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Tower Hamlets Safeguarding Children Partnership Arrangements

Version Control

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Comment [DD1]: A full Table of contents will follow when the Arrangements are agreed

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Introduction:

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.

The new partnership is driven by three core principles - **Child Protection**, **Assurance** of the system and operational culture and **Learning** driving decisive and quick action to address the challenges inherent to children's safeguarding. We aim to ensure that the THSCP delivers an exemplary standard of practice and partnership working. Supporting and driving the Early Help Strategy we aim to ensure that children and their families have access to early help. The overall aim is that children and their families will have access to the right help at the right time and from the right person. Early Help and identification of issues can stop small problems from escalating and delivery of the right Early Help Services can result in a reduced

subsequent need for statutory services We believe that Early Help is most effectively delivered through an integrated partnership of stakeholders that are best placed to deliver the right support at the earliest opportunity in order to stop problems escalating and to improve life chances. Responsive, agile and impactful Safeguarding Children systems are a core aspect of this.

Our thanks go out to those who have helped in crafting these arrangements and 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.

We are clear eyed on the challenges that lie ahead and the complexity of the task we face.

We have much to do. Together we can succeed. Together we will succeed.

INSERT Photo and Signature	INSERT Photo and Signature	INSERT Photo and Signature
Debbie Jones DCS LBTH	Jane Milligan Accountable Officer East London Integrated Health and Care system Selina Douglas Managing Director TH CCG	Sue Williams Borough Commander Central East Metropolitan Police Service

Glossary

BASU	Business As Usual
BWGW	Born Well Growing Well
CSWA17	Children and Social Work Act 2017
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CDR	Child Death Review system
CQC	Care Quality Commission
DCS	Director of Children's Services
ELFT	East London Foundation Trust
MD	Managing Director
THCC	Tower Hamlets Clinical Commissioning Group
LBTH	London Borough of Tower Hamlets
NELCA	North East London Commissioning Alliance
LA	Local Authority
LSCB	Local Safeguarding Children Boards
LDNSCB	London Safeguarding Children Board
Ofsted	Office for Standards in Education, Children's Services and Skills
DfE	Department for Education
DHSC	Department of Health and Social Care
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".
EHS	Early Help Strategy 2018-2021 LBTH.

1. Vision

The vision of the Tower Hamlets Safeguarding Children Partnership is that the three statutory partners (Local Authority, NHS CCG and Metropolitan Police Base Command Unit, the wider Relevant Agencies in the wider local system, community and voluntary sector and community 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 5.

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

- Focus on the intrinsic and extrinsic needs, contexts and requirements of children, young people, their families and wider communities as a central and visible component of the partnership with tangible, positive outcomes for children and their families
- Decisive strategic leadership from the statutory partners
- A responsive partnership supported and challenged by the Independent Scrutineer
- Statutory and Relevant Agencies and other local partners committed to the priorities outlined above and to the wider safeguarding needs of children and young people promoting their welfare
- That this commitment is evident in their contribution to the work of the partnership and outputs including learning and recommendations
- 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
- Strong evidence of effective collaboration of partners and relevant agencies at both strategic and operational levels with timely self-assessment and audits against Section 11 compliance and action planning
- Substantial and impactful participation by 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
- 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 learning and improvement framework is committed to continuous improvement in the quality of safeguarding practice

THSCP is a robust multi-agency partnership that enables all children and young people to be safe in their homes and communities, and to fulfil their potential. The partnership coordinates the work of all agencies and ensures that this work is effective in achieving the best outcomes for Tower Hamlets children and young people.

2. 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 BWGW 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 culture.

Alongside these we are seeking to engage with local parents, cares 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.

3. 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 a 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.”

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.¹ Wider area system level working will of course be supported where appropriate but for the first two years of operational 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. Context for the Migration of functions from the Tower Hamlets LSCB

In 2017 an Ofsted report into children's services in the borough rated children's services as overall inadequate.² The report noted that the LSCB was inadequate and was not at the time discharging its statutory functions. This response was embraced by LBTH and its partners, and remedial actions undertaken.

By January 2018 an interim inspection noted significant improvements to the services provided in the borough. Subsequent inspections³ 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 the work of children services and safeguarding in the borough.

The need to develop the THSCP has provided an opportunity to refresh and revise their 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 on 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 stages of operational establishment 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.

6. The Purpose, Principles and Priorities of the Partnership

A. Purposes

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 Chapter 3 Section 8 the core purposes of the Partnership are:

¹ *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:

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

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

“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 local services for children and families can become more reflective and implement changes to practice
- 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.

B. Principles

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

Principle	Working definition
Child Protection	<p>WT18⁴ 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</p>

⁴ Page 6 WT18

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

	<p>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 Practice⁵ ethos that is currently being rolled out across social care partners 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 agenda that is being explored. It is a key support mechanism for the Early Help Strategy⁶</p>
Assurance	<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 offers 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 WT18⁷ there is a need to ensure the system is child centred and throughout captures the voice of the children and wider communities the system serves to drive improvement and sensitivity and impact of the partnership. 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 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 and the Independent scrutineer.</p>
Learning.	<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 child⁸ 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 are 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</p>

⁵ See <https://130relationalsystems.co.uk/children's-services/>

⁶ See https://www.towerhamlets.gov.uk/Documents/Children-and-families-services/Early_Help_Strategy.pdf

⁷ Page 9

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

safeguarding proceedings will be a product of all case reviews to drive improvement and service responsiveness across the partnership.
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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 local 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. (See section xxx below)

Contextual Safeguarding developed by Carlene Firmin at the University of Bedfordshire⁸ to inform policy and practice approaches to safeguarding adolescents. Contextual Safeguarding is an approach to understanding, and respond to, young people's experiences of significant harm beyond their families. 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.

Throughout there will be an emphasis on Early Help and Identification to understand 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.

C. Priorities

The THSCP works to ensure that local services work 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, learning coming out of local and national Child Safeguarding Practice Reviews, system-wide developments in safeguarding practice such as the Tower Hamlets Social Work Academy, Restorative Practice Model, Contextual Safeguarding and Adverse Childhood Experiences agendas.

The Partnership's priorities will be agreed at an annual Partnership Away Day. The agreed priorities will be outlined in a 24-month Business Plan and will be reviewed at each meeting of the Partnership.

7. Membership

⁸ See <https://contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding>

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 2017⁹ 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.¹⁰

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 offers. Key to this, and perhaps most important of all will be the relationship between the statutory leads themselves, and the independent scrutineer who will throughout act as a critical friend, and touchstone to support their works.

8. 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 is available to serve the partnership. This role will support wider system assurance processes and play a key role in supporting joint Targeted Area 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.

9. Relevant Agencies - Wider system Partners of the Executive Group

Wider system input and expertise will be sought via these key local agencies and strategic leaders

⁹ See <http://www.legislation.gov.uk/ukpga/2017/16/part/1/chapter/2/crossheading/local-arrangements-for-safeguarding-and-promoting-welfare-of-children/enacted>

¹⁰ 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

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

Partnership Members 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 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 partners 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.

A limited number of deputies for the partnership 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 Tower Hamlets Safeguarding Children Partnership Chair, by the Tower Hamlets Safeguarding Children Partnership Strategy Manager, 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.

10. 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 (IS)** 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 IS will be appointed by the Statutory Partners.

The IS will be accountable to the THSCP and will work closely with the Statutory Partners who hold statutory responsibilities for the co-ordination of multi-agency working to support and safeguard children and Statutory Partners. This accountability will be in the form of an

Comment [DD2]: PLEASE NOTE THE STRUCTURE AND GOVERNANCE HAVE OBVIOUSLY NOT BEEN AGREED – THIS SECTION – AS WITH ALL OTHERS NEEDS AGREEMENT BY THE PARTNERSHIP AND REDRAFTING IN LINE WITH WHAT IS THE FINAL DECISION OF THE STATUTORY PARTNERS.

annual report to the Statutory Safeguarding Partners (that is, Director of Children, Schools and Families, the BOCU Chief Officer and the Chief Executive Officer of the CCG) and wider system including the the Chief Executive Officer of the Council, Health and Wellbeing Board and other local governance structures as required.

The statutory partners are the effective chairs for the THSCP and working groups. Statutory Membership and wider and confirmed at the Annual Business Planning Meeting.

Business will be conducted through the Tower Hamlets Safeguarding Children Partnership ('Executive Group) which holds the statutory responsibilities and duties; the Tower Hamlets Safeguarding Children Partnership will have ultimate accountability for ensuring that the responsibilities are achieved.

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 deliver its functions through Sub-Groups. The key Sub-Groups will be the

- Communications, System Training and Learning Group
- Task And Finish Working Groups
- 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)

The THSCP structure and core working groups is included below

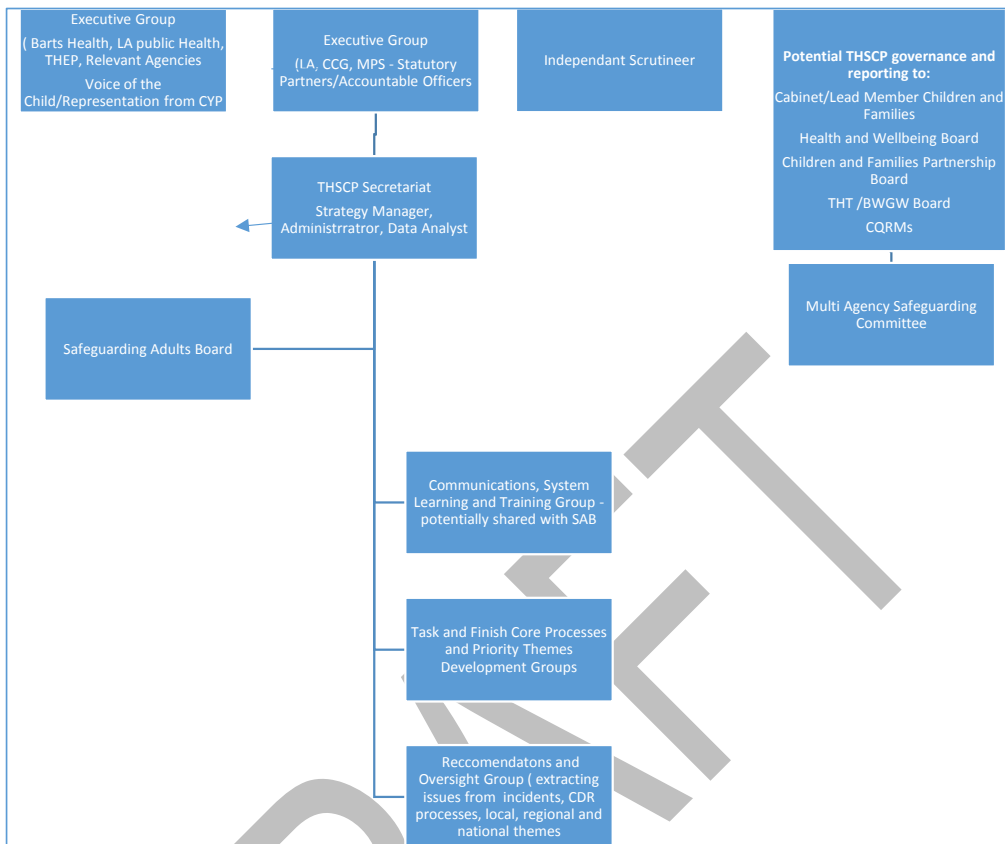


Fig X THSCP Core Functions and Reporting Lines

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.

The Statutory Partners 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.

The Statutory Partners 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. 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 and functions/relationships	Composition/frequency
Executive Group –	Key responsible/accountable	As per WT 18

Statutory Partners	leads for the local area	Meeting frequency - ongoing monthly from September 2019 with diarised sessions every two months from March 2020.
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. Ongoing – Development phase 8 days pcm from appointment circa March 2019 and Delivery phase from March 2020– 4 to 6 days pcm
Youth and Wider Executive Group – 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 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 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.

The THSCP will be evaluated internally by the statutory and non-statutory partners and wider local system via reports to the LSCB, Health and Well Being Board, THT Board and sector level structures. External assessment of preparedness and suitability of the THSCP response will be through liaison with and assessment by external regulatory or statutory partners including DfE, DHSC, Ofsted, Joint Targeted Area Inspection and the CQC. The IS 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.

Sub Groups and **Short Term Task and Finish Groups** 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. (See Appendix 2 – Tower Hamlets Safeguarding Children Partnership Structure). 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.

11.Accountabilities

The Tower Hamlets Safeguarding Children Partnership is responsible for appointing (or dismissing) the Independent Scrutineer, with advice of 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 IS 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.

12. Local Case 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. The Annual Report will be shared with the Chief Executive of Tower Hamlets Council, 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.

The Tower Hamlets Safeguarding Children Partnership aspires to be accountable to the Children and Young People of Tower Hamlets. We will work with the CSF Participation Manager and the LAC and Permanency Manager to ensure meaningful participation, consultation and accountability with young people

The Tower Hamlets Safeguarding Children Partnership will work within and will comply with statutory guidance and limitations.

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 or Sub Groups, as agreed.

All Relevant Agencies will 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. The THSCP needs confirmation of agreement and sign up to the THSCP Business Plan.

The THSCP will be quorate if at least three separate statutory partners are present.

The Executive Group will be quorate if all statutory partners are present.

The IS as part of their independent 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.

13. Business Planning and Meetings – Annual Cycle

The THSCP will be established by September 2019. The business cycle below will commence in the following year from March 2020 to allow for the achievement of operational readiness and the core business of migration of caseloads and issues from the Tower Hamlets LSCB.

March	THSCB – Away Day to review year & agree revised Business Plan
April	Start of the Business Year <i>Sub-Group Meeting Cycle Begins</i>
May	The Executive Group Meeting Section 11 process begins
June	Partnership Meeting (Main Board) <i>Sub-Group Meeting Cycle Continues</i>
July	Executive Group Meeting
Sept	Partnership Meeting (Main Board), Tower Hamlets Safeguarding Children Partnership Annual Report approved <i>Sub-Group Meeting Cycle Continues</i>
Oct	Annual Agency Peer Reviews - QA & Challenge Meetings
Nov	Executive Meeting Tower Hamlets Safeguarding Children Partnership Budget review / forward planning of priorities for referral to other partnerships & agencies for next year's planning cycle
Jan (mid)	Partnership Meeting (Main Board)
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.

14. Resources¹¹

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.

Local Reviews

The cost of any local child safeguarding practice review will be borne by additional subscription from the statutory partners who have been involved in the case (mainly Children, Schools and Families, the Police and the CCG as the lead service commissioners).

There are a number of guiding principles underpinning the resourcing of local reviews.

The overall aim of local review

- To improve the safeguarding of children and young people where possible within Tower Hamlets.
- To support the delivery of high quality services.
- To strengthen through proportionate candour and constructive challenge the safeguarding partnership to deliver an integrated and comprehensive offer for children and young people.
-
- Transparency and appropriate sharing of information and access to professionals and local agency information such as assessments and referrals underpins the entire partnership
- 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 crucially 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.
- Agencies' 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.
- Joint funding decisions and disputes should not delay the delivery of a local review once agreed that such a review is warranted.

¹¹ 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

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 Training Budget.

OPTION 2

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

1 If one or more statutory partner or Relevant agency should bear the total cost of the review – in line with which agency is the primary responsible partner for the area of review or best placed to deliver the review.

2 If more than one statutory partner or relevant agency are deemed appropriate to deliver the review then a proportional system is enacted were contributions are agreed by the statutory partners in consultation with the independent scrutineer with this highest level of contributions raised to a maximum of 80% of the cost of the review to ensure that all reviews have contributions from all three statutory partners.

3 Where a relevant agency is deemed the appropriate agency to deliver the review they will bear the cost up to 80% of the total review cost with the remaining reached through negotiation with the statutory partners on a shared risk pooling basis.

Comment [DD3]: Options for local review resourcing

Partner 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 Board.

Partner agencies will take responsibility for chairing the range of Sub Groups to ensure that there is leadership across several disciplines.

The Tower Hamlets Safeguarding Children Partnership will be supported by a Business Manager, Administrator/s and part-time Training Officer.

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

The Tower Hamlets Safeguarding Children Partnership will not routinely seek legal advice on all its work but only when it is needed.

15. Delegation of key responsibilities

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

16. Dispute Resolution

Safeguarding partners will work to resolve disputes locally. 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.

17. 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.

Appendix 1: Tower Hamlets Safeguarding Children Partnership Membership (including Statutory Partners, Relevant Agencies, Co-opted Members and Advisors)¹²

SP Statutory Partner

RA Relevant Agency Partner

C Co-opted (lay members are co-opted members)

V Voting

PO Participant Observer

A Advisor

B Board support

Tower Hamlets Safeguarding Children Partnership	
A	Independent Scrutineer
SP V	Statutory Member - LBTH
SP V	Statutory Member – TH CCG
SP V	Statutory Member – MPS BCU
PO	Strategy Manager
RA	Relevant Agency Member – DPH/Deputy
RA	Barts Health NHS Trust – Safeguarding Lead
RA	East London Foundation Trust - Safeguarding Lead
RA	THEP
RA	Relevant Agencies <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 Organisations represented by the Tower Hamlets

¹² See statutory guidance *Working Together 2018* Chapter 3 page 73 and pages 76-77

	Voluntary and Community Sector	
B	THSCP Administrator- Co-ordinator	
P V	Assistant Director of CSC & YI, CSF	
P V	Assistant Director of Education, CSF	
C V	Director of Public Health Tower Hamlets, Community & Housing	
C V	Safeguarding Adults Manager, Community & Housing	
R V	Housing Needs Manager, Community & Housing	
R V	Head Teacher Primary School 'Rep of Governing Body of a Maintained School	
R V	Special School	
R V	Maintained secondary school	
R V	Representative of the proprietor of a city technology college, a city college for technology or the arts, or an Academy	
R V	Independent Sector School	
R V	CP Officer, Registered Social Landlord	
R O	Tower Hamlets Council Lead Member Children's Services	Non-voting
R A	Designated Doctor for Child Protection, Tower Hamlets CCG	Non-voting
R A	Designated Nurse Safeguarding, Tower Hamlets Clinical Commissioning Group	Non-voting
R A	Principal Social Worker	Non-voting
R V	Consultant Child and Adolescent Psychiatrist, ELFT	
A	Service Manager, Policy, Planning and Performance	Non-voting
BS	THSCP Strategy Manager	Non-voting
BS	THSCP Co-Ordinator Non-voting	

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 Sub Group Chair is appointed who is not a Board Member they will be co-opted to the Board but will not be a voting member, unless they are deputising for an Agency Member.

Sub Group Chairs may be asked to attend the Executive if the business of their sub group is on the agenda.

	Executive Group Membership

DRAFT

Appendix 2: Delegation of key responsibilities

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>Radicalization/Terrorism/Prevent?</p>
<p>Training</p> <p>Monitor and evaluate the effectiveness of training, including multi-agency training</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>

Undertake training needs analyses and commission 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, Schools & Families – 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, Schools & Families – 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	Quality Assurance Sub Group Learning and Development Sub Group will promote the lessons	The Quality Assurance Sub Group will commission multi-agency audits and monitor single agency audits Termly Practitioners Safeguarding Briefings on local and national learning

welfare of children and advising them on ways to improve	from CSPRs, audits and other learning processes.	Lessons posted to the Tower Hamlets Safeguarding Children Partnership website
Monitoring the effectiveness of Initial Child Protection Conferences ICPCs (WT 2018 Chapter 1 page 48)	Quality Assurance Sub Group	Each multi-agency audit will include at least one ICPC and 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