



**LSCP**

**MEMORANDUM**

**OF UNDERSTANDING**

**2019/20**

## INTRODUCTION

Effective safeguarding is achieved by putting children at the centre of the system and by every individual and agency playing their full part. Everyone and every agency who comes into contact with children has a role to play in identifying concerns, sharing information and taking prompt action to protect them.

The Children and Social Work Act 2017 places new duties on the police, clinical commissioning groups and the local authority to make arrangements to work together and with other partners locally to safeguard and promote the welfare of children in their area.

The Lewisham Safeguarding Children Partnership has published its arrangements which are available on the LSCP and Lewisham CCG websites. At the heart of those arrangements are our shared values; the beliefs and aspirations that drive our behaviours.

This Memorandum of Understanding between the three statutory partners is written to provide clarity on how the partnership will work in practice. Specifically, it covers:

- The safeguarding partners
- Roles and statutory responsibilities
- Operational activity and risk management
- Relationship with other boards and partnerships

This Memorandum of Understanding can be revised at any time, but must be reviewed annually in conjunction with publication of the Annual Report.

Jim Foley

Sara Williams

Martin Wilkinson

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

## THE SAFEGUARDING PARTNERS

As defined by the children and Social Work Act 2017, the safeguarding partners are:

- The local authority
- A clinical commissioning group for an area, any part of which falls within the local authority area
- The chief officer of police for an area any part of which falls within the local authority area

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

In Lewisham, the safeguarding partner organisations and their lead representatives are:

- Borough of Lewisham – Chief Executive
- Lewisham NHS Clinical Commissioning Group – Accountable Officer
- Metropolitan Police Southeast Basic Command Unit – Commander

Locally, the lead representatives have delegated their functions to:

- Sara Williams, Executive Director for Children and Young People, Borough of Lewisham
- Martin Wilkinson, Managing Director NHS Lewisham CCG
- Jim Foley, Superintendent Southeast Basic Command Unit

The three safeguarding partners will act as a strategic leadership group in supporting and engaging others and implement local and national learning including from serious child safeguarding incidents.

## ROLES AND STATUTORY RESPONSIBILITIES

The Children and Social Work Act 2017 gives the police, CCG and local authority equal and joint responsibility for local safeguarding arrangements.

Therefore, the lead representative from each of the partners will play an active role in:

- determining how they will coordinate their safeguarding services
- taking decisions on behalf of the organisation and committing them on policy, resourcing and practice matters
- holding their own organisation to account on how effectively they participate and implement the local arrangements
- supporting and engaging others to facilitate and drive action beyond institutional and agency constraints and boundaries
- ensuring that the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families
- implementing local and national learning including from serious child safeguarding incidents

In order to achieve this, the three safeguarding partners will

- **Work with Relevant Agencies**

Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children in their local area. A list of statutory relevant agencies is contained in The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018. When selected by the safeguarding partners to be part of the local arrangements, relevant agencies must act in accordance with the arrangements.

For local arrangements to be effective, the lead representatives will individually and collectively be responsible for:

- determining which agencies to include in the arrangements regardless of whether they are listed in relevant agency regulations and annually reviewing the list
- ensuring that relevant agencies are aware of the expectations under the new arrangements and their obligation to act in accordance
- achieving active engagement of all relevant agencies in a meaningful way
- satisfying themselves that relevant agencies have robust safeguarding policies and procedures in place
- working with relevant agencies to support them to develop, monitor and challenge practice

In Lewisham, relevant agencies are represented at senior level Partnership which meets quarterly. Terms of reference are included as Appendix B.

They are also represented through membership of the Monitoring, Evaluation and Service Improvement Group, Learning from Practice Group, Schools' Safeguarding Network and the Concern Hub as well as (when required) task and finish groups. Terms of Reference for these groups are included as Appendices C, D, E and F.

- **Thresholds for Support**

It is important that there are clear criteria among organisations and agencies working with children and families for taking action and providing help at all levels of need to ensure that the right help is given from the right service at the right time. The safeguarding partners will ensure that these criteria are understood and appropriately applied in their own and relevant agencies.

Safeguarding partners will agree and publish a threshold document, ensuring that it is disseminated, understood and reviewed annually. The Lewisham Safeguarding Children Partnership Threshold Document was revised in December 2018 and be updated in 2019.

- **Agree Funding**

The safeguarding partners, through the Executive Partnership, will set a yearly budget that provides sufficient resources to undertake their responsibilities, including the cost of local safeguarding practice reviews.

They will agree equitable and proportionate funding from each partner, and any contributions from relevant agencies.

In 2019/20 the local authority will act as the host agency for funding, receiving contributions and making payments for expenses incurred on behalf of the partnership but this is an area for early review with the expectation that other options will be explored in time for implementation in 2020/21.

- **Oversee Multi Agency Learning and Development Within the Partnership**

The safeguarding partners are responsible for commissioning multi agency training that supports collective understanding of local need and the response to it and evaluating the effectiveness of that training.

In addition, they will ensure that learning from audits and child safeguarding reviews has an impact on practice.

- **Lead on Safeguarding Practice Reviews**

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

The safeguarding partners will:

- make arrangements to identify and review serious child safeguarding cases which in their view raise issues of importance in relation to Lewisham

- ensure that Rapid Reviews are undertaken in a timely manner, and where purposeful delay is recommended by the Strategic Safeguarding Lead monitor progress until completion
  - send a copy of Rapid Reviews to the National Panel and share with the Panel their decision about whether a national or local child safeguarding practice review is appropriate or whether they think a different form of learning may be appropriate
  - commission and oversee a review of those cases that in their opinion require a local child safeguarding practice or alternative learning review
  - agree the methodology of the review and ensure that practitioners are fully involved and are able to contribute their perspectives without fear of being blamed for actions they took in good faith
  - seek to ensure that families, including children, are invited to contribute to reviews and that their expectations are managed appropriately and sensitively
  - ensure that the final report includes an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report as well as a summary of recommended improvements to safeguard and promote the welfare of children
- **Learn Lessons from the Child Death Review Process**

Although Child Death reviews are outside the remit of the new arrangements, there is an expectation that the lead representatives will take note of patterns and trends in child deaths and consider any implications for safeguarding.

- **Implement a System of Scrutiny**

Safeguarding partners will commission and review a robust system of independent scrutiny that is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

- **Report on Their Arrangements**

The safeguarding partners will publish a report on the effectiveness of their arrangements at least once a year that sets out what they have done. The partners will ensure that this report is widely shared and used to drive improvements. The report will include:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to children in our care and care leavers
- An analysis of areas where there has been little or no evidence of progress on agreed priorities
- A record of decisions and actions taken, or planned to be taken, to implement the recommendations of any local and national child safeguarding practice reviews
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service
- Any updates to the published arrangements and the proposed timescale for implementation

The safeguarding partners are responsible for ensuring that a copy of the Annual Report is sent to the Child Safeguarding Review Panel and the What Works Centre for Children's Social Care within seven days of publication.

In order to meet their obligations, the lead representatives from the Safeguarding Partners will form an Executive which meets regularly. Terms of reference are included as Appendix A.

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

## OPERATIONAL ACTIVITY AND MANAGEMENT

### Funding

Funding will be agreed at the beginning of each financial year and a budget set and agreed by the Executive. The three safeguarding partners and relevant agencies in Lewisham should make equitable and proportionate contributions to support the safeguarding arrangements.

If any safeguarding partners do not fulfil their funding responsibilities, the dispute resolution process will be deployed.

### Practice and Business Unit

There is no requirement for the safeguarding partners to employ dedicated staff to support their arrangements. However, in Lewisham the safeguarding partners have agreed that there will be a Business Unit funded through contributions. The unit will support the partners in meeting their statutory responsibilities and in developing and implementing the safeguarding arrangements.

Initially the local authority will act as the host agency for the unit and will employ staff on behalf of the three safeguarding partners who are responsible for deciding the composition, structure and remit of the unit.

Members of the Business Unit will be supervised by a Strategic Safeguarding Lead who will report to the and appraised by the Director of Commissioning and Early Help in the London Borough of Lewisham and day to day control will lie with that post. The Executive should inform each other and the Director of Commissioning and Early Help of any significant matters that concerns the Business Unit as soon as is reasonably possible. Any costs associated with recruitment, training and redundancy will be the responsibility of the Safeguarding Partnership.

Members of the Unit will be assigned to attend all partnership and subgroup meetings to provide organisational and administrative support but are not members of the groups.

### **Responsibility for Public Statements and Press Releases**

The safeguarding partners will cooperate when issuing any public statement or press release relating to the Lewisham Safeguarding Children Partnership or any activity relating to its activities.

On some occasions, a single point of leadership is required. The three safeguarding partners will agree on a single partner who will act and speak on behalf of, and in the interests of, the Lewisham Safeguarding Children Partnership. This decision will normally be need to be made through contact outside of formal meetings, but there is an expectation that the decision will be documented and recorded at the next Executive Meeting.

### **Decision Making and Dispute Resolution**

There is a commitment to resolving any dispute between in the safeguarding partners, relevant agencies and other organisations and agencies quickly.

All members of the Partnership are committed to openness and a balance of respect and challenge. All groups within the partnership will use a model of consensus decision making wherever possible to weave together everyone's best ideas and key concerns to arrive at creative solutions that will allow us to progress towards our common goal.

We recognise however that there will be circumstances where consensus cannot be reached and under those circumstances a formal vote will be taken.

In the Executive group, each of the safeguarding partners has one vote and decisions will be decided by a majority.

Where one of the members of the Executive not only disagrees with a decision, but believes that if it implemented it will either put children at risk and/or expose the partnership to reputational damage, they may ask the Scrutineer for consideration and resolution.

Where it is believed that one of the delegated lead representatives of partners is not ensuring that their agency is fulfilling its obligations, the matter should first be discussed within the Executive.

Should the matter not be resolved, it should be escalated to the Chief Executive of the Borough of Lewisham, the Accountable Officer of NHS Lewisham CCG and the BCU Commander as appropriate.

If the matter cannot be resolved, the Scrutineer should be called in for mediation and resolution.

At practitioner and individual case level, where there are disputes about the best way to safeguard children, the Lewisham Safeguarding Children Escalation Policy on resolving professional differences should be used.

### **Information Sharing and Information Governance**

The Lewisham Safeguarding Children Partnership recognises the critical importance of effective information sharing in safeguarding and promoting the welfare of children. Organisations within the Lewisham Safeguarding Children Partnership will adopt their own information sharing protocols and these will vary according to specific needs e.g. MASH, Concern Hub.

In Lewisham we recognise that safeguarding children requires more than the sharing of facts. It also requires the exchange and use of a diverse range of professional judgements to engender shared understanding and collaborative learning.

All organisations in the Lewisham Safeguarding Children Partnership are expected to contribute to a culture where appropriate information sharing is

the norm and adhere to the statutory guidance *Information sharing: advice for practitioners providing safeguarding services* (DfE, 2018).

### **Information Storage**

The Business and Operational Unit will act as data controllers for information associated with the Lewisham Safeguarding Children Partnership, on behalf of the Safeguarding partners.

This will include:

- Agendas, minutes and papers of the Partnership and any groups associated with it
- Business support functions (including training, communications, performance management and audits)
- Funding
- Child Safeguarding Practice Reviews and other learning reviews

Information will be stored on the London Borough of Lewisham server and also on the Lewisham Safeguarding Children Partnership Website.

### **Freedom of Information Requests**

Each agency within the partnership will have its processes and procedures for dealing with Freedom of Information requests.

Multi agency safeguarding arrangements are not currently subject to Freedom of Information Requests but this will change when Freedom of Information (Extension) Bill 2017–19 receives assent. When the legislation changes, this Memorandum of Understanding will be updated.

## RELATIONSHIP WITH OTHER BOARDS AND PARTNERSHIPS

We know that to be effective, the Lewisham Safeguarding Children Partnership will need to link to other strategic partnership work that supports children and families.

Much of this work will be done in the Partnership whose membership includes links to MARAC, MAPPA, the Community Safety Partnership and Channel Panel.

In line with the intent of the Wood Report to reduce overlap, bureaucracy and duplication of effort, in 2019/20 the Lewisham Safeguarding Children Partnership will review the structure, terms of reference and scheduling of meetings to ensure that all multi agency arrangements are tested against the likelihood that they will promote and improve the quality and impact of practice so that outcomes for children improve.

**PARTNERSHIP EXECUTIVE****TERMS OF REFERENCE****PURPOSE OF GROUP**

The Partnership Executive comprises the named lead representatives for each of the safeguarding partners.

The key role and functions are assessment of need, contribution to the shaping and implementation of strategy, planning and delivery.

**SCOPE OF GROUP**

This group will work together to ensure that local arrangements operate in a system that:

- Children are safeguarded and their welfare promoted
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- Organisations and agencies challenge appropriately and hold one another to account effectively
- There is early identification and analysis of new safeguarding issues and emerging threats
- Learning is promoted and embedded in a way that local services for children can become more reflective and implement changes to practice
- Information is shared effectively to facilitate more accurate and timely decision making for children and families

**FREQUENCY OF MEETINGS**

A significant amount of the work of the Executive takes place outside of formal meeting, however in the first year meetings will be held every six weeks.

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

## CHAIR AND MEMBERSHIP

Meetings will be chaired in annual rotation by one of the three lead representatives of the safeguarding partners. In 2019/20 the Chair will be the Director for Children's Services. A new Chair will be agreed at the start of each financial year.

Membership is:

Sara Williams (Chair) <i>Executive Director for Children and Young People</i>	Lead Representative for Local Authority
Martin Wilkinson <i>Managing Director</i>	Lead Representative for NHS Lewisham CCG
Jim Foley <i>Detective Superintendent Safeguarding</i>	Lead Representative for Metropolitan Police, Southeast BCU

The work of the Executive and all meetings will be supported by the Business Unit. The Strategic Safeguarding Lead will attend meetings but is not a member of the Executive.

## ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS

The three lead representatives for the safeguarding partners are accountable for the effectiveness of multi-agency safeguarding arrangements within Lewisham. They will work with the Partnership, the Monitoring, Evaluation and Service Improvement Group, the Learning from Practice Group, Schools' Safeguarding Network and the Concern Hub to identify, facilitate and drive actions which will lead to improvement and measure the effectiveness of those actions.

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

## **REVIEW AND SCRUTINY**

The Terms of Reference and membership will be reviewed annually unless significant changes at national or local level require earlier review.

All agendas, papers and minutes will be available to the Independent Scrutineer who may attend any or all meetings.

## **DIVERSITY**

Any work completed by the Executive will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

## **INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS**

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. For all of its work, the Executive will consider and ensure the views and experiences of children, young people and their parents/carers are collected and inform their work and the work of the Lewisham Safeguarding Children Partnership.

## **INFORMATION SHARING**

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

**Date of Preparation:** September 2019

**Date for Next Review:** April 2020

## THE LEWISHAM SAFEGUARDING PARTNERSHIP GROUP

### TERMS OF REFERENCE

#### PURPOSE OF GROUP

The Lewisham Safeguarding Partnership Group brings together the named lead representatives for the safeguarding partner organisations with senior officers in partner organisations and relevant agencies to have oversight of the multi-agency safeguarding arrangements in Lewisham and support decision making regarding local implementation.

The key role and functions are assessment of need, contribution to the shaping and implementation of strategy, planning and delivery.

#### SCOPE OF GROUP

The function of this group is to:

- provide strategic leadership in the development, implementation and sustainability of multiagency programs and strategies
- provide advice, support and assistance in the development of priorities and implementation of annual business plan
- assist in the promotion of a culture of supportive challenge and continuous improvement
- monitor identified and emerging risks to children and contribute the plans for their prevention, mitigation and management
- recognise barriers and enablers to high quality multi agency safeguarding practice and assist in developing initiatives to address these

- identify development needs for the effective functioning of the safeguarding partnership and promote effective responses

## FREQUENCY OF MEETINGS

The Lewisham Safeguarding Children Partnership Group will meet quarterly.

## CHAIR AND MEMBERSHIP

The Lewisham Safeguarding Children Partnership will be chaired in annual rotation by one of the three lead representatives of the safeguarding partners. Selection of a Chair will be made at the first Executive Meeting after the start of each financial year. In 2019/20 the Chair will be the Director for Children's Services.

In order to be quorate, meetings must include a representative from each of the Statutory Safeguarding Partners as well as fifty percent of the membership.

Membership is:

Sara Williams (Chair) <i>Executive Director for Children and Young People</i>	Lead Representative for Local Authority
Martin Wilkinson <i>Managing Director</i>	Lead Representative for NHS Lewisham CCG
Jim Foley <i>Detective Superintendent Safeguarding</i>	Lead Representative for Metropolitan Police, Southeast BCU
<i>Director, Children's Social Care</i>	Children's Social Care, Residential, Fostering and Adoption
<i>Director of Public Protection and Safety</i>	Community Safety and Youth Offending
<i>Director of Joint Commissioning and Early Help</i>	Commissioned Children's Services, including Children's Centres

<i>Director of Education Services</i>	Early Years, Primary, Secondary and Post 16 Education
<i>Designated Nurse</i>	NHS Lewisham CCG
<i>Designated Doctor</i>	NHS Lewisham CCG
<i>Headteacher and Governor Representative</i>	Schools and Academies
<i>Director of Nursing for South London</i>	NHS England
<i>Chief Nurse</i>	Lewisham & Lewisham NHS Trust
<i>Lead Clinician</i>	South London and Maudsley NHS Trust
<i>Area Manager</i>	Probation
<i>Area Manager</i>	Community Rehabilitation Company
<i>Director</i>	Public Health
<i>Director</i>	Housing
<i>Christ the Rock Ministries Phoenix Community Housing</i>	Community
<i>Detective Chief Inspector, Safeguarding</i>	Metropolitan Police
<i>Cabinet Member for School Performance and Children's Services</i>	Local Authority

Members are expected to:

- speak with authority and take decisions on behalf of their agency
- commit their agency on matters of policy, resourcing and practice
- hold their own agency to account on how effectively they participate and implement the local arrangements
- regularly attend meetings. Proxies may be sent in exceptional circumstances and with the agreement of the Chair

The dates of all meetings will be circulated at least three months in advance with agendas and papers circulated no fewer than five working days in

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advance. Minutes of all meetings will be prepared by the LSCP Business Unit team no later than ten working days following each meeting.

## **ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS**

The Chairs of the Monitoring, Evaluation and service Improvement Group, the Learning from Practice Group, the Concern Hub and the Schools' Safeguarding Network are all members of the Lewisham Safeguarding Children Partnership Group and will act as a conduit between the groups.

## **REVIEW AND SCRUTINY**

The Terms of Reference and membership will be reviewed annually unless significant changes at national or local level require earlier review.

All agendas, papers and minutes will be available to the Independent Scrutineer who may attend any or all meetings.

## **DIVERSITY**

Any work completed by the Lewisham Safeguarding Children Partnership Group will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

## **INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS**

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The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. For all of its work, the Lewisham Safeguarding Children Partnership will consider and ensure the views and experiences of children, young people and their parents/carers are collected and inform their work and the work of the Lewisham Safeguarding Children Partnership.

### **INFORMATION SHARING**

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

**Date of Preparation:** September 2019

**Date for Next Review:** April 2020

**MONITORING, EVALUATION AND SERVICE IMPROVEMENT GROUP  
(INCLUDING AUDIT)**

**TERMS OF REFERENCE**

**PURPOSE OF GROUP**

The purpose of the Monitoring, Evaluation and Service Improvement group is to monitor and evaluate the effectiveness of what is being achieved by LSCP partners individually and collectively to safeguard and promote the welfare of children and share lessons from individual agency audits, multi-agency audits and performance data. The Monitoring, Evaluation and Service Improvement group is responsible for providing the LSCP with assurance of sustained improvement in practice and better outcomes for children. The group also determines an annual Audit Programme which also contributes to the assurance that services are working in accordance with statutory and good practice guidelines.

**SCOPE OF GROUP**

The function of this group is to:

To develop an annual work plan that reflects the priorities of the LSCP, any issues identified through review of the data or audits, and any other issues that group members consider require multi agency review.

To maintain an interagency dataset, monitor and analyse child protection and safeguarding indicators and performance measures across agencies, in order to:

- evaluate whether safeguarding practice and arrangements have led to improved outcomes for children and young people.
- identify areas for service improvement to improve the welfare of children
- to challenge and escalate information gaps

To make recommendations to the LSCP in relation to aspects of performance, themes and issues that cause concern

Within the commitment to the partnership to provide constructive scrutiny and professional challenge to agencies in relation to performance, emerging trends and service user feedback and improve outcomes for children and young people.

To commission/conduct multi-agency audits to evaluate inter-agency safeguarding practice and understand the impact on outcomes for children and young people. To make recommendations for service improvement where necessary and to share learning.

To receive an appropriate selection of single agency audits for checking on outcomes, safeguarding arrangements, all action plans under the LSCP remit including inspection learning reviews and child safeguarding practice reviews.

To monitor the implementation of any actions identified to improve safeguarding arrangements, practice and inform the LSCP where progress has been made.

To establish and continue to develop the performance management framework.

Contribute to the annual report

#### **FREQUENCY OF MEETINGS**

The Group will meet each quarter with additional meetings to be arranged as needed. The Chair may at any time convene additional meetings of the Group to consider business that requires urgent attention.

#### **CHAIR AND MEMBERSHIP**

The Group will be chaired by a member of the Partnership and will have a defined membership.

Nominated members are expected to attend all meetings with at least 75% attendance. Where this is not possible, this must be communicated to the Monitoring, Evaluation and Service Improvement Chair or LSCP Strategic Safeguarding Lead in advance, and reasons given. An agreed deputy must always attend in such an instance. Attendance will be monitored, and where issues are identified, these will be taken up by the Chair with the agency. The matter will be escalated to the LSCP if not resolved.

Members must be in a position to fully participate in the functions and activities of the Monitoring, Evaluation and Service Improvement Group.

#### **ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS**

The Monitoring, Evaluation and Service Improvement Group is accountable to the Executive Partnership, and will provide update reports on its activities to the Lewisham Safeguarding Children Partnership. The Group will work closely with the Learning from Practice Group. Reports from the work of the Monitoring, Evaluation and Service Improvement Group will help to shape priorities and actions.

Group members are accountable to their individual agency quality assurance processes.

The group will devise and deliver an agreed work plan that reflects the specific statutory responsibilities relating to quality assurance as requested by the LSCP, the priorities of the LSCP Business Plan, plus the Learning and Improvement Framework.

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The group is empowered by the LSCP to make decisions, where this is consistent with the achievement of the agreed work plan and LSCP priorities.

Individual agencies have a collective statutory responsibility to action the business of the LSCP and an individual responsibility for meeting their own particular statutory duties and responsibilities.

The group is responsible for the development of quarterly exception reports and annual detailed safeguarding data.

### **REVIEW AND SCRUTINY**

The Monitoring, Evaluation and Service Improvement Group will review the Terms of Reference annually unless significant changes at national or local level require earlier review.

The network will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

### **DIVERSITY**

Any work completed by the Monitoring, Evaluation and Service Improvement Group will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

### **INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS**

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### **INFORMATION SHARING**

All case details discussed in meetings or audits are to be viewed as confidential.

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

**Date of Preparation:** September 2019

**Date for Next Review:** April 2020

## LEWISHAM SCHOOLS' SAFEGUARDING NETWORK

### TERMS OF REFERENCE

#### PURPOSE OF NETWORK

The purpose of the Schools' Safeguarding Network is to communicate the need to safeguard and promote the welfare of children to all schools within the London Borough of Lewisham.

The Schools' Safeguarding Network will assist the Lewisham Safeguarding Children Partnership (LSCP) to perform its duties in safeguarding children by monitoring safeguarding activities across the clusters to improve outcomes for children.

It provides a communication channel between all schools and the LSCP, for information sharing amongst the schools and a source of peer support in meeting safeguarding responsibilities.

#### SCOPE OF NETWORK

The function of this group is to:

- Ensure improved outcomes for all children in Lewisham schools, especially staying safe.
- Increase the understanding of safeguarding issues within schools.
- Monitor and quality assure school child protection policies, procedures, caseload and designated safeguarding responsibilities.
- Monitor provision and take up of training opportunities for all school staff, including safer recruitment, domestic violence, youth crime, sexual exploitation and FGM.

## FREQUENCY OF MEETINGS

The Schools' Safeguarding Network will meet on a half-termly basis i.e. 6 times a year.

## CHAIR AND MEMBERSHIP

The Schools' Safeguarding Network is chaired by xxx.

The Network has a fixed membership drawn from primary schools, secondary schools, sixth form colleges, early years providers and representatives of organisations that provide services to pupils in school.

Suggested membership:

	Director of Education (LA)
	Safeguarding & Inclusion Manager (LA)
	SEND rep (LA)
	MASH rep (LA)
	Early Years provider
	Maintained Nursery School
	Primary School
	Primary School
	Secondary School
	Secondary School
	Post 16
	Post 16

	Special School
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Members are expected to participate actively in the work of the group:

- Participate in the work of the group and be part of a minimum of one sub group at any one time (if required.)
- Scrutinise and challenge information received
- Take responsibility for ensuring that any actions agreed by the Partnership are effectively carried out within their organisation
- Attend a minimum of 66% of meetings throughout the year (4 out of 6 meetings)

#### **ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS**

The Schools' Safeguarding Network is accountable to the Executive Partnership and will provide update reports on the activity of the network to the Development, Monitoring and Challenge Partnership. The work of the Schools' Safeguarding Network will inform, and be informed, by the work of the other partnership subgroups.

#### **REVIEW AND SCRUTINY**

The Schools' Safeguarding Network will review the Terms of Reference annually unless significant changes at national or local level require earlier review.

The network will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

#### **DIVERSITY**

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

Any work completed by the Schools' Safeguarding Network will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised
- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports the empowerment of children, young people and their families, as well as the wider community, to keep children and young people safe from abuse/neglect

#### **INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENT/CARERS**

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. While there will be no direct involvement of children, young people or parents/carers on the Schools' Safeguarding Network due to the nature of the work; the Network will consider and address how the views and experiences of children, young people and their parents/carers can inform their work and the work of the Lewisham Safeguarding Children Partnership.

#### **INFORMATION SHARING**

Relevant information and data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE 2018).

**Date of Preparation:** September 2019

**Date for Next Review:** September 2020

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

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## LEARNING FROM PRACTICE GROUP

### TERMS OF REFERENCE

#### PURPOSE OF GROUP

The Learning from Practice Group is part of the Lewisham Safeguarding Children Partnership's commitment to a dynamic and self-improving system where excellent practice is the norm.

It has responsibility for identifying and reviewing incidents that raise issues of improvements to practice and commissioning and publishing local child safeguarding practice reviews. It has a key role to play in improving collective knowledge about where there is good practice and also where there are systemic issues and how policy and practice might change to address them.

#### SCOPE OF GROUP

The function of this group is to:

- Consider and review new serious incident referrals, determine next steps, oversee all open serious child safeguarding incident cases and their corresponding action plans
- Make recommendations to the safeguarding partners on whether the criteria for conducting a local (or national) child safeguarding practice review (formerly known as Serious Case Reviews) are met in accordance with Working Together to Safeguard Children 2018 or

whether an alternative learning method (e.g. learning review, single agency review, single or multi agency audit) is more appropriate.

- Make recommendations for multi-agency learning events based on the findings arising from case reviews
- Ensure family participation in reviews is considered and supported from onset of review
- Consider examples of good practice, and ensure this is also shared across all partners
- Contribute to the Annual Report

### **FREQUENCY OF MEETINGS**

The Learning from Practice Group will have scheduled meetings four times a year to consider cases that do not meet the threshold for serious safeguarding concerns but which might raise issues of importance to the area that indicate good practice, poor practice, near misses or emerging themes. Final reports from previous activities would be presented at these meetings and existing action plans monitored.

The group will also act as the nucleus for any Rapid Reviews undertaken as a result of a serious safeguarding incident that has been reported to the national Panel. Under these circumstances, the group will meet whenever required and there is an expectation that members will prioritise attendance at Rapid Review meetings as well as ensure that their agency completes the Initial Scoping and Information Sharing Form promptly.

### **CHAIR AND MEMBERSHIP**

The Learning from Practice Group will be chaired by the Strategic Safeguarding Lead who will be supported by the Business Unit.

The group has a fixed core membership drawn from organisations across the safeguarding partnership with the flexibility to co-opt other relevant professionals to discuss certain cases as and when appropriate.

Members are expected participate actively in the work of the group and take responsibility for ensuring that any actions are effectively carried out by their organisation.

They are expected to act as champions to ensure engagement with front line practitioners and that learning has relevance for practice and practitioners.

#### **ACCOUNTABILITY AND COMMUNICATION WITH OTHER GROUPS**

The Learning from Practice Group is accountable to the Partnership Executive, and will provide update reports on the activities of the group to the Lewisham Safeguarding Children Partnership. These updates will include evidence of how learning is being disseminated, monitored and reviewed in relation to impact on practice. Activities and reports from the Learning from Practice Group will inform the work of the Monitoring, Evaluation and Service Improvement Group and help to shape priorities.

#### **REVIEW AND SCRUTINY**

The Learning from Practice Group will review the Terms of Reference annually unless significant changes at a local or national level require earlier review. The group will make the dates of all meetings, papers and minutes available to the Independent Scrutineer who may attend any or all meetings.

#### **DIVERSITY**

Any work completed by the Learning from Practice group will be done in a manner which:

- Recognises that children and young people have a right to be safe and have their vulnerabilities recognised

- Considers and addresses issues of diversity in respect of gender, gender identity, race, religion, age, ability, culture, ethnicity, education and sexual orientation
- Supports empowerment of children, young people and their families as well as the wider community to keep children and young people safe from abuse/neglect

#### **INVOLVEMENT/PARTICIPATION OF CHILDREN, YOUNG PEOPLE AND PARENTS/CARERS**

The voice of the child is a recurring core principle and our aim as a partnership is to work alongside families and children wherever possible. We believe they have valuable contributions to make. Learning events and action plans associated with informal learning reviews, multi-agency audits, and child safeguarding practice reviews therefore need to include opportunity for family and young people participation where appropriate.

#### **INFORMATION SHARING**

In order to ensure a coordinated response that fully addresses all concerns surrounding serious incidents, all relevant data should be shared and reviewed as permitted within the stipulations of the General Data Protection Regulation (GDPR) and Data Protection Act 2018, the Caldicott Principles, Working Together to Safeguard Children (DfE, 2018) and Information sharing: advice for practitioners providing safeguarding services (DfE, 2018).

**Date of Preparation:** September 2019

**Date for next review:** April 2020

Concern Hub strategic Board	
<b>Report Title</b>	<b>Terms of reference</b>
<b>Report Author</b>	Geeta Subramaniam –Mooney - Public Protection and Safety Lewisham Council Andy Furphy – SI Operations and crime - SE BCU police command Lucie Hayes – Director children’s social care
<b>Date</b>	July 19

**Appendix F**

**Background:**

The Borough developed a forward thinking model in 2016 which did not focus on ‘labels’ of types of risks such as youth offender/ CSE; but took an approach which recognised the drivers and multiple complex issues that affect children and young people as well as focussing on preventative aspects and earlier support.

Then Missing, Exploited and Trafficked strategy was developed alongside a Serious Youth Violence Prevention Panel.

The move to the Concern Hub came from the current structures being reviewed taking into account a number of changes in our understanding and focus on a public health / whole systems approach to violence as well as rationalising multi agency actions for exploited children

The Concern Hub model works with children and young people up to the age of 25 primarily, includes missing, Child sexual exploitation, child exploitation, harmful sexual behaviour, county lines, serious youth violence and gangs.

**Governance:**

**Weekly Concern Hub** multi-agency case discussions to risk assess/ safety plan/ agreed actions/ lead agency agreed

Chair – DI police and Team Manager Violence Reduction Team (CSC TBC)

These meetings will be themed to assist with typologies if required ie CSE/ county lines/ HSB etc

These meetings will be minuted by police and notes added to CRIS and CRIMINT

If escalation is required this must be done through existing structures within the partnership and for joint agreement on next steps primarily decided between Police/ Public protection and safety/ Children’s social care.

**Quarterly strategic Concern Hub board**

Chair jointly SI police/ AD Public Protection (AD CSC TBC)

These meetings will receive information on (this is not exhaustive and will change as required):

- analysis of the activity of the hub
- themes/ risks/ barriers/
- assurances about the data management and sharing
- performance framework update
- report back on multi-agency audits

**Safer Lewisham Partnership / LSCB/ LSAB**

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

These boards will receive information and updates from the chairs of the Strategic Board to ensure all partners are sighted on the work/ helps inform the learning about child exploitation in Lewisham, and assist with unblocking any barriers.

This work will feed into the corporate Public health Approach to Violence.

**Membership:**

**Criteria for membership:**

Having strategic responsibility within their organisation or agency for child exploitation being able to commit resources to address identified areas in line with the needs of the client group.

**Responsibility of members:**

- To attend each Concern hub strategic Board meeting or provide a suitable agreed substitute when unable to attend.
- Commit to their agency addressing the key objectives of this group as above and delivery of the associated action plan.
- Complete actions as required within agreed timeframes.
- Contribute to developing a local problem profile and addressing issues / themes/ barriers that arise.
- To disseminate learning within each agency.

**Membership:**

- Director of Public protection and Safety, Lewisham Council (Joint Chair)
- Director Children's Social Care, Lewisham Council (Joint Chair)
- SI Operations and crime - SE BCU police command (Joint Chair)
- Director of Education
- Children's Joint Commissioning, Lewisham Council
- Detective Chief Inspector, Ops , Metropolitan Police
- Head of Crime, Enforcement & Regulation Lewisham Council
- Head of Youth Justice Services
- Safe space manager
- Designated Nurse Safeguarding and LAC, Lewisham CCG
- Designated Headteacher lead secondary -
- Service manager access and inclusion and participation
- Trust lead named nurse safeguarding –CYP LGT
- CAMHS
- ACO London CRC
- ACO London NPS
- Director Adult social care

**Minutes**

LSCB Administrator

**Structure:**

- The concern hub strategic group will report to the SLP / Newly formed Children's Partnership board (post LSCB) and the LSAB
- The sub group will contribute to the SLP annual report and LSCB Annual Report.
- Board meetings will occur quarterly
- Board meetings will last approximately 2 hours.
- Papers, previous minutes and Agenda will be circulated at least 1 week prior to the Board.

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## **Concern Hub:**

The focus of the change is:

- Provide a preventative offer of support for the client and family with earlier identification of risk
- To provide a multi-agency forum to jointly risk assess/ safety plan and agreed joint actions and lead agency
- To use a contextual safeguarding approach to make short/ medium and longer term change
- To join up resources across a cohort to avoid duplication

The focus will remain on:

- ✓ the under 25 year olds
- ✓ use the violence Reduction hub model (appendix A) as a basis
- ✓ include the Missing, Exploited and Trafficked cases
- ✓ include the current Serious Youth Violence cohort of Red, Amber
- ✓ include Habitual Knife Crime subjects
- ✓ include the green cases from the Met police Gangs Matrix

A Notification can be made from any agency as is currently the case to the police who will triage and utilise the Concern hub expertise and structures to risk assess, safety plan and agree joint actions. The current Referral form being used of MET and Youth violence prevention panel will continue to be used.

The Concern Hub will meet weekly to discuss cases and will record all minutes on Cris and Crimint as well as all actions subsequently taken by officers on Merlin. The weekly meetings will be chaired by a DI police and Team Manager Violence reduction Team (CSC to be agreed).

Where a case is being discussed at MAPPA, CRISP, Strategy group S47 these meetings actions take primacy and will be reported to the Concern hub for information.

The cases being discussed as a priority each week includes:

- ✓ those who have been missing for 7 days in the preceding week / repeat missing
- ✓ is a victim of a serious incident in the preceding week
- ✓ Is a possible suspect of a serious incident in the preceding week
- ✓ Any intelligence of harm related behaviour

The following flow chart outlines the processes and includes details of an exit criteria.

## **Analysis**

There will be quarterly analysis of the activity of the Concern Hub

This at a minimum will include:

- demographics of individuals (gender, age and ethnicity);
- nature and extent of individual partners agencies activity
- Nature and extent of non-enforcement interventions (including needs, referrals, uptake and outcomes).
- Other tools used such as CBO/ NRM/ see link for full list of options

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/794554/6.5120\\_Child\\_exploitation\\_disruption\\_toolkit.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/794554/6.5120_Child_exploitation_disruption_toolkit.pdf)

## **Data sharing and reviewing:**

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

All data will be held on the BOX and identified individuals will be permitted to access this from all partner agencies.

There is a detailed DPIA (attached) which outlines that the Met Police are solely responsible for the security of the environment. The security of the Cloud environment is robust with suitable technical measures in place with Lewisham Councils Information Governance team happy with the assurances.

The following will need to be recorded on the Terms of Reference and governance structures have assurances at each meeting that these things are in place. A Data Sharing Agreement will be in place to facilitate and provide assurances about data sharing. The Strategic Board will need to receive information about the following to get this assurance.

- ✓ that the right people are being reviewed at the Concern Hub
  - ✓ that people are added and removed in a standardised, evidence-based manner;
  - ✓ that they can be removed and that the labels applied will not negatively affect them;
  - ✓ that lists are refreshed regularly so that individuals don't stay on any longer than necessary;
  - ✓ that the guidance on the use of social media for intelligence purposes is updated; and
  - ✓ That the data protection principles and legislation are fully applied.
- 
- ✓ ensure there is no discriminatory practice;
  - ✓ ensure that risks around data breaches are properly assessed and mitigated;
  - ✓ who the information is shared with outside of the MPS;
  - ✓ ensuring that any sharing of personal information is necessary and proportionate
- 
- ✓ regular multi-agency borough audits

#### **Outcomes from the concern hub:**

These will need to be reviewed quarterly but initially the performance framework should include:

Borough wide:

- Reduction In Violence with Injury
- Reduction In Knife crime
- Reduction in violence with injury knife crime

For those on the cohort of the Concern Hub:

- Positive change in involvement in education, training or employment
- Stable accommodation
- Progress regarding wellbeing

Safeguarding outcomes:

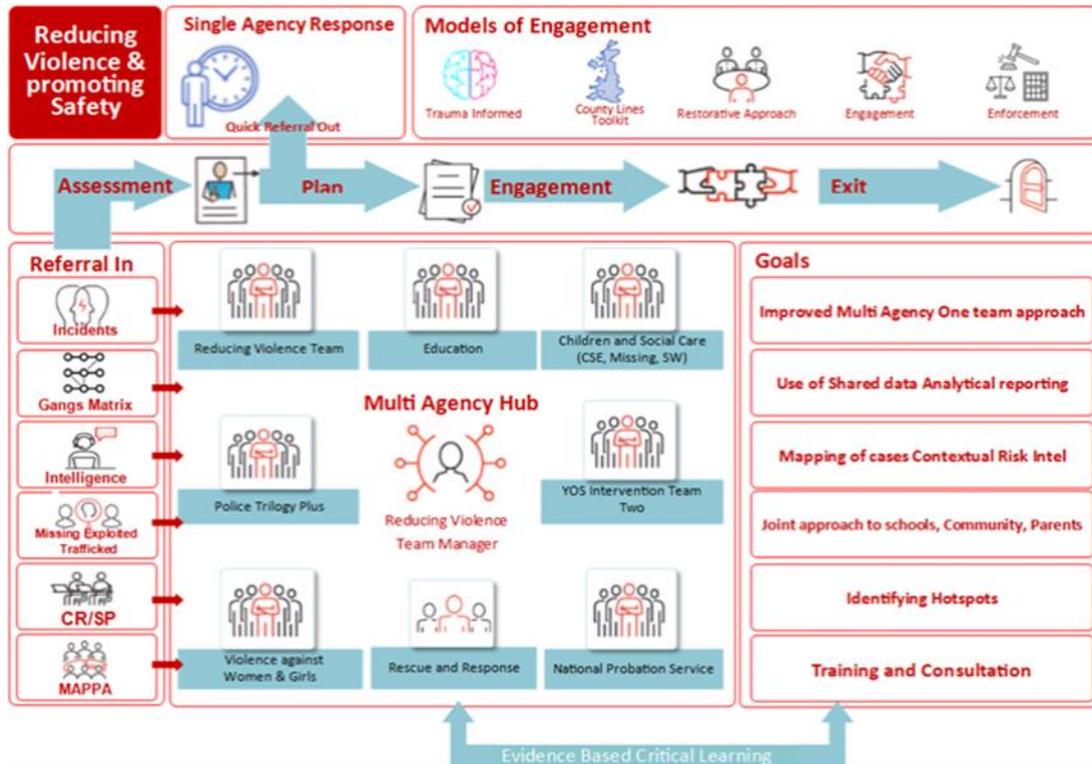
- Understand and better co-ordinate the risks of exploitation (link to Rescue and Response)
- Mapping peers and creating plans that address safeguarding needs including siblings and parents
- Focus on perpetrators to prevent repeated victimisation and break cycle of exploitation
- Trauma-informed and strength based approaches to reduce fear, increase hub staff wellbeing and capacity to manage stress and Vicarious Trauma.

#### **Frequency of meetings:**

The Concern Hub strategic Board will take place quarterly, with a minimum of four meetings per year. More meetings can be requested by the chair as and when is needed.

This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

**Review:** These Terms of Reference will be reviewed by the sub group and Board in March 19



This document is currently in DRAFT and Terms of Reference are to be reviewed and revised following the first Partnership Meeting 2<sup>nd</sup> September 2019.

## **Brief for Independent Scrutiny – Lewisham Safeguarding Children Partnership (LSCP)**

### **Purpose**

The purpose of this brief is to outline the requirements of the independent scrutiny function for the Lewisham Safeguarding Children Partnership.

### **Background**

The Children and Social Work Act 2017 replaced Local Safeguarding Children Boards (LSCBs) with a new statutory framework requiring clinical commissioning groups, police and local authorities to determine local arrangements for the protection and safeguarding of children in their area.

The legislation stipulates that arrangements must include scrutiny of effectiveness.

### **The role of independent scrutiny**

Working Together to Safeguard Children (2018) gives further guidance and states that scrutiny should be:

- Objective
- Act as a constructive critical friend
- Promote reflection to drive continuous improvement

In Lewisham, the role is designed to provide critical challenge to:

- Provide assurance in judging the effectiveness of services to protect children

- Assist where there is a disagreement between agencies
- Support the Lewisham Safeguarding Children Partnership to be a learning system
- Independent scrutiny will be provided by a single individual (or designated substitutes) with a view to generating learning for system improvements.

The independent Scrutineer will be required to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in Lewisham, including arrangements to identify and review serious child safeguarding cases.

They should consider how effectively the arrangements are working for children and families as well as practitioners and how well the safeguarding partners are providing strong leadership.

In order to make these judgements, the Scrutineer will be invited to attend all Executive and Partnership meetings. In addition, the Scrutineer will determine which activities they think are appropriate or necessary to attend in order assure themselves of the quality of the arrangements and will therefore have the option to attend any subgroup meeting, task finish group meeting, audit activity, quality assurance or learning and development activity organised by the LSCP. They will have access to any papers from those meetings or activities.

The Scrutineer will ensure that hearing and learning from the voice of the child and service users is at the heart of LSCP activities and they can speak with and receive direct feedback from children, young people and families to test the interconnectedness between performance, practice and the voice of the child, young person and family.

This should give the Scrutineer the opportunity to assess how well organisations come together to cooperate with one another to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding and to allow the Scrutineer sufficient evidence to judge: