

# Tower Hamlets Safeguarding Partnership Update Report

<b>Meeting Date:</b>	29 <sup>th</sup> March 2019	
<b>Title of Report:</b>	Update for the Corporate Safeguarding Group (CSG) on the Tower Hamlets Safeguarding Childrens Partnership	
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<b>Presented by:</b>	Debbie Jones	
<b>Status of Report (select one please)</b>	<ul style="list-style-type: none"> <li>• For information</li> <li>• Update by Request of the BWGW Board</li> <li>• Action(s)/Decision Required</li> </ul>	<b>For Information</b>  <b>Feedback on THSCP Progress requested</b>
<b>Is there a policy or decision that needs documenting and communicating post the decision?</b>	NA	
<b>Appendices</b>	NA	
<b>Date report was presented to CSG</b>	Original report was 15/02/2019 This version updated to reflect Approval for Safeguarding Partnership and Child Death Review System at WELC footprint on March 26 <sup>th</sup> 2019	

## Executive Summary

The Children and Social Work Act 2017(CSWA17) radically changed the safeguarding landscape in England and included replacement of Local Safeguarding Children Boards with new local Safeguarding partnerships led by three Safeguarding Partners (LA/ Police and NHS). Transitional guidance issued in 2018 gives clear requirements and timescales for the functions and establishment of the new system. Local plans are to be published by **June 2019**, operational alongside a continuing LSCB from **September 2019** with full implementation is achieved by the end of **March 2020**.

Discussions with the Corporate Safeguarding group in December 2018 have informed an approach to governance and assurance with suggested linkages with key LBTH strategic leaders to ensure that the THSCP is both well connected to local systems and acting in an appropriately robust and independent manner. Alongside this a THSCP Risk register is under development and exploration of potential risks is underway. Current risks include the fragmentation of local safeguarding childrens systems, loss of key works or data in progress and finance for the THSCP. Works to date have focussed on the drafting of key programme materials:

- **Arrangements - including key governance and reporting arrangements, structure of the THSCP working groups, outline functions and relationship with wider NHS, Police and Local authority systems in North East London.**
- **Job descriptions – Including Independent Scrutineer, Strategy Manager, Administrator/Co-ordinator. (An additional Data analytics function is required and will be potentially sourced via LBTH Public Health, Strategy Directorate or local NHS)**
- **Programme plan with key milestones, outputs and metrics, Risk Register, Equality Impact Assessment, communications and training plan and related programme materials**
- **Budget outline statement for the statutory partners**
- **Outline of migration of works from the LSCB – between September 2019 and March 2020**
- **Outline of local review methodology options for replacement of Serious Case Review.**
- **Alongside this a three tier communications engagement and mobilisation plan is being drafted to address the needs of three core system elements:**
  - 1 The new statutory partners
  - 2 Wider partnership – including current LSCB Partnership members

### **3 Wider system and public - including an emphasis on continuity of operational delivery.**

Aligned to this are the separate requirements for the establishment of new Child Death Review (CDR) arrangements in North East London and **Tower Hamlets Together - Workforce and Organisational Development** work stream assessing the potential for Safeguarding training across partners to be standardised

**TH CCG APPROVED the shift of CDR functions to a WELC footprint, and the delegated authority of the CCG's statutory partner on 26/03/2019.**

#### **Key issues/Decisions/Recommendations**

#### **Details of update/ recommendations/decisions/ timescales for decisions (delete as applicable)**

**CSG are asked to:** Note this report and feedback on the Arrangements and draft job descriptions and overall programme progress.

#### **Details on who has been consulted with on this paper to date and details of further plans for consultation.**

- The works represented here have been shared with the LSCB, Born Well growing Well and Tower Hamlets Together systems. Further consultation will follow from the LSCB sessions in February and March 2019. Draft job descriptions are being scoped with LBTH
- Discussion of how best to utilise LBTH and wider Youth voice apparatus to support the Voice of the Child in the THSCP on an ongoing basis is underway with Sanjea-Marie Green Head of the Youth Service.
- Partner updates/engagement or briefings already planned include: Transitional Executive Board Meeting 25<sup>th</sup> February 2019, LSCB Operations Group 26<sup>th</sup> February 2019, NEL Child Death Review systems meeting Friday 1<sup>st</sup> March 2019, TH CCG Board 26<sup>th</sup> March, Mayors Advisory Board 4/04/2019 and Cabinet on the 24<sup>th</sup> April 2019

#### **Risk implications**

1. **There is a risk that the THSCP will either be inadequate in meeting or exceeding the statutory requirements, or through complexity of the task not be available to meet the statutory deadlines outlined above - failure to deliver the required changes will amount to a failure to discharge statutory responsibilities and deliver a stable child protection system for Tower Hamlets.**
2. **There is a potential for fragmented local safeguarding arrangements as local areas develop new systems with minimal statutory guidance to direct them and a move away from the standardised LSCB approach to a local partnership that could be significantly different from neighbouring systems.**
3. **There is a potential for data loss or lack of progress in case work as it is migrated between the existing LSCB and the new system.**
4. **The financial requirements of the evolving system are as yet unknown and come at a time when all partners are experiencing reduced resources.**

#### **Budget/Legal Issues**

**Discussions between statutory partners to the THSCP will need to address the real cost in terms of time, personnel and budgets associated with local reviews of childrens safeguarding. Costs incurred by the new system will fall into two main categories**  
**Personnel:** The THSCP requires three new roles and job description reflecting the new system requirements. One is on a part time/consultant basis and two others are yet to be graded by LBTH Human Resources. An additional role - providing Data/Analytics support may be available via LBTH Public Health or local NHS partners.  
**Local Review:** The development of a new approach to local case review and commissioning implications are being scoped. Indicative budget information is being sought from the LSCB and other areas. Nationally the cost of local reviews has been on average of circa £8000 per case up to £15000 for more complex cases.

#### **Equalities considerations**

**An Equality Impact Assessment is underway.**

#### **CYP Engagement Issues**

**CYP Engagement will be a key feature of the new system and is being explored with local engagement partners including LBTH Youth Service**

#### **Integration Issues:**

**Report Detail**

In 2015 the Government commissioned the Wood Review of Local Children safeguarding arrangements and from this framed the Children and Social Work Act 2017(CSWA17). This requires the establishment of a new safeguarding system. Transitional guidance issued in 2018 gives clear requirements and timescales for the functions and establishment of the new system. Local plans are to be published by **June 2019**, operational alongside a continuing LSCB from **September 2019** with full implementation is achieved by the end of **March 2020**.

The development of the Tower Hamlets Safeguarding Children Partnership (THSCP) is being steered by an executive group consisting of the key statutory local partners, supported by a small group of essential local stakeholders. Discussions with the Corporate Safeguarding group and LSCB executive in December 2018 have informed an approach to governance and assurance with suggested linkages with key LBTH strategic leaders to ensure that the THSCP is both well connected to local systems and acting in an appropriately robust and independent manner.

Key features of the system will be captured in an Arrangements document which will outline the operational procedures and underlying principles for the THSCP, including a statement of how LSCB workload will migrate to the new system, how local serious case review will be delivered and links the local Quality and assurance mechanisms, key strategic leadership in Tower Hamlets and the wider system. Key items for the THSCP arrangements are outlined below. Alongside this a THSCP Risk register is under development and exploration of potential risks is underway. Current risks include the fragmentation of local safeguarding childrens systems, loss of key works or data in progress

**THSCP Arrangements Overview:** The new system requires new arrangements to drive an agile and responsive system offer. With an emphasis on rapid review, iterative/continuous improvement and a focus on outcomes the new system has many features aligned to Quality Improvement and related service system developments. A key feature of this is the need to move away from static bureaucratic processes and develop more fluid and impactful systems of review, challenge, challenge and ultimately improvement. Early Identification and Early Help are key concepts and related borough wide strategic priorities. The THSCP will operate in parallel with the existing LSCB as it matures and liaise to ensure that the existing arrangements are seamlessly handed over as required by the transitional guidance from DfE.

**Operational footprint:** The THSCP will operate in a single area – that of the local authority and CCL footprint for Tower Hamlets. To ensure the development of a mature and stable system is developed it is envisaged that this will remain the case for at least two years prior to any further consideration of cross borough working or development. It is recognised that close working with local area neighbours and partners is essential, and in the case of the Policing and NHS in north East London ( including Child Death Review systems) aspects of the new system, we will work towards ensuring that partners across North East London are closely involved in the development of the THSCP.

**Strategic Leadership:** The THSCP is led by the three named statutory partners, the London Borough of Tower Hamlets, Tower Hamlets CCG and the Central East Basic Command Unit (BCU)<sup>1</sup> of the Metropolitan Police. They form the core partnership and function as the decision making Executive for the THSCP. They will have the authority or delegated authority to speak on behalf of the safeguarding partner they represent, make decisions on behalf of their organisation or agency and commit them on policy, resourcing or practice matters, and hold their own organisation or agency to account on how effectively they participate in and implement the local arrangements. They are supported in this role by the Independent Scrutineer.

Organisation	Named Accountable Lead	Role
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<sup>1</sup> NB: The BCU is shared with the Hackney Safeguarding system. The new BCU will operate a single front door for police support and resources for safeguarding across all ages and agendas.

London Borough of Tower Hamlets	Debbie Jones	Director of Children's Services
Tower Hamlets Clinical Commissioning Group	Jane Milligan Delegated to Selina Douglas	Accountable Officer NEL CCGs Managing Director WEL CCGs
Tower Hamlets and Hackney Basic Command Unit Metropolitan Police	Sue Williams	Chief Superintendent Shared BCU Tower Hamlets and Hackney .

To strengthen the THSCP the Arrangements and job description for the Independent Scrutineer role have been set out to ensure system linkages are direct and appropriate. The Statutory Partners will be accountable to their own organisational leadership, and to each other, but to strengthen this they will present updates to local strategic groups (Health and Wellbeing Board, Corporate Safeguarding Group, Childrens Services Improvement Board, Children and Families Partnership board etc).

Additionally, it is proposed that the Independent scrutineer will provide a direct link to the LBTH Chief Executives office and Lead Member for Childrens service. Currently the feasibility of one or both of these leaders providing a shared line management or stewardship of the role is being explored. Regardless of the eventual reporting lines it is suggested that a close working relationship between them and the Independent scrutineer role is cultivated so that the IS can provide direct assurance and updates on the works delivered by the THSCP and of the maturation and strengthening of the works between the statutory and non statutory partnership members.

**Relevant agency partners of the Executive Group:** The Statutory partners are supported by a wider membership of Relevant Agencies from the local system. including but not limited the following agencies and organisations:

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

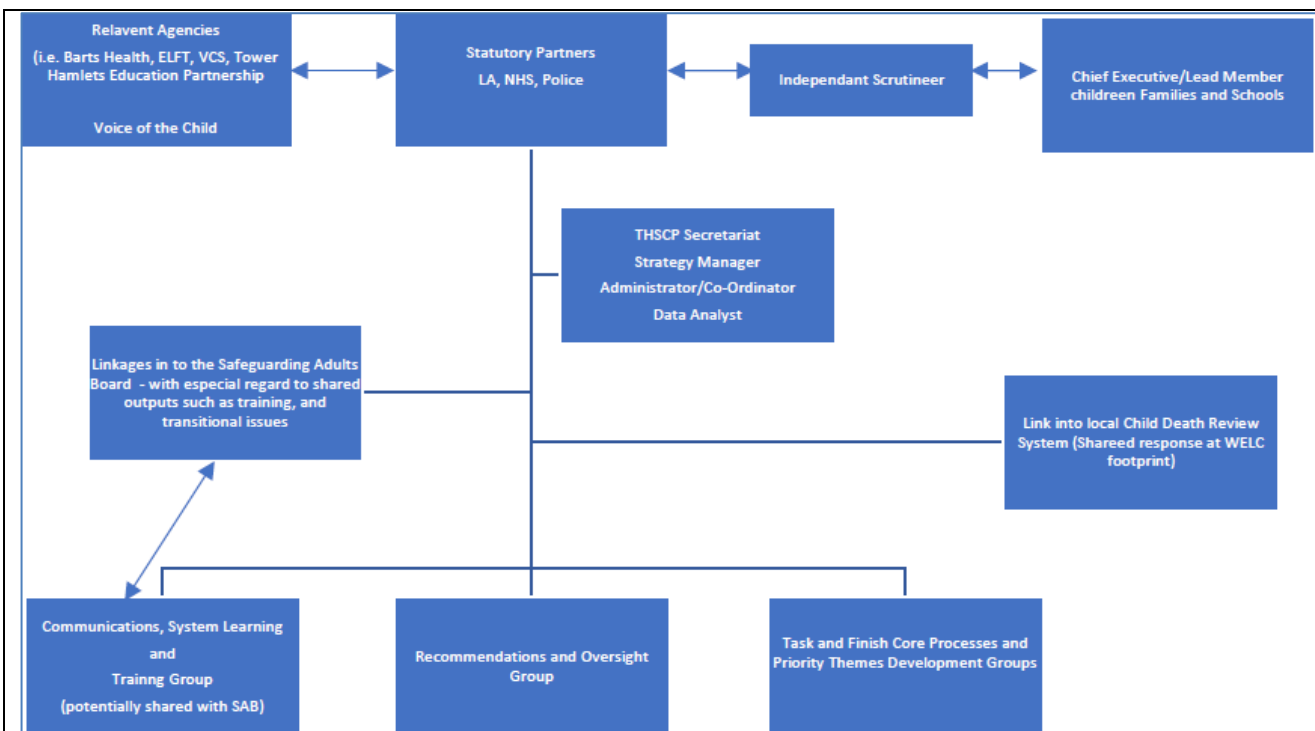
**Structures and Roles:** The essential role of the three statutory partners outlined in section 16E of the Children and Social Work Act 2017<sup>2</sup> requires that they are the most senior accountable leads for safeguarding at local level. The CSWA17 and WT18 are clear on the need for the statutory partners to lead the local system, taking direct accountability for both strategic and operational functions of the partnership. **The three statutory partners have equal and joint responsibility for local safeguarding arrangements.** <sup>3</sup> **Local safeguarding accountability resides with these three senior officers**

Critical to the success of the THSCP will be the strengthening of the relationships between and operational culture between the three statutory partners, their relationship with non-statutory partners and independent scrutiny, and the wider system. Key to this will be the relationship between the statutory leads themselves, and the Independent Scrutineer (IS) who will throughout act as a critical friend, and touchstone to support their works. The IS will in addition provide additional system linkage and assurance to the LBTH Chief Executive and Lead Member for Children and Families services and act as a key point of contact for Adults Safeguarding and local NHS and police. The THSCP will have an agile and responsive structure with three core sub groups supporting the Executive Partnership, Independent Scrutiny, Youth Voice and wider non statutory partnership input.

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

<sup>3</sup> See WT18 Chapter 3 P73

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/729914/Working\\_Together\\_to\\_Safeguard\\_Children-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729914/Working_Together_to_Safeguard_Children-2018.pdf)



**Fig 1 Indicative structure of the THSCP February 2019**

System Component	Core role and functions/relationships	Composition/frequency
<b>Executive Group – Statutory Partners</b>	Key responsible/accountable leads for the local area	As per WT 18 Meeting frequency - ongoing with diarised sessions TBC
<b>Independent Scrutineer</b>	Challenge/support for Statutory Partners Assurance of local system leaders	Independent consultant with very high levels of experience in delivering comparable oversight, insight and support in a childrens safeguarding context. Links to LBTH Chief Exec/Lead Member – wider system Ongoing – Development phase 8 days pcm Delivery phase – 4 to 6 days pcm for the first two years
<b>THSCP Secretariat</b>	Core Staff of two with additional analytics support	<ul style="list-style-type: none"> <li>Two Full Time permanent positions</li> <li>Strategy Manager PO8 TBC</li> <li>Administrator/Coordinator PO5 TBC</li> <li>Additional analytics support potentially from LBTH public Health, LBTH Strategy and policy or local NHS.</li> </ul>
<b>Youth and Wider Executive Group – Relevant Agencies</b>	Challenge support/design/ service user experience capture	<ul style="list-style-type: none"> <li>Ongoing feed into design and delivery processes – monthly/quarterly works in support of THSCP</li> <li>Wide range of statutory and voluntary and community sector partners including but not limited to Education, Training Probation, services and community organisations.</li> </ul>
<b>Operational Group: Learning and communications</b>	Cascade of system level alerts and curation of training resources and wider communications outputs	<ul style="list-style-type: none"> <li>Monthly/Quarterly</li> <li>Potentially Shared resource with Adults Safeguarding Board</li> <li>Potentially Chaired by one of the three statutory Partners</li> </ul>
<b>Operational Group: Recommendations and Oversight Group</b>	Scrutiny of ongoing works, cases and themes emerging - challenge/support for framing recommendations/practice	<ul style="list-style-type: none"> <li>Monthly/Quarterly – dependant on issues/caseload and format of recommendations received</li> <li>Potentially Chaired by one of the three statutory Partners</li> </ul>
<b>Operational Group: Task and Finish Core</b>	Rolling programme of task and finish groups tackling priority themes, developing resources,	<ul style="list-style-type: none"> <li>Task and finish working groups are assembled on a as required basis and are tasked with constructing or reviewing</li> </ul>

<b>Processes and Priority Themes Development Groups</b>	protocols and procedures and mainstreaming into practice - with support from the Learning and communications group.	specific products, processes or protocols addressing specific agenda items with the aim of developing prototypes for testing to include into Business As Usual operations. <ul style="list-style-type: none"> <li>Potentially Chaired by one of the three statutory Partners</li> </ul>
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**Fig 2 Outline of core system components for the THSCP**

A full delivery plan and initial processes and procedures will be available by March 2019 to support delivery for the THSCP by September 2019. Works to date have focussed on the drafting of key programme materials:

- **The Arrangements** – the core procedures and agreements between the three statutory partners under which the partnership will be delivered including statement on local serious case review and systems learning, including key governance and reporting arrangements, structure of the THSCP working groups, outline functions and relationship with wider NHS, Police and Local authority systems in North East London.
- **Job descriptions** for the Independent Scrutineer, THSCP Strategy Manager and THSCP Administrator/Co-ordinator roles (An additional Data analytics function is required and will be potentially sourced via LBTH Public Health, Strategy Directorate or local NHS)
- **An indicative budget position statement** indicating set up and recurrent/non-recurrent spend associated with the THSCP and contributions required by partners.
- **A detailed programme delivery and action plan** to support the roll out of the THSCP, links with local Quality Assurance systems, migration of LSCB workload Risk Register, Equality Impact Assessment, communications and training plan and related programme materials
- **Outline system and public communications and engagement plans** to support the new arrangements
- **Outline of migration of works from the LSCB** – between September 2019 and March 2020
- **Outline of local review methodology options** for replacement of Serious Case Review

**Risks and mitigations:** There are obviously a number of key risks associated with the development of the THSCP. A full Risk Register is being assembled to support the THSCP. Key initial risks are outlined below.

Risk	Likelihood HIGH MEDIUM LOW	Impact HIGH MEDIUM M LOW	Mitigation
THSCP will either be inadequate in meeting or exceeding the statutory requirements, or through complexity of the task not be available to meet the statutory deadlines	LOW	HIGH	Dedicated project resource has been assigned to the project and regular updates on progress to date and timelines are shared to ensure delivery of project outputs are proceeding as desired.
Potential for fragmented local safeguarding arrangements as local areas develop new systems with minimal statutory guidance to direct them and a move away from the standardised LSCB approach to a local partnership that could be significantly different from neighbouring systems.	HIGH	HIGH	Works with North East London, pan London and National safeguarding partners are commencing to share details and outputs to avoid
There is a potential for data loss or lack of progress in case work as it is migrated between the existing LSCB and the new system.	MEDIUM	HIGH	THSCP development works are proceeding in partnership with LSCB partners and sessions are being arranged to look at and provide the detailed assurance that these risks will not

			manifest in lost project outputs, case progress or organisational memory.
The financial requirements of the evolving system are as yet unknown and come at a time when all partners are experiencing reduced resources.	MEDIUM	HIGH	Mapping of the cost of the THSCP is underway and there is already a commitment from all partners to support the statutory requirements. Detail cost mapping is underway for personnel and local review systems. A session will be held shortly to scope out the available resources and achieve an equitable and sustainable contribution from all three statutory partners.

**Additional works:**

**Tower Hamlets Together - Workforce and Organisational Development work stream.**

Separate but pertinent works in the Tower Hamlets Together system are assessing the practicality of a shared training resource to support coherence across a range of agendas. A task and finish group is being assembled that will look at the potential for Safeguarding training across partners to be standardised in line with the Medical Royal Colleges Intercollegiate document with a particular focus on supporting the THSCP works.

**CDR Systems:** Aligned to this are the separate requirements for the establishment of new Child Death Review (CDR) arrangements in North East London. Discussion with CDR partners is ongoing and emergent footprints are suggesting **two** CDR systems. The first aligned to the Barking Havering and Redbridge, and the second across Waltham Forest, Newham, City and Hackney and Tower Hamlets footprints. Approval from TH CCG for the [proposed move to the WELC footprint was received on 26<sup>th</sup> March 2019.

**Appendices: NA**