

Tower Hamlets
**Safeguarding
Children**
Board



Annual Report 2012 - 2013

**Tower Hamlets
Local Safeguarding Children
Board**

Contents

Contents

1. Introduction by the Interim Independent Chair	4
2. Context – Tower Hamlets the borough	7
3. Governance and Accountability	9
The Independent LSCB Chair	9
Governance Strategy and Compact	9
The LSCB Board	10
The LSCB Executive Business Group	10
The LSCB Subgroups	11
Lay Members	11
Communication – Informing Strategy through Practice	11
LSCB Resources	12
Relationship with the Children and Families Partnership Board	13
Relationship with the Community Safety Partnership	13
Relationship with the Domestic Violence Forum	14
Relationship with the Health and Wellbeing Board	15
4. LSCB Partner Agencies Safeguarding Activity	16
Clinical Commissioning Group (CCG)	16
Barts Health NHS Trust	17
Metropolitan Police Service (MPS) – Public Protection	18
LBTH Youth Offending Service (YOS)	19
LBTH Integrated Youth Service	20
LBTH Children’s Social Care	21
Voluntary Sector	26
5. Effectiveness of Safeguarding Work in Tower Hamlets	27
Safeguarding and Dataset Performance	27
Quality Assurance/Case Audit	29
Inspections of Quality and Impact of Safeguarding Services	30
6. Child Death and Serious Case Reviews	32
7. Priorities for 2013-2014	35

Appendices

Appendix 1 - LSCB Compact

Appendix 2 - LSCB Terms of Reference

Appendix 3 – LSCB Membership

Appendix 4 – LSCB Executive Business Group Terms of Reference

Appendix 5 – LSCB Executive Membership

Appendix 6 – LSCB Structure

Appendix 7 – LSCB Income and Expenditure 2012-13

Appendix 8 –LSCB Business Plan 2013-14

Appendix 9 – List of Board Reports Considered in 2012-13

1. Introduction by the Interim Independent Chair

I would like to welcome you to the 2012 – 2013 Local Safeguarding Children Board (LSCB) Annual Report for the London Borough of Tower Hamlets.

Tower Hamlets has a vision for “All children and young people to be safe and healthy, achieve their full potential and be active and responsible citizens and emotionally and economically resilient for their future”.

The LSCB partnership has worked with energy and vigour over the last year to realise this vision at a time when austerity measures demand that we think more innovatively at how we can improve safeguarding outcomes for children and their families.

In June 2012 the London Borough Tower Hamlets had an announced Ofsted Safeguarding and Looked after Children Inspection. Ofsted rated the overall effectiveness of safeguarding as Good with the capacity to improve as outstanding. Services for Looked after Children were assessed as Good, again with the capacity to improve as outstanding. This is a fantastic achievement for which the partnership should be proud and demonstrates the excellent work that is taking place to safeguard children and young people.

Over the last year the Family Wellbeing Model has been supporting practitioners work with children and families and in line with Munro promotes early intervention through the Common Assessment Framework. The Ofsted inspectors noted the impact of the Family Wellbeing Model, “children and young people spoken to during this inspection reported that their views and feelings are nearly always taken into account and inform nearly all assessments and planning undertaken through the common assessment framework (CAF)”. This provides a solid base through which to continue our early help work.

The publication of Working Together 2013 in March 2013 sets the scene for a more local approach to delivering safeguarding services including our early help offer and our Working Together action plan ensures we are working as a partnership to achieve this.

The changing demography within the London Borough of Tower Hamlets places increasing challenges to ensure that we reach the diverse faith and community groups and support them in safeguarding their communities.

It is essential that as we move forward we have a strong and persistent focus on:

- A partnership that has strong leadership across the partnership with a culture of learning and development
- Quality and effectiveness that allows for quality services to grow and develop
- Recognising practitioners for their expertise and that risk is recognised and managed smartly across the partnership
- The views, experiences and wishes of children and young people and that they are placed at the centre of our work, and their feedback truly valued.

It is important to recognise the contribution LSCB board members have made to the work and achievements of the LSCB over that past year.

Brian Parrot Independent LSCB chair resigned in October 2012. He drove forward a range of initiatives and led the LSCB through the SLAC inspection in June 2012. Brian is thanked for his leadership and commitment to the LSCB.

Isobel Cattermole Director of Education Social Care & Wellbeing, retired in March 2013. Isobel played a significant role on the LSCB and the culture within which the LSCB operates is testament to her strong leadership and passion for ensuring children and young people are at the forefront of service development and delivery.

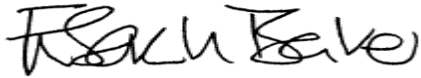
Ann Johnson played a huge role in the learning and development of the partnership. Ann ensured the LSCB was committed and on track to have a workforce who had the skills and expertise to deliver safeguarding services to the children and young people of Tower Hamlets.

We also thank all those members who have left over the past year and welcome new members who have taken their place at the LSCB.

Our priorities over the coming year will be:

- Embedding Working Together 2013 into our everyday practice
- Developing our workforce in line with our local learning & improvement framework
- Ensuring learning from the serious case review (Child F) is taken forward and embedded in practice across the LSCB partnership
- Recruiting two Lay members to the LSCB membership
- Through our quality assurance strategy undertaking a range of practice audit, themed reviews and deep dive exercises to measure the effectiveness and impact of our partnership working
- Embedding the Family Wellbeing Model to ensure our Early Help offer reaches out across the London Borough of Tower Hamlets
- Recognising the impact of Child Sexual Exploitation and promoting our services to safeguard vulnerable children and young people

- Recognising the impact of domestic abuse on children and young people and continue to develop our services to support children and families at risk
- Working with Commissioners and Providers to ensure robust children's safeguarding structures and systems are in place across the Partnership
- Embedding the engagement and participation of young people with the LSCB

A handwritten signature in black ink, appearing to read 'Sarah Baker'.

Sarah Baker
Interim Independent LSCB Chair

2. Context – Tower Hamlets the borough

In recent times Tower Hamlets has experienced the largest population growth in the country and has been the focal point of regeneration in London. Significant development activities include the 2012 Olympic and Paralympic Games, continued development within the Thames Gateway and the expansion of Canary Wharf.

The borough now has the fastest growing population in London, estimated to be 242,000 and projected to increase to 316,300 by 2026. The borough has a relatively young population with 37% of people aged 20-34, compared to 20% across England. This growing population is ethnically diverse, with almost half of the borough's population comprising of Black and minority ethnic groups, with the largest of these (33%) being the Bangladeshi community. 80% of residents claim a religious belief and Tower Hamlets is home to the largest Muslim population in the country.

Tower Hamlets remains a place of contrast. The average annual earnings of those working in the borough is £64,000, yet a third of residents live in poverty. High levels of overcrowding and inadequate housing provision can mean additional challenges for families and create higher stress and risk factors for families. A key issue faced by the local authority is in developing support for our most vulnerable young people and ensuring that they have access to safe, appropriate accommodation. Health inequality remains a key characteristic of the borough, with the average life expectancy below the London average for both men and women, and a high proportion of babies born in the borough have a low birth weight.

There were an estimated 65,769 children and young people aged 0 to 19 in Tower Hamlets in 2012, representing 26.1% of the total population. The young population in the borough is projected to rise, with the number of children between 0 and 19 years of age expected to grow by 7% between 2012 and 2015, with further growth projected by 2025.

In 2012, 89% of the school population were classified as belonging to an ethnic group other than White British compared to 26% in England overall. Furthermore, English is an additional language for 74% of pupils where English and Bengali are the most commonly recorded spoken community languages in the area. Of those children and young people under 19 years, 55% come from a Bangladeshi background.

The most recent 'official' child poverty rate relates to 2010 and shows that 49 per cent of all children in Tower Hamlets live in poverty. This is the highest rate in the country; however, the rate has been showing significant improvement in recent years – falling from 64 to 49 per cent between 2007 and 2010. The poverty rate measures the percentage of children who live in families in receipt of out-of-work (means tested) benefits or tax credits, where income is less than 60 per cent of the median.

Children and young people with additional needs include:

- 1,582 children and young people registered with the Council as having a disability (February 2012)
- 1,541 children and young people with a statement of special educational needs, and 6,923 registered as School Action or School Action Plus (of the total 41,125 children on the School Census for Spring 2013)
- 303 Looked After Children (LAC), 328 children with child protection plans and 1,286 child in need cases (31 March 2013). 60% of LAC and 72% of those in residential care have some level of emotional and mental health problem, 11-16 year olds with an emotional disorder are more likely to smoke, drink and use drugs. A high proportion of young people leaving care experience poor health, emotional and social outcomes.

3. Governance and Accountability

Working Together to Safeguard Children 2010 states that LSCBs are the statutory mechanism for agreeing how the relevant organisations in an area work together to safeguard and promote the welfare of children in the locality and for ensuring the effectiveness of that work.

Working Together to Safeguard Children 2013 strengthens the functions of LSCBs and places a renewed emphasis on LSCBs having effective governance and accountability arrangements to ensure the delivery of activities which make a difference to the safety and quality of life of children and young people.

The Independent LSCB Chair

Brian Parrot held the position of Chair of the LSCB from January 2010 – Sept 2012. Sarah Baker was appointed as interim Chair in October 2012. The Chair is allocated approximately 30 days per year to fulfil their role. This includes meeting with partners, chairing both the main board and executive business group on a bi-monthly basis, attending other partnership meetings, visiting front-line services quarterly and representing Tower Hamlets' LSCB regionally and nationally. Working Together 2013 strengthens the Chair's role significantly and in future Tower Hamlets' LSCB, in conjunction with the Paid Head of Service/Chief Executive, will need to review the role, capacity and performance of the Chair.

A recruitment process is underway to appoint a permanent Independent Chair.

Governance Strategy and Compact

The Tower Hamlets LSCB Governance Strategy has been developed to bring the LSCB in line with Working Together 2013. It demonstrates how the LSCB will meet its additional roles and responsibilities; how it will evidence effectiveness and that the LSCB is improving outcomes for children, including how it will hold all key partners and the LSCB Chair to account. The development of this document has facilitated a review of the LSCB membership, frequency, structure and business management support, as well as the leadership role of the LSCB Chair. The effectiveness of the Governance Strategy will be analysed in the LSCB Annual Report 2013-14.

The Tower Hamlets LSCB Compact (see Appendix 1) sets out the expectations of each partner agency and their representative in order that it can effectively discharge its duties as set out in the Children Act 2004 and within Working Together 2013. All new LSCB Members will be expected to attend an induction meeting with the LSCB Chair and Business Manager, where the Compact will be further embedded to allow meaningful contribution.

The LSCB has a collective responsibility to identify where risks exist in terms of both safeguarding practice and reputation vulnerability for the collective and individual agencies.

A LSCB Risk and Issues Register has been developed as a working document to track certain and/or probable safeguarding risks. Agencies assess and set out their mitigation against these risks and this is monitored by the LSCB Chair and by members at each LSCB meeting. The aim is to reduce or remove the risks and understand what remedial action will be put in place.

The LSCB Board

The LSCB Terms of Reference can be found in Appendix 2 and the Board Membership is set out in Appendix 3.

The LSCB full board meets bi-monthly and is scheduled one month after the Executive Business Group. There have been five full board meetings held this year, inclusive of a board development workshop.

Over the past year the LSCB Board has reviewed its composition and made changes to increase its effectiveness and to bring about greater accountability and challenge. The membership across the LSCB has also been revised to increase the resources to support the wider functions of the partnership.

Moreover, the LSCB has identified a need to look at the implications of how agencies work together as a partnership to support the Board's ability to respond to the key findings of the Francis Report (2012) arising from the Mid Staffordshire NHS Foundation Trust Public Inquiry.

The changes resulting from the re-organisation of the Health economy and the development of the Clinical Commissioning Group (CCG) have led to an increase of new Health members to the Board. The Designated Nurse Consultant will jointly represent local CCG and NHS England London in a unique London arrangement.

The LSCB full board will meet three times during 2013-14.

The LSCB Executive Business Group

The LSCB Executive Business Group Terms of Reference can be found in Appendix 4 and the Executive Business Group Membership is set out in Appendix 5.

This group is responsible for overseeing the management of the LSCB, undertaking horizon scanning of key national developments on behalf of the LSCB and providing the initial scrutiny of safeguarding arrangements and performance of LSCB functions and partner agencies.

The Business Group meets bi-monthly, in between full board meetings and has met seven times this year, inclusive of two extraordinary meetings convened in the same period.

The membership of this group is smaller, consisting 18 representatives from across the Local Authority, Health agencies, Metropolitan Police Service and Voluntary Sector. The size and composition allows for more rigorous and detailed challenge led by the interim LSCB Chair. The group's profile has remained consistent and well attended.

The LSCB Subgroups

The revised governance arrangement has six subgroups and a number of task and finish groups overseeing the delivery of LSCB functions and the overarching work plan (business plan). The structure of the LSCB can be found in Appendix 6.

The LSCB Chair has worked closely with the sub group chairs to facilitate the delivery of their work programmes.

Lay Members

To date Tower Hamlets LSCB has not recruited Lay Members to the Board. The Board has put this on hold until a permanent Chair is recruited and can be involved in the recruitment process. In addition, Board members have been keen not to recruit Lay members while significant changes have been taking place across the public sector, preferring instead to wait for a period of stability.

However, a priority for Tower Hamlets' LSCB for 2013-14 will be the recruitment and induction of two Lay Members and the Board wants to ensure its Lay members are able to facilitate strong public engagement and challenge.

During the past year Tower Hamlets LSCB has had strong representation from the Voluntary Sector allowing the Board to gain an in-depth understanding of local community issues.

Communication – Informing Strategy through Practice

In the past year, the LSCB has enhanced its communication with professionals. The views and experiences of those working with children and their families has also been brought more systematically to the attention of the LSCB in a manner that is both transparent and structured. The LSCB produces a quarterly Newsletter that captures key local and national developments, as well as providing a special feature on one LSCB member agency or designated safeguarding personnel at a time. The first publication focused on the changes, improvement and challenges across the health economy.

Another new activity introduced this year has been the visits to frontline services by the Chair and another Board member. Such visits have enabled the Chair to

experience how practitioners are working, the difficulties and challenges they face and whether safeguarding arrangements and practice are evident and having the desired outcome. Visits to date include to the acute service for children at the Royal London Hospital, Tower Hamlets Children's Social Care and the Borough Police Public Protection Unit. A positive outcome, on each occasion, has been the identification of previously unknown safeguarding risks highlighted by practitioners and these have been brought to the attention of the LSCB by the Chair. Mitigation has since been put in place and outcomes of the remedial action taken will be reported in next year's annual report.

A priority for 2013-2014 will be to ensure children and young people in Tower Hamlets are engaged in the safeguarding work of the LSCB and are able to influence the business planning priorities as well as deliver safeguarding messages to children, young people, their parents and carers that are meaningful, local and current.

LSCB Resources

Tower Hamlets LSCB operates a pooled budget but the annual cost of the LSCB is not wholly reflected in the financial statement as it does not capture the contribution in-kind by partners or the additional financial support absorbed by the Local Authority. In-kind contribution includes people-time, free venues and a pool of trainers delivering the LSCB multi-agency training programme – in particular the domestic violence, sexual exploitation and working with BME/faith community training.

Staffing, Independent Chair and conducting Serious Case Reviews costs remain the largest LSCB spend followed by training. To date, the LSCB has had an adequate budget but this has not been tested by the delivery of the whole range of LSCB functions i.e. publicity campaigns, communication formats, young people participation, supporting Lay members.

A review of contributions to the LSCB will need to occur in tandem with next year's business planning cycle to ensure Tower Hamlets' LSCB budget and proportional contributions can meet increased expectations/outputs and is on par with its neighbouring LSCBs, of whom some receive financial support from the same organisations. The present financial climate makes it difficult for a significant increase in contributions however alternative resources to deliver the 2013-14 business plan may need to be identified to support the LSCB to fulfil its role and ensure appropriate accountability.

Appendix 7 provides a breakdown of LSCB income and expenditure for 2012-13.

The LSCB is supported by a Business/Board Manager role which sits within the Local Authority Education, Social Care and Wellbeing Directorate Strategy, Policy

and Performance function. Support and resources for the Child Death Overview Panel is provided by Public Health through a dedicated Coordinator.

Relationship with the Children and Families Partnership Board

The LSCB Chair has a seat on the Children and Families Partnership Board (CFPB) to provide scrutiny to the work of the Partnership in relation to safeguarding. The Lead Member for Children's Services, who holds the political responsibility for Safeguarding and attends the LSCB in his capacity as 'participant observer' (non-decision making role) also chairs the CFPB. Some of the LSCB members are also members of the Partnership Board. The above arrangements ensure there is communication and feedback between the two Boards.

In 2012 the Children and Families Partnership developed a three year Children and Families Plan (to replace the previously statutory Children and Young People's Plan) which focuses on the needs of vulnerable children, young people and their families and which LSCB members were consulted on.

Relationship with the Community Safety Partnership

The Tower Hamlets Community Safety Partnership (CSP) is a multi-agency strategic group set up following the Crime and Disorder Act 1998. The Partnership is built on the premise that no single agency can deal with, or be responsible for dealing with, complex community safety issues and that these issues can be addressed more effectively and efficiently through working in partnership. The CSP is made up of both statutory agencies, such as the Police, Council, Probation, Public Health, NHS and London Fire Brigade, as well as cooperating bodies within the borough. The Partnership provides a forum in which local people and agencies can engage each other in constructive discussion and debate about policing, crime and community safety issues. The Partnership meets bi-monthly and is chaired by the Police Borough Commander and the Deputy Mayor with responsibility for Community Safety in Tower Hamlets.

To ensure coordinated delivery of activities in the areas of crime, disorder, anti-social behaviour, substance misuse and reducing re-offending, the CSP has a sub-structure of groups and boards which are expected to address overarching partnership priorities within their own plans. The LSCB sits within this sub-structure and has regular dialogue with the CSU – in relation to safeguarding children issues. The Boards have members in common who ensure effective communication and feedback, with the LSCB chair expected to provide the CSU updates on performance against their delivery plan. The Community Safety Plan 2012-13 identified two priority areas for the LSCB to report against, these were:

CSP Strategic Priority 3.1: Focus on Crime and Anti-Social Behaviour:

This priority area focused on the development of a partnership based Violence against Women and Girls (VAWG) approach, led by the Council's Domestic Violence and Hate Crime service. The LSCB reported that the VAWG Strategy was agreed by

its members and mandated agency involvement to promote and implement the action plan, which encompasses all forms of abuse and exploitation against women and girls. The VAWG training for professionals has been added to the LSCB multi-agency training programme.

CSP Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect:

The LSCB were asked to identify and meet the needs of families through the local Family Wellbeing Model (FWBM) approach and were able to report via its partners that the FWBM is under regular review and practice areas had been strengthened through the development of a Tower Hamlets Multi-Agency Safeguarding Hub (MASH).

Relationship with the Domestic Violence Forum

The Domestic Violence Forum is chaired by the Head of Community Safety and oversees the borough's multi-agency approach to addressing domestic violence against men, women and young people. The forum has developed the Violence against Women and Girls Strategy, which includes sexual violence, trafficking, prostitution, sexual exploitation, dowry abuse, female genital mutilation, forced marriage, so called 'honour' based violence, stalking and harassment. A dedicated member of staff has been recruited to drive the work strands forward with the CSP and LSCB partnership.

The Domestic Violence Forum reports directly to the Community Safety Partnership and meets quarterly to have oversight of the Multi-Agency Risk Assessment Conference (MARAC), a safety planning panel, the specialist domestic violence court, the DV One Stop Shop, Housing and Health drop-in services, the DV duty line, training and all safeguarding matters related to domestic violence. The Domestic Violence Forum is ultimately responsible for ensuring that appropriate services are provided within the borough for both domestic violence victims (adults and children) and those perpetrating violence against them, as well as raising awareness amongst professionals and the public. A road show of events during the International Violence against Women's Day was held in November 2012, including a specific joint event with Karma Nirvana. The aim of this was to raise awareness of domestic violence, forced marriage and 'honour' based violence and its effect on children and young people.

The impact and experience of children living in domestic violence situations has become embedded in single and multi-agency training, included in risk assessment and referral pathways. The involvement of Children's Social Care senior management at MARAC has further enhanced safety planning for children.

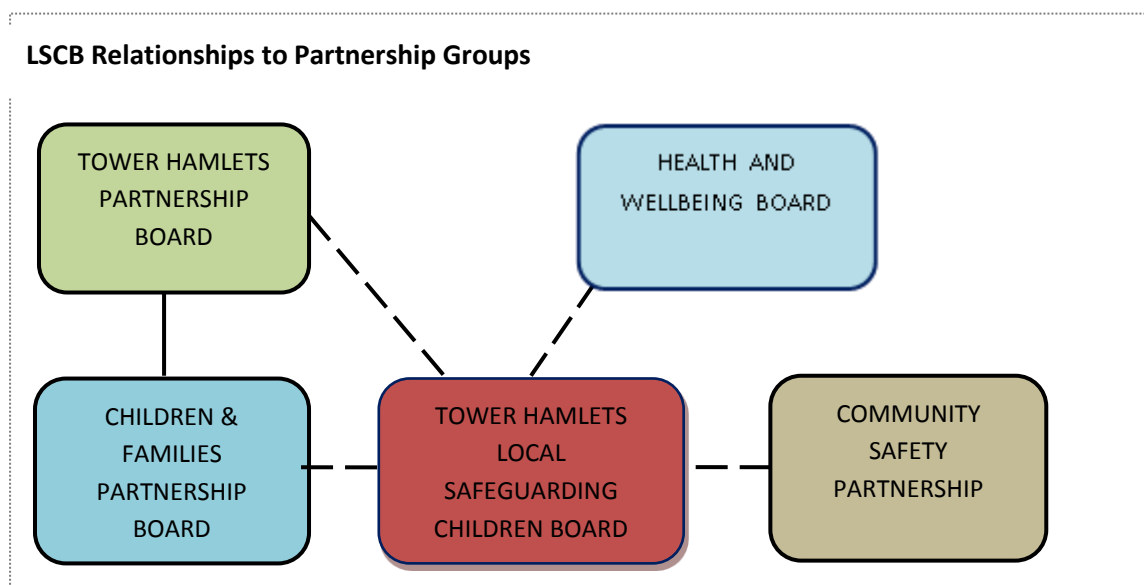
The LSCB Children and Domestic Violence Subgroup will cease to continue as an LSCB lead group and become embedded in the Domestic Violence Forum.

The Community Safety Partnership provides an annual report on domestic violence work in Tower Hamlets and the outcomes for children who are subject to multi-agency safety planning.

Relationship with the Health and Wellbeing Board

The Tower Hamlets LSCB is discussing its relationship with the shadow Health and Wellbeing Board (HWB), which is a forum for local commissioners across the NHS, Public Health, Social Care and Health Watch representatives to work together to improve the health and wellbeing outcomes for the local area. The LSCB Chair will be invited to meetings as appropriate and will work with the Chair of the Health and Wellbeing Board to ensure implications for safeguarding children are addressed in commissioning and planning.

The diagram below shows the relationship between the LSCB and other partnership boards within Tower Hamlets.



4. LSCB Partner Agencies Safeguarding Activity

This section sets out some of the safeguarding activity undertaken in 2012-13 by agencies represented in the LSCB.

Clinical Commissioning Group (CCG)

2012-13 marked the final phase of NHS restructuring as Tower Hamlets' CCG took over statutory responsibilities from the local Primary Care Trust. The CCG ensured it was prepared to undertake this responsibility which includes maintaining effective safeguarding arrangements across Health. The CCG achieved the following:

- Successfully completed the NHS England authorisation process and was commended on its safeguarding children arrangements
- Compliance with Section 11 Children Act 2004
- Secured appropriate safeguarding expertise to ensure it has the right advice to inform commission decisions and quality markers
- Strengthened support to GPs and advice to the CCG through the appointment of a Named GP
- Implemented a 'research approach' to develop its commissioning plans
- Ensured it is represented at appropriate partnership boards i.e. HWB, LSCB including representation of NHS England (London)
- Monitored and quality assured the safeguarding arrangements of local health providers and held them to account
- Set up a specific safeguarding and commissioning group that feeds directly to the CCG Governing Body
- Tested out the new arrangements to ensure NHS restructuring has not produced unintended risks to the system
- Embedded safeguarding children mind-set among commissioners including delivering safeguarding children training to the CCG Governing Body

Priorities for 2013-14

In the coming year, the CCG as a commissioning organisation is in a position to respond quickly to indicators of poor quality services by a failing provider and address these. For 2013-14, the CCG will:

- Ensure it can demonstrate safeguarding children is reflected in all its work and preparation for inspections
- Ensure stability for safeguarding arrangements and improve risk areas of providers
- Develop the supervision support for General Practice
- Review the quality of Looked After Children services across health within and out of borough through an effective process for joint working with the local authority

- Revise the performance dashboard to reflect outcome measures for children as per Munro Recommendations
- Ensure Designated Professionals work collectively on arrangements across the main provider footprint

Barts Health NHS Trust

Barts Health NHS Trust has combined acute and community health services and now has an integrated Safeguarding Children team. This has led to improved communication and sharing of information when children and young people have attended hospital.

The school nurses (community health) who provide support to the most vulnerable children and young people now attend Accident and Emergency Department Psychosocial meetings (Acute) where information sharing and case discussion takes place regarding children and young people presenting with complex needs, such as risk taking behaviour, substance misuse and mental health concerns.

A new adolescent group at the Royal London Hospital is an inter-professional working group consisting of representation from Health (Paediatric and Adult Nursing), Paediatric Liaison Team (Mental Health), Social Care, Safeguarding and Education. The group ensures that there is a consistent level of access to appropriate advice and to effective services which address the health, social, educational and emotional needs of the young person.

Funding was secured for the health specialist post to continue to be situated within Children's Social Care front-door service (referral intake). This arrangement has improved access to health information for social care staff, and has additionally been a resource for health staff who have concerns about a child or young person. This post will continue when the Multi-Agency Safeguarding Hub (MASH) is implemented in Tower Hamlets.

As a result of the integrated safeguarding approach, children and young people who are placed on adult wards are quickly identified and provided with additional support to meet their needs as child in-patients.

Information about health issues is shared with Children's Social Care as part of the assessment process in a timely way to ensure that decisions can be made more quickly to progress referrals.

Priorities for 2013-14

- *Implementation of safeguarding children supervision across Barts Health NHS Trust*

The Barts Health NHS Trust safeguarding children supervision policy is currently in the process of being ratified. A programme of supervision skills training is in place for key staff across the organisation in order to facilitate the delivery of effective safeguarding children supervision. Priority training has commenced in high risk areas, such as A&E and maternity services.

- *Safeguarding Children Training*

Barts Health NHS Trust is working towards CQC compliance at Levels 1- 3 safeguarding children training. Recent training focused on classroom based delivery has proved challenging. The organisation is to develop a competency framework to support the delivery of training in an innovative way that ensures staff have the required level of competency commensurate to their role and their level of responsibility in safeguarding and promoting the welfare of children.

Metropolitan Police Service (MPS) – Public Protection

The Borough Police Public Protection Unit has made progress in the following priority areas:

Improving safeguarding arrangements for all children and young people involved in gangs

During the past year the MPS Gang Support Unit and Tower Hamlets Gang Unit has formed, providing advice and support and encouraging collaborative working between the Police, Tower Hamlets Local Authority, Children's Homes and Registered Social Landlords (RSL). The Unit also works with the local Job Centre Plus to assist, support and divert young people from gangs.

There are also improved working relationships with youth offending, LBTH and the Safer London Foundation to support children and their families.

Domestic Violence and Safeguarding Children

In July 2013 the Tower Hamlets Community Safety Unit Domestic Violence car was introduced. A Uniformed Police Officer and Detective respond to DV calls in a support and investigative capacity from the hours of 2pm – 2am when demand is high. The officers provide support and assistance to the victims of DV and their children whilst also securing the evidence forensic value. The creation of the DV Car has proved to be a great success in the assessment and identification of DV offences and therefore the safeguarding of children. As a result Tower Hamlets CSU was one of the most (3rd in MPS) successful CSU's in London in terms of reaching judicial disposals for Domestic Violence.

Child Sexual Exploitation (CSE)

A new CSE investigation team has been set up to explore the extent of Child Sexual Exploitation within the borough of Tower Hamlets. This includes a proactive and robust approach to vulnerable children exposed to CSE.

Missing Children

There is a close working relationship between the police, staff from the two children's homes in the borough and wider children's services staff around missing children. Such collaborative working has greatly assisted the police in finding missing children, recovering evidence and gaining information from other residents within the care setting.

Priorities for 2013-14

- Improving safeguarding arrangements for all children and young people involved in gangs
- The creation of further additional gang exit mentoring programme places each year
- The identification of work experience/apprenticeship places prioritised towards known gang members
- The expansion of the Safe and Secure scheme ie. an expansion of capacity to support at least 15 gang members and families in the borough
- The delivery of a gang focused education programme into all secondary schools and colleges in the borough
- Safeguarding the victims of Domestic Violence and their children through improved collaboration of partners working together
- The implementation of Multi-Agency Safeguarding Hub (MASH)
- The creation of the Child Sexual Exploitation Team within the Public Protection Desk
- Improved collaborative working with all partner agencies exploring innovative ways of working to safeguarding children and young people

LBTH Youth Offending Service (YOS)

The Youth Offending Service's Early Intervention/Prevention programme held an anti-bullying poster competition during anti-bullying week with further funding secured to continue the work.

The service has also developed a customised, specialist YOS child protection procedure and guidance document for YOS staff.

Furthermore, co-working arrangements between YOS, CAMHS and Children's Social Care have been introduced to use the AIM2 Assessment tool to work with young people who are sexual offenders and those who display harmful sexualised behaviour.

Additional activity includes the facilitation of an accredited group-work programme for violent offenders, "Street Rep" while youth workers are also now based with the Adolescent Group situated in Accident and Emergency at the Royal London Hospital.

The YOS has also contributed to joint work with the police to identify and target services for young offenders who are gang associated and those who are vulnerable to offending.

LBTH Integrated Youth Service

In October 2012 LBTH brought back contracted youth providers under the management of the Council. This returned responsibility for approximately 160 full and part-time staff creating an immediate challenge for the service to ensure all staff were sufficiently trained to safeguard children and young people. A programme of induction, training and refresher courses was carried out to ensure the service met a minimum standard.

Core competencies in safeguarding forms an integral part of safeguarding standards, and is tracked through a quarterly staff skills audit.

As part of the services prevention strategy, six ASPIRE courses have been held targeting young people – both males and females who are identified as being sexually active, at risk of becoming teenage parents, in potential violent relationships and / or have low aspirations, self-esteem and confidence. There has been a significant reduction in the under 18 conception rate to 28.5% per 1000 females aged 15-17, a fall of 10.4% from 2010, and 50.7% from the baseline in 1998. Figures published by ONS (2011).

Partnership work with schools, specialist agencies and the community sector have positively developed further, with clear channels of communication and reporting in place.

The Youth Service Registration Scheme ensures a robust commissioning and monitoring system of those potential providers in the voluntary sector, ensuring they are able to meet minimum standards. Providers have to evidence safe practices through safeguarding policy/procedures, CRB checks and vetting external trainers who deliver direct activities/workshops.

Having a workforce that is better informed and a process that is well-managed has increased the confidence of frontline staff. Young people/parents report feeling more positive about engaging or allowing young people to engage in youth service activities within clubs and off site trips/activities. This has led to the Youth service achieving contact with 68.8% of young people with a participation rate of 61.4% during 2012-13.

Through the young carers short break sessions approximately 35 young carers have achieved accredited certificates in Food Hygiene, First Aid, using a wheel chair, understanding illnesses and the effects of medication, anger/stress management.

These are young carers who undertake a significant amount of caring responsibilities for parents/ carers and siblings within the household who may have a disability, suffer from substance misuse or are mentally ill. The sessions have allowed young carers to be more aware of the risks and dangers they may potentially face on a day to day basis and the impact this has on them as individuals.

Tower Hamlets has seen a drop in youth on youth violence through the partnership work with the Metropolitan Police. This partnership has developed into a 24 hours/7 days per week response service provided by the Detached & Response (D&R) Team. D&R send frontline staff to defuse situations and prevent further escalation of youth on youth violence between groups. Further to this, D&R deploy a mobile youth bus to reported high risk areas and engage young people into club activities and enrolment onto courses in Restorative justice, Safeguarding and Conflict resolution with progression onto the Community Champions programme. The Community Champion Programme promotes previously at risk young people to become role models within the borough and assist the work to reduce youth on youth violence and disorder across geographical boundaries.

LBTH Children's Social Care

Children's Social Care (CSC) teams have enhanced their safeguarding responsibilities in response to various changes in their duties and requirements as a result of the Munro Review of Child Protection, external inspection and national policy direction. These include:

Establishment of the Principal Social Work (PSW) role in May 2012 as recommended by Munro and supported by the Office of Chief Social Work (DfE)

The PSW delivers on five key areas:

- To direct social work practice
- To provide a voice for frontline social work staff
- To work alongside senior management to raise practice debates and be a critical friend at all levels
- To be involved in raising practice standards overall
- To link to the national practice agenda and raise the profile of Tower Hamlets with The College of Social Work and the Department for Education.

The perspective gained from working across the different parts of the service gives the PSW a unique understanding of practice and the issues faced by social workers. The evidence is triangulated by the various feedback systems and suggestions for change have been made. Practice improvement has benefited children directly, as well as social workers and will help with staff recruitment and retention. The PSW brings a healthy and critical challenge to senior management and debate to the people who can affect the greatest amount of change.

LSCB Training Project on Signs of Safety

The LSCB funded project was rolled out across CSC and health services to embed the Signs of Safety Skills and Tools and improve professional judgments about risk within the context of our local Family Wellbeing Model (threshold framework). The aim is to enable staff to manage more risk prior to statutory social work involvement within health and education settings. Early results show some success in raising the level of skill in risk analysis by colleagues across health and social care, strengthening referrals to CSC and informing 'step-down' out of CSC to partner agencies in the community.

Reconfiguration of the front door service/progress of Multi-Agency Safeguarding Hub (MASH)

Building on the service developments last year, Tower Hamlets in partnership with health and the police has advanced plans to put in place a local Multi-Agency Safeguarding Arrangement (MASH), as an extension of the current Integrated Pathways and Support Team (IPST). A multi-agency steering group has overseen the implementation of this work from an incremental/phased approach. Funding for a health post has been secured to form part of the multi-disciplinary team. The final phase will involve the co-location of the Police Public Protection Desk (PPD) alongside IPST in July/August 2013. A formal launch of arrangements will take place in the Autumn.

Safeguarding Children and Domestic Violence

In light of the increased awareness and rising demand in relation to domestic violence, CSC continues to review its service response to domestic violence. A number of key developments are taking place notably the devising of a CSC strategy to manage cases of domestic violence, review of the CSC interface with MARAC, which strengthened senior manager presence with MARAC. The Positive Change Programme (Domestic Violence Perpetrators Programme) was delivered again this year, but in response to need, was expanded to include a specific programme for Bangladeshi male perpetrators. Work with women and children experiencing domestic violence ran in tandem with the two programmes. The outcomes of this will be reported next year.

Child Sexual Exploitation

Tower Hamlets Children's Social Care have had a long standing multi-agency practitioners group, which brings together those directly working with children and young people to share information and knowledge on CSE activities and formulate actions to intervene and support young people. In the past year, the LSCB has participated in national research commissioned by the Office of the Children's Commissioner and carried out by the University of Bedfordshire. This research is exploring the extent that young people are involved in CSE through groups and gangs, focussing on both victims and perpetrators. The CSE practitioners group have acted

as focus group informing the research from direct practice experience. The LSCB anticipates the final report to be published in Autumn 2013.

The LSCB has set up a CSE working party to understand how wide this problem is locally and who are most likely to be at risk through the development of data collection. In the coming year, the working group will develop a local CSE Strategy and Protocol to aide practitioners in being able to identify those at risk of or being sexually exploited and provide young people with the assistance to divert from risky lifestyle choices, for example, truanting from school, going missing, misusing substance.

Children Missing from Education (CME)

Tower Hamlets children missing from education service has a lead officer who:

- identifies children who are residing in the borough but out of school and in need of support with accessing education
- locates and engages these children and their families
- tracks children who have left the borough with no known education destination and ensuring the appropriate authorities are informed
- maintains a missing children register

The main sources of referrals to the missing children service are the Council's Attendance and Welfare Service, Children's Social Care, Pupil Admissions Service, Tower Hamlets schools as well as other LAs. The Ofsted inspection of Safeguarding and Looked After Children services in June 2012 found that systems in place for supporting CME and tracking missing pupils were excellent.

Another group of children out of mainstream education are those who are home-educated. Tower Hamlets works alongside two specialist consultants forming the Home Education Team and who ensures they have an oversight of children that are home-schooled and for those where home education is not deemed appropriate. In partnership with the parents, the consultants make a referral to the CME lead officer to discuss alternative options, very often this cohort tends to be children who have been pulled from schools as a victim or perpetrator of bullying and the family is not equipped to home-educate.

Children missing, while in care, have taken on considerable importance over the last 12 months. There has been a Parliamentary working group report on missing children as well as reports from the Office of the Children's Commissioner and other national children's charities making a direct link between children missing from home or care of being at greater risk of sexual exploitation.

Children's Social Care monitors children who go missing from care i.e. from their foster home or residential unit on a monthly basis. Children who remain missing from care are brought to the attention of the CME lead who in conjunction with

Children's Social Care works extensively with health, police and education to locate the young person.

Children's Social Care Quality Assurance

Children's Social Care has both strengthened and widened its quality assurance activities through the development of a quality assurance framework and embedding quality assurance processes across the management structure. Following on from the Safeguarding and Looked After Children Inspection in June 2012, the role of the Children's Independent Reviewing Officers has been strengthened through the implementation of a practice alert system within child protection and children in need reviews, as well as the children looked after reviews. This will be evaluated and reviewed next year.

A number of practice areas have been independently audited by the audit and project managers including Care Pathways, Pathway Plans and Case Recording, the learning from these has been taken forward and implemented within the respective service areas. This is in addition to the case file audits completed by managers on a monthly basis from which practice themes are now being highlighted.

A system of evidencing management oversight has been introduced and outcomes of cases audited across the service are now monitored by senior social care managers as part of the monthly management information report.

A number of internal case management reviews have also been conducted by the Child Protection and Reviewing Service and practice learning for Children's Social Care staff is identified and taken forward through the senior management team.

Safeguarding Arrangements during the London 2012 Olympic Games

Children's Social Care took the lead on behalf of the LSCB to ensure safeguarding arrangements across the Partnership could deliver a safe and enhanced service. Tower Hamlets cooperated with a shared duty service with the other Olympic Boroughs in East London. Practice guidance was developed and communicated across front-line services to ensure changes to business continuity was understood and did not impede our being able to respond to child protection concerns.

Safeguarding Work with the Community:

Children's Social Care oversees the work with faith communities. The work is primarily delivered by the African Families Service and the Muslim Families Service, managed within the Child Protection and Reviewing Service. Both services are well established, have cross agency steering groups and have established strong links with Tower Hamlets Muslim and Black African communities.

The work of both groups has very much reflected the four key actions highlighted in the Government's 'Action Plan to Tackle Child Abuse Linked to Faith of Belief' –

Engaging Communities, Empowering Practitioners, Supporting Victims and Witnesses and Communicating Key Messages.

In relation to:

Engaging Communities – the African Families Service has a Pastors and Community Leaders group which meets bi monthly to be informed about and discuss safeguarding issues that impact on the Black African Community. Over this last year for example the sessions have included ‘gangs and youth violence’, ‘private fostering’ ‘child disability’ and ‘parenting in the UK’. Previous topics have included spirit possession and physical chastisement. These forums are attended by upwards of 50 pastors and community leaders and by service users/parents/members of their congregations.

The Muslim Families Service has delivered three large scale seminars to address the following topics:

- Accepting & Understanding Your Child’s Disabilities
- Fatherhood
- Children See, Children Do

All three seminars were well attended by parents and local community groups (over 100 participants) as well as professionals from health, education and social care services. These seminars are delivered in partnership with Tower Hamlets Council of Mosques and facilitate a dialogue between professionals, community/faith leaders and parents, through presentations and small group discussion to understand what impacts on parenting for the local Bangladeshi community. For example, the perceived stigma attached to having a child with disabilities, perceptions of why children do what they do and how adult behaviour can impact on children’s behaviour, the importance of fatherhood in wider family life and the concept of fatherhood from an Islamic perspective. These seminars are part of the on-going work plan for the Muslim Families Service and previous topics have included forced marriage and sexual exploitation. In addition to the seminars, regular safeguarding sessions are held with parents within Tower Hamlets schools where topics of physical chastisement and sexual exploitation are covered

Empowering Professionals – both the African Families Service and the Muslim Families Service delivered cross agency training to professionals under the LSCB training programme. As well as the formal 2 day training the African Families Service provides a monthly cross agency reflective practice forum for practitioners needing advice/guidance on cases involving Black African children and families. This service was not fully available over the last year due to the recruitment of new staff to the group who required specialist training which is currently taking place. The Muslim Families service also delivered regular child protection training to Islamic Teachers in partnership with the Council of Mosques and the Islamic Teachers Association. These areas of work are part of the service's on-going work plan.

Supporting Victims and Witnesses – As part of the Positive Change programme (domestic violence perpetrator work), the first Bangladeshi Caring Dads programme was delivered by the Muslim Families Service in partnership with the probation service and Eva Armsby Family Centre. This was very successful and further programmes are planned for the coming year. The partners and children of the men involved with the programme will be supported in parallel throughout the process.

Communicating Key Messages – The Muslim Families Service has utilised Ramadan Radio to deliver key safeguarding messages on for example child sexual abuse and domestic violence. The African Families Pastors and Community Leaders Forum is used regularly by the Local Authority and other services to access the Black African community and communicate information/ encourage participation, for example this year Health have attended in relation to use of Children’s Hospice services.

Voluntary Sector

Volunteer Centre Tower Hamlets provides the Forum for the network of voluntary sector organisations working with children and young people. The LSCB promoted the national Safe Network self-assessment audit tool as a useful resource for the voluntary sector. It sets the standards for this sector to operate safely and is section 11, Children Act compliant. The Voluntary Sector Children and Youth Forum (VSCYF) Coordinator supported 15 organisations to complete an audit.

The voluntary sector organisations that have completed Safe Network audits are better prepared to respond to children’s safeguarding needs; many introducing systems to ensure their staff know how to implement the procedures where necessary. As a result of these audits and a Safe Network workshop, particular areas of concern, including cyber-bullying, e-safety and managing allegations, were highlighted for further development.

Two training courses were held for voluntary sector organisations which focused on writing policies and procedures and safeguarding tools. Workshops on e-safety and Tower Hamlets’ Family Wellbeing Model were developed as part of a rolling programme of themed workshops for the voluntary sector.

Information on safeguarding children during the Olympics was disseminated to the voluntary sector and the Voluntary Sector Children and Young People Forum (VSCYF) e-bulletin ensures providers were aware of changes to the CRB/ Independent Safeguarding Agency, seasonal child safety resources, anti-bullying and e-safety and making referrals to social care’s IPST.

The Voluntary Sector Children and Youth Forum has prioritised improved responses to cyber bullying and other e-safety issues, managing allegations and embedding the Family Wellbeing Model through a better understanding of thresholds.

5. Effectiveness of Safeguarding Work in Tower Hamlets

The Quality Assurance and Performance Subgroup monitors the effectiveness of Safeguarding in Tower Hamlets.

Safeguarding and Dataset Performance

The current performance indicators are based on the London Safeguarding Dataset, compiled by the London Safeguarding Board in 2007. Tower Hamlets' LSCB adopted the London dataset in 2008 to suit local needs.

Following the recommendations of the Munro Review of Child Protection, the government published a new Safeguarding Performance Framework. Therefore the LSCB dataset is under review. 2012-13 has been a transition year for the LSCB in relation to performance and the dataset as we develop our own indicators to replace the London dataset. This year our focus on performance data has not been as rigorous as we would have liked and a priority for 2013-14 is to ensure that the new dataset includes revised indicators that can be reliably collected and reported on. The LSCB also wants to ensure regular reporting and rigorous performance challenge by the Board.

The tables below set out our safeguarding performance in key areas and outcome measures for this year (2012-13) in comparison to 2011-12:

Children and Young People who are the subject of a child protection plan:

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
54.47 per 10,000 of under 18 population	59.2	n/a

There was an increase in the number of children on child protection plans during the second half of 2012-13, rising from c.300 to 347 at its peak. By March 2013 the number of plans had begun to fall. This measure is being monitored within the Council's Education, Social Care and Wellbeing Directorate, and corporately as part of work to assess any impact of welfare reform measures, and will be part of regular reporting to LSCB in future (N19 from new national safeguarding performance framework). The increase cannot be explained by any disproportionate rise in a particular age or need category.

Child Protection Plans (CPP) lasting 2 years or more:

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
8.12%	9.09%	12-5.5%

Performance of 9.09% remains within the 12%-5.5% target banding.

Percentage of children with disabilities subject to a child protection plan:

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
3.8%	5.47%	n/a

There has been a slight increase compared to the reported figure of 3.8% at the end of March 2012; however this is not necessarily significant given the small numbers of children involved. At the end of March 2013 there were 18 children with disabilities who were also subject to a child protection plan out of 329 children known to the LA's Integrated Services for Disabled Children. Of these, 8 were female and 10 were male. Further breakdown by ethnicity shows that 15 were Bangladeshi; 2 were Somali, 1 was White/Black Caribbean.

Percentage of referrals to children's social care going on to initial assessment (LBTH assessment):

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
55.8% (initial assessment) 47.7% (LBTH assessment)	92.7%	n/a

Total referrals (2340) and total LBTH assessments completed (2169).

Percentage of initial assessments for children's social care carried out within 10 working days of referral:

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
50%	60.8%	65-70%

Performance at end of 2012-13 has improved by c.10 percentage points since 2011-12 to 60.81%, but was still below the target of 65%. As with performance this year for NI60, this indicator has been affected by the move to the use of a single assessment process i.e. the TH assessment framework, in line with the revised Working Together guidance, no longer distinguishes between type of assessment (core and initial).

Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement:

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
65.7%	61.6%	70-75%

Performance for 2012-13 stands at 61.63%, down from the previous year and missing the minimum target of 70%. It should be noted that during this period LBTH had introduced a single assessment process in line with the recommendations of the Munro Review. Revised Working Together guidance for practice in this area has now confirmed the use of a single assessment process, with the aim that assessments should be completed within 45 days (the percentage of assessments completed within 45 days as at 31 March 2013 was 74%).

Numbers of completed Common Assessment Framework (CAFs):

Final Outturn 2011-12	Final outturn 2012-13	Target 2012-13
813 (target 900)	887	850

The number of CAFs completed is a culmination of the CAFs registered online across the various agencies that make up the Children and Families Partnership using the borough's eCAF system, referred to as 'THIS Child Online' and represents the number of assessments carried out in 2012-13. The number of CAFs also includes both the CAFs created outside the eCAF system e.g. completed offline and subsequently uploaded and those entered directly in to the eCAF system. The final outturn for 2012-13 is 9% more than the previous year's and exceeds the target. It is anticipated that this performance is maintained through 2013-14 with reporting next year to include the impact of CAFs, through the monitoring of the number of CAFs reviewed i.e. families are supported down from targeted intervention due to sustained improvement.

Quality Assurance/Case Audit

Two case audits were completed this year. One focused on referrals to Children's Social Care and aimed to test the level and understanding of thresholds across the LSCB. The second audit arose in response to the Ofsted Inspection of Safeguarding and Looked After Children Services findings, and sought to explore how effectively the Team Around the Child is working to make a difference for children whose cases were closed by social care. The outcome and impact of the latter case audit will be reported in the 2013-14 annual report.

The monitoring of various action plans was amalgamated to ensure the LSCB has better oversight of the progress it makes across thematic learning areas. An

umbrella action plan now monitors key actions from serious/case review, inspection and case audit findings.

Inspections of Quality and Impact of Safeguarding Services

In June 2012, the Ofsted Inspection of Safeguarding and Looked After Children Services was carried out jointly with the Clinical Quality Commission (CQC) which focused primarily on Children's Social Care and Health but sought input from LSCB partners. Tower Hamlets was rated Good with some outstanding features. In order to improve the quality of provision and services for safeguarding children and young people in Tower Hamlets, the local authority and its partners were asked to take the following actions.

Immediately:

- Ensure that electronic case recording systems effectively support staff to record their work and evidence management of oversight in all cases
- Ensure that the emergency duty service have timely access to all necessary information to ensure risk management is effective

Within three months:

- Ensure that staff within Barts Health NHS Trust have the required level of training and supervision appropriate to their roles and responsibilities in safeguarding children
- Review the format of reports to initial child protection conferences in order that there is consistency across the authority to more robustly record and evaluate risk and protective factors, as well as making such reports available to practitioners and parents in a timely manner
- Ensure the Children and Families Partnership holds the LSCB to account for the effective delivery of the LSCB work plan for 2012-13
- Appoint a named GP to support the work of the LSCB and continue to develop the role and contribution of GPs in keeping children safe at strategic and operational levels

Within six months:

- Ensure that NHS commissioners and local providers strengthen their capacity to deliver lower level support to young people with emotional and mental health needs
- Keep under review the implementation across the partnership of the Family Wellbeing Model in order that all agencies have a shared understanding of the thresholds for access for children in need and children in need of protection

- Review how the views, wishes and feelings of children who enter the child protection system can most effectively be promoted and considered at child protection conferences, including their supported attendance.

The LSCB has been undertaking quarterly monitoring of the above actions and has made significant progress in implementation. A couple of areas in relation to health actions (training and electronic systems) remain outstanding and the LSCB has sought mitigation for this delay.

Areas of Strengths and Areas for Improvement

A Quality Assurance Framework was developed to strengthen LSCB performance to enable it to better demonstrate the outcomes for safeguarding children and young people. The coming year will focus on implementing this from strategy to practice and will be supported by the Learning and Improvement Framework.

The new inspection framework in the future will include a separate performance descriptor for the LSCB. Tower Hamlets' LSCB will need to ensure that it is able to hold up to rigorous inspection scrutiny and can demonstrate the difference it makes to the lives of children and young people.

6. Child Death and Serious Case Reviews

The LSCB completed one management review using the Social Care Institute of Excellence (SCIE) Systems methodology and commissioned a serious case review in the period of reporting. The latter will be concluded by July 2013 and reported in next year's annual report.

The LSCB case review group is responsible for overseeing this function of the LSCB and reflected on the practice changes as a result of learning from based on previous serious case reviews (SCR). These include:

SCRs where domestic violence was significant feature

Learning/practice changes:

- Greater cross agency awareness of impact of DV especially for pre-birth, babies and young children
- Lowering of threshold for CSC intervention with under 2's
- Strengthened strategic domestic violence focus to include children as victims
- Introduced Positive Change Service – to work holistically with Fathers, Mothers and Children

SCRs where Lack of Engagement/Assessment of Male Partners/Service Users was a significant feature:

Learning/ practice changes:

- Routine engagement of male partners embedded as part of all assessments
- Changes in Tower Hamlets Assessment Framework explicitly support this in the guidance

SCRs where Historical Information not taken into Account/ Over Optimism was a significant feature:

Learning/practice changes:

- Changes in Tower Hamlets Assessment Framework by incorporating historical information explicit in guidance
- Chronologies completed for all cases from point of allocation
- Management oversight strengthened

SCRs where Transfer of Cases between Local Authorities was a significant feature:

Learning/practice changes:

- CSC Assertive in ensuring that responsibility accepted and held by other LA - that the case is firmly held in Tower Hamlets before a transfer is made

SCRs where a Lack of Awareness of Sexualised Behaviour was a significant feature:

Learning/Practice changes:

- Still some gaps (CAMHS input) but growing knowledge of sexualised behaviour assessment and treatment
- Implementation of AIM programme – Schools, CSC , YOS

SCRs where Non Engagement of Parent (When is Enough, Enough?) was a significant feature:

Learning /practice changes:

- SMARTER Children Protection Plans
- Strengthening of multi-agency core groups
- Greater management oversight
- Strengthening of LA legal planning meeting process

The **Child Death Overview Panel** (CDOP) makes the following recommendations to the LSCB based on the child death cases it reviewed in the year:

Recommendations arising from modifiable factors and learning points identified in 2012-13:

Maternity services to ensure that updated protocols on the management of high risk women are fully implemented, including:

- Hyperemesis gravidarum
- Diabetes in pregnancy
- Maternal obesity (BMI > 35)

Maternity services to ensure that unit guidelines on transfer to labour ward are adhered to and a guideline for management of women in the early labour suite should be developed.

Social care to review thresholds and prioritisation of referrals to ensure that concerns about possible neglect or abuse are fully investigated.

Follow up with LBTH Housing on policies in place for families that refuse to comply with mandatory inspection of premises and to ensure that information on safety measures regarding windows and balconies in high rise apartment blocks are passed on by Social Housing Landlords to tenants.

Ensure that questions regarding consanguineous marriage are routinely asked and recorded by GPs and midwives at booking for antenatal care, with the offer of genetic counselling where appropriate.

Public Health to publish initial analysis of local data on consanguinity, as a first step towards identifying what wider local action might be needed.

The CDOP have prioritised the following recommendations for the coming year and will work in conjunction with the LSCB Policy, Information and Communications subgroup to:

- Raise awareness amongst frontline staff, parents and the general public on the recognition of acute life threatening illness, including raising awareness of the RCGP 'spotting the sick child' website
- Ensure that CAMHS - policy on follow up of DNAs has been reviewed and strengthened.

Recommendations regarding the operation of the CDOP:

Strengthen central recording and analysis of child deaths in Tower Hamlets, including re-establishing receipt of monthly reports from ONS, setting up an improved central database and Public Health to undertake an analysis of all child deaths in Tower Hamlets over the last 5-6 years.

Training for frontline agencies on the role and work of the CDOP, including the CAIT team of the Metropolitan Police Service, Health visitors, Paediatric A&E personnel, GP Surgeries and London Ambulance Service

Explore widening the CDOP membership to include representation from bereavement services. Continue to follow up with other London Boroughs on the analysis of child deaths across London.

The permanent appointment of the CDOP Coordinator / SPOC should be agreed.

Areas of Strengths and Areas for Improvement

The LSCB will need to develop a local serious case review model that is underpinned by the principles of a systems approach to learning. This will remain a challenge for the coming year as the change in practice will need to demonstrate how improvements to practice can be sustained in the long term. Previous experience of SCRs nationally has highlighted the same weaknesses in the system or practice despite efforts to improve e.g. quality of recording, supervision and management oversight.

The LSCB will undertake a test case using the best available methodology following research and in collaboration with London Safeguarding Children Board leaders.

7. Priorities for 2013-2014

The work plan for the coming year is set out in the LSCB Business Plan (See Appendix 8).

The priorities have been identified to address gaps identified within the revised Working Together to Safeguard Children published in March 2013. The LSCB is committed to working closely with other themed partnerships to ensure governance and strategic co-ordination of common priorities and the effective use of limited partnership resources.

The LSCB business plan includes core activities relating to statutory requirements set out in the Children Act 2004 and LSCB Regulations 2006. The LSCB Subgroups will be responsible for delivering and monitoring some of the activities contained in the business plan and will further develop detailed action plans to support this.

Our priorities over the coming year will be:

- Embedding Working Together 2013 into our everyday practice
- Developing our workforce in line with our local learning & improvement framework
- Ensuring learning from the serious case review (Child F) is taken forward and embedded in practice across the LSCB partnership
- Recruiting two Lay Members to the LSCB Membership
- Through our quality assurance strategy undertaking a range of practice audit, themed reviews and deep dive exercises to measure the effectiveness and impact of our partnership working
- Embedding the Family Wellbeing Model to ensure our Early Help offer reaches out across the London Borough Tower Hamlets
- Recognising the impact of Child Sexual Exploitation and promoting our services to safeguard vulnerable children and young people
- Recognising the impact of domestic abuse on children and young people and continue to develop our services to support children and families at risk
- Working with Commissioners and Providers to ensure robust children's safeguarding structures and systems are in place across the Partnership
- Embedding the engagement and participation of young people with the LSCB

APPENDIX 1 – LSCB COMPACT

The London Borough Tower Hamlets LSCB Compact sets out the priorities, aspirations, commitments and standards to safeguard children and young people across the London Borough Tower Hamlets in line with Working Together 2013:

- To co-ordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in The London Borough Tower Hamlets.
- To ensure the effectiveness of what is done by each person or body for that purpose.

Safeguarding is defined as:

- Protecting children from maltreatment.
- Preventing impairment of children's health or development.
- Ensuring children are growing up in circumstances consistent with the provision of safe and effective care.
- Undertaking that role so as to enable those children to have optimum life chances and enter adulthood successfully.

It will be reviewed annually by the LSCB in line with other policy developments relating to children and young people.

The LSCB comprises of representatives from across the LBTH partnership who work together to commission and provide services to children and young people including Children Social Care, Adult and Community Services, Police, Clinical commissioning Groups, NHS Trusts, Probation, Schools and the Voluntary and Community Sector.

Aims of the London Borough Tower Hamlets LSCB Compact:

The compact of the London Borough Tower Hamlets LSCB sets out the expectations of each partner agency in order that they it can effectively discharge its duties as set out in Section 11, Children Act 2004. Working Together 2013 (Chapter 2) states that *'these organisations 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*
- *A senior board level lead to take leadership responsibility for the organisation'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*
- *Arrangements which set out clearly the process for sharing information, with other professionals and with the LSCB*
- *A designated professional lead (or for health providers, named professionals) for safeguarding to support professionals in their agencies to recognise the needs of*

children including risk and abuse. Designated Professionals roles should always be explicitly defined in job descriptions. Professionals should have sufficient time, funding, supervision and support to fulfil their child welfare and safeguarding responsibilities

- *Safe recruitment practices for individuals whom organisations will permit to work regularly with children, including policies when to obtain a criminal record check*
- *Appropriate supervision and support for staff, including undertaking safeguarding training:*
 - *Employers are responsible for ensuring their staff are competent to carry out their safeguarding responsibilities and able to raise concerns*
 - *Staff should receive mandatory induction, which includes familiarisation with child protection procedures*
 - *All professional should have their own practice reviewed regularly to ensure improvement over time*
- *Clear policies in line with those from the LSCB for dealing with allegations against people who work with children'*

The overall aims of the London Borough Tower Hamlets LSCB Compact are to ensure agencies and organisations are signed up to the aims of the London Borough Tower Hamlets LSCB and can effectively:

- i) Safeguard children by having in place policies, procedures, safe working practices and suitable, trained staff and volunteers;
- ii) Improve the quality of life and opportunities for all children by working together and in partnership with parents, carers and the community to improve outcomes for children in respect of keeping them safe and promoting their wellbeing.

The London Borough Tower Hamlets Local Safeguarding Children Board will aim to provide information, support and advice for partner agencies and organisations to support them fulfil their safeguarding obligations and statutory requirements.

The London Borough Tower Hamlets Partner agencies must abide by the following standards

- Partner Agency's new representative meets with LSCB Chair and Business Manager for induction
- Partner Agencies must contribute to, and engage fully and effectively in the work of the LSCB Board, Executive Business Group and/or the Subgroups
- Ensure strategic safeguarding issues are brought to the attention of the Local Safeguarding Children Board and LSCB Chair and incorporated into the LSCB Risk Register
- Partner Agencies should further the work of the LSCB outside of LSCB meetings and ensure they report to the LSCB how they promote the wider health and welfare of children and young people and improve safeguarding outcomes

- Partner Agencies should ensure that LSCB representation covers both strategic, professional expertise and responsibilities
- Partner Agencies to agree to ensure commitment of time to LSCB business
- Partner Agencies accept and agree to provide financial resources (or in kind if otherwise agreed by the LSCB) to support the work of LSCB in line with Working Together 2013
- Partner Agencies agree to ensure that there is liaison and feedback between the agency representative, the Executive Board and front line staff of the agency in respect of the work of the LSCB
- Partner Agencies provide the LSCB with performance and quality information about the activity of safeguarding children work, type and trends
- Partner Agencies to contribute to the publication of the LSCB Annual Report
- Partner Agencies agree to identify and undertake specific pieces of work in line with the work programme of the LSCB
- Partner Agencies to ensure deadlines for work/reports are met as agreed by the LSCB
- Where a Partner Agency's representative cannot attend the LSCB meeting, then consideration should be given to an appropriate nominated representative from the agency attending on their behalf

In addition, where an LSCB representative is acting on behalf a group or professional forum i.e. voluntary sector, schools, the identified representative will:

- Be nominated by their professional group
- Ensure effective communication across their professional network in order that the wider views of that network informs the LSCB

Signed on behalf of**Agency**

Chief Officer *(Signature)*

Name of Officer

LSCB Representative *(Signature)*

Name of Officer

Date

APPENDIX 2 – LSCB TERMS OF REFERENCE

Overall purpose

The Local Safeguarding Children Board (LSCB) established through the Children Act 2004 Section 14.1, is a statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do.

Working Together to Safeguard Children, Chapter 3 (DCSF 2010), sets out in detail guidance for LSCBs and their member organisations to follow regarding their role, functions, governance and operational arrangements. The LSCB should coordinate what is done by each person or body represented on the Board and ensure the effectiveness of work undertaken by member organisations through a variety of mechanisms including peer review, self-evaluation, performance indicators and joint audit.

The broad scope of the LSCB is to address:

- Activity that affects all children and aims to identify and prevent maltreatment or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care
- Proactive work that aims to target particular groups
- Responsive work to protect children who are suffering, or likely to suffer, significant harm

Budgets responsible for

To function effectively, the LSCB needs to be supported by its member organisations with adequate and reliable resources. The LSCB budget is funded by contributions made by the Police, Health Agencies (Community, Acute and Mental Health), Probation, CAF/CASS, Children's Social Care and Local Authority other. It is the expectation that the majority of funds will be provided by these core partners. The LSCB budget and the statutory contribution* (s15, CA04) made by each member organisation should be reviewed and agreed on an annual basis at the end of the financial year by the Independent LSCB Chair and the LSCB Executive Business Group.

** Contribution is considered to be financial payments towards expenditure incurred or in kind through the provision of staff, goods or services.*

Legal Agreements

The LSCB may request personal or other information subject to the Data Protection Act. Currently, Tower Hamlets' LSCB adheres to the scope outlined in the

Information Sharing Guidance for Practitioners and Managers (DCSF2008) and the North East London Information Sharing Protocols.

Information sharing with the LSCB will be strengthened with the passage of the Children, Schools and Families Bill, which makes provisions for compliance with LSCB requests for 'appropriate' information to be disclosed in order to assist it in the exercise of its functions. The current local Information Sharing Agreement will need to be reviewed against the CSF Bill.

Accountable to

Tower Hamlets' LSCB is accountable for its work to

- The local community
- Constituent agencies
- Overview and Scrutiny Committee
- Secretary of State

Who is accountable to the LSCB?

The following are accountable to the LSCB in relation to the discharge of responsibilities in safeguarding children:

- Children and Families Partnership (in relation to safeguarding activity)
- Health and Wellbeing Board (*unclear whether this sits here or in group LSCB is accountable to – see above*)
- MARAC
- MAPPA
- LSCB Executive Business Group
- LSCB Subgroups:
 - Child Death Overview Panel
 - Case Review / Serious Case Review
 - Quality Assurance & Performance
 - Policy & Information
 - Children & Domestic Violence
 - Health Forum
 - Multi-agency Child protection and Safeguarding Training

LSCB Core Functions:

The core functions of an LSCB are set out in regulations and are:

- Developing policies and procedures including those on:
 - action taken where there are concerns about the safety and welfare of a child, including thresholds for intervention;
 - training of people who work with children or in services affecting the safety and welfare of children;
 - recruitment and supervision of people who work with children;

- investigation of allegations concerning people who work with children;
- safety and welfare of children who are privately fostered;
- co-operation with neighbouring children's services authorities (i.e. local authorities) and their LSCB partners;
- Communicating and raising awareness;
- Monitoring and evaluation;
- Participating in planning and commissioning;
- Reviewing the deaths of all children in their areas; and
- Undertaking Serious Case Reviews.

Additional LSCB Tasks:

- To audit and evaluate the effectiveness of local services in protecting and promoting the welfare of children
- To establish standards and performance indicators for the protection of children as required by DfE and within the framework set out in the Children and Young People's Plan (CYPP 2009-2012)
- To encourage and support the development of cooperative working relationships and mutual understanding between agencies and professionals with responsibilities for the welfare and protection of children as identified with the All London Child Protection Procedures and the THIS Child
- Participate in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account
- To use knowledge gained from research and national and local experience to develop and improve practice and service delivery and to ensure that lessons learned are shared, understood and acted on
- To raise awareness within the wider community of the need to safeguard children prevent harm and explain how the community can contribute to these objectives
- To ensure that single agency and multi-agency training on safeguarding and promoting welfare is provided in order to meet local needs. This covers both training provided by single agency to their staff and multi-agency training where staff from more than one agency train together.

Decision-Making Powers

The LSCB Main Board, consisting of its entire member organisation holds the final mandating authority and will be sought to make key local decisions relating to safeguarding and protection of children.

The LSCB Main Board also has the authority to delegate specific decision-making powers to its Executive Business Group which undertakes a number of management tasks on its behalf. Decisions undertaken by the Executive Business Group will be reported to the main Board and some decisions may need to be ratified by the Board.

Outputs

There may be some exceptions, but outputs should include:

- LSCB Annual review
- Multi-agency case and thematic audits
- Section 11 audits
- Bi-annual conference
- Annual Budget
- Annual Awareness Raising Campaign

Membership

The LSCB Membership was reviewed in July 2011 (see Appendix 1a for full list).

Expectation of Chair and Members

Chair

The Chair is responsible for providing effective leadership of the Board. He/she has a crucial role in securing an independent voice for the LSCB and should have the confidence of all partners.

The Chair and members of the Board are expected to:

- Read papers in advance of meetings, respond to emails and other communications in relation to the work of the LSCB
- Attend meetings, or provide a suitable delegate by notifying the Chair in advance and obtaining agreement to the deputy or alternative representative
- Participate in meetings and vote on decisions as a representative of their organisation or stakeholder group
- Feedback relevant information to their group or organisation
- Represent and promote the work of the LSCB
- Ensure knowledge of national and local safeguarding developments are kept up to date, including their child protection/safeguarding training

Meeting Frequency

Three times per year – May, September, January (2013-14)

An extraordinary meeting may be added during the year, if necessary

Support

The LBTH Strategy, Policy and Performance team provide business and policy support for the Board including:

- Arranging meetings
- Planning and writing papers
- Coordinating Board papers
- Writing and circulating minutes
- Advising on key policy developments

Relationships and links with other Strategic Bodies

Children and Families Partnership*

Safe and Cohesive CPDG*

Health and Wellbeing Board

London Safeguarding Children Board

** Memorandum of understanding developed between the LSCB Main Board, the Children & Families Partnership Board and the Safe and Cohesive CPDG.*

APPENDIX 3 - LSCB MEMBERSHIP (throughout 2012-13)

NAME	JOB TITLE	EMAIL ADDRESS
Abzal Ali	Social Inclusion Manager, Youth Services, LBTH	abzal.ali@towerhamlets.gov.uk
Alex Nelson	Voluntary Sector Children & Youth Forum Coordinator	alex@vcth.org.uk
Alison Thomas	Interim Service Head - Strategy, Innovation & Sustainability (Housing Rep), LBTH	Alison.thomas@towerhamlets.gov.uk
Andy Bamber	Service Head - Safer Communities, LBTH	Andy.Bamber@towerhamlets.gov.uk
Ann Johnson	Training & Workforce Development Subgroup Chair	Ann.johnson@towerhamlets.gov.uk
Ann Roach	Service Manager, Child Protection and Reviewing, LBTH	ann.roach@towerhamlets.gov.uk
Anne Canning	Service Head, Learning and Achievement, Education, Social Care & Wellbeing, LBTH	Anne.Canning@towerhamlets.gov.uk
Cllr Oliur Rahman	Lead Member for Children's Services	Oliur.Rahman@towerhamlets.gov.uk
David Galpin	Legal Services – LBTH	David.galpin@towerhamlets.gov.uk
DCI Sam Price	Child Abuse Investigation Command, North East London Region	sam.l.price@met.pnn.police.uk
DCS Dave Stringer	Borough Commander, Met Police Tower Hamlets	david.stringer@met.pnn.police.uk
DCI Wendy Morgan	Public Protection Unit, MPS Tower Hamlets	wendy.k.morgan@met.pnn.police.uk
Emily Fieran-Reed	Safer Communities & C&DV subgroup chair, LBTH	Emily.fieran-reed@towerhamlets.gov.uk
Dr Emma Tukmachi	GP Representative (CCG)	Emmatukmachi@nhs.net
Emma Bond	Hidden Harm Coordinator, DAAT	emma.bond@towerhamlets.gov.uk
Esther Trenchard-Mabere	Associate Director of Public Health, LBTH	esther.trenchard-mabere@towerhamlets.gov.uk

NAME	JOB TITLE	EMAIL ADDRESS
Kate Gilbert (Gary Atherton)	Assistant Chief Probation Officer	kate.gilbert@london.probation.gsi.gov.uk
Dr Hannah Falvey	CCG Rep	Hannah.falvey@nhs.net
Helal Ahmed	Voluntary Sector Rep	helal.ahmed@poplarharca.co.uk
Isobel Cattermole	Corporate Director, Education Social Care and Wellbeing, LBTH	Isobel.cattermole@towerhamlets.gov.uk
Jackie Odunoye	Service Head - Housing Rep incl. RSLs, LBTH	Jackie.odunoye@towerhamlets.gov.uk
James Parnell (Jessica Juon)	Service Manager, NSPCC	James.parnell@nspcc.org.uk
Jan Pearson	Associate Director for Safeguarding Children, ELFT	jan.pearson@eastlondon.nhs.uk
Karen Sugars	Service Manager, SPP Adults, LBTH	Karen.sugars@towerhamlets.gov.uk
Katharine Marks	Acting Service Head, Disability & Health (Adult Services), LBTH	Katharine.Marks@towerhamlets.gov.uk
Kenny Frederick	Secondary School Heads Rep (George Green)	kfrederick@georgegreens.com
Khalida Khan	Service Manager - Integrated Services for Disabled Children	khalida.khan@towerhamlets.gov.uk
Lenny Byrne (Tracey Carter)	Associate Chief Nurse (Safeguarding) - BHT	Lenny.byrne3@bartshealth.nhs.uk
Layla Richards	Service Manger - Strategy, Policy & Performance, LBTH	layla.richards@towerhamlets.gov.uk
Nick Steward	Director of Student Services, Tower Hamlets College	Nick.steward@tower.ac.uk
Owen Hanmer (Dr)	Designated Doctor, BHT	owen.hanmer@nhs.net
Parul Begum	Programme Manager, Children's Society (Vol Sector Rep)	Parul.begum@childrenssociety.org.uk
Rob Mills	Designated & Nurse Consultant, Safeguarding Children, Tower Hamlets CCG	rob.mills@towerhamletsccg.nhs.uk
Sara Haynes	Primary School Heads Rep (Arnhem Wharf)	head@arnhemwharf.towerhamlets.sch.uk

NAME	JOB TITLE	EMAIL ADDRESS
Sarah Baker	Interim Independent LSCB Chair	sarah.baker19@nhs.net
Sarah Wilson	Director of Specialist Services, East London Foundation Trust	sarah.wilson@eastlondon.nhs.uk
Steve Liddicott	Interim Service Head - CSC	Steve.liddicott@towerhamlets.gov.uk
Stuart Johnson	Service Manager - Youth Offending Services	stuart.johnson@towerhamlets.gov.uk

APPENDIX 4 – LSCB EXECUTIVE BUSINESS GROUP TERMS OF REFERENCE

Overall purpose

The overall scope of the LSCB is outlined in the main LSCB Terms of Reference document.

In addition to the above scope, the Executive Business Group will also provide business support to the Board and take decisions in relation to structure, governance and forward planning on behalf of the Board.

Budgets responsibility

To be responsible for the governance and review of the LSCB Budget and resources, as and when determined by the main Board members.

Legal Agreements

The local Information Sharing Agreement will need to be reviewed against the new provisions made in the CSF Bill.

Accountable to

The LSCB Executive Business Group is accountable to the Main Board.

Who is accountable to the LSCB?

The following are accountable to the LSCB:

- LSCB Subgroups:
 - Child Death Overview Panel
 - Case Review / Serious Case Review
 - Quality Assurance & Performance
 - Policy & Information
 - Children & Domestic Violence
 - Health Forum
 - Multi-agency Child Protection & Safeguarding Training

Key tasks

- Manage the day to day business of LSCB activities
- Oversee the implementation of the LSCB Work Plan
- Agree subgroup work plans
- Respond to local and national consultations and safeguarding developments
- Responsible for long term forward planning based on horizon scanning information
- Responsible for agenda planning of the main Board
- Report to the Main Board, including making recommendations on areas for challenge and scrutiny
- Respond to any tasks delegated by the main Board

- Responsible for planning the annual development session

Decision-Making Powers

The Executive Business Group has delegated authority to undertake decisions in relation to governance, structure and forward planning on behalf of the Board. These will be clearly demarcated by the main Board or the Independent Chair to avoid delay between meetings. Some decisions may need to be ratified by the main Board.

Outputs

- Quarterly Main Board Agenda
- Overarching LSCB Work Plan
- Annual Report
- Annual LSCB Development Session
- Bi-Annual Section 11 Audit (focused questionnaire)

Quorum and Decision-Making Process

Attendance at the Executive Business Group is expected by the nominated agency delegate. Substitution without prior negotiation with the Chair is discouraged to avoid undermining the strategic function and governance of the Board.

The Chair may make an exception to this if he/she has had an opportunity for prior consultation with those members who cannot attend but who have considered the relevant papers.

Decisions made by the Executive Business Group will be reported back to the main Board and some decisions may need to be ratified by the main Board.

Membership

- Independent Chair
- Statutory Director for Children, School and Families
- Service Head Children's Social Care
- LBTH Senior representative with responsibilities for child protection
- 2 other LBTH representatives
- Designated Doctor
- Designated Nurse
- 3 NHS representatives – one each from EL&C, BLT and ELFT
- 2 Police representatives – one each from Borough Police & CAIT
- Voluntary Sector Representative – C&Y Forum Coordinator
- Subgroup Chair – Quality Assurance & Performance
- Subgroup Chair – Case Review Group

Expectation of Chair and Members

Chair

The Chair is responsible for providing effective leadership of the Board. He/she has a crucial role in securing an independent voice for the LSCB and should have the confidence of all partners.

The Chair and members of the Board are expected to:

- Read papers in advance of meetings, respond to emails and other communications in relation to the work of the LSCB
- Attend meetings, or provide a suitable delegate by notifying the Chair in advance and obtaining agreement to the deputy or alternative representative
- Participate in meetings and vote on decisions as a representative of their organisation or stakeholder group
- Feedback relevant information to their group or organisation
- Represent and promote the work of the LSCB
- Ensure knowledge of national and local safeguarding developments are kept up to date, including their child protection/safeguarding training

Meeting Frequency

Bi-monthly: meetings will take place 4 times per year for 2 ½ hours and scheduled 4-5 weeks prior to a Main Board Meeting.

Support

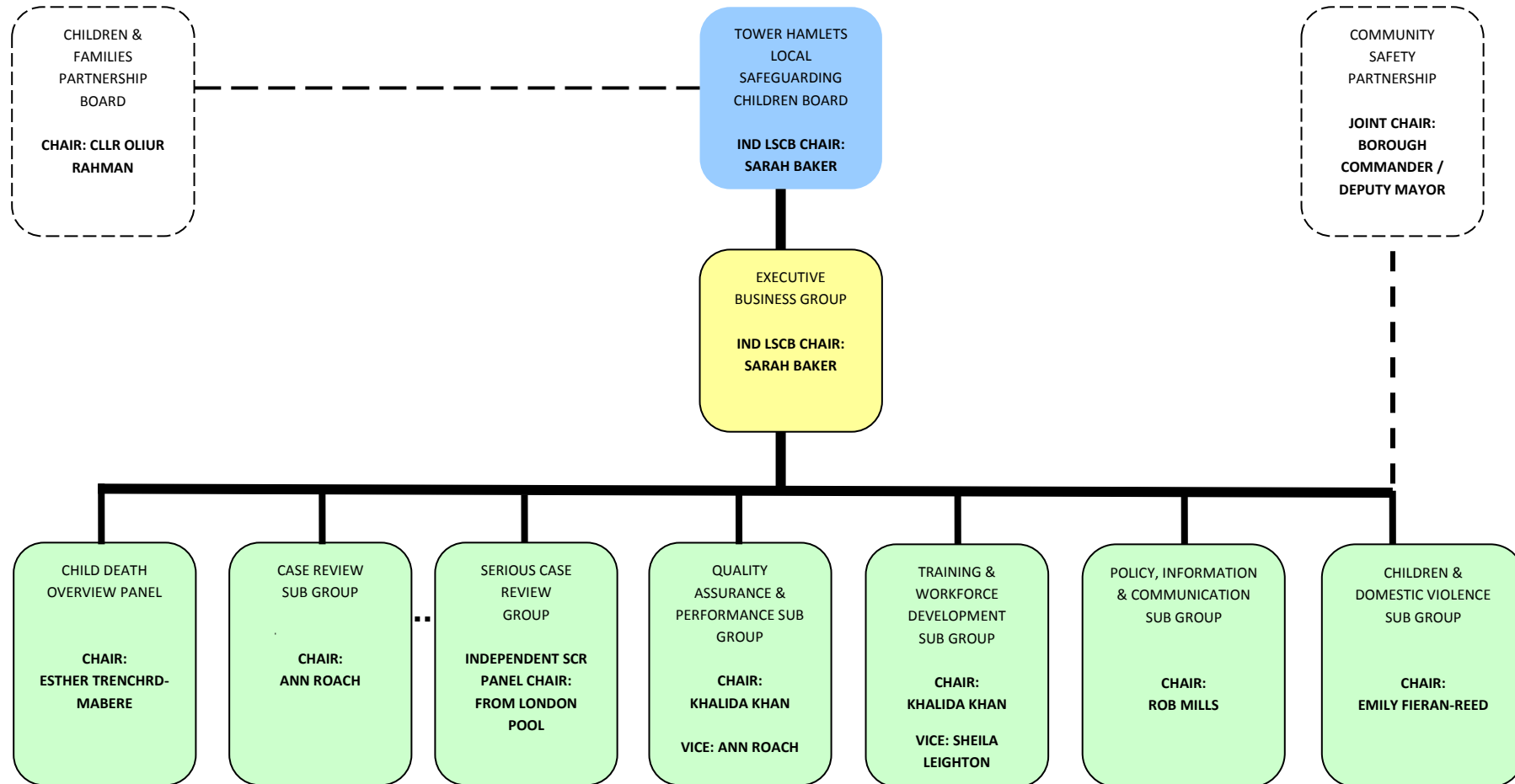
The LBTH Strategy, Policy and Performance team provide business and policy support for the Board including:

- Arranging meetings
- Planning and writing papers
- Coordinating Board papers
- Writing and circulating minutes
- Advising on key policy developments

APPENDIX 5 – LSCB EXECUTIVE BUSINESS GROUP (throughout 2012-13)

NAME	JOB TITLE	EMAIL ADDRESS
Alex Nelson	Voluntary Sector - Children & Youth Forum Coordinator	alex@vcth.org.uk
Ann Roach	Service Manager - Child Protection and Reviewing, LBTH	ann.roach@towerhamlets.gov.uk
Anne Canning	Service Head – Education, Social Care & Wellbeing, LBTH	Anne.Canning@towerhamlets.gov.uk
Sarah Baker	LSCB Independent Chair	Sarah.baker19@nhs.net
David Galpin	Legal Services – LBTH	David.galpin@towerhamlets.gov.uk
DCI Wendy Morgan	Public Protection Unit, Met Police Service (Tower Hamlets)	wendy.k.morgan@met.police.uk
DI Anthea Richards	Detective Inspector MPS CAIT	Anthea.richards@met.police.uk
Dr Hannah Falvey	CCG Representative	Hannah.falvey@nhs.net
Isobel Cattermole	Corporate Director, Education, Social Care and Wellbeing, LBTH	Isobel.cattermole@towerhamlets.gov.uk
Jan Pearson	Associate Director for Safeguarding Children - ELFT	Jan.Pearson@eastlondon.nhs.uk
Karen Sugars	Service Manager – Strategy, Policy & Performance , LBTH	Karen.sugars@towerhamlets.gov.uk
Khalida Khan	Service Manager - Integrated Services for Disabled Children, LBTH	khalida.khan@towerhamlets.gov.uk
Layla Richards	Service Manager - Strategy, Policy & Performance, LBTH	layla.richards@towerhamlets.gov.uk
Lenny Byrne (Tracey Carter)	Chief Nurse, Safeguarding - BHT	Lenny.byrne3@bartshelath.nhs.uk
Owen Hanmer (Dr)	Designated Doctor - BLT	owen.hanmer@nhs.net
Rob Mills	Designated & Nurse Consultant, Safeguarding Children, Tower Hamlets CCG	rob.mills@elc.nhs.uk
Steve Liddicott	Interim Service Head - CSC	steve.liddicott@towerhamlets.gov.uk

APPENDIX 6 - Tower Hamlets LSCB Structure 2012-13



APPENDIX 7 - LSCB INCOME & EXPENDITURE 2012-13

Income:

Agency	Contribution
Barts Health NHS Trust	3,000
East London Foundation Trust	2,500
NHS (Public Health)	15,000
Metropolitan Police	5,000
Probation Service	2,000
CAFCASS	1,650
Children Schools & Families	15,000
Total Contribution	44,150
Carry Over from 2011-12	25,352
Overall Total	69,502

Expenditure:

Activity Spend	Spend to March 2013
Independent LSCB Chair	9,748.00
Interim Independent LSCB Chair	8,000.00
Independent SCR Panel Chair	21,450.00
Independent SCR Overview Author	45,097.25
LSCB Training Contribution	7,000.00
Hospitality at LSCB Meetings	328.35
Total	91,623.60

Staffing Cost:

LSCB Business Manager (FTE) Incl. on-costs and funded by LA	51,000
--	---------------

Summary of Income and Expenditure

Contributions (income/carry over)	£69,502
Expenditure Inc. SCR costs	£91,623.60
Expenditure Excl. SCR costs (£66,547.25)	£25,076.35
Balance at year end (Excl. Staffing and SCR cost funded by LA)	£44,425.65

APPENDIX 8 – LSCB BUSINESS PLAN 2013-14

Introduction: The LSCB Work Plan is designed to outline the business of the Safeguarding Children Board over the year and the priorities have been identified to address gaps identified within the revised Working Together to Safeguard Children Guidance published in March 2013. The LSCB is committed to working closely with other themed partnerships to ensure governance and strategic co-ordination of common priorities and effective use of limited partnership resources. The LSCB Work Plan includes activities relating to statutory requirements set out in the Children Act 2004 and LSCB Regulations 2006. The LSCB Subgroups will be responsible for delivering and monitoring some of the activities contained in this document and will further develop detailed action plans to support this.

Overarching Priorities: To ensure the LSCB is able to deliver its core business in line with Working Together 2013

Targeted Priorities: Governance and Accountability, Assessment & Early Help, Partnership Working, Voice of Children & Young People, Learning & Improvement, Workforce Development

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
<p>LSCB Governance & Accountability</p> <p>The LSCB has robust Governance and accountability in place in line with WT 2013 in order that partners are confident and assured in respect of their roles in safeguarding children and families</p>	<p>Review a governance strategy to reflect WT13</p> <ul style="list-style-type: none"> Recruitment & accountability of LSCB chair with Chief Executive CEO to receive LSCB papers Review financial contribution across LSCB partnership Further develop information sharing agreement to ensure effective identification, assessment and service 	<p>LSCB partners realises their potential to safeguarding all C&YP</p> <p>Confidence in the effectiveness of the LSCB by lead member for CS, Chief Executive,</p> <p>Partner Agencies Strengthen the assurance and accountability of the</p>	<p>LSCB partners all signed up to LSCB COMPACT</p> <p>Inspection identifies LSCB compliance with statutory duties</p> <p>Each Agency to review their financial /in kind contribution to the LSCB</p> <p>LSCB Chair visits frontline services across partnership and meets with</p>	<p>LSCB Chair & Business Manager</p>	<p>June 13</p> <p>Aug 13</p> <p>Sept 13</p> <p>Aug 13</p>

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
	provision <ul style="list-style-type: none"> Enhance interface between LSCB and frontline service areas to promote partnership work & seek assurance Statutory partners to report annually on safeguarding performance Recruit two Lay Members to LSCB Membership 	LSCB and HWB LSBC partner agencies resource contribution enable the LSCB to fulfil its functions Improved interface with local community	principle social worker LSCB chair reports back to LSCB Board on good practice areas and significant SG issues Audit of agency safeguarding annual reports Views of community inform LSCB development		On-going 4 x per annum On-going March 2014
Early Help					
LSCB partners to ensure there are effective processes for assessing the need for early help. LSCB partners to be confident there are a range of services in place to deliver a wide range of early help services to meet identified need	To review Tower Hamlets Threshold and clarify threshold decisions (and put in place arrangements to resolve any disagreements around threshold points and action) To review and influence Tower Hamlets commissioning and provision to enhance access to early help services	Increase in young people accessing Family Nurse Partnership Services Increase Nos of CAF reviewed and step-down from CSC Increase uptake of services through children centres	LSCB publishes and disseminates process for the early help assessment, type and level of early help services available and referral criteria to children's social Annual audit of quality of scored CAFs and CAF review decisions	Chair of FWBM Steering Group Sub-group Chair: Quality Assurance & Performance	Dec 13 March 14

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
<p><u>Serious Case Review & learning & improvement</u></p> <p>The LSCB has an agreed process for reviewing unexpected child death and maximising learning across the partnership</p>	<p>Review and design local methodology to undertake SCRs</p> <p>Develop and implement evidence based learning & improvement framework to support knowledge transfer and practice improvement, including:</p> <ul style="list-style-type: none"> • Multi-agency learning & development offer • Annual conference • Supervision • National learning from SCRs and thematic reviews (inspection) • Identification of national and local good practice • Thematic review of Child deaths 	<p>LSCB has a greater understanding of the risk factors which can lead to serious injury and/or child death</p> <p>LSCB influences commissioners and providers to implement evidence based professional and service development.</p>	<p>Development of learning and improvement framework.</p> <p>Learning and development events to disseminate learning.</p> <p>Serious Case Review Action plans are:</p> <ul style="list-style-type: none"> • Published • Completed within timescales. <p>Audit assures embedding of best practice</p> <p>Compliance reporting to LSCB.</p>	<p>Subgroup Chairs</p> <p>Learning & Development (training)</p> <p>Case Review Group</p>	<p>Aug 13</p> <p>Nov 13</p>
<p><u>Partnership Working:</u></p> <p>All partner agencies are compliant with WT2013 and that</p>	<p>Review and develop LA Designated Officer reporting in</p>	<p>Safeguarding needs of C&YP are identified</p>	<p>Compliance reporting to LSCB within academic</p>	<p>Service Manager –</p>	<p>Oct 13</p>

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
assurance processes are in place to ensure robust safeguarding of children and families	line with WT2013	and acted upon across the safeguarding continuum (from universal to acute health provision)	year	CPRS / LA LADO Officer	
<i>Health Agencies</i>	Develop relationship with NHS England and CCG to ensure effective commissioning arrangements are in place to safeguard children through health services. Maintain and further develop joint working between the LSCB and health providers across primary and secondary care through review of health partner membership on LSCB Executive and Board.	Health partners (commissioners & providers) can work together to strengthen safeguarding arrangements	Annual Safeguarding Report to LSCB	Designated Professionals (Health)	March 14
<i>Children & Young People</i>	Promote the work of the LSCB with children and young people across LBTH through working with: <ul style="list-style-type: none"> • Youth Council • You're Welcome Group • Young Mayor • Children in Care Council • Children with Disabilities • Young Carers 	C&YP report their voices have been heard by the LSCB C&YP report they are better able to access services to meet their needs and feel safer	Work plan developed by You're Welcome Group LSCB Workshop with focus on voice of C&YP Views of C&YP captured	Head of Youth & Connexion Service	March 14

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
<i>Voluntary & Independent Sector Faith & Community Sector</i>	<ul style="list-style-type: none"> • LGBT • Hidden Communities • Children as service users <p>Enhance the relationship between the LSCB and Voluntary & Independent Sector, Faith & Community Sector to promote safeguarding.</p>	LSCB has a deeper understanding of demographic specific safeguarding issues and influence service commissioning and development	by LSCB partners including Police, Community Safety Partnership, Health, Children Social Care, Youth Service, Voluntary Sector	Voluntary Sector Lead	Feb 14
	<p>Develop and deliver a programme of public and professional Safeguarding campaigns</p>		Compliance with Safe Network National Standards	Subgroup Chair – Communication	March 14
<i>Schools and Academies</i>	Promote safeguarding as everybody's business across schools, academies and the College through workshops, learning and development events	All schools have a designated professional who is up to date and confident to lead safeguarding within their establishment	Safeguarding events held		Dec 13
			Lay members recruited to the LSCB Board	LSCB Chair/ Business Mgr	June 13
			LSCB Chair communicates with Academies, Free Schools & Independent School Robust S11 self-audit completed	Safeguarding Trainer	March 13
			Designated Professionals & Refresher Training held		

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
			Escalation of safeguarding concerns CAFs are an integral part of early assessment		
<u>Quality Assurance</u>					
Improve scrutiny of LSCB partners safeguarding performance	Review, refine and implement s11 audit tool in response to organisation changes across LSCB partners	S11 compliance is built into commissioning arrangements across the LSCB partnership	Agency reporting to LSCB Provider contracts to be reviewed to ensure compliance	Subgroup Chairs Quality Assurance & Performance	June 13
To review and support services across LBTH to address the needs of vulnerable groups including:	Review, publish & disseminate threshold partnership document	Practitioners demonstrate increased knowledge and confidence in working with Vulnerable children.	Revised Threshold Guidance published	FWBM SG Chair	Dec 13
Child Sexual Exploitation /Domestic Abuse/Children Missing/ Children with Disability/ Young Carers	Develop local child sexual exploitation strategy in line with pan-London protocol		Child Sexual Exploitation Protocol published	Child Sexual Exploitation Chair	Sept 13
	Implement Quality Assurance Strategy through a programme of themed audits, deep dives and themed learning events to reflect identified Safeguarding issues	Services are developed to reflect outcomes of audit and reviews.	LSCB receives reports from quality audit activity with identified learning an development and associated action plans	Quality Assurance & Performance	On-going reporting programme

Objective	Action	Outcome:	Evidence of Compliance	Lead	Target
	Implement a partnership performance management framework identifying the effectiveness of early help and safeguarding services	Children and families report that services are more responsive to meeting their needs	LSCB Performance Reporting indicators revised	Quality Assurance & Performance	July 13
<p><u>Workforce Development</u></p> <p>Ensure Children and Families Workforce are confident and competent to undertake their safeguarding responsibilities</p> <p>Reduce risk through early intervention and prevention</p>	<p>To review and deliver the LSCB Multi-Agency Training (MAT) programme (in line with London Competence Still Matters)</p> <p>Work with London Council to develop a robust training evaluation model</p>	Workforce report increased confidence in managing Safeguarding risks	<p>MAT programme incorporates training needs analysis findings</p> <p>LSCB partnership applying the learning and development strategy to everyday practice</p> <p>Reporting to the LSCB provides assurance of partnership engagement in learning and development activities.</p>	<p>Subgroup Chair</p> <p>Learning & Development</p>	March 14

APPENDIX 8 – REPORTS CONSIDERED BY LSCB

LSCB Performance 2011-12 End of Year Report

Allegations against Staff Annual Report 2010-11 & 2011-12

LSCB Annual Report 2010-12

MAPPA Annual Report 2011-12

LSCB Olympic Planning Update

Violence against Women and Girls Strategy

LSCB Training Annual Report 2011-12

Child Death Overview Panel Annual Report 2011-12

Ofsted/CQC Inspection and Action Plan Progress Updates (July, Sept, Oct, Nov)

SCIE Case Review and Action Plan

LSCB Priorities and Funding Proposal Report

Sexual Exploitation Working Group ToR & Work Plan Proposal

Child Protection Information Sharing Pilot Proposal

Multi-agency case audit findings and recommendations

Managing LSCB Business & Governance

Proposal for revised arrangements of Bi-annual Section 11 Self Audit

Children's Commissioner Inquiry into Child Sexual Exploitation – Call for Evidence

Children Missing from Education 2011-12 Annual Report

Progress update on Sexually Harmful Behaviour and AIMS2

Engaging Children & Young People Proposal

Proposal for revised LSCB Performance Dataset

LSCB Governance Strategy Proposal

LSCB Quality Assurance Strategy Proposal

Child Protection/Children in Need Multi-Agency Notification Proposal
