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TOWER HAMLETS

Tower Hamlets Safeguarding Children Partnership (THSCP) Arrangements

June 2019

Revision Schedule

The THSCP Arrangements, published in June 2019, aim to both describe and support the partnership working that will be introduced to support the local safeguarding system delivery following on from the Children and Social Work Act 2017.

An ongoing process of revision and review of the arrangements is a key feature of the new system and will be a core feature of the partnership as it is established and moves into maturity. Statutory Partners, Independent Scrutineer, Relevant Agencies and Voice of the Child will be crucial in ensuring that processes evolve in light of operational needs.

A revision of the arrangements will be initiated at least annually, and all partners are required to contribute to the revision process, which will be centrally overseen by the THSCP Secretariat and Independent Scrutineer. The next scheduled revision is therefore 29th June 2020.

Publication/Revision/ Interim Update	Timescale for Drafting/Revision	Due Date
Initial Publication	November 2018 to June 2019	29 th June 2019
Scheduled Revision	29 th June 2019 to 29 th June 2020	29 th June 2020

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Introduction from the Local Statutory Partners

This document aims to present a summary of the key organisational and procedural arrangements underpinning the Tower Hamlets Safeguarding Children Partnership (THSCP).

It presents an approach to how the complexities of delivering local safeguarding processes, and the professional practices and culture that support it should be delivered. Through this we seek to outline the operational details in Tower Hamlets and share our vision of how the new system will strengthen local child protection.

We hope that this captures the detail of the arrangements we are putting in place and the aspirations and determination we share in ensuring that we have the best possible child protection and wider safeguarding systems, procedures and culture in Tower Hamlets. We have much still to resolve and develop as the partnership moves from establishment to maturity and much to do to ensure the partnership has both the resources and the impact, we need it to have. The discussions that will enable us to strengthen the partnership are ongoing and while some detail is still required (as with the funding allocations we can expect from the Statutory Partners and any contributions that might be forthcoming from the wider partnership of Relevant Agencies) we have a clear commitment across all of the Tower Hamlets system to make the THSCP all it could and should be.

The new partnership is driven by three core principles driving decisive and quick action to address the challenges inherent to children's safeguarding:

1. Child Protection
2. Assurance of the system and operational culture, and
3. Learning

We aim to ensure that the THSCP delivers an exemplary standard of practice and partnership working.

WT18 includes a useful summary of the range of cultural, procedural and organisational features required for effective safeguarding of children and young people.

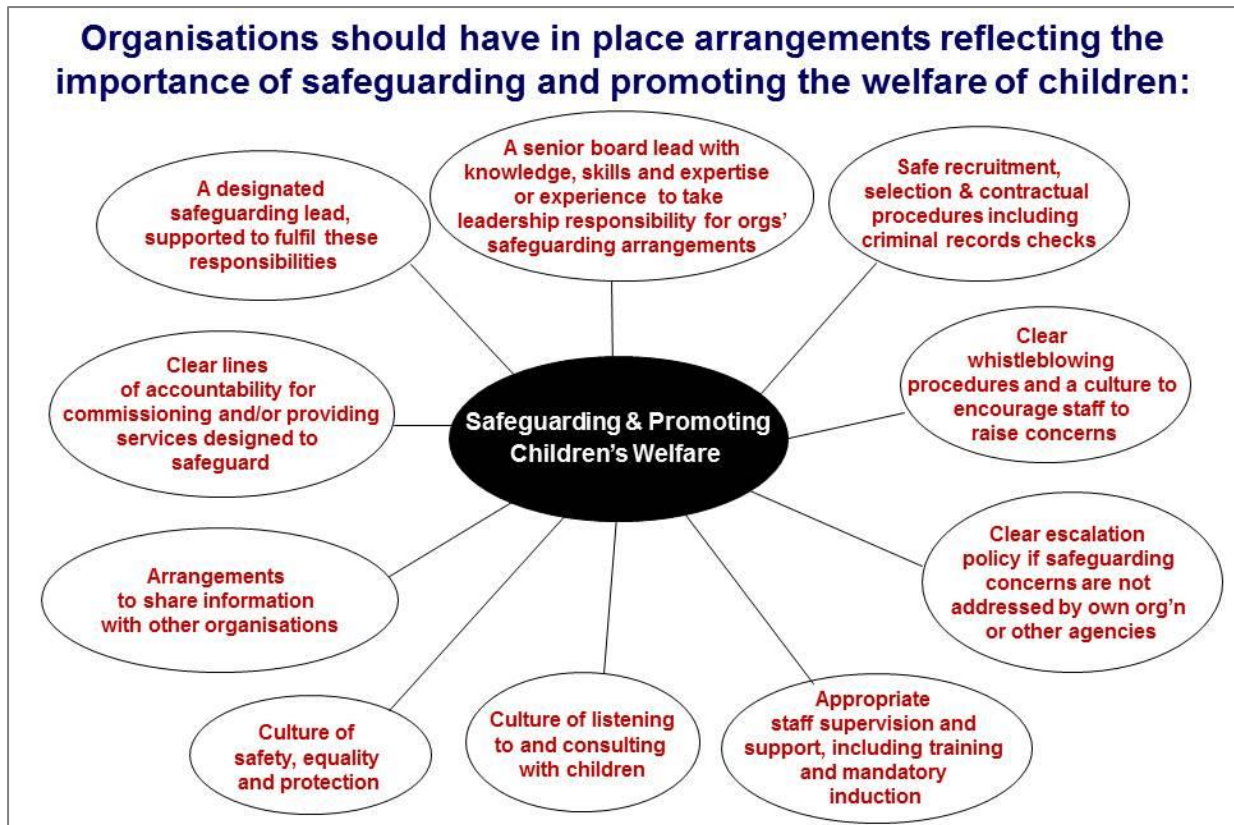


Figure 1 – Working Together to Safeguard Children Section 2.3

The work of the THSCP is focussed on promoting the effective safeguarding and welfare of Tower Hamlets children. This will be driven by a child centred approach, where the work we do with families and communities considers first and foremost the needs of children, and ensures that decisions and actions around them prioritise their safeguarding and support.

Safeguarding children remains a priority for all partners in our local safeguarding system across statutory, voluntary and community sectors. As can be seen from the figure above there is a wide range of organisational and cultural elements required by the new partnership to ensure a comprehensive and effective approach across a wide range of safeguarding agendas. With a focus on the most vulnerable children and families we will be working to prioritise the development of the new partnership in line with national guidance and local needs identified by the THSCP.

This will involve specific work focussing on specific groups or agendas - such as neglect, adolescent safeguarding, contextual safeguarding, serious youth violence, child sexual exploitation and the needs of children who are looked after by the local authority.

Alongside this we will be supporting a range of local strategies including the Early Help Strategy which has the overall aim of ensuring that children and their families will have access to the right help at the right time and from the right person. Safeguarding children systems are a core aspect of this with their focus prevention and responsive, agile and impactful safeguarding practice.

Our thanks go out to those who have helped in crafting these arrangements, and with Keith Makin, our Independent Scrutineer, we call upon all partners in Tower Hamlets across statutory and voluntary and community sector services and the wider community to help us deliver on the vision the arrangements support.

These arrangements will be revised at least annually to ensure that the new partnership meets the operational and strategic needs of safeguarding works in the borough. Crucially with the inclusion of Voice of the Child and the new role of Independent Scrutineer we will be well placed to directly capture feedback from the children and young people, parents, carers and communities we serve and ensure that the system is well placed and resourced to meet the challenges faced.

We are clear eyed on the tasks that lie ahead and the complexity of the works we must deliver.



A handwritten signature in black ink that reads "Debbie Jones".

Debbie Jones
Corporate Director of
Children's Services
London Borough of
Tower Hamlets



A handwritten signature in black ink, appearing to be "Selina Douglas".

Selina Douglas
Managing Director
TH CCG

Delegated by
Jane Milligan
Accountable Officer
East London Integrated
Health and Care system



A handwritten signature in black ink, appearing to be "Sue Williams".

Sue Williams
Borough Commander
Central East
Metropolitan Police
Service

Introduction from the Independent Scrutineer

It is a pleasure to contribute to the introduction to this arrangement document.

In my role as Independent Scrutineer I look forward to working with the Tower Hamlets Statutory Partners and Relevant Agencies and will be aiming to ensure that the THSCP is established quickly and from the start seeks to immediately improve and develop local safeguarding practices for children and young people.

Guided by the experiences of children and young people, parents, carers and professionals in Tower Hamlets my role will be to ensure that the THSCP evolves into a stable and responsive system emphasising the role of prevention and early help and intervention throughout.

The role of the Independent Scrutineer has at its heart a key task of challenge and support for the Statutory Partners and Relevant Agencies to ensure that they are continually facing up to the challenges faced in delivering the new partnership and are unstinting in their efforts to safeguard the children and young people they serve.

Tower Hamlets has much to be proud of in terms of its safeguarding system and the improvement journey steered by the Children's Services Improvement Board. The THSCP will help capture, consolidate and secure this improvement into all areas of children's safeguarding.

With the continuing commitment of all those involved in safeguarding from the THSCP Partnership and the wider Education, Children's Social Care, NHS, and Voluntary and Community sector services it is, for me, a privilege to be joining the partnership at this exciting time.

I look forward to reporting back on the progress and challenges faced in the early days of the THSCP!



A handwritten signature in black ink, appearing to read 'K Makin', with a long horizontal flourish extending to the right.

Keith Makin
Independent Scrutineer

Glossary

BASU	Business as usual
BWGW	Born Well Growing Well
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CDR	Child Death Review system
CQC	Care Quality Commission
CSWA17	Children and Social Work Act 2017
DCS	Director of Children's Services
DfE	Department for Education
DHSC	Department of Health and Social Care
EHS	Early Help Strategy 2018-2021
ELFT	East London Foundation Trust
LA	Local Authority
LBTH	London Borough of Tower Hamlets
LDNSCB	London Safeguarding Children Board
LSCB	Local Safeguarding Children Boards
MD	Managing Director
NCB	National Children's Bureau
NELCA	North East London Commissioning Alliance
Ofsted	Office for Standards in Education, Children's Services and Skills
THCC	Tower Hamlets Clinical Commissioning Group
THT	Tower Hamlets Together
THVCS	Tower Hamlets Community and Voluntary Sector
WT18	Working Together 2018 – the core statutory guidance for multi-safeguarding children revised following the 2017 legislation – sometimes referred to as 'The Guidance'

1. The Wood Review and Learning from the Early Implementers – Key Features of the New System

The Wood Review¹ highlighted a number of key functions for the new system to address. These effectively form the main business of the partnership and accordingly the bulk of the matters covered by the arrangements. They are a useful starting point for the rolling audit of the effectiveness of the THSCP and will in future inform much of the Joint Targeted Area Inspection (JTAI) focus on the effectiveness of local partnerships.

N°	Wood Criteria	Summary of THSCP Response	Section of arrangements where this is outlined
1	Determining the physical area of operation covered by multi-agency arrangements.	The THSCP partnership will operate within the geographical boundaries of Tower Hamlets and collaborate on a cross border basis where this is operationally or strategically required – as with the wider area Child Death Review systems in London or focussed work on Gangs and Serious Youth violence	Section 4
2	The authorising vision for multi-agency arrangements, the partnership commitment.	There is a clear statement of delegated and direct authority for the Statutory Partners and Relevant Agencies. System level challenge, support and development will be driven by the Independent Scrutineer and THSCP Secretariat.	Throughout, Introductions, Sections 2 & 3
3	The resource framework, e.g. the cost of the multi-agency strategic decision-making body, the cost of agreed initiatives, e.g. joint training, agreed local research, innovation in service design.	Scoping of the resources required has been completed and discussions on contributions from the Statutory Partners and any contributions from the wider partnership of Relevant Agencies are underway.	Section 16
4	The method to assess outcomes of multi-agency practice, including how intervention happens if performance falters, and how ‘independent’ external assurance/scrutiny will be utilised.	There is a clear commitment to continual review within the THSCP arrangements including the key role of the Independent Scrutineer and local case reviews and the revision schedule for the arrangements.	Sections 8, 10, 11, 13, 14 & 15
5	The strategy for information and data sharing, including to allow for identification of vulnerable children in need of early help.	There is a clear statement on the requirement for safe, secure and timely data sharing below which is strengthened by an MOU covering data sharing principles.	Section 22 and the MOU

¹ <https://www.gov.uk/government/publications/wood-review-of-local-safeguarding-children-boards>

6	High-level oversight of workforce planning, e.g. gaps in skilled areas.	The skills, updates and succession planning of frontline personnel and key safeguarding specialists is a clear priority in the THSCP and an iterative approach alongside THT workforce developments is underway.	Section 23
7	A multi-agency communication strategy on protecting children.	Communications is a core responsibility of the Communications and Learning Working Group and an initial Communications and engagement plan is outlined below.	Section 31
8	Risk strategy, identifying and adapting to challenges including new events, and establishing a core intelligence capacity.	Risk Management and the ability of the THSCP to learn and respond to issues and challenges faced is a central feature of the new THSCP structure and a shared responsibility throughout the partnership, with particular focus on how a learning and data intelligence approach to safeguarding can inform practice and drive early intervention.	Section 21 and throughout and in particular the Section on Local System Review, Local Case Review, the Independent Scrutineer and Risk Management
9	The model of local inquiry into incidents.	The new requirement for local case review calls for both a new model of case review and detailed options for resourcing and commissioning local case reviews and disseminating learning	Section 27

Figure 2 – The Wood Criteria and Relevant Sections of the Arrangements Document

Alongside this, following on from the NCB works with Early Implementers there are a few additional core characteristics that need to be singled out for attention as key components of the new safeguarding partnership including links with local and regional Child Death Review systems, reflection of local youth engagement and participation works in support of the strategy and a commitment to both local and regional safeguarding that evolves in light of operational need.

See also Appendix 2 below for a table of core functions and responsibilities within the THSCP that flow from Working Together to Safeguard Children 2018.

2. National Context

The Children and Social Work Act 2017 received royal assent on 27th April 2017, and amends the Children Act 2004 ('the Act'). Section 16E of the Act requires each Local Authority Area to establish local arrangements for safeguarding and promoting the welfare of children:

- 1) The safeguarding partners for a local authority area in England must make arrangements for:
 - a) the safeguarding partners, and

- b) any Relevant Agencies that they consider appropriate, to work together in exercising their functions, so far as the functions are exercised for the purpose of safeguarding and promoting the welfare of children in the area.
- 2) The arrangements must include arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area.
- 3) In this Section ‘Relevant Agency’, in relation to a local authority area in England, means a person who:
- a) is specified in regulations made by the Secretary of State, and
 - b) exercises functions in that area in relation to children; ‘safeguarding partner’, in relation to local authority area in England, means:
 - i) the local authority;
 - ii) a clinical commissioning group for an area any part of which falls within the local authority area;
 - iii) the chief officer of police for a police area any part of which falls within the local authority area.

3. Context for the Migration of Functions from the Tower Hamlets LSCB

In 2017 an Ofsted report following the inspection of Children’s Services in Tower Hamlets rated them as overall inadequate.² The report noted that the LSCB was inadequate and was not at the time discharging its statutory functions. The findings were accepted by LBTH and an improvement plan has been in place since, supported by partner agencies.

By December 2017 a monitoring visit noted significant improvements to the services provided in the borough. Subsequent monitoring visits³ have noted continuous positive progress and highlighted areas for prioritisation and further improvement. Much work remains to be done and there is no local complacency on the need to improve children’s services and safeguarding in the borough.

At the time of submitting this Arrangement document the June 2019 Ofsted inspection has yet to report formally, but has supplied very positive feedback in terms of improvements and the effectiveness of local safeguarding provision.

The need to develop the THSCP has provided an opportunity to refresh and revise the work across all areas of child protection and ensure that the new system exceeds the statutory requirements for safeguarding laid out in legislation and WT18.

A key focus of the development works for the THSCP is the assessment of structures, outputs, processes and procedures to determine their fit to the new system, and their positive impact in support of local safeguarding. The initial focus for the THSCP will be on the migration of functions from the existing system to the new, and a thorough analysis of how best to deliver the new system and utilise existing assets.

² See: <https://files.api.ofsted.gov.uk/v1/file/2753062>

³ See <https://reports.ofsted.gov.uk/provider/44/211>

4. The Geographical Area of the Partnership

In accordance with Working Together 2018, the geographical footprint for the Partnership will be the London Borough of Tower Hamlets.⁴ Wider area system level working will of course be supported where appropriate, but for the first two years of operation a local borough focus is anticipated until such time as the local system reaches maturity. This does not preclude collaboration with health and policing partners at wider area scales where this is appropriate and necessary.

5. Vision

The THSCP vision is that the three Statutory Partners (Local Authority, NHS CCG and Metropolitan Police Base Command Unit), the wider Relevant Agencies in the local system, community and voluntary sector and community, will work together to ensure that everyone does everything they can to ensure that all Tower Hamlets children and young people are safe, supported and successful.

The THSCP is clear that safeguarding children and promoting their welfare is everybody's business. This is demonstrated by a robust and sustained commitment to children's safeguarding at the highest levels in each agency. The core principles for this are laid out below in Section 6.

6. The Purpose, Principles and Priorities of the Partnership

Purpose

The key principles of the Tower Hamlets Safeguarding Children Partnership and its Sub-Groups are outlined below:

In accordance with Section 8 of WTSC 2018, the core purposes of the partnership are "to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that means local services for children and families can become more reflective and implement changes to practice

⁴ *Working Together 2018*, "Every local authority, clinical commissioning group and police force must be covered by a local safeguarding arrangement.", Chapter 3, paragraph 16, p.75:

- information is shared effectively to facilitate more accurate and timely decision making for children and families

This includes:

- Developing policies and procedures for safeguarding and promoting the welfare of children, including:
 - Taking action where there are concerns including thresholds
 - Recruitment and supervision
 - Investigation of allegations
 - Cooperation with neighbouring authorities
- Participating in the planning of services for children in the local authority area
- Communicating the need to safeguard and promote the welfare of children
- Procedures to ensure a coordinated response to unexpected child deaths (this will be led by the local Child Death Review partnerships and systems that are emerging in North East London)
- Collecting and analysing information about child deaths
- Monitoring the effectiveness of what is done to safeguard and promote the welfare of children
- Undertaking local Child Safeguarding Practice Reviews and liaison with the national panel.”

Principles

The overarching principles which underpin the work of the partnership are as follows:

Principle	Working Definition
<p>Child Protection</p>	<p>WT18⁵ defines safeguarding as:</p> <ul style="list-style-type: none"> – Protecting children from maltreatment – Preventing impairment of children's health or development – Ensuring that children grow up in circumstances consistent with the provision of safe and effective care – Taking action to enable all children to have the best outcomes <p>Ultimately all of these involve an element or focus on the protection of children, and to strengthen this, the THSCP will adopt an all-encompassing definition of Child Protection to ensure all safeguarding agendas refine their focus and impact to support the overall child protection offer in the borough.</p> <p>This approach is informed by and compliments the Restorative Practice⁶ ethos that is currently being rolled out across social care in LBTH, and augments the work towards a “trauma informed” approach to working with vulnerable children, young people and adults arising from the Adverse Childhood Experiences (ACEs) agenda that is being explored. It is a key support mechanism for the Early Help Strategy⁷.</p>

⁵ Page 6 WT18

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729914/Working_Together_to_Safeguard_Children-2018.pdf

⁶ See <https://130relationalsystems.co.uk/children's-services/>

⁷ See https://www.towerhamlets.gov.uk/Documents/Children-and-families-services/Early_Help_Strategy.pdf

<p>Assurance</p>	<p>The THSCP must be able to assure itself and the wider system and community it serves that the services discharged on behalf of, or directly by the partnership, are delivering the appropriate health care and education interventions and services required to support the child protection and wider safeguarding agenda.</p> <p>Delivery of services of the required standard in terms of quality, timeliness, sensitivity and cost is a crucial requirement. Alongside this, and in line with WT18⁸, there is a need to ensure the system is child focused, and throughout captures the voice of the child and wider communities as a tool for ensuing continual improvement of the safeguarding outcomes experienced by Tower Hamlets children. Building upon Ofsted, CQC and JTAI recommendations the partnership will develop a dynamic approach to assurance. This will evolve at pace alongside wider health, education and social care system changes in the borough, North East London, Pan London and nationally, including the evolution of Sustainability and Transformation Plans and Integrated Care Systems.</p> <p>Robust, timely, proportionate interagency working and information sharing and a focus on action planning, impacts and outcomes will be key in developing the new system with clear lines of governance, scrutiny and accountability underpinning all of the partnerships work. Assurance for partners and the local system will be delivered through a series of reviews, audits, process and practice developments, all feeding into local assurance reports and the annual report of the Independent Scrutineer.</p>
<p>Learning</p>	<p>Building upon the child centred approach the partnership needs to ensure that it is able to learn, analyse and adapt its operations and processes. This must be in line with both the issues and learning arising from operational delivery and the wider evolution of statutory services with a bearing on the wider safeguarding agenda in the borough, across North East London and at Pan London or national levels.</p> <p>Central to this will be the voice of the child and the use of assurance and quality mechanisms to inform programmes of change to update staff on key agenda areas and the ‘core Sections’ of the revised safeguarding legislation.</p> <p>A genuinely ‘whole system response’ is essential and will only be possible to deliver through engagement with all those working to protect children on a cultural and operational level rather than simply relying on the modification of processes alone. A core feature of the new system will be robust mechanisms to communicate with the wider system and ensure all partners have access to appropriate role specific training on child protection and the wider safeguarding agenda. Learning from local, regional and national cases will provide a core additional imperative to bring about the agile, responsive and continually improving ethos the agenda requires.</p> <p>A standardised recommendations template – similar to that used by the CDR process – capturing learning and issues across a range of intrinsic and extrinsic factors to the child, and the context of the issues arising from the child protection and wider safeguarding proceedings, will be a product of all case reviews to drive improvement and service responsiveness across the partnership.</p>

Figure 3 – THSCP Principles

⁸ Page 9

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729914/Working_Together_to_Safeguard_Children-2018.pdf

Priorities

In addition to these principles, the core purpose of Tower Hamlets Safeguarding Children Partnership is to enable agencies to work together so that:

- excellent practice in multi-agency safeguarding is the norm
- partners effectively hold each other to account
- they proactively identify and respond to new and emerging safeguarding issues
- whole system learning is promoted and embedded in frontline practice
- information is shared effectively
- Tower Hamlets' children, families and communities are safe, supported and successful
- Explicit links with the Safeguarding Adults Board on areas of shared concern and interest and developed and strengthened. This will in particular look at how best to address contextual safeguarding.

The THSCP will work to ensure that local services operate knowledgeably, effectively and together to safeguard children and young people and to support their parents.

The Partnership's priorities will be informed by detailed analysis of local need and will target the most vulnerable children and their families for support.

The Partnership's priorities will be informed by the Joint Strategic Needs Analysis (JSNA) learning coming out of local and national Child Safeguarding Practice Reviews, National Children's Bureau and NSPCC resource updates and system-wide developments in safeguarding practice such as the Tower Hamlets Social Work Academy, Restorative Practice model, Contextual Safeguarding and Adverse Childhood Experiences and Trauma Informed Practice agendas.

The Partnership's priorities will be agreed at an annual Partnership Away Day. The agreed priorities will be outlined in a Two-year Business Plan and will be reviewed at each meeting of the Partnership.

7. Contextual Safeguarding

This is an approach to understanding, and responding to, children and young people's experiences of significant harm beyond their families. Developed by Carlene Firmin at the University of Bedfordshire⁹, to inform policy and practice approaches to safeguarding adolescents, it recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse. Parents and carers often have little influence over these contexts, and young people's experiences of extra-familial abuse can undermine parent-child relationships. Contextual Safeguarding, therefore, expands the objectives of child protection systems in recognition that young people are vulnerable to abuse in a range of social contexts.

⁹ See <https://contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding>

Throughout the work of the THSCP there will be an emphasis on Early Help and identification and trauma informed¹⁰ practice to understand and meet the needs of vulnerable children and young people, their parents' carers and communities. We will ensure they are protected and supported, and wherever possible, we act to prevent safeguarding issues arising and minimise the harm and impacts arising from those that do occur. This is essential across a wide range of agenda areas from Neglect to Child Sexual Exploitation, or Child Death Review.

8. Characteristics of the THSCP

Building on an established track record of partnership working and a clear-eyed view of the challenges we face, our vision is that the THSCP will be characterised as follows:

- There will be a focus on the voice, experiences and intrinsic and extrinsic needs, contexts and requirements of children, young people, their families and wider communities
- There will be a focus on tangible, positive outcomes for children and their families
- Decisive strategic leadership, challenge accountability and transparency from the Statutory Partners
- The THSCP will be supported by a responsive partnership of Relevant Agencies with the whole system supported and challenged by the Independent Scrutineer and informed by the Voice of the Child
- The Statutory Partners, Relevant Agencies and other local partners will be committed to the priorities outlined above and to the wider safeguarding needs of children and young people promoting their welfare. This commitment will be evident in their contribution to the work of the partnership and outputs including learning and recommendations

This will result in:

- Effective and consistent engagement by senior strategic leaders, who are able to influence safeguarding in their individual agencies.
- Effective and collaborative working relationships supported by shared approaches to driving quality and improvement
- Effective collaboration of partners and Relevant Agencies at both strategic and operational levels with timely self-assessment and audits against Section 11¹¹ compliance, learning events and action planning
- Substantial and impactful participation by the voluntary sector and lay/co-opted members to help the THSCP deliver its functions within a vibrant and ever changing local multicultural context.
- A strong culture of accountability and challenge driven by the Independent Scrutineer and Statutory Partners that results in increased understanding across the partnership and measurable improvements in the quality of practice.

¹⁰ See for one example <https://dera.ioe.ac.uk/31703/1/trauma-informed-health-and-care-approach-report.pdf>

¹¹ See Appendix 3

- An intelligence and data led approach to the work of the partnership, identification of trends, priorities and needs to drive targeted support and assist understanding of the effectiveness of the partnership.
- A local learning and improvement framework committed to continuous improvement in the quality of safeguarding practice.
- A robust and secure approach to the sharing of data between partners involved in multi-agency safeguarding works that is both compliant with data protection related legislation (including GDPR and Freedom of Information Act, etc.), and supports the timely sharing of data to support prevention of harm to children and young people.

This will support the THSCP to:

- Be mindful of the impact of safeguarding related works on staff and have in place appropriate role specific training, support and supervision to support general system training and delivery.
- Become robust multi-agency partnership that enables all children and young people to be safe in their homes and communities, and to fulfil their potential.
- Coordinate the safeguarding children related work of all local agencies and ensure that this work is effective in achieving the best outcomes for Tower Hamlets children and young people.
- continually review structures, processes and outputs, available resources to ensure an iterative development
- Contact continual review of processes with at least annual formal review of these Arrangements as per the revision schedule above.¹².

9. Voice of the Child - Youth Voice/Engagement Apparatus

Central to the development of the new system is the need to ensure that the Voice of the Child is at the centre of the structures and informs both the planning and delivery of all of the service functions needed to deliver a comprehensive approach to child protection and the wider safeguarding agenda.

Tower Hamlets is well served with a rich range of youth engagement structures. These include the Youth Parliament and Young Mayor, the Youth Engagement Squad at Barts Health, the Healthwatch Young Influencers, the Children in Care Council and service level user experience groups across the Born Well, Growing Well life course.

There are many more youth consultation and representation groups in the borough and we are seeking to identify key partners, especially those with existing education or social care participation groups, to help us build a youth voice offer for the THSCP. We are establishing a broad spectrum of youth engagement participatory and contributory opportunities. These will include a range of surveys to gauge the experience of children in the borough of the local safeguarding systems, specifically their experience of the 'Section 11' culture¹³.

¹² From publication of the initial Arrangements on 29th June 2019 and initial revision on 29th June 2020.

¹³ See Appendix 3

A variety of models for ensuring the capture of Youth Voice in support of the THSCP could be adopted including consultation through existing networks across a wide range of age ranges and contexts (ranging from schools, health services, youth services, youth justice and other service areas). A Youth Scrutineer who would be trained and supported to hold the THSCP to account with the perspective of a young person, alongside the Independent Scrutineer could also be developed.

Alongside these we are seeking to engage with local parents, carers and other children and young people including those at risk or known by the criminal justice systems, victims of crime, the bereaved and other key groups.

10. Membership of the THSCP

Statutory Partners

- The Director of Children's Services (DCS) representing the Council
- The Accountable Officer for the East London Integrated Health and Care System discharged through the Managing Director of the Tower Hamlets Clinical Commissioning Group (CCG)
- The Commander of the Borough Command Unit (BCU) of the Metropolitan Police

The essential role of the three Statutory Partners outlined in Section 16E of Children Act 2014, as amended by the Children and Social Work Act 2017¹⁴ requires that they are the most senior accountable leads for safeguarding at local level.

The amended 2014 Act and WT18 are clear on the need for the Statutory Partners to lead the local system, taking direct accountability for both strategic and operational functions of the partnership.

The three Statutory Partners have equal and joint responsibility for local safeguarding arrangements.¹⁵

Critical to the success of the THSCP will be the strengthening of the relationships between and operational culture between the three Statutory Partners, their relationship with non-Statutory Partners and independent scrutiny, and the wider system.

The THSCP must have the leadership, resources, data intelligence, supporting multi-agency agreements, governance, and responsive systems and processes it requires to deliver comprehensive child protection and wider safeguarding. Key to this, and perhaps most important of all, will be the relationship between the statutory leads themselves, and the Independent Scrutineer who will act throughout as a critical friend.

¹⁴ See <http://www.legislation.gov.uk/ukpga/2017/16/part/1/chapter/2/crossheading/local-arrangements-for-safeguarding-and-promoting-welfare-of-children/enacted>

¹⁵ See WT18 Chapter 3 P73
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729914/Working_Together_to_Safeguard_Children-2018.pdf

11. Independent Scrutineer

Independent scrutiny of the THSCP will be developed to ensure compliance with WT18 and provide an objective and robust scrutiny of local arrangements to serve the partnership. This role will support wider system assurance processes and play a key role in supporting JTAI inspections, providing a 'critical friend' and objective analysis of local works including the annual report produced by THSCP, local case review and outputs from the working groups, non-Statutory Partners and inclusion of youth voice in the system.

The Independent Scrutineer, as part of their independent review and scrutiny function, will have the responsibility to disclose wrong doing, maladministration or organisational dysfunction to the Office for Standards in Education, Children's Services and Skills (Ofsted) and the DfE, if it becomes clear that the THSCP is failing to fulfil its statutory responsibilities and normal processes of challenge and dispute resolution have become untenable.

12. Relevant Agencies – Wider system Partners of the Executive Group

Working Together to Safeguarding Children (WT18) notes:¹⁶ “Relevant Agencies... Relevant Agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children.”

Wider system input and expertise will be sought via these key local agencies and strategic leaders. It is essential to note that all organisations have a crucial role to play in Children's safeguarding including those not formally listed in the Arrangements who have already agreed statutory duties under Section 10 and/or Section 11 of the Children Act 2004.

The Tower Hamlets Safeguarding Children Partnership's will work with other Relevant Agencies including but not limited to:

- Schools, colleges and other educational providers
- Housing – a representative Registered Social Landlords and Housing Associations and Tower Hamlets Housing
- Youth Justice/ Probation (including National Probation and CRC Probation)
- Department for Work and Pensions
- Voluntary Organisations represented by the Tower Hamlets Voluntary and Community Sector

Some Relevant Agencies already have statutory duties, as with an NHS Trust, CAFCASS, British Transport Police or the London Fire Brigade and it is important to restate their pre-existing responsibilities.

¹⁶ See

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf page 77 onwards.

Local designated health professionals will be working across a range of NHS services and have a key contribution to make.¹⁷ They will be strongly represented within the THSCP and empowered to ensure their contributions to work across a range of agendas will have lasting impact in improving safeguarding outcomes for children.

All THSCP members must be able to escalate concerns, issues or suggestions concerning the arrangements and collaborate actively with the independent scrutiny processes to support this in keeping with a clear dispute resolution and whistleblowing process.

Relevant Agency contributors must be sufficiently senior and delegated to speak with authority, to make decisions and commit resources on behalf of their agency, provide commitment, consistency and continuity in membership and link with their counterparts/sectors through relevant forums, etc.

Partnership Members must contribute actively to the work of the THSCP, provide constructive support and challenge, and act as a 'critical friend' to other partner agencies in the monitoring and delivery of their safeguarding responsibilities. A culture of trust, openness and learning is key to this and it is every partner's responsibility to promote this.

The Independent Scrutineer and Statutory Partners are, in particular, responsible for creating a working culture and environment where this style of working is the norm.

13. Deputies, Delegation and Succession Planning

A limited number of deputies for the Relevant Agencies wider membership and Statutory Partners are to be identified and their training and development in support of the THSCP works is to be identical to the substantive members. It is expected that Relevant Agencies listed above will ensure appropriate briefing and support is available to cover absence by other members from that sector and so do not require a deputy – e.g. head teachers, voluntary sector.

Where a member does not attend two consecutive meetings this absence will be reviewed with them on behalf of the THSCP, by the Tower Hamlets Safeguarding Children Partnership Strategy Manager, and or Independent Scrutineer and after this may be added to the Tower Hamlets Safeguarding Children Partnership Risk Register.

Partners and Relevant Agencies are expected to ensure appropriate membership and commitment to the Sub-Groups and Task and Finish Groups, according to the membership agreed in their terms of reference.

Statutory Partners occupy their positions ex officio, that is through their operational roles and positions in the system as delegated to them and required by the CSWA17. They are explicitly named under the requirements of CSWA17 and accordingly there is a need to factor in any changes in personnel occupying the three Statutory Partner

¹⁷ See [https://www.paediatricsandchildhealthjournal.co.uk/article/S1751-7222\(18\)30238-5/abstract](https://www.paediatricsandchildhealthjournal.co.uk/article/S1751-7222(18)30238-5/abstract) and <https://corambaaf.org.uk/sites/default/files/Members%20Area/The%20Voice%20of%20Health%20-%20Final%20Version%20-%202020%2011%2018%5B1%5D.pdf>

roles and update all arrangements and the Memorandum of Understanding accordingly.

In practice this is likely to be an issue known well in advance allowing for redrafting and recirculation of agreed materials with updated named Statutory Partners. In this regard, the THSCP Secretariat will lead on any resubmissions/amendments required for corporate agreements across the Statutory Partners alongside the ongoing revision and refinement of THSCP materials detailed below.

14. Tower Hamlets Safeguarding Children Partnership Structure and Governance

To meet these statutory requirements the Tower Hamlets Safeguarding Children Partnership has agreed the following structure and governance arrangements.

As part of the independent scrutiny and development of the Partnership, the THSCP will have an Independent Scrutineer (as outlined above who has significant experience at a senior level in the strategic co-ordination of multi-agency services to safeguard and promote the welfare of children.

The Independent Scrutineer is appointed by the Statutory Partners and is accountable to the THSCP and will work closely with the Statutory Partners, Relevant Agencies and THSCP Secretariat and Voice of the Child Mechanism. This accountability will be in the form of an annual report to the Statutory Safeguarding Partners (that is, Corporate Director of Children and Culture, the Basic Command Unit Chief Officer and the Chief Executive Officer of the CCG) and wider system, including the Chief Executive Officer of the Council, Cabinet Member for Children, Schools and Young People, Health and Wellbeing Board and other local governance structures as required.

The Statutory Partners are the effective chairs for the THSCP and working groups. This will be confirmed at the Annual Business Planning Meeting.

The specific frequency and terms of reference for the Executive Group and each working group or task and finish group will be generated by the THSCP. This will be delivered and subsequently reviewed in partnership with the Independent Scrutineer and THSCP Statutory Partners and Secretariat.

15. THSCP Executive Group

Business will be conducted through both the THSCP Executive Group which holds the statutory responsibilities and duties; and the Tower Hamlets Safeguarding Children Partnership will be where the main operational business will be managed. The Executive Group will have ultimate accountability for ensuring that the responsibilities are achieved and hold the Relevant Agencies to account for their works.

Business will be conducted through Tower Hamlets Safeguarding Children Partnership meetings, Sub-Groups, correspondence and exchange of information between meetings.

The Tower Hamlets Safeguarding Children Partnership will prioritise and organise its work through the Annual Business Plan; and regular monitoring of the Plan and Risk and Challenge Registers.

The Tower Hamlets Safeguarding Children Partnership will work within and will comply with statutory guidance and limitations. The THSCP needs confirmation of agreement and sign up to the THSCP Business Plan from all three Statutory Partners.

Statutory Partners and Relevant Agencies will be accountable to the Tower Hamlets Safeguarding Children Partnership by ensuring appropriate representation and attendance on the Tower Hamlets Safeguarding Children Partnership, the Executive Group, wider partnership of Relevant Agencies and operational Sub-Groups, as agreed.

The THSCP Executive group will meet at least every two months and will be quorate only if all three separate Statutory Partners (or appropriate delegates) are present.

16. THSCP Working Groups

The Tower Hamlets Safeguarding Children Partnership will deliver its functions through Sub-Groups. The key Sub-Groups will be the

- Communications, System Training and Learning Group
- Task and Finish Working Groups – developing safeguarding materials/assets etc. as required
- Recommendations and Oversight Group – incorporating a case review function.

THSCP will, where appropriate, collaborate across a sub-regional geographical footprint (to be determined); in order to support wider area safeguarding agendas (such as gangs and County Lines)

Each Working Group will be chaired by a Statutory Partner lead or delegate.

Each Working Group will meet at least quarterly with an ongoing review of workload and outputs generated and outcomes and impacts achieved.

17. THSCP Structure

The THSCP structure and core working groups is included as follows:

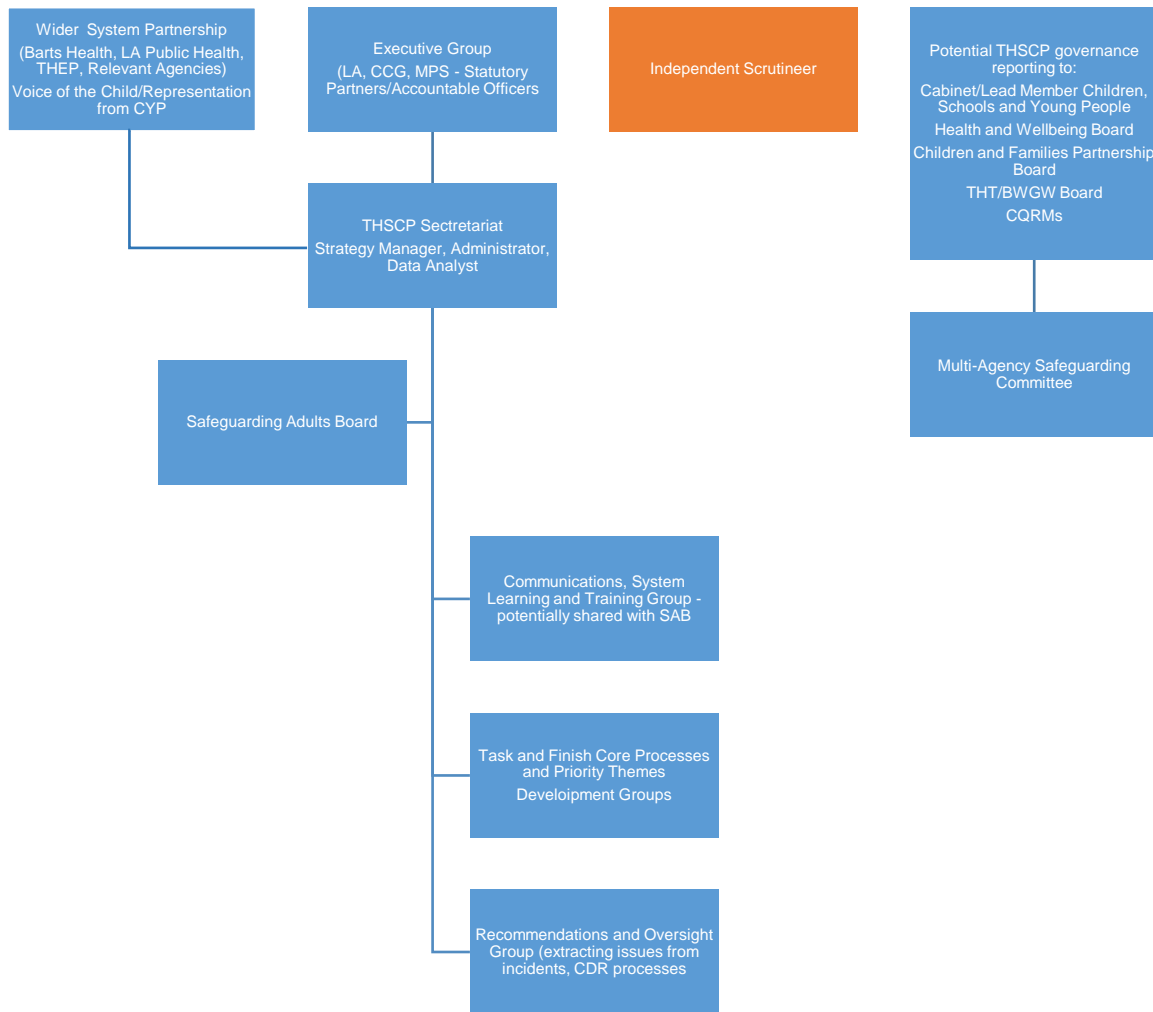


Figure 4 – THSCP Core Functions and Reporting Lines

The Statutory Partners will co-ordinate the work of the Partnership, prioritise actions and ensure the coverage of statutory functions and the business plan by ensuring governance and connectivity across the Sub-Groups and ad hoc task and finish groups. They will enable commissioning agencies to secure and plan delivery of the total work programme. It will contribute to Board and agency self-evaluation and to challenge and improvement priorities. They will drive the THSCP agenda, seek assurance that the Partnership’s priorities are being delivered, provide guidance and leadership to Sub-Group Chairs and will report to and be accountable to the THSCP and wider system.

The initial model for the THSCP has been developed to support the strategic and operational systems needed to support the delivery, scrutiny and assurance required for children’s safeguarding in the new system. It is crucial that the forms of the THSCP follow the functions required of it. That is to say that the structures of THSCP alter over time to meet operational needs. The structure and outputs of the THSCP will be reviewed on an ongoing basis and an annual structural update issued if required.

System Component	Core Role & Functions/ Relationships	Composition/Frequency
Executive Group – Statutory Partners	Key responsible/accountable leads for the local area	As per WT18 Meeting frequency – ongoing monthly from September 2019 with diarised sessions every two months from March 2020 as the handover from the LSCB Transitional executive proceeds.
Independent Scrutineer	Challenge/support	Independent consultant with very high levels of experience in delivering comparable oversight, insight and support in a children’s safeguarding context.
Wider System Partnership – Relevant Agencies and Voice of the Child	Challenge support/design/ service user experience capture	Ongoing feed into design and delivery processes – monthly/quarterly works in support of THSCP. Delivered through the Relevant Agencies including but not limited to the following agencies and organisations: <ul style="list-style-type: none"> • Schools, colleges and other educational providers • Housing – a representative Registered Social Landlords and Housing Associations and Tower Hamlets Housing • Youth Justice/ Probation (including National Probation and CRC Probation) • Department for Work and Pensions • Voluntary Sector Organisations represented by the Tower Hamlets Voluntary and Community Sector
Learning and Communications	Cascade of system level alerts and curation of training resources and wider communications outputs	Quarterly formal meetings chaired by one of the three Statutory Partners with support from the Independent Scrutineer.
Recommendations and Oversight Group	Scrutiny of ongoing works, case reviews, alerts arising and themes emerging Challenge/support for framing recommendations/ practice	TBC – dependant on issues/caseload and format of recommendations received Chaired by one of the three Statutory Partners with support from the Independent Scrutineer.
Task and Finish Core Processes and Priority Themes Development Groups	Rolling programme of task and finish groups tackling priority themes, developing resources, protocols and procedures and mainstreaming into practice – with support from the Learning and communications group.	Task and finish working groups are assembled on an ‘as required’ basis and are tasked with constructing or reviewing specific products, processes or protocols addressing specific agenda items with the aim of developing prototypes for testing to include into business as usual operations. Overall operation to be steered or chaired by one of the three Statutory Partners with support from the Independent Scrutineer.

Figure 5 – THSCP Core Structures and Functions

The THSCP will be evaluated internally on a rolling basis by the Statutory Partners and Relevant Agency partners and wider local system via reports to the THSCP, Health and Well Being Board, THT Board and sector level structures. Crucial to this will be Local System review and Independent Scrutineer (see Sections 10 and 14).

External assessment of preparedness and suitability of the THSCP response will be through liaison with and assessment by external regulatory or Statutory Partners including the DfE, DHSC, Ofsted, JTAI Inspection and the CQC. The Independent Scrutineer will have a key role in driving the evaluation and quality assessment and service improvement of local safeguarding arising from THSCP works.

Quarterly project updates will be generated and circulated as required to inform local, follow from the development of the THSCP outcomes and impacts framework.

18. Sub-Groups and Short-Term Task and Finish Groups

These will be tasked by the Tower Hamlets Safeguarding Children Partnership with agreed terms of reference and work plans and will be given delegated responsibility to act on the Tower Hamlets Safeguarding Children Partnership's behalf to progress the agreed business objectives. There should be multi-agency leadership and chairing of such working groups. It is essential that members of the Tower Hamlets Safeguarding Children Partnership demonstrate their commitment to the partnership by ensuring agency attendance to Sub-Groups and undertake specific tasks as agreed at meetings.

The Tower Hamlets Safeguarding Children Partnership will liaise with and receive relevant reports from other local strategic partnerships, such as the Health and Well Being Board. At times it will be appropriate to agree joint work with such partnerships.

19. Accountabilities

The THSCP is responsible for appointing (or dismissing) the Independent Scrutineer, with advice from a panel of Tower Hamlets Safeguarding Children Partnership members (including lay members).

A panel of the Statutory Partners, including the Chief Executive Officer of the Council, will meet with the Tower Hamlets Safeguarding Children Partnership's Independent Scrutineer at least three times per year to review the Tower Hamlets Safeguarding Children Partnership's work.

The Statutory Partners will have executive authority to make decisions on behalf of the Tower Hamlets Safeguarding Children Partnership between meetings, consulting the Independent Scrutineer as appropriate. The Statutory Partners will report on any such decisions to the Board no later than the next meeting of the Partnership or in writing.

The THSCP has the responsibility to decide whether a local or national Child Safeguarding Practice Review (CSPR) is appropriate in accordance with the criteria set out in Chapter 4 of Working Together 2018.

The THSCP partners hold statutory responsibility for communication with the Child Safeguarding Practice Review Panel regarding decision-making in relation to local and national Child Safeguarding Practice reviews. This will usually be actioned via the Recommendations and Oversight working group.

20. Local System Review

The Tower Hamlets Safeguarding Children Partnership is accountable to its member agencies and to the local community for its work. This accountability will be demonstrated through the Tower Hamlets Safeguarding Children Partnership Annual Report, through which the Tower Hamlets Safeguarding Children Partnership will evaluate the effectiveness of its own work, as well as that of the local multi-agency partnership. Local system review will be essential in ensuring that the THSCP can identify and adapt to operational issues, challenges and incidents. Alongside the risk register overseen by the Statutory Partnership and an active approach to using data intelligence to help develop the THSCP local review will be key to ensuring the THSCP evolves and learning is captured and shared across the partnership.

The role of the Independent Scrutineer allows for an ongoing challenge, review and refresh of the partnership and it is proposed that alongside a contribution to the Annual Report that the Independent Scrutineer would be well placed to generate both internal and public facing resources on a quarterly basis, highlighting areas of development and progress on delivery against the priorities outlined above. These resources could take the form of themed briefings, seminars, reports or training materials.

The specific frequency and format of these and other THSCP outputs are currently being scoped and will be determined by September 2019. Alongside this the THSCP Secretariat with its integral data analysis and intelligence function will help develop a culture of data intelligence driven safeguarding. This is of central importance across a number of the safeguarding agendas ranging from neglect to serious youth violence and driving positive outcomes for vulnerable groups, including children who are looked after or those with complex and additional needs including special educational needs or disabilities.

The THSCP aspires to be accountable to the children and young people of Tower Hamlets. We will work with local mechanisms for capturing the voice of the child, including youth services, youth offending, the through care team and others to ensure meaningful participation, consultation and accountability with young people.

21. Risk Management Strategy and Mitigations

There are obviously a number of key risks associated with the development of the THSCP. A full risk register is being assembled to support the THSCP. The THSCP Risk Register and mitigating actions will be maintained by the THSCP Secretariat, challenged and supported by the Independent Scrutineer and owned by the Statutory Partners and Relevant Agencies.

Key initial risks are outlined below:

Risk	Likelihood	Impact	Mitigation
THSCP will either be inadequate in meeting or exceeding the statutory requirements, or through complexity of the task not be available to meet the statutory deadlines	Low	High	Dedicated project resource has been assigned to the project and regular updates on progress to date and timelines are shared to ensure delivery of project outputs are proceeding as desired.
Potential for fragmented local safeguarding arrangements as local areas develop new systems with minimal statutory guidance to direct them and a move away from the standardised LSCB approach to a local partnership that could be significantly different from neighbouring systems.	High	High	Works with North East London, pan London and National safeguarding partners are commencing to share details and outputs to avoid.
There is a potential for data loss or lack of progress in case work as it is migrated between the existing LSCB and the new system.	Medium	High	THSCP development works are proceeding in partnership with LSCB partners and sessions are being arranged to look at and provide the detailed assurance that these risks will not manifest in lost project outputs, case progress or organisational memory.
The financial requirements of the evolving system are as yet unknown and come at a time when all partners are experiencing reduced resources.	Medium	High	Mapping of the cost of the THSCP is underway and there is already a commitment from all partners to support the statutory requirements. Detail cost mapping is underway for personnel and local review systems. A session will be held shortly to scope out the available resources and achieve an equitable and sustainable contribution from all three Statutory Partners.

Figure 6 – Initial Risks for the THSCP

At the stage of composing these arrangements it is felt that if all planned mitigations are delivered then all risk ratings will switch to GREEN or Amber (where an ongoing risk such as might be expected within any transitioning system) is anticipated and managed.

22. Data and Information Sharing in the THSCP

Transparency and appropriate and timely sharing of information underpins the entire safeguarding partnership.

All Relevant Agencies must respond to information requests from the Tower Hamlets Safeguarding Children Partnership in relation to data, commentary, evaluation, planning, performance and resources in order to assist the Tower Hamlets Safeguarding Children Partnership in the completion of its objectives. Such data will be governed by any limitations of the Data Protection Act 2018. A safeguarding partnership can require a person or body to comply with a request for information under Section 16H of the Children Act 2004 (as amended by CSWA 2017).

Where Partners and Relevant Agencies are asked for information or consulted on Tower Hamlets Safeguarding Children Partnership business or draft documents between meetings it is expected that agencies will make a definite response and not assume that no response means agreement. Where an agency does not respond to such a request, this will be raised at the following Tower Hamlets Safeguarding Children Partnership meeting.

23. THSCP and the Safeguarding Workforce in the Tower Hamlets Together (THT) System

Work has commenced on mapping existing safeguarding works across local organisations to understand where there is a potential to provide a shared safeguarding training model that could be shared across all local partners. Following on from this a THT wide training offer that meets the appropriate standards and operational needs required by all THT partners could be designed and then delivered.

Ongoing works flowing from both the THT enabler workstream on Workforce and Organisational Development and local, regional and national safeguarding agendas present an opportunity to deliver against these agendas and use the enabler workstream to strengthen the coherence and improve the response and quality of the local safeguarding systems.

Currently each partner within THT organises its own learning & development programme for its own staff. A few courses are offered on a multi-agency basis through Clinical Effectiveness Practice Network (CePN). This paper addresses only the safeguarding training agenda but many of the issues and opportunities arising would be common to other training agendas such as manual handling, fraud awareness, fire safety, customer service, equalities and diversity, etc.

The current THT environment has a wider range of safeguarding training offers, each with different duration, mode of delivery (online vs class room/action learning set) covering adults, transitional and children's safeguarding. There are obvious commonalities between the offers from each THT partner and they do all operate to address core standards. They are however of significantly different formats, durations and tend to emphasise different aspects of safeguarding practice.

Some of this variation is a necessary product of operational role, but much is not as it is a by-product of independently derived solutions for local safeguarding issues or nuances in delivery. This adds to the overall variation of the safeguarding offer in the system and can in extremis lead to conflicting practice and a failure to embrace integrated multi-agency safeguarding practice. An example of this would be the nationally reported variation in application of Mental Capacity Act requirements, or more locally the wide range of interpretation noted by Ofsted in the use of the local Threshold document. Sometimes officers working within the multi-agency environment are required to attend or complete two or more sets of safeguarding training to satisfy the requirements of their different operational environments.

Variation of training and the variation in practice like this (where it is not reflective of operational roles and responsibilities) does not ultimately support the integrated delivery of safeguarding practice in a multi-agency environment, and overall does not support high quality multi-agency safeguarding practice. There is an additional resource and opportunity cost of having each THT partner providing its own variety of safeguarding training, namely the time and cost of each partner commissioning or delivering training to staff on a standalone basis suggests that there are efficiencies and opportunities to pool budgets and training resources to support system wide training at a significantly reduced cost and higher level of quality.

Work is on-going with THT partners and local joint commissioning to understand and realise potential opportunities in workforce training. Alongside this local review – including sector level work on the associated Child Death Review System is contributing to a map of core specialists in the THSCP operations area (such as designated leads, specialists in safeguarding assurance, data intelligence, etc. to inform local commissioning of the specialist safeguarding workforce. Future work will address skills gaps, inter-agency cover and portability of training, succession planning for leads and frontline supervision, support and skills. A particular priority will be the potential to strengthen the education based safeguarding offer through collaboration with key agenda areas, such as the imminent roll out of the statutory PSHE curriculum.¹⁸

24. Business Planning and Meetings – Annual Cycle

The THSCP will be operational by September 2019. The business cycle below will commence in the following year from March 2020 to allow for the achievement of

¹⁸ See <https://www.pshe-association.org.uk/curriculum-and-resources/curriculum>

operational readiness and the core business of migration of caseloads and issues from the Tower Hamlets LSCB.

Month	Activity
March	THSCP – Away day to review year and agree revised business plan
April	Start of the business year Sub-Group Meeting Cycle begins
May	Executive Group Meeting Section 11 process begins
June	Partnership Meeting (Main Board) Sub-Group Meeting Cycle continues
July	Executive Group Meeting
September	Partnership Meeting (Main Board) Tower Hamlets Safeguarding Children Partnership Annual Report approved Sub-Group Meeting Cycle continues
October	Annual Agency Peer Reviews – QA and Challenge Meetings
November	Executive Meeting Tower Hamlets Safeguarding Children Partnership Budget Review Forward planning of priorities for referral to other partnerships and agencies for next year’s planning cycle
Jan (mid)	Full Partnership Meeting
Feb	Executive Group Meeting – to plan March away day

Meetings will be scheduled to avoid school holidays where possible and to prevent clashes with other Strategic Partnerships.

25. Resources¹⁹

The Tower Hamlets Safeguarding Children Partnership will have a shared budget to further its objectives. Partner agencies will agree contributions each autumn for the following business year.

Safeguarding partners will have agreed their funding contributions for and 2019/20 and 2020/21 by September 2019.

It is understood from the outset that there are significant differences between the Statutory Partners in terms of both remit and available resources available to support the funding of the new partnership system. The local policing budget is determined by the Mayor’s Office of Policing and Crime (MOPAC) and discussion of available budget for local safeguarding would need to be held at Pan London level, and is likely to be reviewed in 2021/22 at the earliest.

¹⁹ The published arrangements should set out clearly any contributions agreed with relevant agencies, including funding, accommodation, services and any resources connected with the arrangements. See Working Together 2018, chapter 3, paragraphs 36-37

Alongside the provision of budgets from the Statutory Partners there are ‘in kind’ contributions that support the safeguarding system, such as the provision of police resources for local safeguarding operations or designated or named clinical personnel, which are crucial to the success of the partnership.

The Tower Hamlets LSCB system cost, on average, £185k per annum, with the lion’s share of contributions met by the local authority. Work is underway to scope the likely costs of the THSCP and contributions required from each local partner.

Costs for the CDR systems are currently being mapped in North East London and a separate assessment of the contribution to the local CDR is being undertaken.

The THSCP will have two main areas of expenditure, Secretariat and Local Review. A third area requiring resources involves the dissemination of learning and communications and engagement throughout the local system.

26. Secretariat Structure

In line with the proposed structure there will be four main members of the Secretariat. Indicative costs are presented below

Role	Proposed grades – indicative only	Approximate costs per annum – with on costs
Independent Scrutineer	Independent consultant at a day rate of £600 per day with 8 days per calendar month for the first two years of the THSCP operation dropping to 2 days per calendar month	£57,600 per annum for 2 years dropping to £14,400 pa thereafter
Strategy Manager	FT PO7 position	£71,000
Administrator/Coordinator	FT PO5	£62,000
Data Analyst	0.5 WTE PO5	£31,000
		Total potential cost circa. £221,600

Figure 7 – Proposed THSCP staffing and indicative costs

27. Local Reviews

A key feature of the new system is the move away from Serious Case Reviews (SCR) in favour of local review. There are a number of guiding principles underpinning the resourcing of local reviews.

The overall aims of local review:

- To improve the safeguarding of children and young people where possible within Tower Hamlets through review of local processes, procedures and cases

- To support the delivery of high quality services through identification of areas for improvement.
- To strengthen through proportionate candour and constructive challenge the safeguarding partnership to deliver an integrated and comprehensive offer for children and young people.
- All reviews should have an outline of estimated costs and that this is monitored on an ongoing basis to ensure overall grip on resources and timelines.
- All local reviews will emphasise rapid delivery of initial learning points and have clear concise recommendations.
- In response action plans will be requested from partners and these will be orientated to deliver positive mitigating actions to minimise harms encountered by those affected and inform local practice updates as a priority.
- The THSCPs sole focus is on meeting the safeguarding needs of children and young people. Individuals and agencies do not fulfil a gate-keeping function with regards to resourcing of local reviews and will not make decisions informed by budgets.
- The model of review will follow an appreciative enquiry or similar review methodology²⁰ will be determined at the commission of the review and proportionate and appropriate to the context of the case under review. The Independent Scrutineer and the Recommendations and Oversight Group will consult with each other on the best model to fit the case and present this to the Statutory Partners as a formal recommendation to enable resourcing to flow to the review.

The cost of the majority of local child safeguarding case or practice reviews will be borne by additional subscription from the Statutory Partners who have been involved in the case (mainly the Statutory Partners as the lead service commissioners). There may however be circumstances where in order to proceed a different resourcing model will be required.

Joint funding decisions and disputes on local case review should not delay the delivery of a local review once it has been agreed that such a review is warranted. The decision to proceed with a local case review will be the remit of the Recommendations and Oversight Working Group.

28. Options for Apportioning Local Review Costs

In consultation with the Independent Scrutineer the THSCP may apply one of two models for apportioning local review costs to ensure equitability of resourcing impacts across the partnership. The final decision on which option is used will be agreed by

²⁰ See <https://www.scie.org.uk/socialcare/v/video-player.asp?guid=fed2f39e-5080-41c6-86fe-09e976bdcf1e>

consensus from the Statutory Partners in consultation and with appropriate challenge from the Independent Scrutineer.

Option 1

The outline costs of the commissioning of the review, independent author/s, legal advice, media work will be estimated as part of the planning of the Local Review and apportioned according to agency/sector involvement in the case.

The cost of dissemination of lessons will be borne as part of the Tower Hamlets Safeguarding Children Partnership Communication and Learning Working Group.

Option 2

Applications for local review funding will in the first instance, be considered through the Statutory Partners. They will, with the support of the Strategy Manager and the Independent Scrutineer initially determine:

1. If one or more Statutory Partner or Relevant Agency should bear the total cost of the review – in line with which agency is the primary responsible partner for the area of review or best placed to deliver the review.
2. If more than one Statutory Partner or Relevant Agency are deemed appropriate to deliver the review then a proportional system is enacted were contributions are agreed by the Statutory Partners in consultation with the independent scrutineer with this highest level of contributions raised to a maximum of 80% of the cost of the review to ensure that all reviews have contributions from all three Statutory Partners.
3. Where a relevant agency is deemed the appropriate agency to deliver the review they will bear the cost up to 80% of the total review cost with the remaining reached through negotiation with the Statutory Partners on a shared risk pooling basis.

Relevant Agencies will bear the costs of the attendance and contribution of their representatives and will ensure that sufficient time is given to members to attend meetings and undertake the work of the THSCP.

29. THSCP Access to External Expert Legal Opinion

The Tower Hamlets Safeguarding Children Partnership will not routinely seek legal advice on all its work but will seek expert legal input when it is needed via the LBTH legal department in the first instance having agreed with the Statutory Partner and the Independent Scrutineer that this is warranted.

30. THSCP Secretariat Hosting

The London Borough of Tower Hamlets will host the THSCP Secretariat and THSCP meetings. Partners may be encouraged to support appropriate meetings or training, where possible and appropriate.

31. Communications Engagement and Learning

The THSCP presents multiple opportunities for the strengthening integration, co-location and more effective use of available resources to safeguard children. There is an emerging awareness of works underway to establish the new partnership and this project has been developed to support both the development of the new system and ensure that the wider borough partnerships with statutory and voluntary and community sector agencies is consolidated. The THSCP Learning and Communications Working Group will lead on this area.

Initially there is an urgent need to communicate and engage with local system partners to secure and accelerate development of the new safeguarding system flowing from the Children and Social Work Act 2017. The key purposes of the underlying communication and engagement plan are:

1. To ensure local system Statutory Partners, Relevant Agencies and the wider public are aware of and understand the new requirements for Children Safeguarding.
2. To ensure their ongoing input into the design and ongoing iteration of the local system.
3. To strengthen service user input and capture the Voice of the Child in the new process.
4. To capture and share learning across the system that has been identified through ongoing operational safeguarding, local case review and data intelligence.

There are three key aims:

1. To support local system awareness and engagement with the THSCP
2. To support the wider Relevant Agencies and Voice of the child elements to contribute actively to the THSCP
3. To share resources and learning to drive and improve the delivery of children's safeguarding.

Objectives for THSCP Communications works:

1. To engage with the Statutory Partners, Relevant Agencies and wider system involved in the safeguarding agenda and assemble a small group of subject matter experts to deliver or contribute to the work

2. To map existing online and in person/face to face safeguarding provision in the wider system, identify exemplars and gaps in provision and identify opportunities and raise awareness of the new system
3. To map workforce training cycles, approaches and any upcoming opportunities to strengthen awareness of the THSCP
4. To explain the THSCP and its context (national and local standards and paradigms)
5. To mobilise the system workforce to support the THSCP and ensure ongoing commitment to the partnership
6. To support the evolution of the local training system reflective of the different agenda areas and age ranges and communications resources to support the work.
7. To develop the frameworks agreements business cases and methods to ensure sustainable delivery of a shared training resource for THT
8. To suggest other areas of shared working – from induction to role specific training that could benefit from a similar approach
9. To update on a regular basis via the THT Workforce and OD leads feeding into the THT Board

For an outline communications and engagement plan see Appendix 4.

32. Delegation of Key Responsibilities from Statutory Partners or Relevant Agencies

To further its objectives the THSCP will where appropriate delegate its responsibilities and activities by theme and through its Business Plan and the Sub-Group Annual Work Plans. However, the Statutory Partners of the THSCP will remain accountable for the work undertaken even where it has been delegated.

The table in Appendix 2 shows the main areas of delegation/responsibility. This will be reviewed annually at the Business Planning Away Day in March.

33. Dispute Resolution

Safeguarding partners will work to resolve disputes locally and facilitated to reach agreement through the Independent Scrutineer. Ultimately if agreement cannot be reached the amended Children Act 2004 allows the Secretary of State to take enforcement action against any agency which is not meeting its statutory obligations.

34. Reporting

The Tower Hamlets Safeguarding Children Partnership will publish an annual report. The report will set out the work that partners have done as a result of the arrangements and how effective the arrangements have been in practice. It will also include actions relating to local child safeguarding practice reviews and what the safeguarding partners have done as a result.

In addition, the report will also include:

- Evidence of the impact of the work of the safeguarding partners and Relevant Agencies on outcomes for children and families
- A record of actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any reviews
- Ways in which the partners have sought and utilised feedback from children, young people and families to inform their work and influence service provision

The annual report, including local challenges to safeguarding and any national implications arising from these; the report will then be sent to the Secretary of State for Education, the DfE and to Ofsted, the Child Safeguarding Practice Review Panel within seven days of publication.

The Annual Report, a key output informed by the local review system, and vital for local transparency, will be shared with the Chief Executive of Tower Hamlets Council, the Accountable Officer of NELCA, and via the local BCU with the Health and Well-Being Board, Ofsted and the Department of Education. It will also be published on the Tower Hamlets Safeguarding Children Partnership website with links to this from Statutory Partner websites to encourage awareness and engagement with the new partnership structure.

35. Child Death Review System Links

Under the new legislation formal collaboration between responsible partners for child death reviews will be undertaken at greater scale, with a footprint determined by a minimum of 60 cases reviewed each year enabling the formation of Child Death Review systems covering larger area than the previous local arrangements. There are a number of significant changes to the CDR system.

Changes	Implication
Shift of lead responsibility from Department for Education to Department of Health and Social Care	The new system creates Child Death Partnerships with local authority and Clinical Commissioning Groups
Larger 'footprint' of the local CDR systems with a minimum 60 caseload	CDOPs will need to amalgamate in London; each Integrated Care System or area would have 1 or 2 rather than the current 5 to 7 CDOPs
Development of a new 'key worker' to act as a single point of contact with the bereaved	This has been generally welcomed but there is no new resource to deliver this function. Specifics of how it should be implemented are currently unclear

Establishment of Child Death Review Meetings (CDRM)	This requires significant development of acute and community mortality and morbidity review meetings.
Themed review meetings for high volume or high complexity deaths	Cases of high volume or complexity considered together to enhance expert review
Revision of additional requirements to address a number of 'complex' circumstances	Includes deaths of UK-resident children overseas, with learning disabilities, in adult healthcare settings, suicides, inpatient mental health settings, deaths in custody.

Figure 8 – Differences between the CDOP and CDR systems

To meet the requirements two CDR systems are being developed in North East London. The first based around the Barking, Havering and Redbridge systems and a second based around City and Hackney, Waltham Forest Newham and Tower Hamlets. This allows for the wider area working required by the new guidance and the continuance of local assurance and review of child deaths in each area.

The THSCP will develop close operational links with both CDR systems and wider London safeguarding partnership structures to ensure cross border collaboration and is facilitated.

Appendix 1: Tower Hamlets Safeguarding Children Partnership Membership (including Statutory Partners, Relevant Agencies, Co-opted Members and Advisors)²¹

- A** Advisor
C Co-opted (lay members are co-opted members)
PO Participant Observer
RA Relevant Agency Partner
S THSCP Secretariat
SP Statutory Partner
V Voting

Tower Hamlets Safeguarding Children Partnership	
A V	Independent Scrutineer
SP V	Statutory Member – LBTH
SP V	Statutory Member – TH CCG
SP V	Statutory Member – MPS BCU
RA V	Barts Health NHS Trust – Board level Safeguarding Lead
RA V	East London Foundation Trust – Board Level Safeguarding Lead
RA V	THEP
RA V	Relevant Agencies <ul style="list-style-type: none"> • Schools, colleges and other educational providers • Housing – a representative from Registered Social Landlords and Housing Associations and Tower Hamlets Housing • Youth Justice/ Probation (including National Probation and CRC Probation) • Department for Work and Pensions • Voluntary Sector Organisations represented by the Tower Hamlets Voluntary and Community Sector • GP CARE Group
A V	Voice of the Child Representative (potentially facilitated via third sector)
S	THSCP Administrator- Co-ordinator
RA V	Divisional Director of Children’s Social Care
RA V	Divisional Director of Education
RA V	Director of Public Health Tower Hamlets
RA V	Safeguarding Adults Manager
RA V	LBTH Housing Manager
RA V	Head Teacher Primary School Rep of Governing Body of a Maintained School
RA V	Special Schools representative
RA V	Maintained secondary school forum representative

²¹ See statutory guidance *Working Together 2018* Chapter 3 page 73 and pages 76-77

RA V	Maintained Primary School forum representative
RA V	Representative of the proprietor of a city technology college, a city college for technology or the arts, or an academy
RA V	Independent Sector School
RA V	Registered Social Landlord
RA	Tower Hamlets Council Lead Member Children, Schools and Young People – Non-voting
RA	Designated Doctor for Child Protection, Tower Hamlets CCG – Non-voting
RA	Designated Nurse Safeguarding, Tower Hamlets Clinical Commissioning Group – Non-voting
RA	Principal Social Worker – Non-voting
RA	Consultant Child and Adolescent Psychiatrist, ELFT
A	LBTH Head of Strategy and Policy – Non-voting
S	THSCP Strategy Manager – Non-voting
S	THSCP Co-Ordinator – Non-voting
C	Lay representatives in addition to core membership

Statutory Partners will nominate an agreed senior Agency Deputy who is able to speak and take decisions on their Agency's behalf.

Relevant Agencies will cover each other and do not require a deputy for their own agency.

Advisers will not have deputies.

Where a Task and Finish Working Group lead is appointed who is not a THSCP member they will be co-opted to the THSCP but will not be a voting member, unless they are deputising for a Relevant Agency member.

Task and Finish Working Group leads may be asked to attend the executive if the business of their Sub-Group is on the agenda.

Appendix 2: Delegation of Key Responsibilities Outlined in Working Together to Safeguard Children

Responsibility/Action	Leadership	Detail
<p>To ensure the effectiveness of what is done by each body</p> <p>Initial focus will be on establishment of new system and migration from old system</p> <p>Thereafter assess whether THSCP partners are fulfilling their statutory duties as set out in Chapter 3 of Working Together 2018 (Section 11 Children Act 2004)</p>	<p>Tower Hamlets Safeguarding Children Partnership Statutory Partners, Independent Scrutineer, Executive Group</p> <p>Quality Assurance Sub-Group for the monitoring of agency and multi-agency service delivery</p>	<p>Annual Agency QA & Peer Reviews (Section 11)</p> <p>Multi-Agency Data Set</p> <p>Single Agency Audit and Multi-Agency Audit Programme</p>
<p>Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures</p>	<p>Task and Finish Groups which may share works or collaborate with neighbouring local systems</p>	<p>Tower Hamlets Safeguarding Children Partnership subscribes to the London Child Protection Procedures (LCPP); it should be exceptional for the Tower Hamlets Safeguarding Children Partnership to have its own Policy or Protocols, except where it is necessary to localise the LCPP or that there is particular need such as</p> <ul style="list-style-type: none"> • Neglect • Domestic abuse • Parental Mental ill-health • Drug and substance abuse • Youth Violence • Child Sexual Exploitation
<p>Monitoring of agendas/children who are particularly vulnerable</p>		<p>LAC</p> <p>Online Safety</p> <p>FGM</p> <p>County Lines</p> <p>Missing Children</p> <p>Gangs and Serious Youth Violence</p> <p>Trafficking</p> <p>Cultural abuse</p> <p>Radicalisation/Prevent</p>
<p>Training</p> <p>Monitor and evaluate the effectiveness of training, including multi-agency training</p> <p>Undertake training needs analyses and commission</p>	<p>Learning and Development Sub-Group which may be shared with the Safeguarding Partnerships of one or more local authorities</p>	<p>Training Strategy</p> <p>Annual Training Needs Analyses</p> <p>Commissioning the annual Tower Hamlets Safeguarding Children Partnership multi-agency training programme</p>

multi-agency training		
Recruitment and supervision	Corporate HR	Partner Agencies are responsible for the implementation of the policies
Allegations concerning persons who work with children	Children's Services will provide the LADO	Quarterly data to QA Sub-Group Annual LADO Report to Tower Hamlets Safeguarding Children Partnership
Responsibility/Action	Leadership	Comment
Private fostering	Children's Services will assess referrals from Partners	Annual Private Fostering Report to Tower Hamlets Safeguarding Children Partnership
Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children	Tower Hamlets Safeguarding Children Partnership Chair Tower Hamlets Safeguarding Children Partnership Business Manager/Support Group Training and Development Sub-Group	Governed by the agreed Communications Strategy which will be reviewed each year as part of the Annual Business Review
Local and national Child Safeguarding Practice Reviews and other Learning Improvement Reviews	Statutory Partners with the Independent Chair advised by Executive Group Quality Assurance Sub-Group will be responsible for actions arising from reviews	Designated Doctor, Designated Nurse and Principal Social Worker will have role in advising
Child Death Reviews	Child Death Overview Panel	With Public Health and CCG at WELC footprint
Learning and Improving System	Tower Hamlets Safeguarding Children Partnership All Sub-Groups and All Partners	Learning and Improvement System to be reviewed
Learning and Improving Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve	Quality Assurance Sub-Group Learning and Development Sub-Group will promote the lessons from CSPRs, audits and other learning processes	The Quality Assurance Sub-Group will commission multi-agency audits and monitor single agency audits Termly Practitioners Safeguarding Briefings on local and national learning Lessons posted to the Tower Hamlets Safeguarding Children Partnership website
Monitoring the effectiveness of Initial Child Protection	Quality Assurance Sub-Group	Each multi-agency audit will include at least one ICPC and

Conferences ICPCs (WT 2018 Chapter 1 page 48)		once per year there will be an audit of ICPCs. Data on ICPCs will also be included in the Tower Hamlets Safeguarding Children Partnership Data Set
Participating in the planning of services for children	Tower Hamlets Safeguarding Children Partnership Executive Group	The Tower Hamlets Safeguarding Children Partnership will receive feedback from the Health and Well Being Board and expects to be consulted on any planning which includes the safeguarding of children or promotion of their welfare; e.g. Domestic Abuse Strategy
Responsibility/Action	Leadership	Comment
Annual Report	Tower Hamlets Safeguarding Children Partnership Chair and all agencies with support of the Sub-Group Chairs and the Business Manager	Rigorous and transparent assessment of the effectiveness of local services to include any identified weaknesses and any lessons from reviews (WT 2018 Chapter 4)
Participation and consultation with young people	Participation Strategy	Tower Hamlets Safeguarding Children Partnership

Appendix 3: Section 11 Duties

Section 11 places a duty on:

- Local authorities and district councils that provide children's and other types of services, including children's and adult social care services, public health, housing, sport, culture and leisure services, licensing authorities and youth services
- NHS organisations and agencies and the independent sector, including NHS England and clinical commissioning groups, NHS Trusts, NHS Foundation Trusts and General Practitioners
- The police, including police and crime commissioners and the chief officer of each police force in England and the Mayor's Office for Policing and Crime in London
- The British Transport Police
- The National Probation Service and Community Rehabilitation Companies³⁵
- Governors/Directors of Prisons and Young Offender Institutions (YOIs)
- Directors of Secure Training Centres (STCs)
- Principals of Secure Colleges
- Youth Offending Teams/Services (YOTs) ³. These organisations and agencies should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, including:
 - A clear line of accountability for the commissioning and/or provision of services designed to safeguard and promote the welfare of children ³⁵ The Section 11 duty is conferred on the Community Rehabilitation Companies by virtue of contractual arrangements entered into with the Secretary of State.
 - A senior board level lead with the required knowledge, skills and expertise or sufficiently qualified and experienced to take leadership responsibility for the organisation's/agency's safeguarding arrangements
 - A culture of listening to children and taking account of their wishes and feelings, both in individual decisions and the development of services
 - Clear whistleblowing procedures, which reflect the principles in Sir Robert Francis' Freedom to Speak Up Review and are suitably referenced in staff training and codes of conduct, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed³⁶
 - Clear escalation policies for staff to follow when their child safeguarding concerns are not being addressed within their organisation or by other agencies
 - Arrangements which set out clearly the processes for sharing information, with other practitioners and with safeguarding partners
 - A designated practitioner (or, for health commissioning and health provider organisations/agencies, designated and named practitioners) for child safeguarding. Their role is to support other practitioners in their organisations and agencies to recognise the needs of children, including protection from

possible abuse or neglect. Designated practitioner roles should always be explicitly defined in job descriptions. Practitioners should be given sufficient time, funding, supervision and support to fulfil their child welfare and safeguarding responsibilities effectively

- Safe recruitment practices and ongoing safe working practices for individuals whom the organisation or agency permit to work regularly with children, including policies on when to obtain a criminal record check
- Appropriate supervision and support for staff, including undertaking safeguarding training
- Creating a culture of safety, equality and protection within the services they provide

In addition:

- Employers are responsible for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role
- Staff should be given a mandatory induction, which includes familiarisation with child protection responsibilities and the procedures to be followed if anyone has any concerns about a child's safety or welfare
- All practitioners should have regular reviews of their own practice to ensure they have knowledge, skills and expertise that improve over time

Appendix 4: Indicative Communications and Engagement Plan June 2019 Onwards

Audience	Aims for Engagement	Method	Outcomes Sought	Timescales
Statutory Partners	<p>Understanding of the differences for the new role</p> <p>Agreement of Resources/budget</p> <p>Refinement of agreements and processes/protocols</p>	<p>Partner development sessions/briefings/coaching from Independent Scrutineer</p> <p>THSCP Commissioning meetings/business case</p> <p>Works with Joint Commissioning Structure to underpin finance and review of budgets.</p>	<p>Enhanced partnership working</p> <p>Agreed sustainable resourcing for the THSCP</p> <p>Agreed Structures and TOR for operational groups.</p> <p>Agreed work plan for each of the Statutory Partners</p> <p>Agreed processes for onward delegation and cascade to support the Statutory Partners</p>	<p>End of June onwards – requires Independent Scrutineer to be in post to fully enable</p>
Relevant Agencies	<p>Raise understanding of the new system – and differences</p>	<p>Ongoing presentations and briefing sessions focussing on differences in the partnership and the new role to support task and finish works:</p> <ul style="list-style-type: none"> • Children's Social Care Staff • Education/Safeguarding mechanism • Early Help and Intervention Workforce • Third sector/community <p>Stakeholder Workshops x 4</p> <p>The main focuses:</p> <ol style="list-style-type: none"> 1. Safeguarding in Education 2. Voluntary and Community Sector Safeguarding – focus on capturing Youth Voice 3. Early Help/Intervention 4. Launch of the system - Whole System working - including links to Adults Safeguarding 	<p>System awareness and mobilisation, stress on areas of continuity and development (operational delivery vs use of local review)</p> <p>Assurance and strengthening of continuity and effectiveness of the new system</p>	<p>Briefings ongoing from June</p> <p>Workshops TBC</p> <ul style="list-style-type: none"> • June 2019 • July 2019 • September 2019