

Children and Education Scrutiny Sub-Committee



Tuesday, 15 December 2020 at 5.30 p.m.

Online 'Virtual' Meeting - <https://towerhamlets.public-i.tv/core/portal/home>

Agenda

Chair: Councillor Bex White

Members

Vice-Chair:

Councillor Gabriela Salva Macallan, Councillor Helal Uddin, Councillor Kyrsten Perry, Councillor Mohammed Pappu, Councillor Victoria Obaze, and Councillor Andrew Wood

Co-optees

Neil Cunningham
Joanna Hannan
Ahmed Hussain
Fatiha Kassouri
Dr Phillip Rice
Khoyrul Shaheed

Parent Governors
Representative of Diocese of Westminster
Parent Governors
Parent Governors
(Church of England Representative)
Muslim Faith Community

Substitutes:

Councillor Denise Jones, Councillor Ayas Miah and Councillor Eve McQuillan

[The quorum for the Children and Education Scrutiny Sub-Committee is 3 Members]

Further Information

Reports for consideration, meeting contact details, public participation and more information is available on the following pages.



Public Information

Viewing or Participating in Committee Meetings

The public are welcome to view this meeting through the Council's webcast system.

Physical Attendance at the Town Hall is not possible at this time.

Meeting Webcast

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<http://towerhamlets.public-i.tv/core/portal/home>

Contact for further enquiries:

Democratic Services,

1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, E14 2BG

Tel: 020 7364 0842

E-mail: farhana.zia@towerhamlets.gov.uk

Web:<http://www.towerhamlets.gov.uk>

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Children and Education Scrutiny Sub-Committee

Tuesday, 15 December 2020

5.30 p.m.

PAGE
NUMBER(S)

1. **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2. **DECLARATIONS OF INTERESTS**

5 - 6

Members are reminded to consider the categories of interest, identified in the Code of Conduct for Members to determine whether they have an interest in any agenda item and any action they should take. For further details, see the attached note from the Monitoring Officer.

Members are also reminded to declare the nature of the interest at the earliest opportunity and the agenda item it relates to. Please note that ultimately it is the Members' responsibility to identify any interests and also update their register of interest form as required by the Code.

If in doubt as to the nature of an interest, you are advised to seek advice prior the meeting by contacting the Monitoring Officer or Democratic Services.

3. **APPOINTMENT OF VICE-CHAIR**

4. **CHILDREN AND EDUCATION SCRUTINY SUB-COMMITTEE
TERMS OF REFERENCE, QUORUM, MEMBERSHIP AND
DATES OF MEETINGS 2020/21**

7 - 16

5. **MINUTES OF THE PREVIOUS MEETING**

17 - 24

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the held on 11th August 2020.

6. REPORTS FOR CONSIDERATION

6.1 Educational Impact of Covid-19

A verbal update to be provided.

6.2 Food provision for vulnerable families

A presentation to be made at the meeting.

6.3 Tower Hamlets Safeguarding Partnership

25 - 126

A presentation to be made at the meeting. Background reading papers attached.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Next Meeting of the Committee:

Tuesday, 9 February 2021 at 5.30 p.m. to be held in the Online 'Virtual' Meeting - <https://towerhamlets.public-i.tv/core/portal/home>

Agenda Item 2

DECLARATIONS OF INTERESTS AT MEETINGS– NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Code of Conduct for Members at Part C, Section 31 of the Council's Constitution

(i) Disclosable Pecuniary Interests (DPI)

You have a DPI in any item of business on the agenda where it relates to the categories listed in **Appendix A** to this guidance. Please note that a DPI includes: (i) Your own relevant interests; (ii) Those of your spouse or civil partner; (iii) A person with whom the Member is living as husband/wife/civil partners. Other individuals, e.g. Children, siblings and flatmates do not need to be considered. Failure to disclose or register a DPI (within 28 days) is a criminal offence.

Members with a DPI, (unless granted a dispensation) must not seek to improperly influence the decision, must declare the nature of the interest and leave the meeting room (including the public gallery) during the consideration and decision on the item – unless exercising their right to address the Committee.

DPI Dispensations and Sensitive Interests. In certain circumstances, Members may make a request to the Monitoring Officer for a dispensation or for an interest to be treated as sensitive.

(ii) Non - DPI Interests that the Council has decided should be registered – (Non - DPIs)

You will have 'Non DPI Interest' in any item on the agenda, where it relates to (i) the offer of gifts or hospitality, (with an estimated value of at least £25) (ii) Council Appointments or nominations to bodies (iii) Membership of any body exercising a function of a public nature, a charitable purpose or aimed at influencing public opinion.

Members must declare the nature of the interest, but may stay in the meeting room and participate in the consideration of the matter and vote on it **unless:**

- A reasonable person would think that your interest is so significant that it would be likely to impair your judgement of the public interest. **If so, you must withdraw and take no part in the consideration or discussion of the matter.**

(iii) Declarations of Interests not included in the Register of Members' Interest.

Occasions may arise where a matter under consideration would, or would be likely to, **affect the wellbeing of you, your family, or close associate(s) more than it would anyone else living in the local area** but which is not required to be included in the Register of Members' Interests. In such matters, Members must consider the information set out in paragraph (ii) above regarding Non DPI - interests and apply the test, set out in this paragraph.

Guidance on Predetermination and Bias

Member's attention is drawn to the guidance on predetermination and bias, particularly the need to consider the merits of the case with an open mind, as set out in the Planning and Licensing Codes of Conduct, (Part C, Section 34 and 35 of the Constitution). For further advice on the possibility of bias or predetermination, you are advised to seek advice prior to the meeting.

Section 106 of the Local Government Finance Act, 1992 - Declarations which restrict Members in Council Tax arrears, for at least a two months from voting

In such circumstances the member may not vote on any reports and motions with respect to the matter.

Further Advice contact: Asmat Hussain, Corporate Director, Governance and Monitoring Officer,
Tel: 0207 364 4800.

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to the Member's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

<p>Non-Executive Report of the:</p> <p>Children and Education Scrutiny Sub-Committee</p> <p>Tuesday, 15 December 2020</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Corporate Director, Governance and Monitoring Officer</p>	<p>Classification: Open (Unrestricted)</p>
<p>Children and Education Scrutiny Sub-Committee Terms of Reference, Quorum, Membership and Dates of Meetings 2020/21</p>	

Originating Officer(s)	Farhana Zia, Senior Committee Officer
Wards affected	All wards

Executive Summary

This report sets out the Terms of Reference, Quorum, Membership and Dates of Meetings of the Children and Education Scrutiny Sub-Committee for the Municipal Year 2020/21 for the information of Members of the Children and Education Scrutiny Sub-Committee.

Recommendations:

The Children and Education Scrutiny Sub-Committee is recommended to:

1. Note its Terms of Reference, Quorum, Membership and Dates of future meetings as set out in Appendices 1, 2 and 3 to this report.
2. Determine the preferred time at which the scheduled meetings will start

1. REASONS FOR THE DECISIONS

- 1.1 The report is brought annually to assist new and returning Members by informing them of the framework of the Committee set out in the Council's Constitution.

2. ALTERNATIVE OPTIONS

- 2.1 The report asks Members solely to confirm its constitutional arrangements and therefore they are not required to consider any alternative options.

3. DETAILS OF THE REPORT

- 3.1 Each year, following the establishment of the Committee at the Council's Annual Meeting, it is customary that the newly established Committee considers its procedural arrangements.

Overview and Scrutiny Sub-Committee Arrangements

- 3.1 At the Annual General Meeting of the full Council held on 30th September 2020, the Authority approved proportionality, establishment of the Committees and Panels of the Council and appointment of Members thereto. It delegated authority to the Overview and Scrutiny Committee to establish its sub-committees.
- 3.2 The Overview and Scrutiny Committee met on the 19th October 2020 and agreed to set up three sub-committees, including this one, on which occasion they agreed the terms of reference for all three sub-committees. The groups have since submitted their nominations for membership which have been agreed by the Corporate Director for Governance.
- 3.3 The membership of Children and Education Scrutiny Sub-Committee for the municipal year 2020/21 are set out at Appendix 2 to the report.
- 3.4 Having been established by Council, it is customary that the committee (at its first meeting of the municipal year) notes its terms of reference, and quorum. These are set out in Appendix 1 to the report.
- 3.5 The Committee's meetings for the remainder of the year, as agreed at the same meeting of the Council, are also provided at Appendix 3.
- 3.6 Meetings are scheduled to take place at 6:30 p.m. except where the meeting falls within the month of Ramadan where they will aim to take place at 5:30 p.m. The Committee may wish to discuss an appropriate start time that suits its Members at the first meeting of the Committee.
- 3.7 It may be necessary to convene additional meetings of the Committee should urgent business arise. Officers will consult with the Chair and Members as appropriate.

4. EQUALITIES IMPLICATIONS

- 4.1 When drawing up the schedule of dates, consideration was given to avoiding school holiday dates and known dates of religious holidays and other important dates where at all possible.

5. OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment

5.2 Not applicable to this report.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report recommends that the Children and Education Scrutiny Sub-Committee note its Terms of Reference, Quorum, Membership, and Dates of future meetings as set out in Appendices 1 – 3. There are no direct financial implications arising from this report.

7. COMMENTS OF LEGAL SERVICES

7.1. The Council is required to establish an Overview and Scrutiny Committee to discharge the functions under sections 9F to 9FI of the Local Government Act 2000. Establishment of the Children and Education sub-committee is consistent with Part A9 of the Council's Constitution. The proposed membership of the sub-committee complies with the requirements of Schedule A1 to the Local Government Act 2000, and section 9FA of the Local Government Act 2000.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1 – Children and Education Scrutiny Sub-Committee Terms of Reference.
- Appendix 2 – Proportionality and Membership of Children and Education Scrutiny Sub-Committee
- Appendix 3 – Meeting procedure and dates of meeting.

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- None.

Officer contact details for documents:

N/A

Children and Education Scrutiny Sub-Committee

Summary Description: The Children and Education Scrutiny Sub-Committee has been established to scrutinise the provision, planning and management of children and young people's services – including children's social care; safeguarding children; children in care; SEN and education inclusion, troubled families and the Youth Offending Service (YOS) education, learning and schools; youth services; early years; education capital estate and youth & play services.

Membership: 6 non-executive councillors – the chair and five councillors; and 6 co-opted members (consisting of: - a Church of England and a Roman Catholic representative; 3 Parent Governor representatives under paragraph 7 of Schedule A1 to the Local Government Act 2000; and a Muslim faith representative).

Functions	Delegation of Functions
<p>1. Reviewing and/or scrutinising decisions made or actions taken in connection with the discharge of the Council's children social care and education functions;</p>	None
<p>2. Advising the Mayor or Cabinet of key issues/questions arising in relation to children and education reports due to be considered by the Mayor or Cabinet;</p>	None
<p>3. Making reports and/or recommendations to the Council and/or Mayor or Cabinet in connection with the discharge of children and education functions;</p>	None
<p>4. Delivering (3) by organising an annual work programme, drawing on the knowledge and priorities of the Council, registered providers and other stakeholders, that will identify relevant topics or issues that can be properly scrutinised;</p>	None
<p>5. Holding service providers to account, where recent performance fails to meet the recognised standard,</p>	None

by looking at relevant evidence and make recommendations for service improvements;	
6. Considering children and education matters affecting the area or its inhabitants, including where these matters have been brought to the attention of the sub-committee by tenant and resident associations, or members of the general public; and	None
7. The sub-committee will report annually to the Overview and Scrutiny Committee on its work.	None
Quorum: Three voting Members	
Additional Information: Is contained in: <ul style="list-style-type: none"> <input type="checkbox"/> Constitution A Part 1.6 and Article 6 (Overview and Scrutiny Committee and Scrutiny Sub-Committees / Panels <input type="checkbox"/> Constitution A Part 4.5 (Overview and Scrutiny Rules) 	

LONDON BOROUGH OF TOWER HAMLETS
SCRUTINY COMMITTEE MEMBERSHIPS 2020- 2021
AS AGREED BY THE CORPORATE DIRECTOR FOR GOVERNANCE

CHILDREN AND EDUCATION SCRUTINY SUB-COMMITTEE (Nominations for information - Panel to be appointed by Overview & Scrutiny Committee) (Seven members of the Council)			
<i>Labour Group (6)</i>	<i>Conservative Group (1)</i>	<i>Ungrouped (0)</i>	<i>Co-opted Members (6)</i>
Councillor Bex White (Chair) Councillor Gabriela Salva Macallan Councillor Helal Uddin Councillor Kyrsten Perry Councillor Mohammed Pappu Councillor Victoria Obaze Substitutes:- Cllr Denise Jones Cllr Ayas Miah Cllr Zenith Rahman	Councillor Andrew Wood Substitutes:- Councillor Peter Golds	N/A	6 co-opted members (consisting of: - a Church of England and a Roman Catholic representative; 3 Parent Governor representatives under paragraph 7 of Schedule A1 to the Local Government Act 2000; and a Muslim faith representative).

Quorum: The quorum for the committee is 3.

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CHILDREN AND EDUCATION OVERVIEW AND SCRUTINY
SUB-COMMITTEE

MEETING PROCEDURE AND SCHEDULE OF MEETING DATES
2020-2021

1. Chair and Membership

- 1.1 Sub-Committees will be chaired by a Member of the Overview and Scrutiny Committee. For this Sub-Committee it will be the Lead Scrutiny Member for Children and Education for 2019/20. The membership of the Children and Education Scrutiny Sub-Committee has been determined by the Overview and Scrutiny Committee.

2. Frequency of meetings

- 2.1 The Children and Education Scrutiny Sub-Committee will meet 3 times this year. The following dates are available in the Corporate Diary for 2020/21:

- 15th December 2020
- 9th February 2021
- 6th April 2021

Meetings are scheduled to take place at 6.30pm. The Sub-Committee may arrange other meetings as and when necessary to consider any urgent issues as well as arranging meetings for detailed scrutiny reviews and challenge sessions.

Support to the Sub-Committee

- 4.1 The Divisional Director for Strategy, Policy and Performance, will be the senior officer lead and champion the work of the Sub-Committee.
- 4.2 The servicing of meetings will be undertaken by the Council's Democratic Services Team which will include:
- (a) Meeting room bookings, refreshments
 - (b) Agenda preparation and dispatch
 - (c) Taking minutes and recording of actions/decisions
 - (d) Dissemination of minutes and decisions

The Children and Culture Strategy and Policy Team will provide policy support to the Sub-Committee which will include:

- (e) Research and analysis
- (f) Work programme development
- (g) Support with undertaking reviews and challenge sessions
- (h) Drafting review reports and challenge sessions

5. Proceedings

5.1 The Children and Education Scrutiny Sub-Committee will generally meet in public and conduct its proceedings in accordance with the rules and procedure contained in the Council's Constitution such as the:

- (a) Council Procedure Rules;
- (b) Access to Information Procedure Rules, and
- (c) The Overview and Scrutiny Procedure Rules.

LONDON BOROUGH OF TOWER HAMLETS (LBTH)

MINUTES OF THE CHILDREN AND EDUCATION SCRUTINY SUB-COMMITTEE

HELD AT 5.30 P.M. ON TUESDAY, 11 AUGUST 2020

ONLINE 'VIRTUAL' MEETING - [HTTPS://TOWERHAMLETS.PUBLIC-I.TV/CORE/PORTAL/HOME](https://towerhamlets.public-i.tv/core/portal/home)

Members Present:

Councillor Gabriela Salva Macallan – In the Chair
Councillor Mohammed Pappu
Councillor Helal Uddin
Councillor Shah Ameen
Councillor Kyrsten Perry
Councillor Andrew Wood

Co-opted Members Present:

Neil Cunningham	– Parent Governors
Joanna Hannan	– Representative of Diocese of Westminster
Ahmed Hussain	– Parent Governors
Dr Phillip Rice	– Church of England Representative
Khoyrul Shaheed	– Muslim Faith Community

Others Present:

Robert Bielby	– (Service Manager Children Looked After & Leaving Care Service, Children's Social Care)
Councillor Danny Hassell	– (Cabinet Member for Children, Schools, and Young People)
Christine McInnes	– (Divisional Director, Education and Partnerships)
Layla Richards	– (Head of Strategy and Policy – Children and Culture)
James Thomas	– Corporate Director, Children and Culture
David Knight	– (Democratic Services Officer, Committees, Governance)

WELCOME AND INTRODUCTIONS

The Chair: (i) Welcomed everybody to the meeting and informed those in attendance that this meeting was being recorded and will be available to view via the Council's website by tomorrow morning; (ii) Stated that it is important that these formal scrutiny meetings resume as the Council must continue to demonstrate transparency and openness in its decision-making, and include

scrutiny as part and parcel of the Council's operations for and on behalf of the residents of Tower Hamlets; (iii) Advised Members that following Government advice to avoid all but essential travel and to practice social distancing, this will be a virtual meeting. If during the meeting a technical error occurs with the transmission which cannot be resolved within a reasonable period of time, then the meeting will be closed and the remaining business will be deferred to a subsequent meeting of the Committee on a date to be determined, and notified by way of the publication of the agenda on the Council's web site.

In addition, the Chair and Sub-Committee Members placed on record their thanks and appreciation to (i) Councillor Sufia Alam for her time as Chair; and (ii) Those working within the Council and local schools over the course of the pandemic.

1. APOLOGIES FOR ABSENCE

No apologies for absence were received at the meeting.

2. DECLARATIONS OF INTERESTS

No declarations of disclosable pecuniary interest were received.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the last meeting were agreed and approved as a correct record. Chair authorised to sign.

4. REPORTS FOR CONSIDERATION

4.1 Impact of Covid 19 on Children's Services

The Sub-Committee received presentations that outlined the impact of the Covid-19 pandemic on Tower Hamlets so far and attempted to predict the impact going forward with reference to a) the overall context and financial pressures; b) Children's Social Care and Early Help; and c) Education and Special Educational Needs and Disabilities (SEND). The presentation focused on the national impact to date, the local impact (comparing before and after lockdown, including the results of the recent Tower Hamlets resident survey) and any groups particularly impacted. The presentations then went on to predict challenges and opportunities over the next 12 months and beyond. It was noted that overall, the physical, mental, and social repercussions of Covid-19 go far beyond the virus itself. One of the main cross-cutting themes the Sub-Committee noted being that Covid-19 had shone a light on inequalities, although the Sub-Committee was advised that these could be exacerbated further and would lead to poorer outcomes for residents, higher demands for support and increased financial pressures on the Council.

However, the Sub-Committee also noted the areas of positive impact, raising a question on how the Council can best keep hold of these as lockdown restrictions ease. In addition, that there would be other opportunities for the

Council to capitalise on to the benefit of residents and the Borough. The main points of the discussion may be summarised as follows:

(a) Overall Context and financial pressures

The Sub-Committee:

- Noted that the Council faces a whole range of rising demands especially with regards special education needs and social care.
- Was reminded that whilst through the budget process last year LBTH had invested additional funding in these areas. The impact of the pandemic on the first financial quarter of this year had been considerable as the social care demand rises as children go back the school.
- Recognised that the impact of Covid-19 upon local young people and their families has been an experience of isolation; pressure of high anxiety; and for some of an increased safeguarding risk.
- Acknowledged the commitment; resilience and flexibility of LBTH staff in the way they have developed new ways of working at extraordinary speed since March and April.
- Noted that the delay to planned activity to deliver transformation efficiencies and savings in this financial year has had a cumulative impact on Children's Services as it has had across the Council.
- Noted that (i) there has been a significant increase in the Councils expenditure which is primarily related to support for those families with no real access to other funds; (ii) it is forecast that there will be an increase in the level of support to special educational needs and disabilities; (iii) there would be an increase in pressure in relation to contract services which are in relation to overspends in relation to the delivery of cleaning and catering services; and (iv) with regards to the Direct Schools Grant there has been a long standing pressure on the high needs block. Primarily due to government underfunding essentially of services for children with special educational needs and disabilities and whilst there is a as a recovery plan in place a 4 million pound overspend is forecast in that area. As it is anticipated that there will be a (a) backlog of demand due to the lockdown; and (b) possibility of a significant spike in demand in the autumn.
- Was informed in relation to additional funding from government so far there has been little that is specific to Children Services and Schools. Although there has been funding to meet the mental health and emotional well-being needs.
- Noted that there is an intensive lobbying effort from councils across the country to address the shortfall in the government's level of relief.
- Was informed that in respect of Child and Adolescent Mental Health Services (CAMHS) whilst the Clinical Commissioning Groups (CCGs) are the primary commissioner the Council does make a substantial contribution to the joint funding of this service. In addition, talking more broadly about children young people's mental health needs these do not only get met through CAMHS. As majority of issues are around

depression anxiety; low self-esteem and how they deal with pressures at home or their peers do not require a clinical response.

- Acknowledged that it is the collective capacity within LBTH including mobilising the resources within formal/informal voluntary sector
- Noted that as the High Needs funding block had a cumulative deficit of £12 million and LBTH have submitted a recovery plan to the Department for Education (DfE) and LBTH have been commended by the DfE on the quality of the recovery plan
- Noted that LBTH are currently conducting a consultation regarding the closure of two schools in the Borough and have an agreed position around how to conduct that consultation and it is a methodology that will be used to conduct the consultation over the restructures of the SLS and the SEND team. Accordingly, the Sub-Committee asked to receive a report on the future SEND and Children's Services financial provision.
- Noted that that there has been real progress both in terms of encouraging agency social workers to make a longer-term commitment to Tower Hamlets. In addition, LBTH are currently reviewing all the agency staff to ensure that that plans are in place to either encourage them to seek a permanent position within LBTH or to be able to recruit permanently to such posts.

(b) Children's Social Care and Early Help

- Was advised that the pandemic has had a significant impact on children young people in terms of both their physical and mental well-being.
- Noted the pandemic has really allowed for strong partnership working across different agencies which allows safeguarding partners to identify vulnerable children both in terms of shielding and socially vulnerable. This has allowed LBTH to have a reasonably good oversight, but more work needs to be done regarding listening to the voice of young people. Whilst LBTH has had a strong an emphasis on the voice of children young people through the Corporate Parenting Board this is still something that needs to be considered going forward. LBTH needs to have a lot more focus on how it communicates with young people and how they consume messages.
- Was informed that LBTH intends to maintain direct contact with the most vulnerable families and whilst technology may be excellent in many cases there is a need to increase direct work for those families in need.
- Noted that LBTH has remained in contact with all families who were already known to them using a combination of technology and home visiting has meant that LBTH was able to move to a virtual model with support provided over the phone.
- Noted as pupils return to education, LBTH need to be prepared to make sure schools and teachers, children's social care and other safeguarding partners are ready to support every young person who has suffered during lockdown.

- Noted that regarding the impact of the Covid-19 pandemic on child protection practice and children and families, with the aim of improving the capacity of social workers to keep children safe in a period of social distancing and alleviating the social impact of the pandemic.
- Noted that a crucial way child protection work is achieved is by social workers and family support workers by developing close relationships with them that involve immersing themselves in their lives and the routines of the family.
- Noted how children and families are being worked with through in-person and virtual home visits during the pandemic, including the availability and use of Personal protective equipment (PPE). The Sub-Committee also noted the social worker's experiences and maintaining social distancing by working almost exclusively from their own homes.

(c) Education and SEND

- Noted that the response of the Boroughs schools in this was a real strength of the partnership response in Tower Hamlets and demonstrated more than ever actually the role and impact that schools have in so many ways for the young people and their families both in terms of safeguarding; parental support; and the educational added value. This is because of the strength and depth of relationships that practitioners in schools and working with schools in Tower Hamlets have with those with those families.
- Noted that in Tower Hamlets the schools work very cooperatively, and this was made particularly clear through the pandemic and highlighted the key role that the Education Partnership has played in disseminating good practice and explains why most of LBTH schools remained open to key worker and vulnerable children.
- Noted that there was only 1 outbreak in a school in the Borough and that was the case that was outside of school and that was dealt with in line with the agreed protocols.
- Noted that regarding the use of technology there is a noticeably digital divide for many of local families and LBTH have started to roll out laptops to several the Boroughs vulnerable young people. However, technology alone is not going to make up the gap with the educational disadvantage as the biggest positive impact is having children in the classroom with a good quality teacher and that is what Tower Hamlets schools do well. This goes back to the importance of face to face interaction as with social workers for many of our children's families.
- Noted that fewer children starting in September 2020 are likely to be school ready'. Whilst children leaving education this year and seeking employment are likely to find it harder.
- Noted that the Education Endowment Foundation (EEF) has indicated that the closure of schools to most pupils 10 weeks ago has potentially reversed all progress made to close the gap in narrowing the educational and inequalities that makes the return to school all the more important.

- Noted that there is a level of real concern in local communities and over the summer there will be much work around communications sharing messages and reassuring parents that it's safe for their children to return as much as LBTH can make it safe but also that LBTH need to ensure children return
- Noted that in LBTH 70 percent of local schools had continued to operate with some of them acting as "hub schools" for other local schools and receiving children in and others just taking their own people sometimes only two or three pupils and during the holidays LBTH had continued with their holiday childcare programme which was very successful. Noted that schools had provided physical packs and had used the opportunity of families coming in to collect those packs as a kind of welfare check with the families. Also, schools set up food banks and provided all kinds of other help to families
- Noted some schools supplemented what was provided by setting up their own food banks and extended the eligibility criteria to all self-identifying as being in need.
- Noted that a comprehensive council offer had been put in place, with several community kitchens operating over the Easter holidays, food distribution to vulnerable families and food banks. The Mayor's free school meal pledge was suspended and only children eligible under the national free school meals criteria had access to free school meals, except those attending school who had a cooked meal.
- Noted that Contract Services had provided the contents for food bags to the agreed value to be packed and distributed by schools; with some schools purchased their own vouchers for families. Food parcels were either delivered to or collected by parents. This provided opportunities to maintain contact with families.
- Noted that from 1st of June primary schools were permitted to open for reception Year 1 and Year 6 and secondary schools were to have some face to face contact for years 10 and 12.
- Noted that apart from the social workers the Behaviour and Attendance Team were contacting families on at least the weekly basis. However, if there was no response that would be then referred to the Children's Services Directorate's Multi-Agency Safeguarding Hub (MASH). In addition, all the Boroughs schools were asked to confirm that they contacted all families within their school community.
- Was informed that LBTH had undertaken a lot work in terms of improving the knowledge around the latest research and statistics concerning Covid-19 and have provided a lot of health and safety advice to school.
- Noted that schools have had and two different sets of risk assessments one quite early in the process and an updated version to help them prepare for September. The risk assessments have been shared with the trade union representatives and staff and have had the opportunity to speak with the Headteacher and senior leaders. Noted that there has been some individual flexing of the system to take of school's specific needs. This has gone very well in fact Alex Kenny National

Education Union (NEU) national executive member has been impressed in the way that school leaders have engaged with staff.

- Noted that there have been communications campaigns targeted at parents and a lot of work has been undertaken with headteachers and staff.
- Noted that risk management is an important part of a headteacher's job to manage risks to make their schools safe places. Therefore, they have applied that knowledge during the pandemic.
- Noted that Education Health and Care Plans have continued to have been issued throughout the crisis.
- Noted that SEN panels had been meeting remotely at least weekly with attendance from all Members and LBTH have worked closely with the special schools (i) Phoenix has remained open throughout the crisis; and (ii) Bowden House the residential school did close for a number of weeks and then reopened using a rota basis for its pupils.
- Was informed that regarding those socially vulnerable children consideration must be given as to why they are socially vulnerable and how they can be supported e.g. some children became vulnerable because of the impact on family employment was one of the things that happened quite early and family incomes had plummeted. This emphasised the importance of the more practical aspects of support e.g. The Holiday Hunger Scheme (known in Tower Hamlets as Healthy Holidays) will be running throughout August, with free food available for collection from 6 locations across the Borough; LBTH are also running a holiday childcare scheme with a focus on vulnerable children and those children of key workers and the Tackling Poverty Team to ensure that the with wide provision across the Borough.
- Noted that attendance at school will be mandatory again from the beginning of the autumn term, the Government has indicated that it wants all pupils in all year groups in England to go back to school full-time in September. With class size limits - or "bubbles" - imposed to curb the spread of the virus increased to allow every child to return to school. That is to say that primary schools have been asked to have 'bubbles' which include a whole class, while secondary schools are likely to have 'bubbles' that contain a whole year group – this is to ensure as many subjects as possible can be taught. Schools will also have to stagger break and lunchtimes, as well as start and finish times, to keep groups apart and reduce foot traffic in canteens, corridors, and doorways.
- Was advised that the Tower Hamlets Education Partnership (THEP) is summarising government guidance and curriculum planning.
- Noted that regarding school buses, the "one-metre" plus social distancing rule is not required. Instead, schools have been asked to group students in 'bubbles'.
- Noted that LBTH has (i) established a "Covid 19 Taskforce" which will include school staff, pupils, parents, unions and council staff to consider issues arising from the COVID 19 pandemic which impact on early years and school communities in the Borough; (ii) conducted a

qualitative evaluation with school stakeholders, identifying facilitators and barriers to children's' attendance.

- Noted that Tower Hamlets schools are particularly good at working with children with certain disadvantages and getting really good results that that the gap between those pupils eligible for free school meals and other pupils is quite narrow and quite impressive.

Councillor Danny Hassell; James Thomas; Robert Bielby; and Christine McInnes were thanked for their presentations.

5. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

The Chair Moved and it was:

RESOLVED that

1. The frequency of the Sub-Committee meetings should be increased to allow for a full and detailed consideration of Children and Educational issues.
2. The Sub-Committee should through the Vice-Chair be able to fully participant in the work of the scrutiny function.
3. They wished to receive a report on the Victoria Park One O'clock Club.
4. The Sub-Committee should receive reports on the future SEND and Children's Services financial provision.
5. They wanted the opportunity to consider Cyberbullying.

The meeting ended at 7.45 p.m.

Vice-Chair in the Chair, Gabriella Salva-Macallan
Children and Education Scrutiny Sub-Committee

Background Reading Papers

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**METROPOLITAN
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TOTAL POLICING

NHS

Tower Hamlets
Clinical Commissioning Group



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.

Organisations should have in place arrangements reflecting the importance of safeguarding and promoting the welfare of children:



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.

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.

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 that reads "Keith Makin". The signature is written in a cursive style with a long horizontal stroke 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:

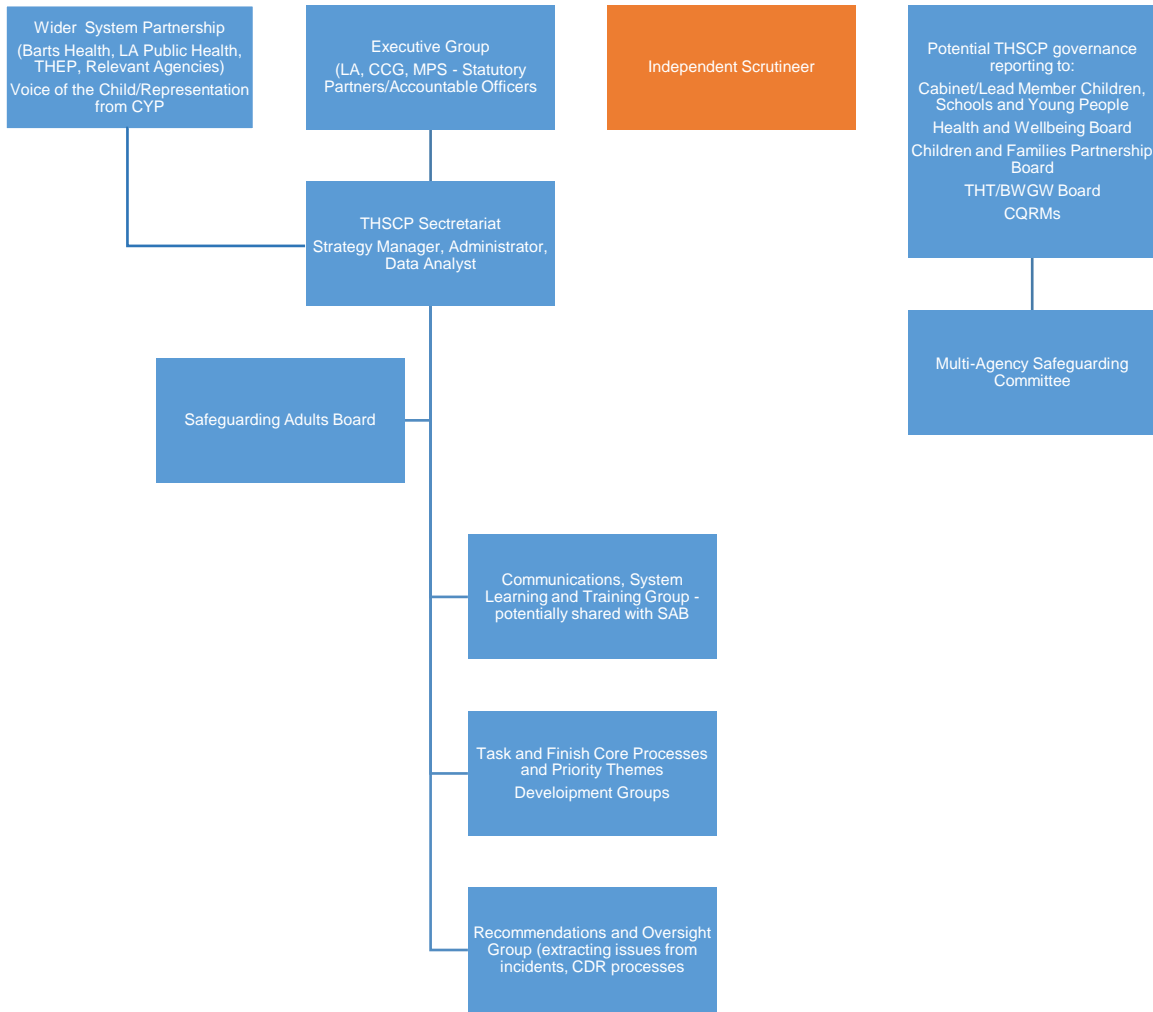


Figure 4 – THSCP Core Functions and Reporting Lines

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 where 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

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LSCB-THSCP

**NEW BRANDING
PENDING**

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LSCB & THSCP – KEY DIFFERENCES

Within the legislation there is many changes but two major differences:

Police, CCG and Local Authority are now equally responsible for the partnership and it's outcomes;

No requirement for board meetings and therefore no requirements for an Independent Chair, now we have an Independent Scrutineer who is involved in many aspects of the work, to ensure the partnership is working in the best way to delivers better outcomes for children and young people.

SOO... WHAT DOES THAT ACTUALLY MEAN AND LOOK LIKE?



A fluid structure – there for more flexible and agile, responding better to issues... no longer waiting until certain meetings to share concerns;



Changes in the Coordinator and Manager Job Descriptions to provide better support to the partnership;



Previous good working relationships enhanced through the partnership;



LESS MEETINGS AND MORE OUTCOMES!

WHAT WE WILL STILL DO... BUT IN A SLIGHTLY DIFFERENT WAY



Scrutinise the policy and procedures of all partners to ensure they are collaborative and give the best outcomes for children and young people;



Set priorities for the partnership with the main aim of making changes and improvements in those areas;



Continue to review any cases that may be eligible for statutory review and commission those when needed;



Provide multi agency training and guidance;



Be a platform for partnership work and collaboration.

KEEPING THE SHIP AFLOAT

Due to a recruitment gap the co-ordinator kept the partnership afloat for many months

This included:

- Coordinating the Risk Management meetings – facilitating partners to manage risk in a pandemic;
- Coordinating the completion of final two LSCB SCRs;
- Coordinating the set up of new THSCP subgroups;
- Coordinating thematic review work and managing the Independent Consultant;
- Liaising with and responding to wider partnership queries and ensuring any safeguarding concerns are reported by the correct pathways;
- Working with finance and partnership for the partnership contribution.



NEXT PHASE AND KEY FOCUS

1

Establish
Independence – in
order to provide
effective scrutiny;

2

Facilitate a culture
shift within the
partnership and
engage wider partners;

3

Ensure that children
and young people are
part of the work and
engaged throughout.

Communications Strategy:

- Logo to be created by children and young people (competition for book vouchers going out next week)
- New brandings and templates
- Website changes and updates

Live Audits:

- Partners to have table top discussion and workshops to audit rather than lengthy written reports;
- At least two will take place per year.

Local Learning Reviews (Statutory Reviews):

- Ensure a robust and transparent system in place for decision making;
- A procedure in places for cases that do not meet the threshold but there is some key learning;
- 7 minute briefings published alongside the review and 12 month post published partnership update.

1. ESTABLISH INDEPENDENCE

2. FACILITATE A CULTURE SHIFT WITHIN THE PARTNERSHIP AND ENGAGE WIDER PARTNERS

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Multi Agency Data Dashboard

- Creation of a multi-agency quarterly dashboard to monitor trends and impact of activity;

Learning Events

- THSCP to facilitate events led and driven by the partnership
- Monthly topical bulletins' sent out to the THSCP

Live Data and Emerging Risks

- Partners table data and emerging risks through the partnership so this can be mitigated

Priority Setting

- Partners to lead the decision of priorities and lead the work throughout.
- Shared priority with the SAB

3. ENGAGEMENT OF CHILDREN AND YOUNG PEOPLE

- Priority setting will include workshops with young people and children to understand what concerns they currently have;
- Young people and children will design the logo and branding;
- Bulletins to go out to schools specifically aimed at young people and raising awareness on specific topics with signposting;
- When reviewing priorities and impact of work young people and children to be asked for feedback and case studies to be included in all reports;
- Linking will a wide variety of young people including, SEND, youth council, PRU, schools, YOT, LAC, and very young children and their care providers.



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Tower Hamlets Safeguarding Children's Partnership

Annual Report 2019-2020



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Introduction from the Independent Scrutineer,



I am pleased to introduce the Annual Report for the Children's Safeguarding Partnership, which covers the period April 2019 to March 2020. This has been a time of change for the partnership, with the former Tower Hamlets Local Safeguarding Children's Board (THSCB) being replaced by the new Children's Safeguarding Partnership (THSCP). The report explains why and how this change has been made – this is in response to a new Act of Parliament which has the core aim of strengthening the partnership between the three Statutory partners – the Council, the Health economy locally and the Metropolitan Police. You will see from the report that the Borough has decided to extend this core Statutory partnership to include Public Health and the local education and schools' sector. The partnership is much wider than that, though, with a range of other, very important, partners which

includes the voluntary and independent providers. The most important partners, however, in this new safeguarding configuration are the children and the young people in the Borough, their families and their communities.

My role is a new and very different one from anything that has gone before. I am tasked by the partners to act as a critical friend, to ensure that all the various voices in the Borough are heard, that decisions are made fairly and inclusively and that the needs of the children and young people in the Borough are at the front of all our thinking and planning. I am overseeing the collection and the use of information and data through my chairing of the Quality Assurance and Performance Group. We are all learning how this new system will work in practice. The partners are fully committed to the task and will be seeking to make Tower Hamlets a Borough where children and young people are valued, have great opportunities and are safe.

The new structure and reporting arrangements for the partnership are deliberately slim – the partners are committed to responding quickly to changes and to avoiding any unnecessary bureaucracy. This report covers the period when the Covid-19 crisis first started, with the country going into "lockdown" just at the end of the time covered. Partners have had to learn to act very swiftly indeed in order to keep children and young people safe in potentially very unsafe times. They have responded brilliantly to this threat, with the safeguarding partnership offering one of the mechanisms for partners to rapidly identify, analyse and respond to the new challenges posed by the pandemic. There are valuable lessons from this, which will help to shape and inform how services are arranged and monitored in the future.

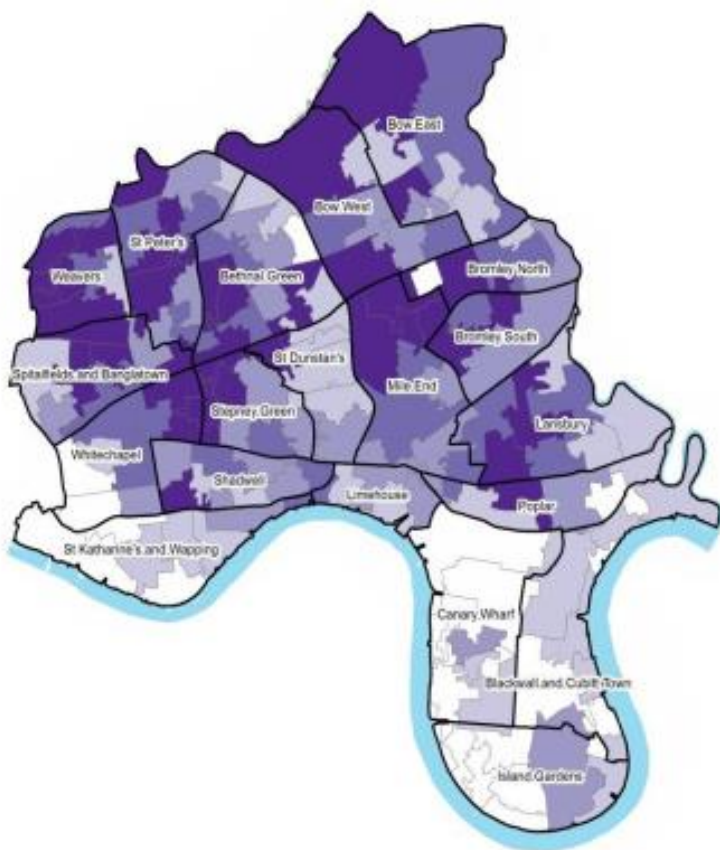
Tower Hamlets is a great Borough, full of energy and with a real commitment to making it a great place for children and young people to live and to thrive and to achieve their dreams. I look forward to working with you all, right across this complex and varied landscape of safeguarding.

A handwritten signature in blue ink, appearing to read "Keith Makin". The signature is stylized and includes a long horizontal stroke at the end.

Keith Makin,

Independent Scrutineer – Tower Hamlet's Safeguarding Children's Partnership

About Tower Hamlets



Housing

- The council has the 7th highest waiting list nationally. There are 18,808 households on the council's housing waiting list.
- • BME households account for 78% of all households on the housing register.
- • March 2019, there were 2,529 households in temporary accommodation, of which half are placed in accommodation outside of the borough.
- • In 2018/19 375 people were seen rough sleeping in the borough. People seen rough sleeping are predominately male (88%) and are UK nationals (66%)
- Estimation that 39% of housing in Tower Hamlets is now privately rented.

Education

- There are an estimated 78,000 children and young people aged 0- 19 in Tower Hamlets, a quarter of all residents.
- There are 45,000 pupils in primary and secondary schools in the borough.
- There are 163 languages spoken by pupils in our schools. 70 per cent of pupils do not speak English as a first language. Predominantly these students are Bengali speakers, reflecting the 61per cent of all students who are of Bangladeshi ethnicity.
- Children and young people whose first language is not English have higher attainment than pupils whose first language is English at all stages.
- Children and young people who are entitled to and receiving Free School Meals have lower attainment at all stages than children who do not.
- The most common career aspiration amongst school pupils is a professional career (47%).

Poverty

- Tower Hamlets became significantly less deprived between the 2015 and the 2019 Indices of Multiple Deprivation, moving from 10th to 50th on the rank nationally but 60% of the borough still within the 30% most deprived parts of England.
- Deprivation among children and older people is much higher than deprivation as a whole.
- Other data, such as children in low income families continues to show a very high extent of poverty in the local population.

Environment

- The borough has a rich and historical environment, with more than 200 parks and open spaces.
- The borough's high level of economic output contributes to it producing the 3rd highest level of CO2 emissions in London. CO2 emissions have fallen but not sufficiently quickly, so Tower Hamlets declared a climate emergency in March 2019
- Tower Hamlets residents have a high level of concern about environmental issues with dirt, air pollution, traffic congestion and lack of parks among those concerns.

Economy

- In 2017 Tower Hamlets economic output was £29.7bn
 - Nearly 300,000 jobs in the borough
 - Greater than the working age population and continuing to rise.
 - Finance and Insurance makes up 22% of all jobs, but this figure has fallen by 4% (or 6,000 jobs) since 2015.
- Most jobs (86%) are filled by non-residents.

Crime

- Between December 2015 and December 2019 there was a 39% rise in sexual offences
- Crime in Tower Hamlets has risen in recent years but less rapidly than in London as a whole. In December 2019 there were 35,118 notifiable offences, a 4.2% increase since 2016, compared to the 16% increase in the London as a whole.
- 86% of residents say they feel safe in the area during the day and 58% feel safe at night.
- Tower Hamlets has the 5th highest rate of domestic violence offences in London.

Within youth crime there has been improvements:

- Reoffending Rate: 34%
- First-time entrants rate per 100,00 of the local youth population: 404
- Custody rate per 1,000 of the local youth population: 0.32

Employment

- During 2016-19, 67% of Tower Hamlets working age population were in employment.
- 86% of residents with a higher-level qualification are in employment compared to just one third of those with no qualifications in the borough.
- Those with no qualifications have a lower employment rate in Tower Hamlets compared to London and Great Britain.
- Residents in the borough working full time earn higher than those in London. Over half of the jobs based in Tower Hamlets are in the financial, professional and technical sectors, while just one third of resident are employed in these sectors (34%).

The number of Claimant count (out of work benefits) is higher in Tower Hamlets than London or Great Britain

Health

- In 2016-18, life expectancy for men in Tower Hamlets was the same as in the UK, while for women it was slightly higher than the UK average. However, healthy life expectancy was below the national average, with a particularly large gap for women.
- Babies in Tower Hamlets were more likely to be born with a low birth weight than in England or London, but mothers were less likely to be smokers.
- The infant mortality rate was higher than the national or regional average.
- MMR vaccination coverage was good by London standards but below average for England.
- Children in Tower Hamlets were more likely to be overweight or obese at year 6 than in London or England.
- Prevalence of TB has reduced but remains more than twice the England average.

Population

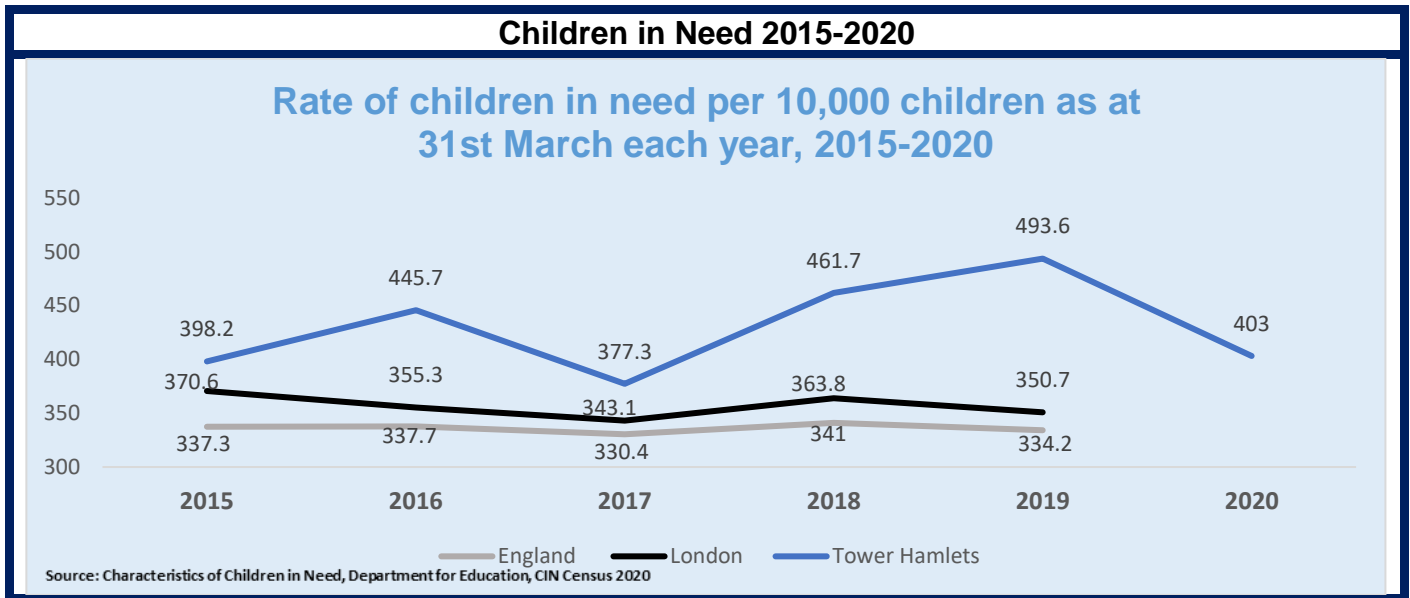
- ONS estimated the borough's population in 2019 as 324 745 Tower Hamlets has experienced the fastest growing population nationally.
- Tower Hamlets is the UK It is the second most densely populated local authority area.
- 2018 there were around 4 504 live births in Tower Hamlets.
- Over the last five years there has been an increase in the number of deaths in the borough

Data regarding Children and Young People

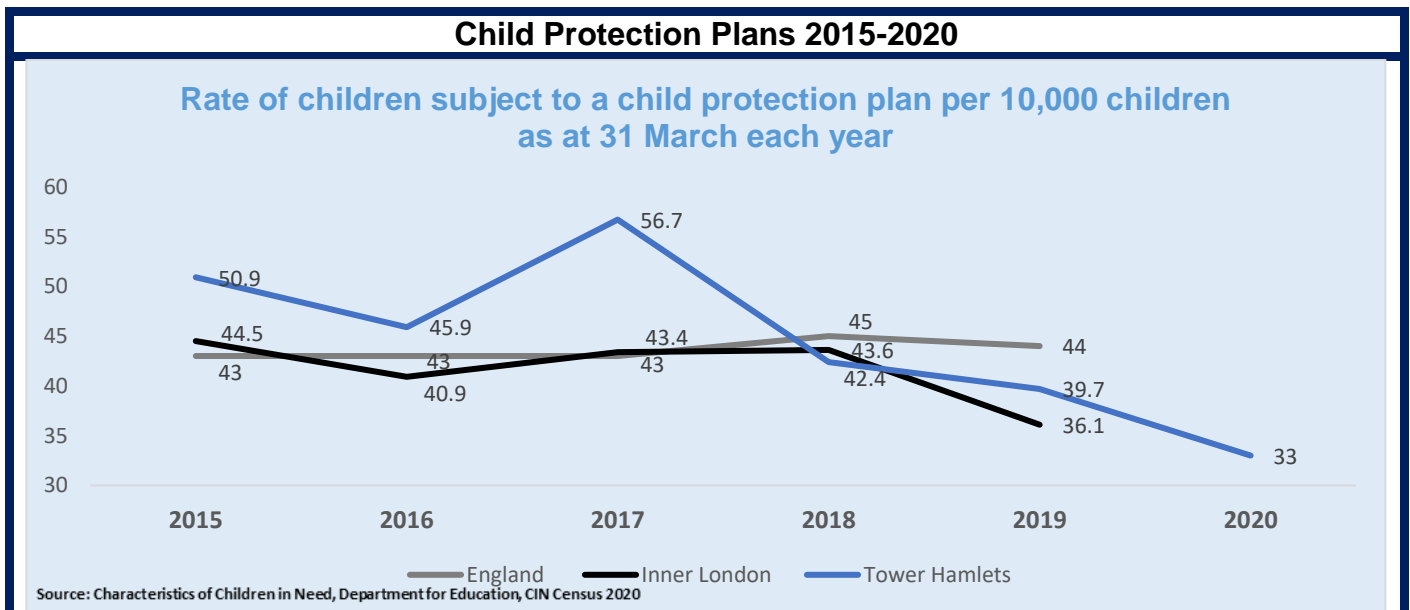
Tower Hamlets has a high proportion of children in need when compared with England and London. The number of children identified as being in need has risen considerably since 2017.

Neglect is the most common form of abuse for children in receipt of a child protection plan.

The proportion of children who are being looked after by the local authority is below the national and regional average, but the number of children has risen in recent years. The main reasons for children entering care in the year 2020 are abuse or neglect (51%) and absent parenting (25%). The majority of children in care (70 per cent) are in foster care but a significant proportion (14 per cent) are placed in the community, while 9 per cent are in children’s homes, secure units or hostels



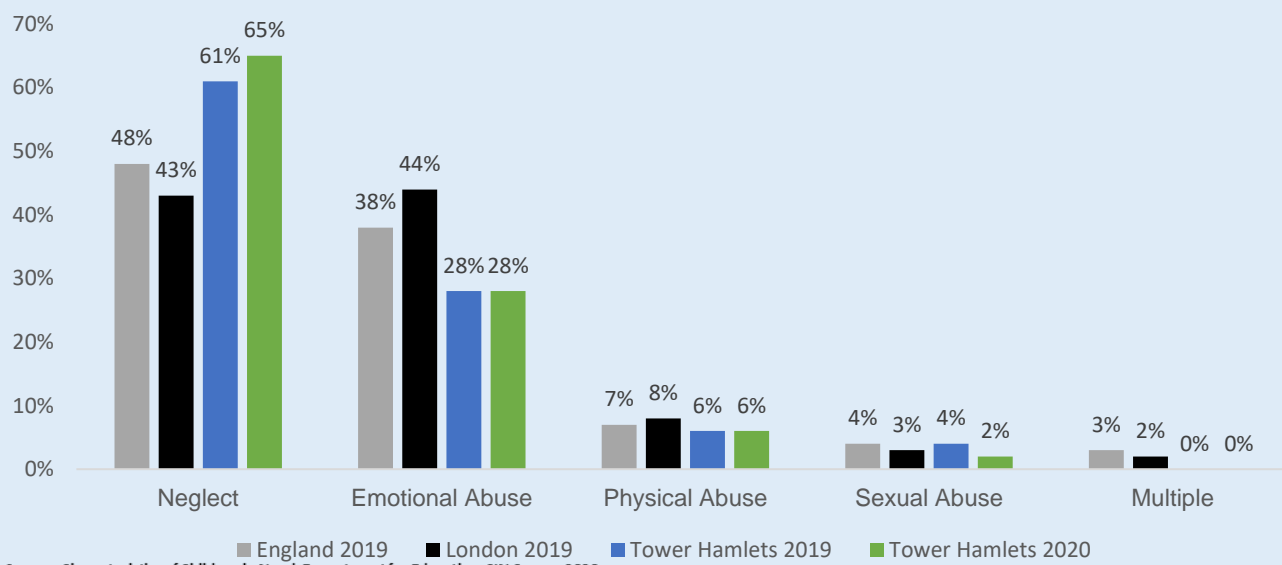
In March 2020 there were 2,860 children in need in Tower Hamlets, a decrease of 643 in a year or a rate of 403 per 10,000 children which is above both the 2019 national and London rate. In 2019, Tower Hamlets had the 3rd highest rate in London (after Islington and Hammersmith and Fulham).



In March 2020, there were 235 children with child protection plans in the borough, a fall of 47 (17 per cent) between 2019 and 2020. This is a rate of 33 children subject to a plan per 10,000 children. Tower Hamlets had the 9th highest rate in London in the year 2019.

Child Protection Plans (2)

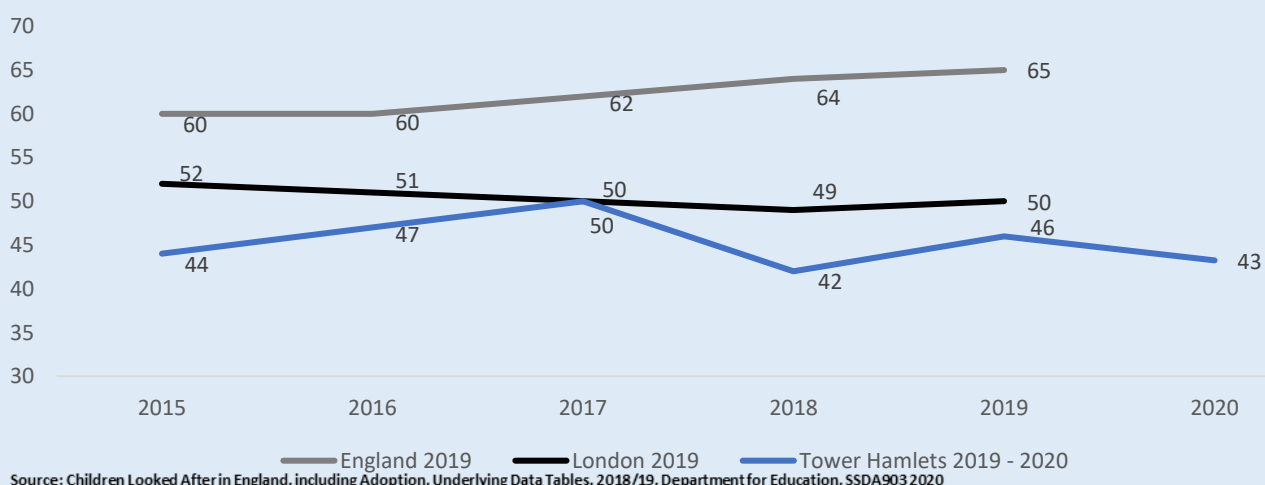
Proportion of children subject to a child protection plan as at 31 March, by category of abuse



Most common reason for being subject to a child protection plan in Tower Hamlets in 2020 was neglect (65 per cent). Higher proportion of children are subject to child protection as a result of neglect than in London or England, while a lower proportion are subject to a child protection plan as a result of emotional abuse. Just under a quarter of plans (20 percent) were second or subsequent plans.

Looked After Children

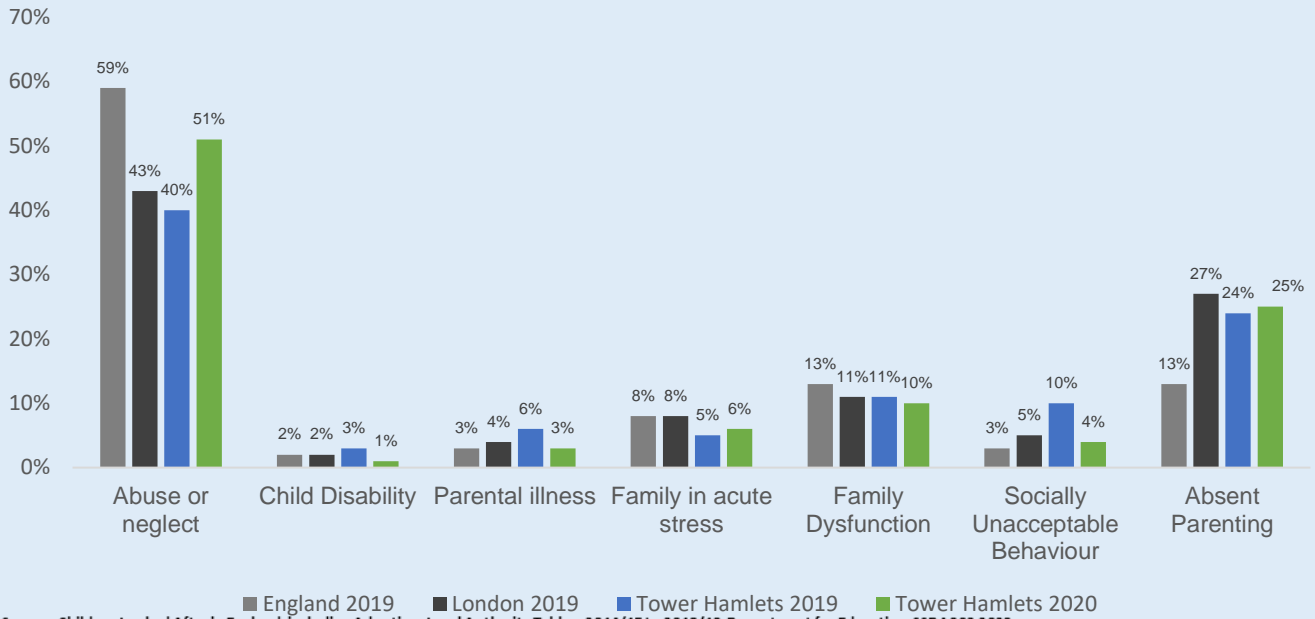
Rate of Looked After Children per 10,000 Children as at March 31st each year, 2015 to 2020



In March 2020 there were 307 children being looked after by Tower Hamlets. This was a rate of 43 per 10,000 children. This was below the 2019 London average of 50 per 10,000 children and well below the 2019 England average of 65 per 10,000 children. The number of looked after children in 2020 for Tower Hamlets was about 7 per cent lower than in 2019 (22 children less).

Children Looked after by Category of Need

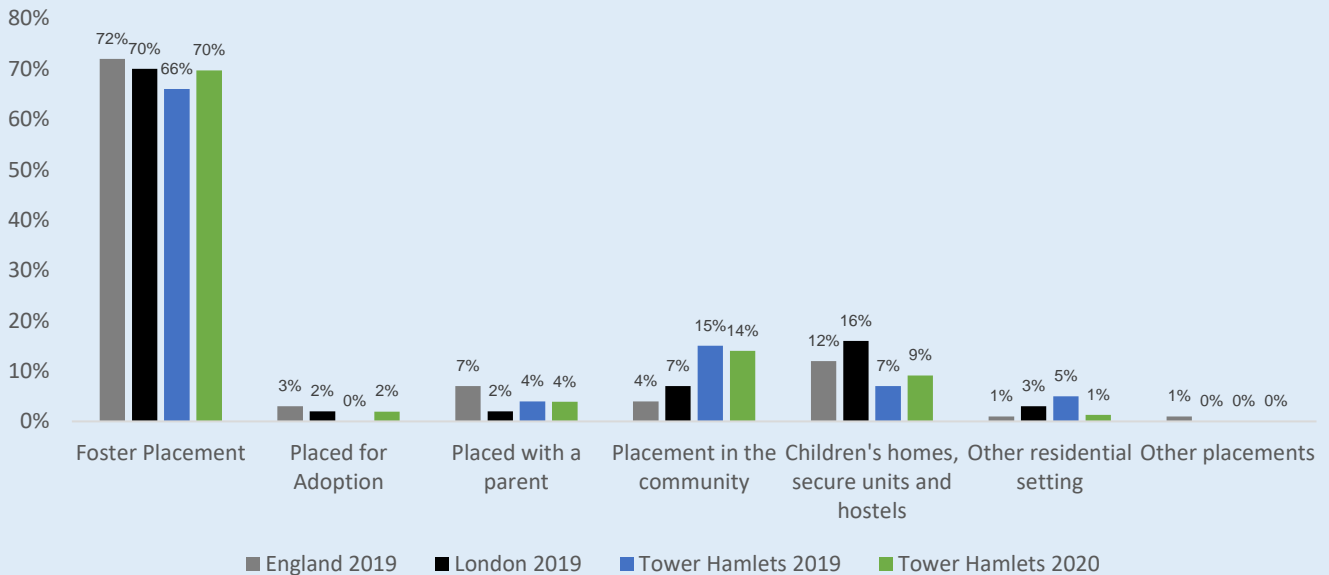
Children Looked After By Category of Need



By far the most common reason for children entering care in 2020 was abuse or neglect (51 percent), although this was below the 2019 national average. Children in Tower Hamlets were more likely to enter care as a result of absent parenting compared with the 2019 national average of 13 per cent.

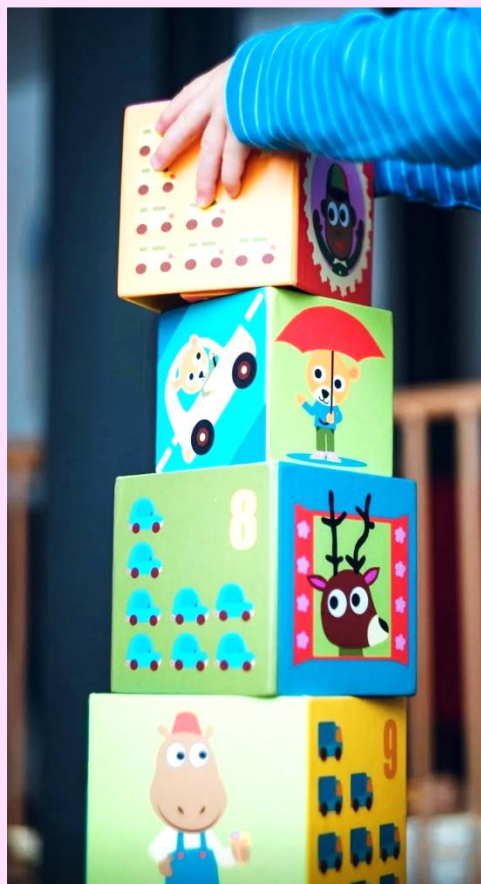
Looked After Children

Looked After Children as at 31 March, by Placement



70 per cent of children in 2020 were in foster placements, but this is just below the 2019 average for England. Tower Hamlets has a significantly higher proportion of children placed within community settings and fewer children placed in children's homes, secure units and hostels than London or England.

About the Partnership and Working Together to Safeguard Children



In April 2006, Tower Hamlets Local Safeguarding Children's Board (LSCB) was established in response to statutory requirements under the Children Act 2004. It set out the core objectives as:

- To co-ordinate what is done by each person or body represented on the board for the purposes of safeguarding and promoting the welfare of children in the area of the authority;
- To ensure the effectiveness of what is done by each person or body for that purpose.

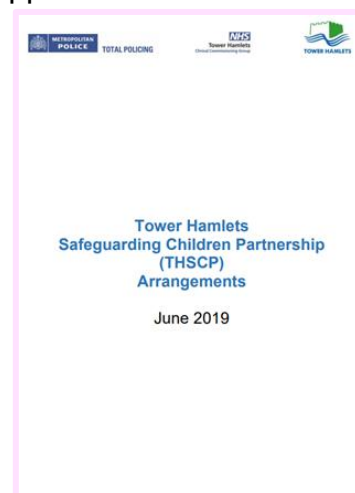
In April 2017, the Children and Social Work Act received Royal Assent, which abolished LSCBs and all sections of the Children Act 2004 that relate to it. The Department of Education published the revised Working Together to Safeguard Children Guidance in July 2018, which sets out what organisations and agencies, who have functions relating to children, must do to safeguard and promote the welfare of all children and young people under the age of 18 in England. In addition, further statutory guidance was published to support LSCB's, the new safeguarding and child death review partners, and the new Child Safeguarding Practice Review Panel in the transition from LSCBs and serious case reviews (SCRs) to a new system of multi-agency arrangements and local and national child

safeguarding practice reviews. The guidance aims to help those involved understand the requirements and to plan and manage their work in the transitional period. Safeguarding partners had up to 12 months, from 29 June 2018, to agree their local arrangements and to decide which relevant agencies they consider appropriate to work with them to safeguard and promote the welfare of children in their area.

The Tower Hamlets Safeguarding Children Partnership (THSCP) has been developed by the statutory partners in collaboration with key partners including schools, colleges and the voluntary sector. The vision of the THSCP is that the statutory partners, wider relevant agencies, community and voluntary sector and residents 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.

Tower Hamlets LSCB was required to:

- June 2019 – Publish its proposed new safeguarding arrangements;
- Sept 2019 – New arrangement and child death review systems to be operational;
- March 2020 – Transition period ended, and new safeguarding arrangement fully implemented.



Click on image to view the full Arrangements



Implementing the Guidance within Tower Hamlets

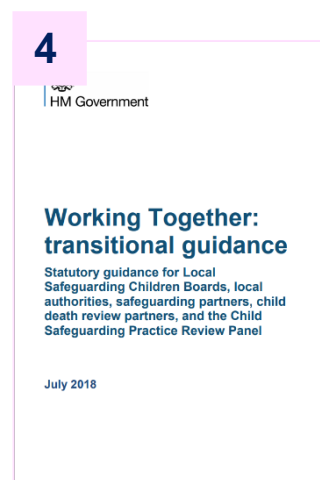
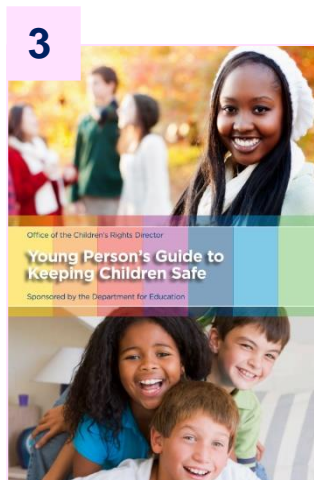
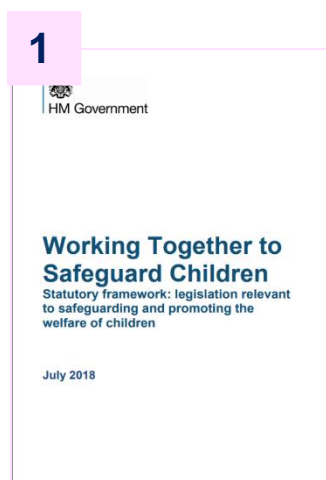
As the LSCB ceased to exist, the Tower Hamlets Safeguarding Partnership (THSCP) set out a new vision. Building on an established track record of partnership working, the vision is that the THSCP will be characterised as follows:

- 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 vision 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 can 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 11 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.

Click on the images below to view: 1. The full Working Together to Safeguard Children – Statutory Framework, 2. Young Person’s Guide to Working Together to Safeguard Children. 3. Younger Person’s Guide to Keeping Children Safe. 4. Working Together Transitional Guidance.



Key differences between the LSCB and the THSCP

Within the legislation there are many changes but two major differences are:

Police, CCG and Local Authority are now equally responsible for the partnership and its outcomes;

No requirement for board meetings or for an Independent Chair, instead THSCP have chosen to appoint an Independent Scrutineer who is involved in many aspects of the work, to ensure the partnership is working in the best way to deliver better outcomes for children and young people.

So What does that Actually Mean and Look Like?



A fluid structure – therefore more flexible and agile, responding quickly to issues.



Changes in the Coordinator and Manager Job Descriptions to provide better support to the partnership;



Previous good working relationships enhanced through the partnership;



LESS MEETINGS AND MORE OUTCOMES!

What we will still do but in a slightly different way...



Scrutinise the policy and procedures of all partners to ensure they are collaborative and give the best outcomes for children and young people



Set priorities for the partnership with the main aim of making changes and improvements in those areas;



Continue to review any cases that may be eligible for statutory review and commission those when needed;



Provide multi agency training and guidance;



Be a platform for partnership work and collaboration.

Governance and Membership

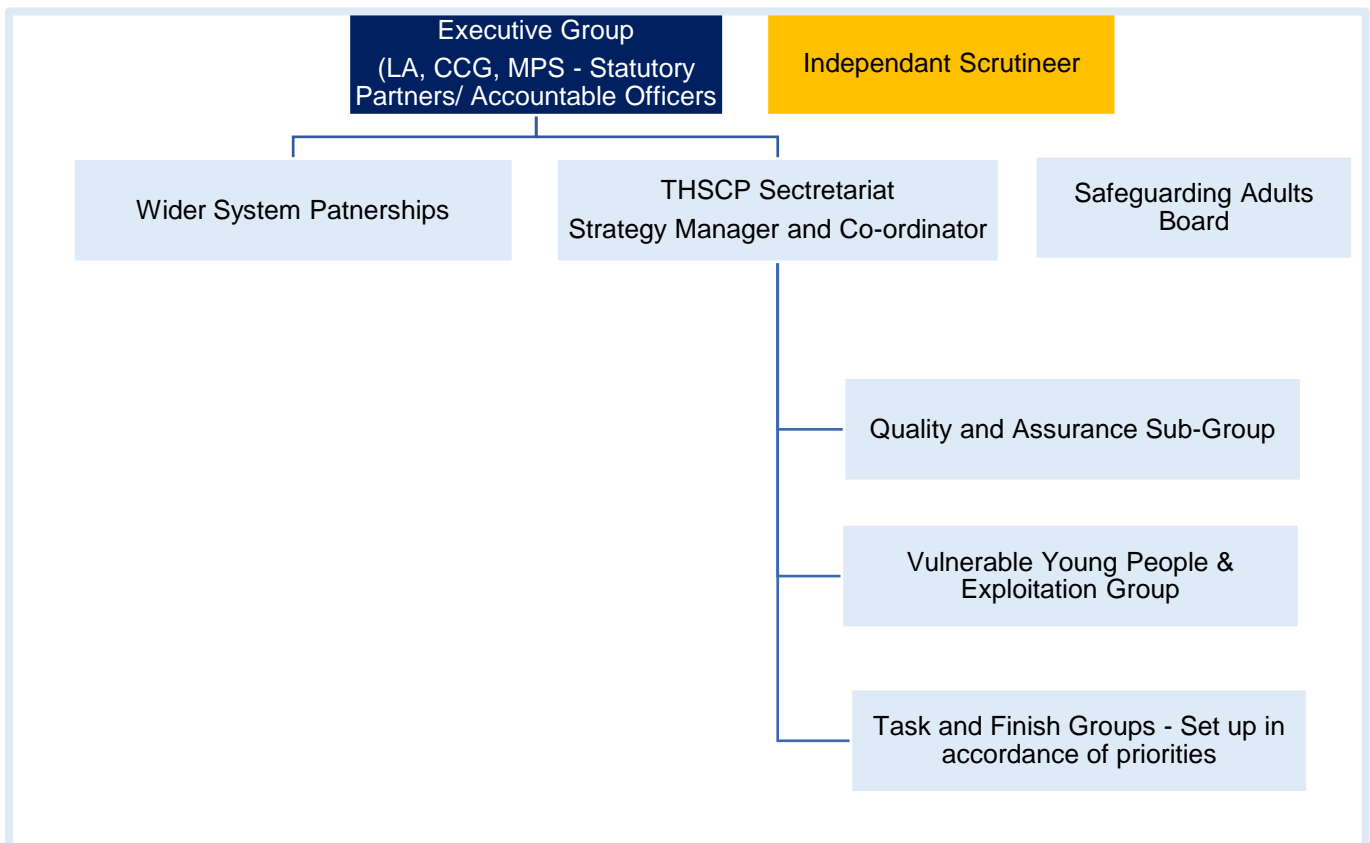


Within the new arrangements the statutory partners are responsible for the safeguarding partnership and its activities.

In the previous set up the partnership held quarterly board meetings with most partners in attendance, now the system is a small Executive Group where items are escalated and authorised.

Multiple sub-groups and task and finish groups are set up where systemic changes are made quickly and efficiently. The membership of these groups' changes dependant on the work and topic of the work so partners spent less time in unrelated meetings. Each partner contributes to the

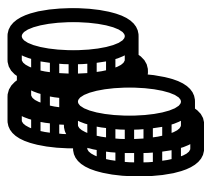
outcomes and takes a lead on various workstreams. Below is the chart of the current structure of the partnership devised under the new arrangements.



The full list of the THSCP membership:

Key		RA	Relevant Agency Partner
A	Advisor	S	THSCP Secretariat
C	Co-opted (lay members)	SP	Statutory Partner
PO	Participant Observer	V	Voting
Full Membership			
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) • 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)		
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		
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		

Resources and Funding



During this period the partnership was undergoing many changes of not just legislation but governance and staffing. The spend during this period is reflective of the transition and the costs that are attached to this. The main contributors to the partnership remain the LBTH Directorate and the Clinical Commissioning Group. The main costs to the partnership are multi-agency training, and commissioned reviews.

Contributions		Spend	
Clinical Commissioning Group	£30,000	Salaries and on costs	£107,000
TH Council	£122,000	LSCB Independent Chair (Apr-June)	£8,618
Metropolitan Police	£5000	THSCP Transitions Commissioner	£8,700
BARTS Health NHS	£3000	Total Recruitment Costs	£4365
East London Foundation	£2500	Venue and Hospitality	£460
CAFCASS	£550	External Comms Support	£4000
London Fire Brigade	£500	Thematic Review	£30,000
National Probation Services	£1000	Inter-Agency Training	£30,000
		Serous Case Reviews (continued work from previous year)	£5,307
		Software purchase	£83
Sub-Total	£164,550	Total Spend	£198,533
		Overspend	£33,983

Transition Period

Quarter 1: The vision for the new Tower Hamlets Safeguarding Children Partnership (THSCP) was 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, worked 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 new statutory partners facilitated operational groups where there was a wider engagement plan with all the partners to bring in the new arrangements and implement them. The consultation process continued throughout the year.

Quarter 2: The recruitment of the Independent Scrutineer took place in June 2019, and it was agreed that the role was different to that of the Chair and was to support, challenge and mentor the new partnership. The new proposals for the partnership were agreed and began to be tested with partners.

The arrangements for the new Tower Hamlets Safeguarding Children Partnership were finalised and published in June 2019, alongside new processes for the Child Death Overview Panel and an Independent Scrutineer was been appointed.

Quarter 3: The THSCP was officially launched in September 2019. The partnership established an Executive Leadership group comprising of three senior lead representatives; the Corporate Director for Children's Social Care, Director of Equality at the CCG and the Borough Commander to ensure that the safeguarding system is working appropriately.

The Independent Scrutineer continued in his work with a focus on the 'voice of the child' and with plans of meeting with services in exploring better effective mechanisms for hearing and feeding back the voice of the child. Discussions were held to explore how partners can work together across agencies to best address key issues; Domestic Violence and Abuse (DVA) was identified as a priority area.

Quarter 4: The Tower Hamlets Safeguarding Children Partnership completed its transition from the LSCB. The structure and terms of reference for the groups were agreed, including the Executive Leadership Group, Quality Assurance and Performance Monitoring Subgroup and Vulnerable Young People Sub-Group. This ensured that there is quality governance and that the subgroups, which consist of a wide variety of agencies and partners, can carry out the work to improve multi-agency practice. During this period, partnerships groups were held to finalise the actions required for two Serious Case Reviews (SCRs). SCRs take place after a child dies or is seriously injured and abuse or neglect is thought to be involved. It looks at lessons that can help prevent similar incidents from happening in the future.

A recruitment process was held for the new Partnership and Strategy Manager and the post was appointed to in February. Towards the end of March, a risk management group was established between the partners to ensure they are responding quickly to any risks regarding the pandemic of Covid 19.

Key Achievements

In addition to the transition, work continued across the council to support our vulnerable children and young people.

Improving the Education Offer

The Virtual School and Education Safeguarding Service were reorganised to create an engaging Virtual School offer for all ages. Following the reorganisation of the Virtual School, the partners



continued to embed a focus on improving outcomes for all vulnerable children through the facilitation and delivery of bespoke safeguarding training to schools and education settings at request and where the need is identified. Additionally, termly Designated Safeguarding Leads for Schools and Education Settings Forum meetings organised and facilitated. A new education worker was engaged who is supporting our work with young offenders.

Domestic Violence and Abuse Training

A Domestic Violence and Abuse training summit was held with key and have additionally ensured that regular Domestic Violence and Abuse training is offered as part of our commitment to learning and development.

Thematic Review

A thematic review named 'Troubled Lives, Tragic Consequences' took place in 2014-2015 which reviewed older children who had committed serious offences or were victims of serious harm. The aim was to understand common themes in the lives of these older children, relating to system practice and academic research. Within Quarter 4 the reviewer was re-commissioned to audit and review new cases. The reviewer has additionally been tasked with discussing the lessons learnt from the previous cases and how this has been embedded into practice with frontline practitioners. Work began on this during 2019 and expects to be published in 2020.

Independent Inquiry into Child Sexual Abuse

The Home Secretary established the Independent Inquiry into Child Sexual Abuse to consider whether public bodies and other non-state institutions have taken seriously their duty of care to protect children from sexual abuse. The Safeguarding Partnership was instructed to provide a statement outlining many areas of work connected to child sexual abuse within Tower Hamlets. The local authority, clinical commissioning group and the police work together with their retrospective legal teams to produce the statement over the course of January.

The Impact of the New Working Together Arrangements on Partners

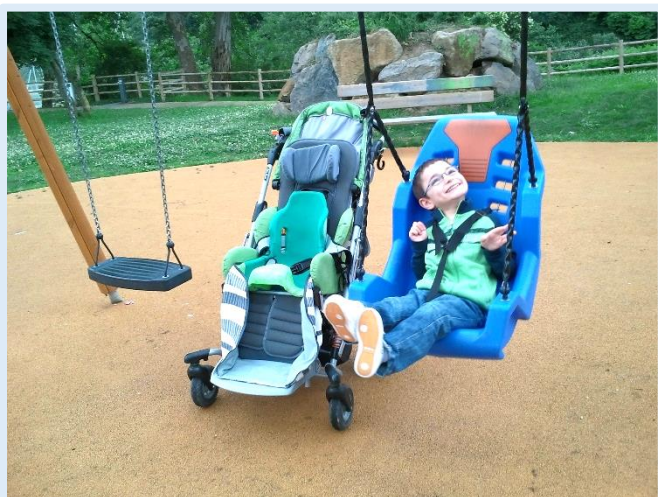
“Rapid reviews are in place and opportunity to implement learning quickly into system. Plan in place for overarching Child Death Overview Panel across Waltham Forest, Newham, Tower Hamlets, City & Hackney and opportunity to draw more learning which can help with Multi-Agency responses. Health and police are equally responsible with Local Authority for safeguarding arrangements” –
Clinical Commissioning Group

“The Community Safety Team covers a wide range of services, the new arrangements have influenced many areas including but not limited to, Violence Against Women and Girls, (VAWG), where the team is now embedded within the Children and Families Plan. The VAWG Team also has a Domestic Violence Caseworker co-located within the Multi-Agency Safeguarding Hub Team to improve partnership working to ensure victims needs are delivered. The team have implemented Young People’s Question Time provides accountability to young people and looks to use their views to influence strategic decisions on safeguarding and feelings of safety in Tower Hamlets. There have been changes with trauma informed approaches, a dedicated ‘hidden harm’ worker and neighbourhood operations with day-to-day contact with young people resulted in a front-facing service that not only enforces but also safeguards.” –
Community Safety

“For Child Protection conferences we now refer to them as Restorative Child Protection Conferences with a significant focus on the Child Protection Chair meeting with the child and parents in advance of the conference to ensure they understand the purpose and the process. Within Child Protection Plans there is a focus on what the impact of neglect / abuse on the child and what needs to happen in order to reduce the harm to the child. The CP plan is an specific focus on what needs to be done to impact positively upon the child; child centred, outcome based plans with a set timeframe and a name person responsible. –
Children’s Social Care

“Within the new arrangements in place our priority for Reset Recovery Support Service and Treatment services would be to further improve the relationship between substance misuse services and the various safeguarding services. This would give us the opportunity to offer a more balanced wrap around care package to all our service users and to ensure that we can do so in the safest way possible. This will allow for information sharing to be more transparent and to gain a better understanding on the cases that have multiple agencies working together in achieving the same goal.” –
Drug and Alcohol Services Commissioning Team

“The impact has been very positive, and this has been recognised by students and parents who feel safe coming into college. The college continue to review Safeguarding policies and procedures annually. Risks assessments are completed annually for new students with additional needs. The college continue to work closely with the partners in the Borough of Tower Hamlets, parents, Ofsted and other government organisation to maintain high standards and ensure students are safe.” –
New City Collage



“The new arrangements are difficult to assess within the current COVID environment. There are less meetings which is beneficial however it has been hard to track what the priorities are and what we are working towards as a partnership.” – Metropolitan Police

The Youth Justice Service is multi-agency by nature and has Police and health as statutory partners. As such, the new Working Together arrangements including Police and Health rather than just the Local Authority will be more holistic and the combined three core agencies will have more of a joint understanding of the nature of the Youth Justice Service. - Youth Justice

The main impact the new arrangements has had on the service is staff being aware of the guidance around those in position of trust, being familiar and keeping up to date with policies and procedures. Within March 2020 lockdown was announced, it has meant that services have had to adapt delivery from a predominantly front facing service to an on-line service. Local guidance has been produced to assist and support staff in this new era of youth work delivery. There have been more discussions and queries between practitioners and managers on safeguarding topics. As for future impact there is a shift towards having a team around a family approach that encourages safeguarding for the whole family as opposed to just the child. – Youth Services

How Partners Ensure the Voice of the Child or Young Person is at the Centre of their Work

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. Going forward there are many developments in place to ensure that the voice of the young person/ child is at the core of all our activity. Partners are asked to ensure this is continuously reflected in their practice.

*“The Clinical Commissioning Group ensures this through a competent trained workforce and a supervision model, which focuses on the child’s voice, and think family approach using a restorative practice framework. We ensure that the voice of the child is captured at all stages of the commissioning cycle, so that the views and opinions of children and young people inform service reviews, planning, development, delivery and evaluation, as well as listening to the their own individual circumstances via direct service experience feedback. We meet with Children and Young People at the children in care council and corporate parenting boards, receive and respond to CYP feedback from our multiagency partners. Child and Adolescent Mental Health Services (CAMHS) do a lot of work with young people and parents through well-established participation groups. The CCG and CAMHS also did bespoke co-production projects with the Healthwatch young influencers to shape the offer of the mental health in schools service, also considering safeguarding with regards to self-referrals and parental involvement.” – **Clinical Commissioning Group***

“The Community Safety Team covers a wide range of multi-agency Services including but not limited to Prevent, Violence Against Women and Girls and Neighbourhood Operations. Within all strands the teams are dedicated to the child and young people’s voices are at the core. This demonstrated through a dedicated youth engagement officer whose role is to capture the views of young people to influence Prevent delivery and the VAWG Delivery Plan and Strategy. This includes work to further support children, such as projects on Adverse Childhood Experiences, Reducing Parental Conflict, Positive Change Programme which works directly with parents and children affected by Domestic Abuse. The Neighbourhood Management Pilot has a very strong focus on safeguarding young people through the work conducted in schools, raising awareness of criminal gangs, grooming younger people into crime and how they can seek support. It allows

*for the service to take on the views of young people on how best to engage and support our local young people.” – **Community Safety***

*“During Child Protection Conferences and Children Looked After Reviews – the voice of the child is ESSENTIAL in all the meetings and recordings of meeting for Child Protection and Children Looked After. Each Child Protection Chair and Independent Reviewing Officer ensure that any record of a meeting held has to have the voice of the child recorded, there has to be a sense of the child in the work they do and there has to be evidence that each child has been contacted in advance of their meeting in order to plan for how they would like their meeting to look like, who they want to attend etc. Children and Young People can access the use of advocates and the take up of this is increasing in child protection conferences. The Independent Reviewing Officer takes a vital role of arranging meetings with Children who are Looked After”. - **Children’s Social Care***

*“The police work closely with other agencies regarding ensuring the best outcome for vulnerable children. Within the police we have Domestic Abuse Champions on all response teams that are aware of the importance of capturing the Voice of the Child. In addition, there is structure follow up in secondary supervision to ensure that the voice of the child is captured. This practice is reflected in missing children, exploitation and the indecent image team. The officers are on a journey with capturing this information”. – **Metropolitan Police***

“We offer family support by working with parents, children and families of those who are struggling with substance misuse issues. Specifically, to children, we offer a programme; Moving Parents and Children Together which focuses on the relationships between children and parents who misuse substances .This programme has been successfully rolled out within our service multiple times and has always received great feedback and excellent attendance from the participants. This offers an opportunity to

engage with families and their children to improve their relationships, increase their quality of lives as well as safeguard and offer the support needed to encourage honest and transparent relationships. An advantage to this course is creating a safe space to discuss the impact of addiction openly and appropriately and how this affects the children's' lives. The relationship built with families allows us to signpost and refer to other services that may be able to offer additional support for these children. – **Drug and Alcohol Commissioning Team**

“Our role is to support schools to get the best outcomes for children. In this sense the needs of children are at the heart of our work with schools. Our main priority is educational outcomes but our risk assessment, as part of our monitoring role, includes a focus on their wellbeing through monitoring safeguarding concerns, complaints, attendance and exclusions.” – **The Education Partnership**

At New City College, Tower Hamlets campus, we have a named experienced Designated Safeguarding Lead and a team of 11 Safeguarding Officers who have expertise in safeguarding young people. The team is experienced in supporting young people with SEND, 14-16 learners and 16-18 learners from a variety of socio-economic backgrounds. The team works closely with Children's Services, individual social workers, Children and Adolescents Mental Health Services in order to support young people and share good practice in Safeguarding young people and vulnerable adults. The team has led on Mental Health Awareness events across the College and has a wide range of PREVENT resources and activities which cover both radicalisation and British Values. During the COVID 19 Lockdown the Safeguarding team is working hard to ensure learners stays safe online and that they have access to Safeguarding Officers and advice, support and guidance. – **New City College**

“The assessment tool used by the Youth Justice Service, “Asset plus”, has a self-assessment questionnaire to be completed by the child/young person so that their views are recorded. The child/young person is encouraged to complete their intervention plan with their YJS practitioner and set their own realistic, smart goals. In initial assessment reports (Referral Order and/or Pre-Sentence), the child/young person is asked to give their own account of their offence and their views are recorded.” – **Youth Justice Service**

The youth service has a weekly youth council meeting that comprises of a young mayor, 5 deputies with specific remits to work with services across the council and council members. Further to this, we hold a weekly Children in Care Council meeting. The primary role of these meetings is to ensure young people's thoughts, ideas and voices are heard that influence and shape the work of the youth service and other services across the council. More locally in youth hubs, a broad cross section of young people take part in local youth boards where they are encouraged to exercise choice and to take ownership of the Youth Service by raising queries, discussing and being consulted on service delivery and budget management, scrutinising and contributing to the design and implementation of the youth hub curriculum – taking part in delivery where possible under the guidance of youth workers, alongside holding youth workers, the council and service providers to account. – **Youth Services**



Example of How the Voice of Children and Young People Shape the Work of the Partners

Following the death of a young person with asthma locally, an engagement session was set up to understand what could be improved. A 5-year-old boy revealed, through his drawing, that having a bad asthma day felt like a horrible green monster. This set the name and the ambition to initiate an integrated CYP wheeze asthma programme called “Stopping the Monster days”. The several engagement events with families, young people and professionals across the system (health, education and care) informed the changes that needed to happen. This included shift in care from secondary health care into primary health care and schools, as well as a co-production approach on how to educate families on the importance of air quality. It also included integrated training (for clinical and non-clinical staff across Tower Hamlets). To date the programme has resulted in excellent feedback from all families, children and young people, professionals across the system as well as increasing the proportion of children with a asthma care plans from 40% to 75%, reduction in hospital care for wheeze and asthma by 22%, with a reduction in acute care cost of £142,000 in a year not including interventions in schools.

Training and Development

The partnership has worked alongside Children’s Social Care to provide multi-agency training. Within 2019-20 the training sessions included

Local Safeguarding Children’s Partnership Training

Domestic Abuse

Responding to Child and Adolescent Neglect

Multi-Agency Working to Safeguarding Children in Tower Training

Child Protection and Safeguarding Children in Tower Hamlets-Advanced

Exploitation

Cultural Competence

Introduction to African Families

Anti-racist Training

Online safety

Threshold Training

Safeguarding Month November 2019

In Tower Hamlets, safeguarding a child or adult from abuse is everyone’s business. The joint children and vulnerable adults Safeguarding Month was held for the sixth consecutive year. Within Safeguarding Month, the LSCB Partners and the Safeguarding Adults Board held a host of sessions throughout the month including drop-in sessions, roadshows and workshops for parent/carers, young people, service users and professionals. The aims were to:

- Showcase the range and depth of safeguarding activity that exists in Tower Hamlets
- Raise awareness of safeguarding issues and highlight what support is available and how it can be accessed
- Disseminate learning to increase professional knowledge

Some of the sessions included but were not limited to:

- Child Exploitation Drop-In Clinic: which were open sessions for children's services practitioners wanting expert subject case advice and guidance on exploitation issues including Gangs, Missing, Sexual and Criminal Exploitation;
- Voluntary Sector Children & Youth Forum: A Space for Talk? Which was a workshop for professionals interested in developing the virement and activities in their organisation to encourage children young people and families to express what is going on for them.
- Somali Parent and Carer's Network – Tackling Poverty. The Network provides a regular space for Somali families to meet and share experiences of parenting and services for families in the borough.
- Lunch and Learn – Combatting Modern Day Slavery. A lunch and learn session hosted by the local authority and Metropolitan Police.
- "Prevent" Safeguarding from radicalisation session which was a session for NHS staff to raise awareness of 'Prevent' issues and the role 'Prevent' play in tackling extremism and radicalisation.

How Partners have Assured Multi-Agency Working through Learning and Development



The Clinical Commissioning Group contributed to the following but not limited to :

- IICSA partnership response. The learning from the CCG action plan highlighted the need to share the learning from the Barts Health Trust Do You Feel Safe questions into primary care;
- Supporting the implementation of the revised Safeguarding Partnership Arrangements including review of the rapid review processes. We are key members of partnership meetings.
- Designated Professionals have contributed to partnership audits, review of children subject to child protection plans and case conference appeals, inputting into thematic or case reviews.
- Co-chairing of the Health and Social Care Leads meeting, which acts to share best practice, resolve any emerging systems blocks and aid positive working relationships.
- Supporting the MOPAC roll out of IRIS programme to support primary care teams with domestic abuse identification.

Staff training is a blended approach using eLearning and face to face programmes.” – **Clinical Commissioning Group**

The Community Safety Team are multi-agency by default and ensure this is embedded through practice including not limited to:

- Attendance at various conferences with regards to the management of risk of radicalisation in children (hosted by Redbridge).
- Conference with partners and Department of Education on the management of returning minors from Syria and input into the development of national guidance in this area.
- The VAWG Team regularly receive updated Safeguarding training.
- The Community Safety Partnership have had 11 domestic homicides in Tower Hamlets, 7 of which have been

published. Many findings and recommendations from these have resulted in lessons learnt to improve safeguarding young people who are exposed to Domestic Abuse.

- Training has been delivered to all members of staff to ensure they are equipped to identify safeguarding concerns to make appropriate referrals and signposting to appropriate services. -**Community Safety**

“The child protection appeals has been reviewed and updated to include a stage 2 process which has partner agencies (education, health and police) contributing to these appeals. The child protection quarterly panel (panel which considers cases subject to Child Protection plans for 15 + months) is a multi-agency panel (health, education and police) attend this panel; this panel is consequently involved in the oversight of the process of the child protection plan and contributes to the reduction in the length of time a child is subject to the plan. Local Authority Designated Officer (LADO) manages allegations against professionals LADO –the management oversight processes have been reviewed and updated. Safeguarding handbooks for churches and mosques have been reviewed and updated. Work has started to ensure case consultations in relation to the Safeguarding Muslim Coordinators work is recorded in each child’s record – **Children Social Care**

We work alongside multiple agencies to ensure safeguarding of our service users. We work with the hidden harm worker, MASH, MARAC and social services to signpost appropriately and to offer the correct support for the individual involved. Our frontline workers are confident in their ability to make appropriate referrals to safeguarding agencies and will often follow up with the social worker allocated to that case. We have conducted joint meetings between the various services. This is something that we feel needs to continue and to involve other agencies such as social services so that we can have a complete

multidisciplinary team discussing these cases. This will allow us to keep up to date with pathways, referral systems as well as give us more of an insight into the resources that can be accessed for the community of Tower Hamlets. – **Drug and Alcohol Commissioning Team**

“Our team is up to date Up to date with safeguarding training and safer recruitment training. We have a designated Safeguarding lead. Our Executive Director sits on various boards and committees as part of our multi agency work.”- **Education Partnership**

“Every year the college organise a Safeguarding training for the Safeguarding officers. The training is provided by John Guest, a register Social Worker and approved trainer Southwark Children’s & Adults Services.

- *All new members of the staff at the college complete an online safeguarding induction;*
- *All college staff have a safeguarding training every 3 years;*
- *The college work closely with the London MET Police.”* – **New City Collage**

“The organisation has structured professional development days which occur every quarter. All officers on the Basic Command Unit attend these training days and there is always safeguarding training within the content. At we are currently reviewing the training needs of the teams and are trying to build more relevant training. This is an ongoing piece of work. All officers within safeguarding should and can attend formal police safeguarding training, this

is a 2-week initial safeguarding course and covers an introduction to safeguarding teams. There will also be slots available for trainee constable’s and newly promoted sergeants to be attached to the partnership teams.” – **Metropolitan Police**

“Youth Justice Service staff have access to all courses available on the LBTH Learning Hub as well as courses available specifically targeted at youth justice staff through the Youth Justice Board annual training programme. All Youth Justice Service staff have a mandatory training programme they are expected to complete whilst employed in the service, and this is updated annually. Safeguarding is included as one of the mandatory training courses.” – **Youth Justice Service**

Staff have attended on-line Safeguarding and Child Protection & Safeguarding Children in Tower Hamlets (Advanced). The training carried out is renewed before expiry to ensure information and procedures are current and up to date. The priority when providing a service is to promote the welfare of young people.

The learning from staff attending new and refresher training has allowed staff to be kept up to date with safeguarding policies and procedures, enhanced knowledge, confidence, skills and the ability to work together on the processes for safeguarding and promoting the welfare of children and young people in complex and challenging situations. This has created a better understanding on developing good multi-agency working practices and incorporates the Pan London Continuum of help and support – **Youth Services**

The Local Authority Designated Officer

The Local Authority Designated Officer (LADO) procedures have been updated in the previous year.

Arrangements to Manage Allegations against paid/unpaid Staff process is the responsibility of the Local Authority Designated Officer (LADO) who is responsible for:

- Managing individual cases
- Providing advice and guidance
- Liaising with police and other agencies
- Monitoring progress of cases for timeliness, thoroughness and fairness.

Click [here](#) for the full procedure and [here](#) for the process flowchart.

Serious Case Reviews/ Local Learning Reviews



New Arrangements

Under the previous partnership arrangements, a Serious Case Review (SCR) were established under the Children Act (2004) to review cases where a child has died, and abuse or neglect is known or suspected. SCRs could additionally be carried out where a child has not died but has come to serious harm as a result of abuse or neglect. Safeguarding Partnerships were advised to continue with any on going Case Reviews. From the previous LSCB there are two SCRs that have been worked on throughout the year, these will be published in the year 2020. The latest date for completion and publication of an SCR under the old arrangements is 29 September 2020.

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.

Governance and Funding of the Local Learning Reviews.

Independent Scrutineer and the Rapid Review 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



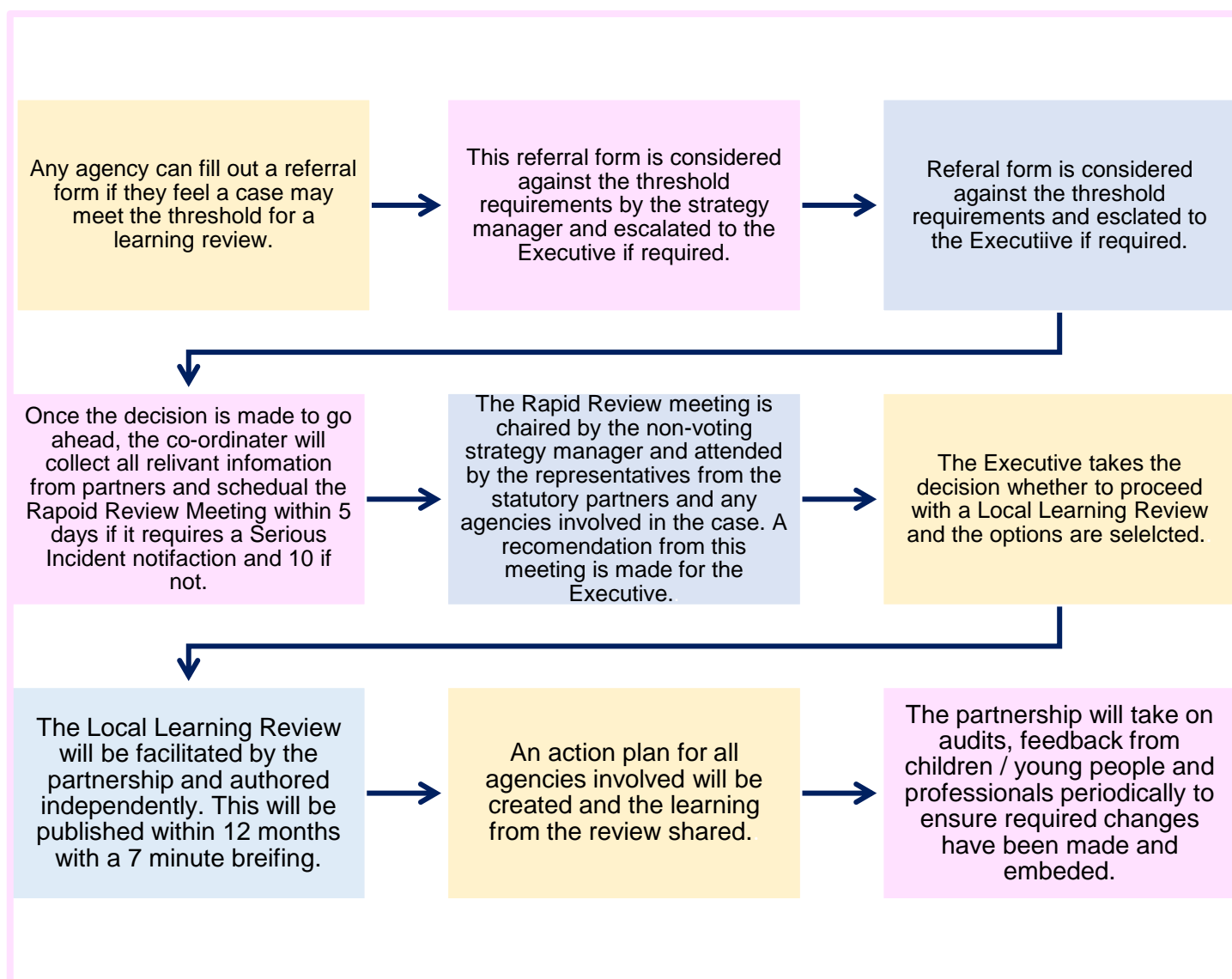
Statutory Partners who have been involved in the case (mainly the Statutory Partners as the lead service commissioners). There may however be circumstances where in order to proceed a different resourcing model will be required. Joint funding decisions and disputes on local case review should not delay 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. There are a few options of costing of the Local Learning Reviews but within in all cases the cost will be shared among the statutory agencies, either health, police or the local authority can lead on the review, compared to the previous set up of the Local Authority taking the main lead. For more information on the options for apportioning Local Reviews please click [here](#).

What does this mean for the Safeguarding Children’s Partnership?

The partnership can be more flexible and creative with the approach to the local learning review and have further emphasis on the journey of the child, the voice of the family/carers and the systemic learnings. The system will prevent delays and ensure the learning is disseminated at a rapid pace. Costing and the governance of the reviews will be shared across the statutory partners.







What does this look like for Tower Hamlets?

A rigorous process has been put in place for decision making and commissioning of any statutory reviews. The executive will have final sign off on any decision for a review and how this will be facilitated and by which partner. A procedure will be in place for cases that do not meet the threshold but there is some key learning, and this will sit with the Rapid Review Team to implement.



Child Death Overview Panel (CDOP) – Child Death Review (CDR)

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 several significant changes to the Child Death Review 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.

What does this mean for the Safeguarding Children's Partnership?

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.

Next Phase and Key Focus

The next year will focus on embedding the changes to the partnership and setting new priorities to focus on. Consultations with partners, front-line practitioners and children and young people will begin in October 2020.

Phase 1: Embed the new safeguarding arrangements: Leadership from the three statutory partners, effective independent scrutiny and engagement with all relevant agencies

<p>Communications Strategy:</p>	<ul style="list-style-type: none"> • Logo to be created by children and young people • New brandings and templates • Website changes and updates
<p>Live Audits:</p>	<ul style="list-style-type: none"> • Partners to have table top discussion and workshops to audit rather than lengthy written reports; • At least two will take place per year.
<p>Local Learning Reviews (Statutory Reviews):</p>	<ul style="list-style-type: none"> • Ensure a robust and transparent system in place for decision making; • A procedure in places for cases that do not meet the threshold but there is some key learning; • 7 minute briefings published alongside the review and 12 month post published partnership update.

Phase 2: Facilitate a culture shift within the partnership

<p>Multi Agency Data Dashboard</p>	<p>Learning Events</p>	<p>Live Data and Emerging Risks</p>	<p>Priority Setting</p>
<ul style="list-style-type: none"> • Creation of a multi-agency quarterly dashboard to monitor trends and impact of activity; 	<ul style="list-style-type: none"> • THSCP to facilitate events led and driven by the partnership • Monthly topical bulletins' sent out to the THSCP 	<ul style="list-style-type: none"> • Partners table data and emerging risks through the partnership so this can be mitigated 	<ul style="list-style-type: none"> • Partners to lead the decision of priorities and lead the work throughout. • Shared priority with the Safeguarding Adults Board.

Phase 3: Ensure that children and young people are engaged throughout.

- Priority setting will include consultations with young people and children to understand what concerns they currently have;
- Young people and children will design the logo and branding;
- Bulletins to go out to schools specifically aimed at young people and raising awareness on specific topics with signposting;
- When reviewing priorities and impact of work young people and children to be asked for feedback and case studies to be included in all reports;
- Linking will a wide variety of young people including, Special Education Needs , Youth Council, Pupil Referral Unit, Schools, Youth Offending Team, Looked After Children, and very young children and their care providers.



The partnership will continue to strengthen its relationships and ensure that children and young people are at the centre of all work.

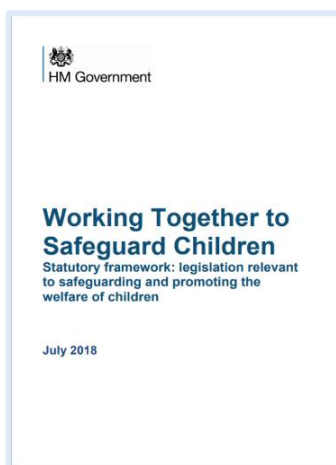
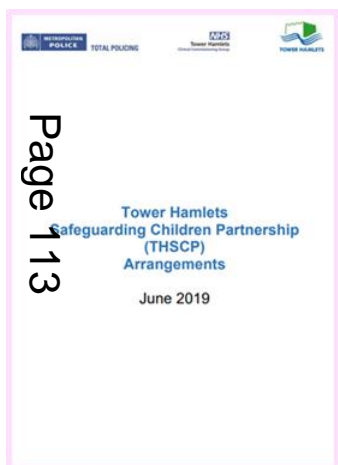
Tower Hamlets Children Safeguarding Partnership Annual Report 2019-20 – One Page Summary

What was new?

New legislation came in which meant the Local Safeguarding Children's Boards (LSCBs) would cease to exist and new Safeguarding Partnerships would take their place. One of the main changes was that the Local Authority, Police and Clinical Commissioning Group now have joint and equal responsibility over the partnership compared to just the Local Authority. Tower Hamlets developed new arrangements in collaboration with core and wider partners this was published in June 2019. This introduced the new **Tower Hamlets Safeguarding Children's Partnership (THSCP)**.

Click below to read in detail about the new arrangements of the THSCP.

Click below to read the full legislation



Introduction of an Independent Scrutineer:



There is no requirement for board meetings or an independent chair. The THSCP have chosen to appoint an Independent Scrutineer who is involved in many aspects of the work to ensure the partnership is working in the best way to deliver better outcomes for children and young people in Tower Hamlets.

How did this change things?

To implement the changes the partnership set up:

- A new governance model which includes wide partnership meetings with a small executive group for efficient decision making;
- A fluid structure – therefore more flexible and agile responding quickly to issues;
- Changes in the Coordinator and Manager job descriptions to provide support to the partners;
- LESS MEETINGS AND MORE OUTCOMES!



We still continue to conduct statutory reviews – (in a new and different way), scrutinise policy and procedures of partners, set priorities for the partners where the partnership will work collectively to improve areas across safeguarding, provide multi-agency training and guidance and be a platform for partnership work and collaboration.

What's next for 2020-21?

Phase 1: Embed the new safeguarding arrangements: Leadership from the three statutory partners, effective independent scrutiny and engagement with relevant agencies. This will include:

- A Communication Strategy with input from children and young people.
- Live Audits – to ensure we are continuously learning.
- Local Learning Reviews – a robust and transparent system in place for decision making.

Phase 2: Facilitate a culture shift within the partnership. This will include:

- Sharing of data for a multi-agency data dashboard;
- Partnership led learning events;
- Discussing live data and emerging risks as they arise;
- Priority setting as a partnership alongside young people and linking with the Safeguarding Adults Board.

Phase 3: Ensure children and young people are engaged throughout. This will include:

- Priority setting with children and young people;
- Key nominated partners to continuously link with groups of young people throughout the year;
- Bulletins specifically for schools to be shared with young people;
- Continuous feedback and scrutiny;
- Linking with a wide variety of young people including, Special Education Needs, Youth Council, Pupil Referral Unit, Schools, Youth Offending Team, Looked After Children, and very young children and their care providers



**Tower Hamlets Safeguarding Children Partnership
Executive Leadership Group**

Purpose of the paper: For action	Date:	Friday 6 th November 2020
	Agenda No:	

Title of papers:
Options for Local Learning Reviews

Author of paper:
Louise Griffiths – Strategy and Partnership Manager, LBTH

Officer to present the paper to the Exec:
Louise Griffiths – Strategy and Partnership Manager, LBTH

Reporting on behalf of:
THSCP Business Unit

Details on who has been consulted with on this paper to date:
N/A

Details of further plans for consultation:
N/A

How does this paper address/improve safeguarding children arrangements?
The paper sets out arrangements for Local Learning Reviews

How will this report item improve outcomes for children & young people?
Implementation of the new system for statutory reviews will improve how the learning from cases where a child has been seriously harmed or died from abuse or neglect is embedded. The process will be driven by the partnership and outcome focused.

Options for Local Learning Reviews

1. A key feature of the THSCP new system is the move away from Serious Case Reviews (SCR) in favour of local review. There are several guiding principles underpinning the resourcing of local reviews. The report looks at the previously published guidance for the Safeguarding Children's Partnership, specific legalisation within the Working Together Arrangements regarding statutory reviews and suggests the implementation of option for Local Learning Reviews.

1.1 As published in the THSCP arrangements the overall aims of local review are:

- 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 methodology 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.

1.2 The published arrangements propose the following options for apportioning costs:

1.2.1 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.

1.2.3 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 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:

- 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;
- 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;
- 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 enough time is given to members to attend meetings and undertake the work of the THSCP.

1.3 To view the full THSCP Published Arrangements click on the link: <https://www.towerhamlets.gov.uk/Documents/Children-and-families/services/THSCParrangements.PDF>

2. Working Together Arrangements Transitional Guidance:

2.1 This section of the report contains extracts from the Working Together Arrangements as a reminder to the Executive of the guidance regarding Child Safeguarding Practice Reviews, both local and national. The working together arrangements details that “Sometimes a child suffers a serious injury or death as a result of child abuse or neglect. Understanding not only what happened but also why things happened as they did can help to improve our response in the future. Understanding the impact that the actions of different organisations and agencies had on the child’s life, and on the lives of his or her family, and whether or not different approaches or actions may have resulted in a different outcome, is essential to improve our collective knowledge. It is in this way that we can make good judgments about what might need to change at a local or national”

2.2 Purpose of Child Safeguarding Practice Reviews

- “The purpose of reviews of serious child safeguarding cases, at both local and national level, is to identify improvements to be made to safeguard and promote the welfare of children. Learning is relevant locally, but it has a wider importance for all practitioners working with children and families and for the government and policymakers. Understanding whether there are systemic issues, and whether and how policy and practice need to change, is critical to the system being dynamic and self-improving;
- Reviews should seek to prevent or reduce the risk of recurrence of similar incidents. They are not conducted to hold individuals, organisations or agencies to account, as there are other processes for that purpose, including through employment law and disciplinary procedures, professional regulation and, in exceptional cases, criminal proceedings. These processes may be carried out alongside reviews or at a later stage. Employers should consider whether any disciplinary action should be taken against practitioners whose conduct and/or practice falls below acceptable standards and should refer to their regulatory body as appropriate”

2.3 Responsibilities for Reviews

2.3.1 “When a serious incident becomes known to the safeguarding partners, they must consider whether the case meets the criteria for a local review.

2.3.2 The responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel (the Panel) and at local level with the safeguarding partners.

2.3.3 The Panel is responsible for identifying and overseeing the review of serious child safeguarding cases which, in its view, raise issues that are complex or of national importance. The Panel should also maintain oversight of the system of national and local reviews and how effectively it is operating.

2.3.4 Locally, safeguarding partners must make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.

2.3.5 The Panel and the safeguarding partners have a shared aim in identifying improvements to practice and protecting children from harm and should maintain an open dialogue on an ongoing basis. This will enable them to share concerns, highlight commonly recurring areas that may need further investigation (whether leading to a local or national review), and share learning, including from success, that could lead to improvements elsewhere.

2.3.6 Safeguarding partners should have regard to any guidance which the Panel publishes.

2.3.7 Serious child safeguarding cases are those in which:

- abuse or neglect of a child is known or suspected and
- the child has died or been seriously harmed

2.3.8 Duty on local authorities to notify incidents to the Child Safeguarding Practice Review Panel.”

2.4. Decisions on Local and National Reviews

2.4.1 “Meeting the criteria does not mean that safeguarding partners must automatically carry out a local child safeguarding practice review. It is for them to determine whether a review is appropriate, taking into account that the overall purpose of a review is to identify improvements to practice. Issues might appear to be the same in some child safeguarding cases but reasons for actions and behaviours may be different and so there may be different learning to be gained from similar cases. Decisions on whether to undertake reviews should be made transparently, and the rationale communicated appropriately, including to families.

2.4.2 Safeguarding partners must consider the criteria and guidance below when determining whether to carry out a local child safeguarding practice review. The criteria which the local safeguarding partners must take into account include whether the case:

- highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified
- highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children;
- highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children
- is one which the Child Safeguarding Practice Review Panel have considered
- and concluded a local review may be more appropriate.

2.4.3 Safeguarding partners should also have regard to the following circumstances:

- where the safeguarding partners have cause for concern about the actions of a single agency
- where there has been no agency involvement, and this gives the safeguarding partners cause for concern
- where more than one local authority, police area or clinical commissioning group is involved, including in cases where families have moved around

- where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings.”

2.5. Commissioning a Reviewer or Reviewers for a Local Safeguarding Practice Review

2.5.1 The safeguarding partners are responsible for commissioning and supervising reviewers for local reviews.

2.5.2 In all cases they should consider whether the reviewer has the following:

- professional knowledge, understanding and practice relevant to local child safeguarding practice reviews, including the ability to engage both with practitioners and children and families.
- knowledge and understanding of research relevant to children’s safeguarding issues
- ability to recognise the complex circumstances in which practitioners work together to safeguard children
- ability to understand practice from the viewpoint of the individuals, organisations or agencies involved at the time rather than using hindsight
- ability to communicate findings effectively
- **whether the reviewer has any real or perceived conflict of interest.”**

2.6. Local Child Safeguarding Practice Reviews

2.6.1 “The safeguarding partners should agree with the reviewer(s) the method by which the review should be conducted, taking into account this guidance and the principles of the systems methodology recommended by the Munro review.

2.6.2. The methodology should provide a way of looking at and analysing frontline practice as well as organisational structures and learning. The methodology should be able to reach recommendations that will improve outcomes for children. All reviews should reflect the child’s perspective and the family context.

2.6.3 The review should be proportionate to the circumstances of the case, focus on potential learning, and establish and explain the reasons why the events occurred as they did.

2.6.4 As part of their duty to ensure that the review is of satisfactory quality, the safeguarding partners should seek to ensure that:

- Practitioners are fully involved in reviews and invited to contribute their perspectives without fear of being blamed for actions they took in good faith;
- Families, including surviving children, are invited to contribute to reviews. This is important for ensuring that the child is at the centre of the process. They should understand how they are going to be involved and their expectations should be managed appropriately and sensitively;
- The safeguarding partners must supervise the review to ensure that the reviewer is making satisfactory progress and that the review is of satisfactory quality. The safeguarding partners may request information from the reviewer during the review to enable them to assess progress and quality; any such requests must be made in writing.
- The President of the Family Division’s guidance covering the role of the judiciary in SCRs should also be noted in the context of child safeguarding practice reviews.”

2.7 Expectations for the Final Report

2.7.1 “Safeguarding partners must ensure that the final report includes:

- a summary of any recommended improvements to be made by persons in the area to safeguard and promote the welfare of children
- an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report;

2.7.2 Any recommendations should be clear on what is required of relevant agencies and others collectively and individually, and by when, and focussed on improving outcomes for children.

2.7.3 Reviews are about promoting and sharing information about improvements, both within the area and potentially beyond, so safeguarding partners must publish the report, unless they consider it inappropriate to do so. In such a circumstance, they must publish any information about the improvements that should be made following the review that they consider it appropriate to publish. The name of the reviewer(s) should be included. Published reports or information must be publicly available for at least one year.

2.7.4 When compiling and preparing to publish the report, the safeguarding partners should consider carefully how best to manage the impact of the publication on children, family members, practitioners and others closely affected by the case. The safeguarding partners should ensure that reports are written in such a way so that what is published avoids harming the welfare of any children or vulnerable adults involved in the case.

2.7.5 Safeguarding partners must send a copy of the full report to the Panel and to the Secretary of State no later than seven working days⁹⁰ before the date of publication. Where the safeguarding partners decide only to publish information relating to the improvements to be made following the review, they must also provide a copy of that information to the Panel and the Secretary of State within the same timescale. They should also provide the report, or information about improvements, to Ofsted within the same timescale.

2.7.6 Depending on the nature and complexity of the case, the report should be completed and published as soon as possible and no later than six months from the date of the decision to initiate a review. Where other proceedings may have an impact on or delay publication, for example an ongoing criminal investigation, inquest or future prosecution, the safeguarding partners should inform the Panel and the Secretary of State of the reasons for the delay. Safeguarding partners should also set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report or information relating to improvements. Safeguarding partners should have regard to any comments that the Panel or the Secretary of State may make in respect of publication.

2.7.7 Every effort should also be made, both before the review and while it is in progress, to (i) capture points from the case about improvements needed, and (ii) take corrective action and disseminate learning.”

2.8 Actions in Response to Local and National Reviews

2.8.1 “The safeguarding partners should take account of the findings from their own local reviews and from all national reviews, with a view to considering how identified improvements should be implemented locally, including the way in which organisations and agencies work together to safeguard and promote the welfare of children. The safeguarding partners should highlight findings from reviews with relevant parties locally and should regularly audit progress on the implementation of recommended improvement. Improvement should be sustained through regular monitoring and follow up of actions so that the findings from these reviews make a real impact on improving outcomes for children.”

2.9 To view the full guidance including detail on rapid review and national reviews click the link: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf

3. Overview of Options for Local Learning Reviews in Tower Hamlets

3.1 Partners can decide to use one or combine multiple options to complete a review.

3.2 Options Table

Option	Overview
Single-Agency Audit	An audit will be conducted on a single agency to review multiple cases (included the subject case), this will include a deep dive into data surrounding the theme of the review and analysis of cases with a similar theme.
Multi-Agency Audit	Also known as a Live Audit within Tower Hamlets, this will be a workshop-based audit where partners from varies agencies will submit and discuss multiple cases (including the subject case) with a similar theme. Trends and learning will be explored within the audit. Data will be requested from partners involved, on specific cases and the theme of the audit. A report will be written by the chair of the audit supported by THSCP Business Unit. The chair to be a senior manager/ or a director partner agency or Independent Scrutineer.
Partner-led Workshop	A workshop will be led by a senior manager/ or director within a partner agency (an agency with no direct involvement in the case). The workshop will only focus on the subject case, all practitioners involved and managers within involved agencies will be in attendance. The workshop will explore the timeline of events, key areas of learning, and recommended actions for improvement. If the child at the centre of the is not deceased, the workshop will also focus on the future planning for that individual child.
Independently led workshop	A workshop will be led by an independently commissioned reviewer, TH Independent Scrutineer or Independent Scrutineer from a neighbouring authority. The workshop will only focus on the subject case, all practitioners involved and managers within involved agencies will be in attendance. The workshop will explore the timeline of events, key area of learning, and recommended actions for improvement. If the child at the centre of the is not deceased, the workshop will also focus on the future planning for that individual child.
Strategy Manager Report	The report will only be used when a workshop and or audit have taken place and will be used as an overview of events and learning to be implemented (learning would have been decided within workshops and/or audits).
Partner Report	A senior manager/ director from a partner agency (with support from THSCP Business unit) not directly involved in the case to conduct an in-depth review into the case, and show a timeline of events, findings, interviews with practitioners and the family and make suggested improvements and recommendations.
Independent Scrutineer Report	Independent Scrutineer to conduct an in-depth review into the case, and show a timeline of events, findings, interviews with practitioners and the family and make suggested improvements and recommendations.
Independent Author and Report	A commissioned independent reviewer to conduct an in-depth review into the case, and show a timeline of events, findings, interviews with practitioners and the family and make suggested improvements and recommendations.
Family and/or Child Engagement	A key contact (frontline practitioner) should be nominated by the partnership to brief and include the family and stay as a contact throughout the process of the report. Families should have view of the report before final draft and to be included where appropriate within the review stages. A member from the Core-Executive should

	meet with the family during the process of the review.
Children and Young People Workshop	A workshop to be held with children and young people to talk about the theme of the Local Learning Review. Such as if the Local Learning Review featured a high level of criminal exploitation, the workshop will focus solely on criminal exploitation and not the specific case. Children and young people will be asked how they feel about that specific theme in Tower Hamlets and what they think partners should do to make improvements. Workshop to be led by a nominate frontline practitioner, with support from core Exec and THSCP Business Unit.
Children and Young People Outreach	Similar to the Children and Young People Workshop, the focus will be on the themes of the review rather than the case itself. The partnership network of canvassers (those who are responsible within the partnership to gain feedback from children and young people) and THSCP business unit will go out to readily established engagement groups to discuss the theme of the review and where children and young people think the improvements should be made.

Ask of partners:

- Discuss the options suggested for Local Learning Review and make amendments;
- Consider which option(s) are best to conduct the Local Learning Review for Child MI (Attached in Appendix)

**Tower Hamlets Safeguarding Children Partnership
Executive Leadership Group**

Purpose of the paper: For action	Date:	Friday 6 th November 2020
	Agenda No:	

Title of papers:
Priority Setting Activity

Author of paper:
Louise Griffiths – Strategy and Partnership Manager, LBTH

Officer to present the paper to the Exec:
Louise Griffiths – Strategy and Partnership Manager, LBTH

Reporting on behalf of:
THSCP Business Unit

Details on who has been consulted with on this paper to date:
N/A

Details of further plans for consultation:
N/A

How does this paper address/improve safeguarding children arrangements?

A structure on setting the priorities will ensure that the strategies for safeguarding children's arrangements can be put in a place. This will ensure the priorities originate from a multitude of sources to represent all aspects of the partnership.

How will this report item improve outcomes for children & young people?

Outcomes for children and young people will be improved by implementing a clear structure of work to set the priorities will overall improve multi-agency practice in areas of safeguarding.

THSCP Priority Setting Activity:

Throughout November 2020 events will take place to set the priorities for the Safeguarding Children Partnership. The aim is to have three priorities set (one joint with SAB), the priorities will take a focus in to an area of safeguarding that requires further multi-agency support, changes or improvement. Each priority will take place as a task and finish group with the aim to end April 2022. The task and finish group will be chaired by partners most relevant to the topic and support by the THSCP Business Unit.

The activities are as follows:

Practitioners Workshop 5th November 2020 10:00- 11:30

Aim: To gain insight from frontline professionals across the partnership on which areas should be a priority.

Target Audience: Practitioners or volunteers in Tower Hamlets who work with children or young people.

Schedule:

- 10:00 -10:15: Introduction - Keith Makin – Independent Scrutineer to introduce – slides provided by THSCP Business Unit.
- 10:15 -11:30: Small breakout sessions facilitated by Alex Nelson (Vol Sector), Lynn Torpey (CCG), Geraldine O'Donnell (CSC), Police Rep (Awaiting confirmation), Keith Makin – Independent Scrutineer. Breakout sessions will discuss the following:

Challenges

- What challenges are you currently faced with regarding supporting children and young people and how can the partnership help you overcome challenges?
- How has Covid- 19 impacted safeguarding children and young people?

Professional Insight

- What have children and young people said to you about issues they are facing?
- What do you feel are the safeguarding issues that children and young people are facing?

Systems and Process

- How confident are you that Tower Hamlets multi-agency procedures and policies help you support children, young people and families?
- What communication methods would you like to see from the THSCP?

Priorities

Each professional in the small group to name one priority they would like the THSCP to focus on.

- 11:30-12:00 Return to main group to feedback facilitated by Keith Makin. THSCP Business unit to draw up a report from the findings.

Strategy Workshop 19th November 9:30- 11:30

Aim: To gain insight from the wider partnership on which areas should be a priority.

Target Audience: Senior Managers from across the THSCP.

Schedule:

- 9:30 - 9:45: Introduction - Three core partners – slides provided by the THSCP Business Unit.
- 9:45 -10:00 Presentation on the findings from the practitioner's workshop – Keith Makin – slides proved by the THSCP Unit
- 10:00 -10:10: Presentation on the findings from SCRs and Rapid Reviews – Louise Griffiths, Chair of Rapid Review Panel
- 10:10- 11:00: Small breakout sessions facilitated by the members of the THSCP Exec to discuss the following:

Challenges

- What challenges is your currently faced with regarding supporting children and young people and how can the partnership help you overcome challenges?
- How has Covid- 19 impacted safeguarding children and young people?

Professional Insight

- What do you feel are the safeguarding issues that children and young people are facing?

Systems and Process

- In your opinion where are the systemic issues regarding multi-agency working to safeguard children and young people?

Priorities

Each agency rep in the small group to name one priority they would like the THSCP to focus on.

- 11:00- 11:30 Return to main group to feedback, THSCP Business unit to draw up a report from the findings.

Joint Meeting with Safeguarding Adults Board– date tbc

The Exec will meet with the equivalent roles from the Safeguarding Adults Boards to discuss a joint priority across the two boards.

Children and Young People Outreach Engagement

The THSCP will be utilising existing methods of engagement across the partnership to engage with children and young people. The manager and co-ordinator will be attending a range of pre-established meetings with children and young people to ask the following questions:

- What are your biggest concerns/ worries at the moment?
- What would you like to see from professionals to help with your concerns/ worries?
- When it comes to feeling safe and well in Tower Hamlets, what would you like to see improved to help?
- If the police, health services and council worked together to look at 3 areas to improve, which areas would you suggest?

Note: Going forward a strategy is being implemented across the partnership for ongoing engagement working order that views of children and young people are sought periodically and can be acted on accordingly. A continuing approach will also ensure that more children and young people will gain an awareness and understanding of the Safeguarding Children Partnership and how it is working to ensure that they are safe and supported. Each agency will have a responsible lead (canvasser) to gather the view of children and young people through existing channels and feed this back to the Quality and Assurance Sub- Group.

'Extra Ordinary Executive' Meeting – date tbc

The Exec will meet to solely discuss the priorities and final decision will made here. Within the meeting the following items will be used a reference point for decision:

- Findings from practitioners' workshop;
- Findings from strategy workshop;
- Feedback from children and young people outreach engagement;
- Data dashboard;
- Feedback from single agency audits (as the THSCP live multi-agency audits would not have been established at this point);
- Review of themes from rapid reviews, SCRs, Local Learning reviews and draft thematic review on Serious Youth Violence.
- CDOP report.

This meeting may potentially be joined by SAB colleagues for part.

Ask of partners:

- Discuss and agree/amend the method of choosing the priorities for the THSCP;
- Discuss and agree/amend the format and questions of the strategy workshop;
- Discuss an appropriate time frame in which to conduct the Extra Ordinary Executive Meeting.