding Practice Reviews in Q4 of 2023-24 (Baby Eva & The Thematic Review: serious youth violence), much of 2024-25 was focused on ensuring the recommendations were completed and the learning embedded.

Baby Eva

All recommendations were completed. Specific outcomes from conducting this review included:

1. Improving Information Gathering on Fathers and Connected Carers:

Agencies have implemented measures to ensure robust information collection on fathers and connected carers to enhance risk assessments and referrals. Key actions include:

- Family Hub forms capturing caregiver details.
- Enhanced case notes reviews and supervision practices.
- Targeted pilot programs to support fathers.
- Routine information gathering on significant others by health practitioners, with tools like the Think Family toolkit.
- Police checks expanded based on identified patterns of harm.

2. Sharing Findings with Out-of-Area Hospitals:

Review findings were shared with the relevant hospital and the relevant LSCP to address safeguarding gaps, including father history assessments, cross-boundary information sharing, and parental aggression normalisation.

3. Assurance on Addressing Parental Aggression and Supporting Professionals:

Agencies confirmed systems in place to reduce normalisation of parental aggression and provided support for staff facing vicarious trauma.

- Group and reflective supervision practices were implemented.
- Health services provided counselling, IDVA support, and training for staff.
- Safety protocols, including lone working policies, are enforced for practitioners.

4. GP Coding and Information Sharing:

- Safeguarding codes were reinforced via training, communications, and forums.
- Feedback from GP networks confirmed improvements in coding practices.

- Learning was shared across Primary Care Networks, and the case was registered for learning through safety event systems.

5. Audit and Monitoring Systems:

Continuous auditing and practice improvement initiatives, including thematic audits and learning events, were employed to ensure systemic safeguarding enhancements.

Thematic Review: SYV

All recommendations were completed. Specific outcomes from conducting this review included:

1. The 11-25 Exploitation Group has taken responsibility for the final delivery of the recommendations. This decision reflects a shared commitment to reducing duplication across meetings and enhancing oversight, collaboration, and clarity in similar lines of work.
2. A Task and Finish group ensured the application of the 10 Key Principles ([K.I.D.S. V.O.I.C.E.S.](#)) across multi-agency services, schools, and various panels and strategy forums was evidenced.
3. They also created the [Toolkit for Parents & Carers](#) to help parents/carers locate the right help at the right time, to reduce the risk of their child being impacted by serious youth violence.
4. **Initiatives & Impact:**
 - **Service Adaptation:** The "Knives not Lives" service has begun adapting its delivery to better reflect the key principles, focusing on reducing duplication and streamlining support, demonstrating tangible adjustments based on the review.
 - **Alignment and Impact:** The review has had a significant impact, aligning closely with the Youth Safety Action Plan, which will provide quantitative data. This highlights the review's role in informing broader strategic efforts.
 - **Community Engagement:** The Community Engagement Board has enhanced its understanding of measuring and incorporating community voices, showcasing a direct outcome of the review in improving stakeholder engagement.
 - **Publication and Recognition:** The National Panel was informed of the publication and along with associated resources was also published on the CSCP website, ensuring visibility and transparency. It has been well received and widely circulated including London and National Safeguarding Partnership forums.

- **Broad Dissemination:** The review has gained attention and coverage in several prominent outlets such as Community Care website, CYP Now magazine, Municipal Journal, Inside Croydon, and Adolescent Safeguarding & Youth Justice Leaders Newsletter, showcasing its influence and the wide-reaching acknowledgment of its findings.

Agency Engagement and Safeguarding Assurance

There were constructive challenge and support for partners who were not able to provide either their safeguarding assurance or data within timeframes. This has led to a more robust partnership with good evidence of holding partners to account and useful support by the CSCP Business Team to overcome partner challenges.

Notable partner contributions in the year include:

- Children's Social Care undertook 10 thematic audits, focusing on lived experience
- Croydon Health Service expanded its Level 3 training, reaching 74% staff compliance
- Education leads delivered transition briefings to DSL forums, with 98% school participation
- Police implemented [Met Child First Strategy](#) and were a pilot for Domestic Abuse Protection Orders (DAPO's)
- Early Years and school partners played a pivotal role in ensuring safeguarding continuity across settings,
- VCS organisations increased their attendance at training events and made significant gains in their safeguarding standards adherence and awareness.

Partners continue to recognise and appreciate the opportunity to meet as a multi-agency in structured CSCP meetings, focussing on key themes such as neglect and serious youth violence.

Partners reflections on the value of the meetings have included:

“It's useful to attend a forum that brings a focus across partnership activity and allows us to step back from our individual day work and see the bigger picture”

“The significant and varied representation at today's meeting. A wider representation is a real strength.”

“Partner updates provide a lens into each other's world.”

EVIDENCE OF IMPACT

The last annual report included the following areas for 2024-25. This table evidences what ***we said, what we did*** impact.

What We Said	What We Delivered
Strengthen MASH Practice and coordination	A refreshed Multi-Agency Safeguarding Hub (MASH) Standing Operating Protocol was developed and published by the MASH Operational Group, under the oversight of the CSCP Executive. Regular triage meetings have been introduced, improving oversight of partnership referral quality, decision-making, timeliness and appropriate threshold application. Improvements to the MASH referral portal have improved the quality of referrals and enhanced the practitioner experience. The CSCP designed and delivered multiagency threshold and referral training which supported discussion as well as improved referrals
Deliver a high-impact Annual Conference	The CSCP Annual Conference took place on 19 November 2024 in collaboration with local VCSE organisation <i>Reaching Higher</i> . The event focused on Contextual Safeguarding, drawing strong multi-agency attendance and receiving highly positive feedback from delegates. The next conference is scheduled for the same date in 2025, with the theme set to explore The Voice of the Child.
Support Early Help and Family Hub transformation programmes	The CSCP has worked closely with strategic leads to ensure safeguarding standards are embedded within Early Help and Family Hub developments. This included advocating for a combined Early Help and Families Hub Strategy which is now being developed and supporting the THRIVE ambition for Croydon by ensuring the wider partnership is engaged and contributing to its creation.
Introduce a sustainable, fee-based training model	A new learning management system (PHEW) has been implemented and is actively providing training and analytics. A tiered, fee-based model was introduced in July 2025 to support sustainability while maintaining free access to core safeguarding courses.
Align with the Impower Review to reduce duplication and maximise system integration	The CSCP Business Team contributed to the Impower Review through workshop participation and by facilitating cross-partnership engagement, helping to streamline multi-agency structures and reduce duplication.
Publish the new CSCP arrangements in accordance with Working Together 2023)	The updated CSCP arrangements were published ahead of the national deadline, positioning Croydon as one of the first partnerships to meet this statutory requirement. The CSCP has been proactive and bold in its approach to adopting the new guidance to engage with the VCS and Faiths. Reaching Higher and Legacy are both members of the Quality Assurance Group and are regularly providing data to support an understanding of the risks and challenges to safeguard children in the borough. The impact can be seen in the increased invites for the VCS to CP and CIN reviews and a take up in the training offer.
Promote youth participation and	The recruitment of Young Scrutineers was successfully completed in July 2024, enhancing the partnership's ability to embed youth voice in its scrutiny

accountability through Young Scrutineers	and assurance processes. Both the QA Group and the Executive have noted the value of their presence and challenge in meetings.
Refresh and promote Pre-Birth multi-agency guidance	The multi-agency Pre-Birth Guidance was reviewed and relaunched, supporting consistent, early safeguarding responses to unborn and newborn children.
Improve strategic oversight of exploitation	A network-wide meeting identified key themes evident in all-age safeguarding, which is now included in the annual report for Cabinet and Scrutiny. The 11–25 Exploitation Board is now embedded as business as usual, ensuring joined-up multi-agency responses. CSAB is leading on the development of an all-age Exploitation Strategy for 2025–26. The CSCP conducted an audit on the multi-agency response to diverting young people from exploitation.

The CSCP partner agencies provided evidence throughout the year of various projects and engagement intended to safeguard children and improve their outcomes.

Agency	Impact Area	Evidence of Impact
Children's Centres, PAIRS & Parenting (Croydon Council)	Father Engagement	Launched multiple universal programmes (<i>Future Dads</i> , <i>Baby Chat</i> , <i>Triple P Baby</i>) to promote father-child bonding and early involvement.
	Parent-Infant Relationship Support	Use of Video Interaction Guidance (VIG) helped parents reframe narratives and improve relationships with their children.
	Early Access & Navigation	3 Family Hub Navigators recruited to support family connection to services using a "Team Around the Family" approach.
	SEND Inclusion	Co-location of services with a school enabled service continuity and allowed for new Enhanced Learning Provision (ELP).
	Digital Parenting Support	Triple P Baby and Transitions programmes made accessible online without referral, broadening access and reducing barriers.
	Perinatal Mental Health Access	Launch of Breath Melodies group and appointment of perinatal mental health link worker to improve access to early mental health support.
Metropolitan Police	Domestic Abuse Protection Orders	DAPO's Launched on November 27, 2024, allowing for immediate victim protection and imposing requirements on perpetrators, such as attending behaviour change programs or substance misuse treatment.
	Training Initiative	Officers undergoing "New Met for London" training, which focuses on inclusion, the London Race Action Plan, and improved interactions with children and young people

Agency	Impact Area	Evidence of Impact
Croydon Health Services (CHS)	Data & Tools	- Police introduced a new data tool, "Child Coming to Notice," which maps and compiles data interactively for enhanced safeguarding and risk assessment. - Regular ECET (Every Child Every Time) audits conducted for children in custody, strategy meetings, and missing child cases. - Developed the Local Missing Hub model.
	Staff Training & Capability	- Level 3 Safeguarding Training uptake rose from 70% to 74%, improving staff knowledge across the Trust. - Use of the NHS Safeguarding Accountability and Assurance Framework (SAAF) to guide safeguarding roles and responsibilities across the Trust
	Effective Multi-agency Working	- Effective collaboration between ED, CIC team, and SLAM ensured safe discharge for vulnerable children. - Good working relationships with MASH colleagues for timely risk information sharing. - Developed MASH/Referral processes with MASH Ops Group - Active participation in multi-agency panels including MACE (strategic and operational), MARAC, MAPPA, NRM, fostering panel, and missing children meetings.
	Learning from Reviews	- Learning from safeguarding case reviews and serious youth violence was disseminated across NHS governance meetings. - Developed a flowchart for managing missing young people when health is the first point of contact.
	Exploitation Awareness	Delivered and shared organ harvesting training with internal and external partners.
Education	Transition Safeguarding	Held Y6–Y7 and planned Y11–Y12 safeguarding transition meetings, attended by all Croydon secondary schools.
	Effective Multi-agency Working	Healthy Relationships Forum is featured in the VAWG Plan DS meetings continue to be used positively to promote CSCP safeguarding messages, including enabling guest presenters from CSC
	Staff Resource Development	Created handbooks on online safety and sexual abuse response for schools.
Children's Social Care (CSC)	Audit-Based Practice Improvements	Regular audits show improved practice, child voice visibility, and timely visits. Voice of the father flagged for growth.
	Strategy & Policy Development	Early Help & Family Hubs Strategy developing with multi-agency input MASH Protocol and Portal development
	Participation and Feedback	Children involved in audits and feedback shows positive outcomes; Ambassadors Scheme input into strategic meetings.

Agency	Impact Area	Evidence of Impact
South London and Maudsley (SLaM)	CAMHS Risk Audit	Trust-wide audit on CAMHS risk and extra-familial harm contributes to CSPR learning across boroughs.
	Awareness and Disclosure	Training and awareness campaigns increased referrals for domestic abuse (DA) and harmful practices.
	Safeguarding Governance	Safeguarding improvement programme achieved, leading to de-escalation of risk rating and governance recognition. Safeguarding supervision training delivered.
Southwest London ICB (SWLICB)	Strategic Leadership	- The ICB ensures safeguarding is embedded in commissioning decisions, contracts, and quality schedules. - The ICB plays a core leadership role in convening health partners (CHS, SLaM, GPs, community health) to align safeguarding practice. - The ICB ensures that its assurance of safeguarding children reports into the ICB Board/Quality Committee thereby demonstrating the strength of its governance
	GP Engagement and National Learning Sharing	- The GP forum is a platform for learning. Some impact has been seen in practice (e.g. improved referral quality, escalation routes, etc). - GP engagement and learning continues to embed effective and robust safeguarding practices. - The ICB has embedded CSCP learning into the wider South West London footprint, e.g. sharing Croydon case reviews across all boroughs. - Safeguarding health leads across Croydon services are using CSCP learning to shape continuous professional development and supervision in GP practices, acute, and community care. - GP training on forced marriage practices delivered in November.
	Effective Multi-agency Working	Supported ILACS inspection preparation. Engaged in PHN transformation and safeguarding governance.
	Prevention of Future Deaths (PFD) Follow-up	Propranolol safety raised across GPs following a child's death; outcome-focused action taken

IMPACT OF DATA

We raised concerns with South London & Maudsley (SLaM) Mental Health Trust, regarding the safeguarding of young people on their waiting list. In response, SLaM provided information on their triage process, which includes follow-up calls to monitor each young person's status and progress. SLaM has since developed a new dashboard, which is expected to improve the quality and accessibility of the data shared.

In the Dataset Meeting, it was agreed that collecting reliable data on neurodivergence through existing systems is currently too complex. As an alternative, this information will now be captured through audit activity. A mandatory question on neurodivergence will be included in every audit moving forward.

IMPACT OF AUDITS

The audit process has significantly improved with PHEW and a more streamlined approach to auditing and moderation. The QA Officer consolidates all findings and produces a summary report, which is then used as a template during moderation. This enhanced process has enabled more in-depth discussions and the development of robust action plans, which are agreed at a partnership level through the Quality Assurance Group.

JTAL PREPARATION: SERIOUS YOUTH VIOLENCE

**April
2024**

Key Learning

- Process for JTAL audits requires attention. Evidence of engagement by key partners was strong where risk was high/complex, particularly Police/CSC.
- Significant resources in YJS, which if available before they entered the system, may have prevented harm/criminalisation.
- Geographic moves increase risk of a loss of relationships and poor information sharing.
- The apparent correlation between children at risk of SYV who also present with SEND or neurodiversity needs attention

Action Plan

- CSCP Business team made changes to process (and invested in PHEW) to support better audits.
- Multi-agency safety planning template was created to support better information sharing.
- Benchmarking Croydon v JTAL findings report in progress

SWL AUDIT: COMPLEX CASES

**Aug
2024**

Key Learning

- Six key themes emerged: ongoing sufficiency challenges leading to out-of-borough placements, undiagnosed mental health conditions and neurodiversity, and high levels of social isolation, with 72% of children reporting limited peer relationships as a result of their placement. Despite these challenges, positive outcomes were identified in education, safety, relationships, and mental health

Action Plan

- Creation of 3 workstreams to follow up and formalise pilot complex needs panels and framework across SWL.

PROFESSIONAL ATTENDANCE AT CHILD PROTECTION CONFERENCES

**Nov
2024**

Key Learning

- Robust data held by all agencies to evidence their attendance/report quality needs attention.
- Challenges securing GP attendance needs further attention.

Action Plan

- Enhancements to data capture to enable appropriate challenge for future audits.
- Complexities for GPs to attend meetings were explored separately.
- Awareness raising at Education forums completed.

**Dec
2024**

JTAI PREPARATION: DIVERSION FROM EXPLOITATION

Key Learning

- Information sharing: particularly when families/children are hard to reach.
- Collaboration challenges: ensuring the right professionals are working with the child/family, underutilisation of the VCS
- Workforce capacity to be consistent and the understanding other professional's roles/offer.
- Effective consideration of the Voice of the Child

Action Plan

- Training to be created to cover cultural awareness and adultification with appropriate advocacy for attendance.
- 11-25 Board to develop its KPIs to evidence impact of strategy.
- Strengthen links between Family Hubs/VCS
- Influence and advocate the commissioning of Early Help Services

**Feb
2024**

JTAI PREPARATION: DOMESTIC ABUSE – CHILDREN UNDER 7 YEARS OLD

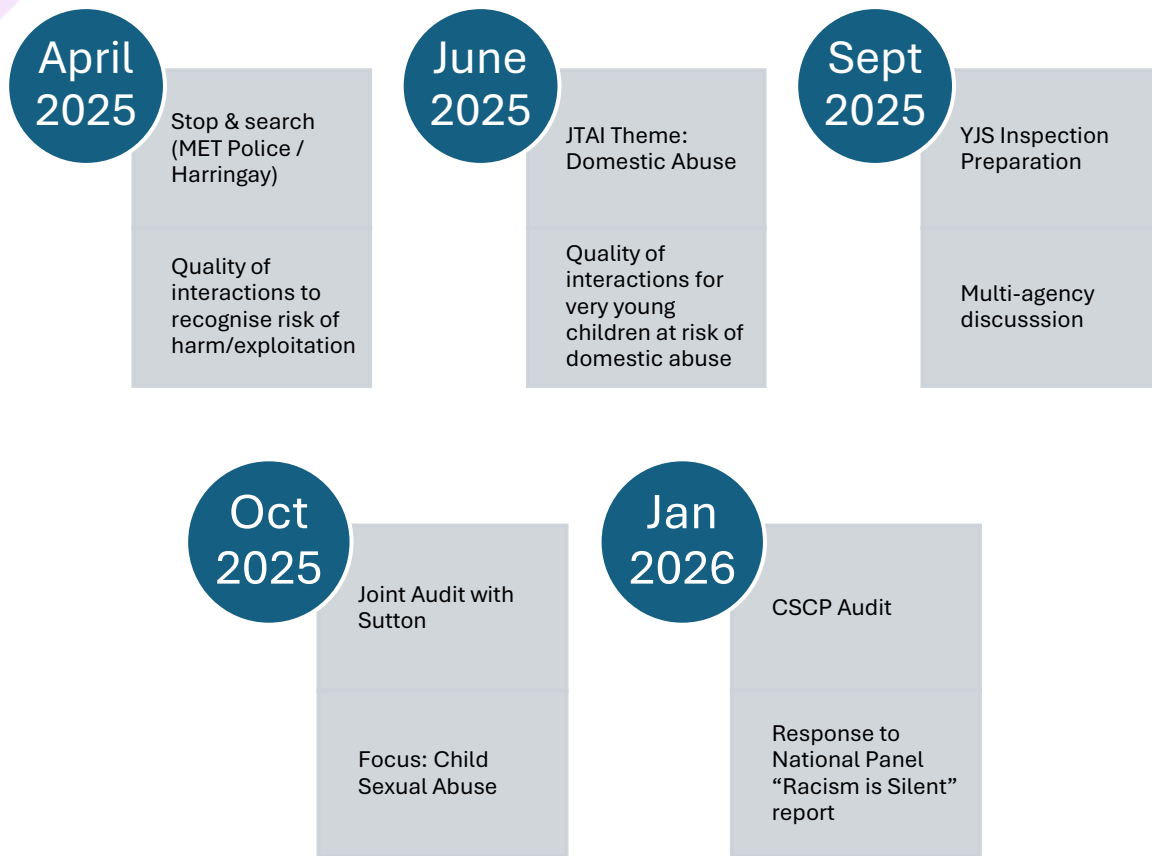
Key Learning

- Training and Competency of professionals is variable.
- Housing services absent from panels and opportunities to collaborate on plans for children affected by domestic abuse.
- Information sharing quality is variable and impacted by the use of different systems.
- Some excellent resources/programs (eg: Restart and specific schools)
- Challenge of evidencing voice of the child when under two/unborn.
- Ack of evidence of resources to support children at risk of domestic abuse who are under 7.

Action Plan

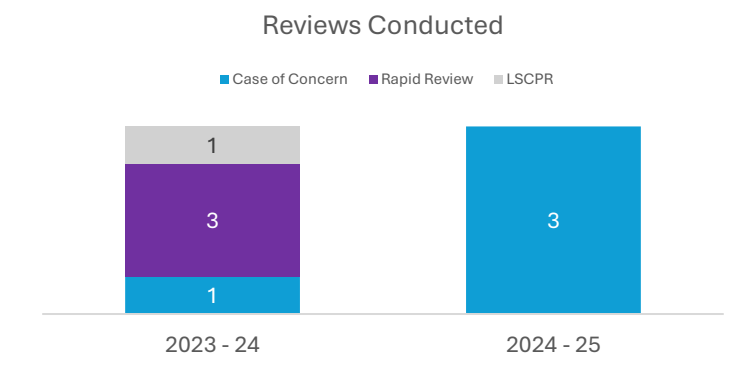
- Standardised DA training to be developed.
- Audit dip sampling to test quality of referrals.
- Advocate for a dedicated Housing lead to support MARRAC/Child Protection panels.
- A follow up audit to test the quality of resources to support children at risk of domestic abuse

Audits Planned for 2025-26



IMPACT OF REVIEWS

There has been a noticeable shift from conducting higher-level reviews (Rapid Reviews and LCSPR) in 2023–24 to conducting mainly Cases of Concern in 2024–25.

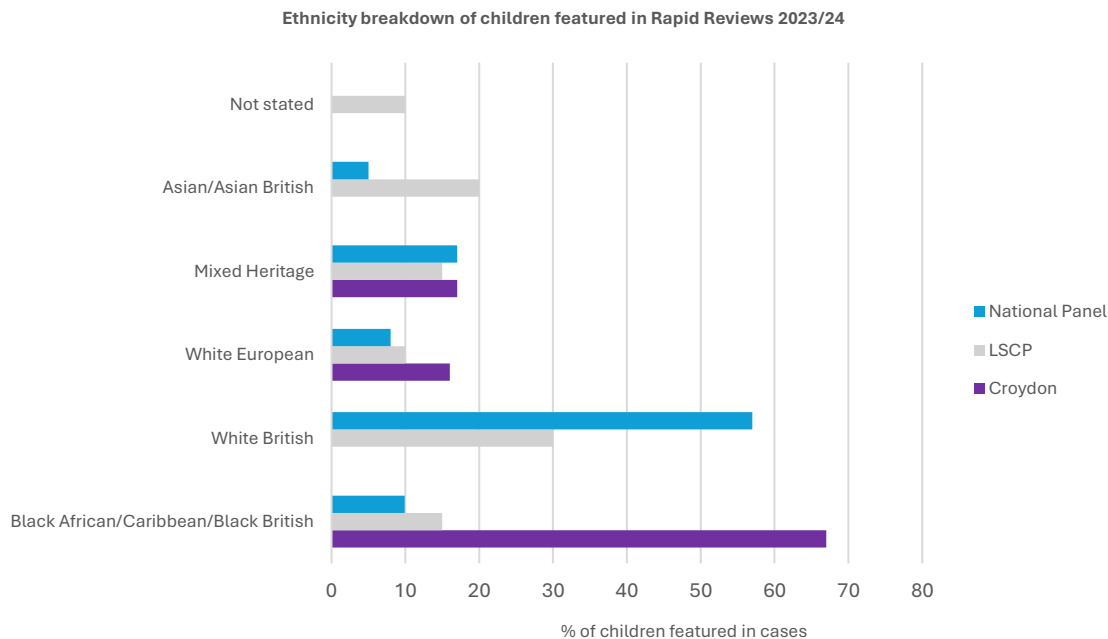


The absence of full-scale reviews in 2024–25 provided the partnership with an opportunity to consolidate learning from previous years and to analyse local patterns against national data. Combined with the Summary Review document, this has provoked much wider conversations to influence practice, particularly in relation to persistent themes such as the quality of information sharing (and seeking) and professional curiosity.

Reviews focus on the most serious harm (or death) of children and represent a very small proportion of the work occurring on a daily basis to protect children, the CSCP's role is to consider findings and recommend action to support a reduction in the likelihood of future incidents. Findings highlighted persistent vulnerabilities in safeguarding infants, particularly where parental risk factors, such as domestic abuse, poor mental health, and substance misuse, were present. These cases often involved unexplained injuries, reinforcing the need for stronger early intervention frameworks and more consistent professional curiosity in assessing risk in non-verbal children.

The quality and continuity of safeguarding where families move between local authority areas also emerged as a concern. Variability in local thresholds, gaps in information sharing, and delays in case transfer were shown to create risks to children's safety and wellbeing. These challenges underscore the need for improved cross-border collaboration and shared protocols to support continuity of care.

Disparities in safeguarding responses across ethnicity and gender were also evident. Black children were disproportionately represented in serious incident cases locally, highlighting the need for more culturally responsive practice and greater scrutiny of how services are accessed and delivered.



In contrast, school-aged children, particularly those aged 6 to 15, appeared under-represented. It is not clear whether this represents quality work by schools to hold risk or potential gaps in recognising chronic neglect and long-term vulnerabilities in this age group and it is likely both occur, dependent on the quality of safeguarding arrangements and training in specific education settings.

Gendered patterns were apparent across safeguarding themes. Boys were more commonly associated with exploitation, serious youth violence, and criminal harm, whereas girls were more frequently affected by sexual abuse, self-harm, and unmet mental health needs. A significant imbalance in local gender data raised concerns that safeguarding risks affecting boys may be under-identified or managed differently.

Demographic data collection remains a priority for system-wide improvement. In particular, the accurate and consistent recording of a child's disability status requires significant attention. Current gaps in this area limit the ability of agencies to fully understand how additional needs impact vulnerability or to tailor safeguarding responses appropriately.

To tackle this, the CSCP Dataset now expects neurodivergence data and challenges agencies where this is not provided. This has led to improvements. Additionally, CSC has paid specific attention and had success in cleaning their data, especially related to children in MACE.

Also in response, the CSCP has prioritised learning that supports improved professional practice, including the development of new tools for Child sexual Abuse, safety planning, refreshed guidance on father engagement, and the integration of key themes into multi-agency training. These actions are designed to build a more equitable, evidence-informed safeguarding system that supports better outcomes for all children.

IMPACT OF EXECUTIVE ACTIONS

The CSCP Executive receive a quarterly report covering all activity in response to the CSCP Business Plan and any emerging themes or safeguarding incidents. They specifically required action in relation to the following:

Impact Area	Evidence of Impact
Letter to other Local safeguarding Children Partnerships (LSCP) in response to the high number of children placed in Croydon by their Local Authority.	A call to action for other LSCPs to be assured of the safeguarding arrangements for their children placed in Croydon. Several directly responded to say this had raised their awareness and many agreed to rethink their placement choices.
<u>Youth Support Map</u>	An eye-catching poster, which has been promoted in the custody suite as well as GP surgeries, intended to influence young people at a reachable, teachable moment.
Makin Review – People in positions of trust	The Makin Review was National but written by our own Independent Scrutineer. The CSCP created a briefing to raise awareness of people in position of trust. This has been shared widely across London.

Impact Area	Evidence of Impact
Challenge of Housing representation	MASH Ops, CSCP Quality Assurance, CSCP Review Group now all have an agreed Housing representative. Housing data is now being provided, and support is being given to Housing to evidence their safeguarding standards
Oversight of MASH	MASH Ops has become more effective at holding partners to account for the quality of their referrals and their capacity and engagement in MASH, leading to better multi-agency decision making and a move away from the Local Authority being the main decision maker. A new Standard Operating Protocol and Triage process was introduced. Co-location improving but still constrained by staff capacity issues.

LEARNING AND IMPROVEMENT

STRATEGIC OVERVIEW

Safeguarding training remains a core pillar of the Croydon Safeguarding Children Partnership's approach to strengthening frontline practice, improving multi-agency coordination, and embedding a culture of continuous improvement. Over the 2024–25 reporting year, the CSCP has delivered a blended programme of in-person and eLearning courses, supported by data-driven insights via the PHEW Learning Management System (LMS).

The CSCP Annual Conference, held in collaboration with VCSE *Reaching Higher*, focused on contextual safeguarding and drew strong attendance from senior strategic leaders across statutory, education, and community sectors. It served as a meaningful space for cross-agency reflection, peer learning, and the exchange of safeguarding practice insights at both operational and leadership levels.

The partnership continues to strengthen its evidence-informed approach to learning and development.

Themes such as adolescent suicide risk, neglect, and extra-familial harm have directly influenced the design of core courses. A strategic shift is now underway to embed learning from reviews into training delivery through real-life case studies, supporting reflective practice and the development of professional curiosity across sectors.

EVALUATION OF IMPACT ON FRONTLINE PRACTICE

The impact of training on practice has been evidenced through post-course evaluations and follow-up surveys, with 99% of respondents reporting that the learning met their professional development needs. Participants highlighted increased confidence in identifying and responding to safeguarding concerns, improved referral decision-making, and stronger application of policy frameworks to casework.

"The section on recognising signs of abuse and neglect provided practical guidance. This will directly impact my role by helping me identify potential issues early."

"This training helped me understand how to create a safer environment for children. The real-life case studies brought the learning to life."

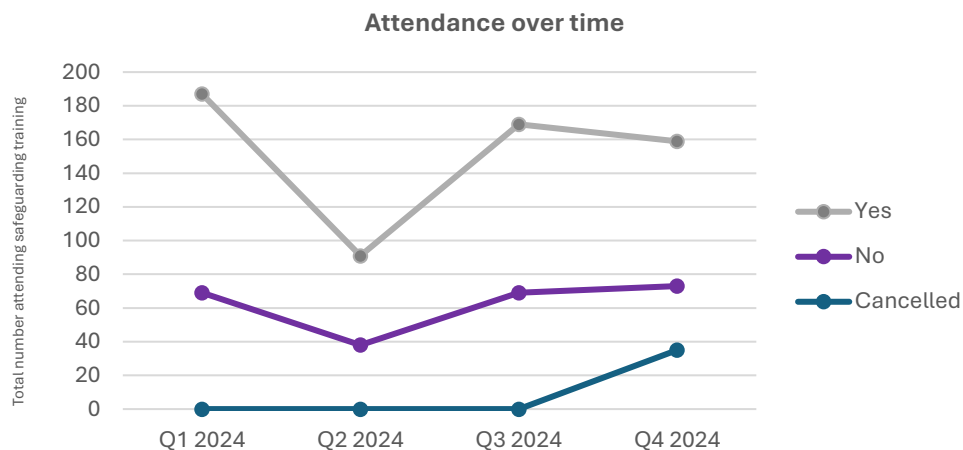
To further understand the effectiveness of learning interventions, the partnership introduced new evaluation tools to track the longer-term impact of training. These tools support improved monitoring of how training outcomes are embedded in day-to-day practice.

Additionally, a pilot on reflective spaces in health settings was undertaken, providing professionals with structured opportunities to critically engage with real case experiences and share learning across teams. This initiative has enhanced frontline application of safeguarding knowledge, particularly within high-pressure clinical environments.

Structured engagement with agency leads also confirms that learning from training is being applied at both operational and supervisory levels, particularly in relation to suicide prevention, child neglect, and domestic abuse. One course receiving mixed feedback will undergo further quality assurance, demonstrating the partnership's commitment to continuous refinement.

PARTICIPATION, ACCESS, AND REPRESENTATION

Over this reporting period 526 in-person bookings were recorded across eleven core courses, with an average attendance rate of 59%. Level 3 Safeguarding and Child Neglect training were the most highly attended courses. The newly implemented LMS now provides greater transparency through segmented data, enabling better monitoring of non-attendance, cancellations, and training gaps.



Attendance trends broadly reflect seasonal patterns, such as annual leave periods, although Quarter 3 recorded a noticeable increase in both cancellations and non-attendance. Completion rates have declined, falling by 13% from 72% in 2023-24 to 59% in 2024-25, while no-shows and cancellations rose by 7% from 28% to 35%.

The blue line on the chart represents sessions that had to be cancelled by trainers due to insufficient sign-ups not meeting minimum participant rates. The capabilities of the new LMS have strengthened the accuracy of cancellation data by clearly distinguishing between user-initiated cancellations and those initiated by trainers.

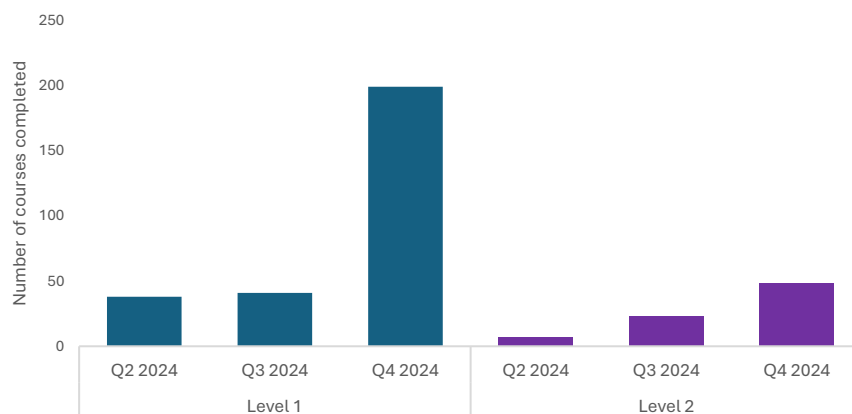
Category	Examples of Reason Provided	Frequency (approx.)
Work-Related Conflicts	Meetings, urgent duties, diary clashes, operational cover, double bookings	High

The most common reason for cancellation was work-related conflicts, such as urgent meetings, on-site requirements, and double bookings. This highlights the need for stronger alignment between training priority and operational pressures, which will be one of the key objectives in 2025 for the Editorial Group, who oversee the partnership's learning and development activities.

In parallel, over 1,000 eLearning modules were successfully completed, with particularly high uptake observed among Early Years practitioners, youth charities, education providers, and frontline workers in residential care. Some of the uptake in training by youth charities can be attributed to the tenacious and highly valued work of the CSCP QA Officer who has worked hard to engage, support and test the safeguarding arrangements for various VCS working in Croydon.

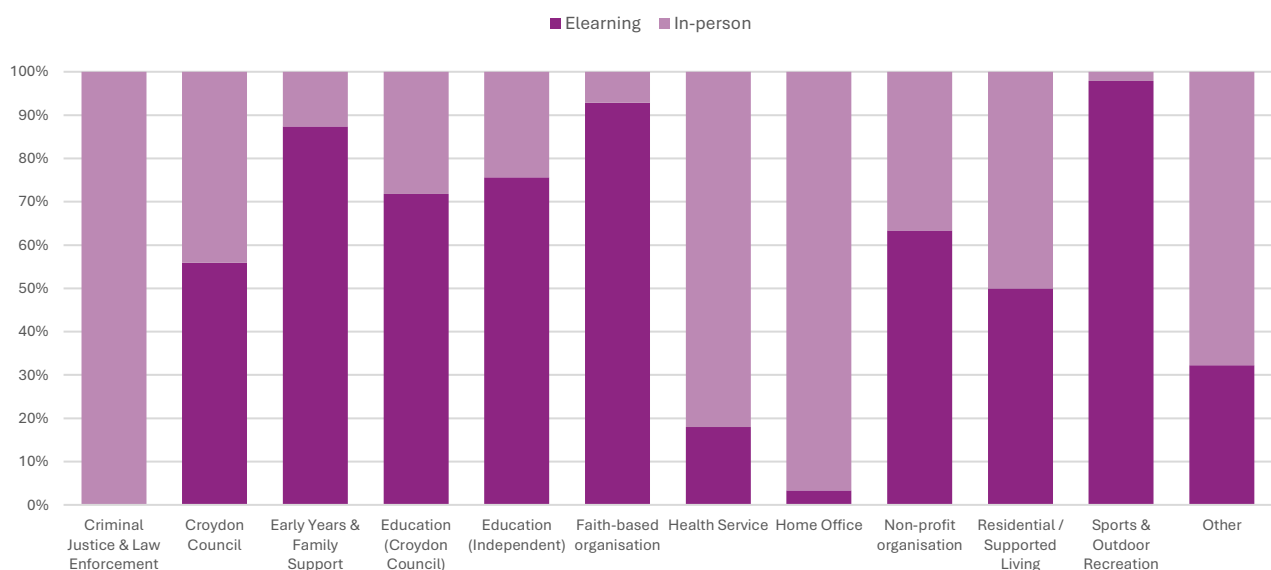
The most popular eLearning course was Safeguarding Level 1, which remains free and accessible to all agencies. Completion of Level 2, from 2025-26, a paid course for external agencies, has increased steadily, particularly in Children's Care Homes, Private Nurseries, and Non-Profit Organisations, reflecting a positive shift toward advanced safeguarding roles.

eLearning pass rates for Safeguarding Children Training



Multi-agency participation was broad but variable. Strong engagement was observed mainly from Croydon Council, with over 70% attendance among staff who booked.

eLearning vs In-person Training Uptake Across Sectors



Engagement from the Health Service was present but comparatively lower, however in common with the Police, they often have their own routes to training and examination of their training compliance showed high levels of completion across their workforce. Sectors such as Housing, Probation, and Sports & Recreation were underrepresented in live sessions. However, these sectors are more likely to engage with Level 1 eLearning due to their operating models.

The value of multi-agency attendance in each training session cannot be underestimated. When it occurs, attendees report a new respect and understanding for professionals in other sectors and forge wider networks and contacts which continue into day-to-day work. For member agencies to commit to multi-agency training, rather than rely on their own sources is still aspirational particularly for the Police.

Role Category	% of Total Completions	Pass Rate	First-Time Pass Rate	Avg Attempts	Risk Level	Key Characteristics
Early Years Practitioners	28%	99.1%	97%	1.02	● Low	Nursery staff, childminders
SEND Transport Staff	19%	84.3%	62%	2.8	● High	Drivers, passenger assistants
Social Care Workers	15%	96.7%	89%	1.4	● Medium	Residential support staff
Teachers	12%	99.2%	98%	1.01	● Low	School teaching staff
Teaching Assistants	10%	96.8%	92%	1.2	● Low	Classroom support
DSLs	3%	100%	100%	1.0	● Low	Designated leads
Youth Workers	8%	94.5%	85%	1.3	● Medium	Charity/community roles
CCTV Officers	5%	88.4%	76%	1.7	● High	Monitoring staff
Care Home Managers	4%	99.5%	97%	1.03	● Low	Senior care staff
Seasonal Playworkers	7%	92.3%	81%	1.5	● Medium	Holiday club staff

Figure 1 - eLearning performance by agency

Some roles demonstrated consistently lower pass rates in online modules, such as SEND transport staff, CCTV officers, and private hire drivers, signalling a need for enhanced compliance oversight and better onboarding procedures.

Equality, Diversity, and Disproportionality

The CSCP remains committed to inclusive learning. The training offer engaged a broad cross-section of professionals, including representatives from the voluntary and community sector (VCE), early years settings, education providers, youth services, and faith groups. All eLearning modules are currently freely available to non-statutory partners (excluding Level 2), supporting equitable access to safeguarding knowledge.

The system now allows for better tracking of attendance by role, sector, and training pathway, enabling the partnership to identify and address disproportionality in participation. For example, tailored outreach is being developed for faith-based organisations, a group that has been shown to experience barriers in accessing and completing training.

In response to findings from local safeguarding reviews, the partnership is placing increased emphasis on embedding real-life case studies into the training programme. These materials are being developed to provide practical, relatable guidance that strengthens decision-making and professional curiosity, particularly in complex, multi-agency contexts. This approach will also support improved understanding of cultural, contextual, and intersectional factors that shape children lived experiences.

Key Improvements and Next Steps

- Strengthened accountability using PHEW dashboards, providing real-time visibility of attendance, cancellations, and training compliance across sectors.
- Targeted engagement with underrepresented sectors through the development of adaptable training resources that agencies can embed into their own onboarding and continuing professional development (CPD) programmes.
- System improvements to reduce booking errors and improve alignment with frontline operational demands, including exploring half-day formats or modular delivery for in-person training.
- Investment in asynchronous learning, with plans to convert selected in-person courses into eLearning modules to increase accessibility and reduce disruption from work-related absences.
- Enhanced quality assurance and feedback integration, ensuring that course content is regularly reviewed and refined in response to participant feedback, particularly for courses with mixed satisfaction scores.

- Embedding the voice of the child as a golden thread throughout the training programme, ensuring that children’s lived experiences, perspectives, and rights are central to learning content, reflective practice, and case discussions.

VOICE OF CHILDREN AND FAMILIES

Children and families were involved through structured panels, peer audit activity, and ongoing consultation in the Family Hub development. The Children In Care Council provided direct feedback into the Executive’s agenda.

The content of our newsletters has featured podcasts and YouTube videos created by children as well as feedback direct from children attending Croydon activities such those delivered by Legacy and some VCS organisations.

Feedback from young people informed updates to training language and case planning tools. Parents shaped SEND transition pathways and shared views via Chatterbox and targeted engagement sessions.

The CSCP monthly newsletter includes spotlight features which promote the voice of the child.

TRANSPARENCY AND ACCOUNTABILITY

Partners were candid about challenges, including inconsistencies in threshold understanding, early help capacity, and referral quality. These concerns were escalated via the Quality Assurance Group and addressed through actions.

Accountability was strengthened through dashboards, which now provide more robust analysis of participation trends, agency engagement levels, and compliance with mandatory safeguarding requirements across the partnership. Transparency and accountability were enhanced through increased VCSE representation in strategic forums, alongside the publication of review findings and practice learning briefings, ensuring wider sector access to key insights and a shared commitment to continuous improvement. It has been further enhanced by the agreement of ‘CSCP Shared Values’ for 2025.



Outcomes
Focused



Voice of the
Child



Trauma
Informed



Ownership &
Commitment



Equitable
Practice



Holding to
Account

In accordance with National Panel expectations for 2025-26, we introduced new methods of tracking partner engagement.

The chart below illustrates overall partner agency engagement and subgroup participation levels. In some instances, engagement exceeds 100%, which reflects more than one representative from the same agency attending. It should also be noted that in some instances Croydon Council (CSC) or Croydon Health Services chaired subgroups, and the Youth Justice Service (YJS) forms part of CSC, which may skew the representation in the data.

Agency	Group Participation	Review Group (%)	Quality Assurance Group (%)	Editorial Group (%)
Chair (Named Person)	Editorial, Review, QAG	100%	100%	100%
Independent Scrutineer	Review, QAG	50%	100%	—
Croydon Council: Quality Assurance	Editorial, Review, QAG	100%	133%	100%
Croydon Council: Children's Social Care	Editorial, Review, QAG	0%	133%	0%
Croydon Council: Education	Editorial, Review, QAG	25%	133%	150%
Croydon Council: Youth Justice Service	Review, QAG	0%	33%	—
Croydon Council: Housing	Editorial, Review, QAG	25%	67%	0%
Croydon Health Service NHS	Editorial, Review, QAG	100%	67%	150%
NHS Southwest London Integrated Care Board	Editorial, Review, QAG	100%	67%	100%
Metropolitan Police	Editorial, Review, QAG	100%	100%	50%
Public Health	Review	25%	—	—
South London and Maudsley NHS Foundation Trust	Editorial, Review, QAG	100%	100%	150%
Croydon Council: Culture & Community Safety	QAG	—	67%	—
Colleges	QAG	—	33%	—
Croydon Council: Commissioning	QAG	—	33%	—
National Probation Service	QAG	—	67%	—
Voluntary, community and social enterprises	QAG, Editorial	—	33%	150%
Guest	All Groups	75%	—	150%

FORWARD PLANNING AND ACCESSIBILITY

Priorities for 2025–26 include:

- Embedding CSCP Shared Values
- Embedding a Whole Family Approach
- More Specific Croydon Learning
- Embedding Equitable Practice
- Brent LSCP - use of their work via Independent Scrutineer to tackle online harm
- Neglect – Priority of the London Safeguarding Partnerships
- Publication of a multi-agency SWL Neglect Strategy.
- Publication of a Suicide/Self Harm Cluster Policy
- Creation/delivery of resources for tackling Child Sexual Abuse.
- Broader use of digital tools in front line practice (Magic Notes) and (podcasts)
- Evaluation of training impact and review learning uptake
- Improved cross-agency consistency in escalation processes

CONCLUSION

The CSCP has demonstrated a strong commitment to ensuring that local organisations and agencies work effectively together to safeguard children and improve their outcomes. This is evidenced by the following:

- **A shared strategic vision** is articulated through 86% delivery of the Business Plan, focusing on priority areas such as early intervention, neglect, and serious youth violence. The publication of updated arrangements ahead of statutory deadlines confirms proactive leadership and compliance.
- **Prompt and effective responses to harm** are visible through improvements in MASH protocols, early identification of safeguarding concerns via audit, and the integration of contextual safeguarding strategies across sectors.
- **Effective mutual accountability** is a consistent theme, with Independent and Young Scrutineer input, cross-sector challenge via QA processes, and robust action planning following reviews and audits.
- **Children's voices** are central to governance and practice development. Structured feedback loops, training co-design, and lived experience inclusion in strategy (e.g. Young Scrutineer involvement) demonstrate meaningful youth engagement.
- **Use of data and insight** is improving practice and decision-making. The adoption of the PHEW platform, disaggregated training data, and audit-enhanced intelligence show a strong focus on evidence-informed safeguarding.

- **Senior leaders** are actively embedding a culture of learning, reflection, and innovation. Investment in digital tools, case-study-led training, and leadership engagement with system challenges (e.g. housing, disproportionality) reflect a mature and evolving partnership.
- **Early identification of new threats** (e.g. exploitation, neurodivergence gaps, adolescent suicide risk) and agile responses illustrate the partnership's capacity to adapt and respond to emerging challenges.

In conclusion, the CSCP has made tangible progress in safeguarding effectiveness, strategic coordination, and child-centred practice. While challenges such as training representation and demographic data limitations remain, the partnership is actively addressing these issues through planned actions for 2025–26. Overall, the CSCP is fulfilling its purpose and remains well-positioned to continue driving improvements in safeguarding outcomes for Croydon's children and families.

The risk associated with the insecurities and inequalities of funding, coupled with the current challenges the ICB and Police are facing to cut their own expenditure is high and is also being addressed for 2025- 26.

This report is available on request in accessible formats, with summaries and visual assets produced for children, families, and front-line staff.

Our child friendly annual report infographic is also available [here](#)