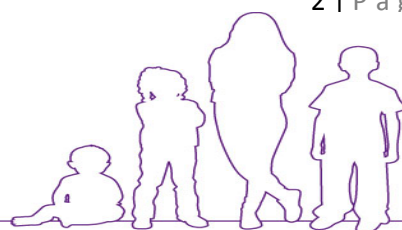


A black and white photograph showing three hands clasped together in a supportive grip. The hands are positioned vertically, with the top hand at the top, the middle hand in the center, and the bottom hand at the bottom. The fingers are interlaced, and the thumbs are pointing upwards. The background is a soft, out-of-focus light grey.

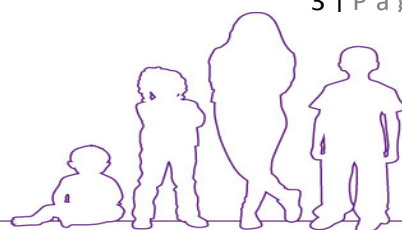
Thurrock Safeguarding Children Arrangements

May 2019

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Foreword

Dear Colleagues,

Working Together 2018 (WT2018) and the Children & Social Work Act 2017, sets out the accountability and responsibilities of the Safeguarding Partners in discharging their duties in respect of the new safeguarding arrangements for children being introduced in Thurrock.

The new safeguarding arrangements will be referred to as the Thurrock Local Safeguarding Children Partnership (Thurrock LSCP) covering the geographical area of Thurrock, coterminous with the designated area of the Unitary Authority.

This Implementation Plan will be available on the Thurrock Local Safeguarding Children Board (Thurrock LSCB) website three months in advance of the new arrangements coming into effect on 1st May 2019.

The document will assist members of the new Partnership in interpreting their role and contribution to the new arrangement and securing effective inter-agency arrangements to safeguard and promote the welfare of children and young people living in Thurrock. Also that all staff involved in the important work of the welfare and safeguarding of children are made aware of the changes taking place.

It is really important that these arrangements become proactively embedded, retained by the agencies involved and passed throughout organisations and the community for greater awareness of the process in place.

This Implementation Plan will provide the baseline for the subsequent partnership constitution which will be reviewed annually as the arrangements develop. It will form part of the annual reporting and business planning process to reflect any local strategic partnership developments and new structural arrangements.

We look forward to embarking on our journey to improve further the welfare and safeguarding of Thurrock children.



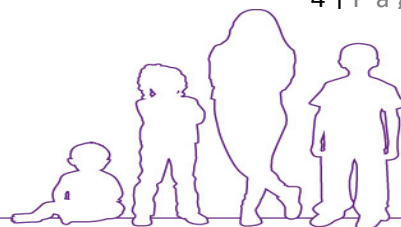
Rory Patterson
Corporate Director
Children's Services
Thurrock Council



Jason Hendy
Head of Public Protection
Essex Police



Jane Foster- Taylor
Chief Nurse
Thurrock CCG



Background to the changes

To facilitate the transition to our new safeguarding arrangements, Thurrock LSCB established a Strategic Group on 4th October 2017 comprising of the statutory Safeguarding Partners (SP) under the new arrangements along with the LSCB Independent Chair and the LSCB Business Manager to agree a shared vision for Thurrock.

A consultation process took place with the LSCB partner agencies of the current Board to ensure the views of all agencies were considered. This Implementation Plan was agreed and signed off by the Safeguarding Partners on 9th January 2019.

The document will be presented to the Chief Executive and Directors Board for approval and presented to the Children's Overview and Scrutiny Committee, and the Health and Wellbeing Board. It has also been made available to Essex Police and Thurrock Clinical Commissioning Group (CCG) for relevant internal and external communication.

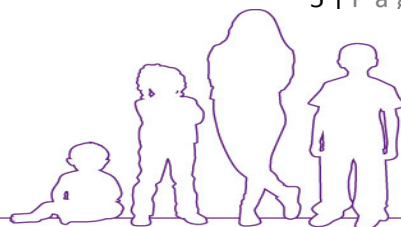
Working across Essex

Recognising the demographics of Essex with three existing LSCBs, the Strategic Group met with their Essex and Southend LSCB colleagues on 6th June 2018 and 11th October 2018 to agree how the new arrangements would be implemented across Essex.

It was agreed that under the new arrangements there would be three safeguarding arrangements coterminous with the existing County and Unitary Authority geographical areas of Southend, Essex and Thurrock (SET).

The Safeguarding Partners identified opportunities to develop a "Working across Essex" strategy as part of the new safeguarding arrangements building on the existing good practice that has developed through the Safeguarding Boards.

Part 2 of this document sets out those areas of joint working.



Partnership Arrangements

The new arrangements will be referred to as Thurrock Local Safeguarding Children Partnership (Thurrock LSCP).

A framework for the Multi-Agency Safeguarding Arrangements (MASA) to operate effectively has been agreed by the Safeguarding Partners. There will be an Annual Plan and Report published that will be informed by the strategic objectives of those agencies involved in safeguarding children and young people in Thurrock. The Partnership will take into account national and locally agreed safeguarding children priorities and safeguarding practice as set out in the statutory guidance Working Together 2018.



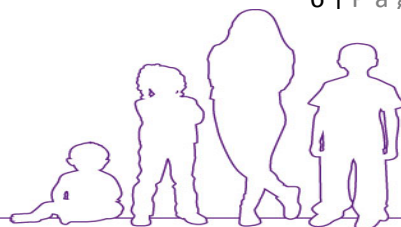
Legislative Framework

Whilst it is parents and carers who have primary care for their children, Local Authorities, working with partner organisations and agencies, have specific duties to safeguard and promote the welfare of all children in their area. The Children Acts of 1989 and 2004 set out the specific duties.

Section 30 of The Children & Social Work Act 2017 removes the requirement for LSCB's and Section 16 – 23 sets out the accountability and responsibilities framework of the Safeguarding Partners in discharging their duties in respect of the new safeguarding arrangements for children. Working Together 2018 (WT 2018) and transitional guidance supporting the changes, sets out the requirements to have in place an Implementation Plan three months before the new arrangements are put in place.

Working Together 2018 replaces previous guidance set out in Working Together 2015. This guidance applies to all organisations and agencies that have functions relating to children. Specifically, this guidance applies to all Local Authorities, CCG, Police and all other organisations and agencies as set out in Chapter 2.

The Children Act 2004, as amended by the Children and Social Work Act 2017, sets out the requirements for the new safeguarding arrangements which replace LSCBs. The Children Act 2004 still remains in place (as amended) to reflect the changes. Other existing legislation



remains in place supporting the new safeguarding arrangements. The Statutory Safeguarding Partners required to establish the new safeguarding arrangements - referred to as the Safeguarding Partners as defined in the Children's Act 2004 (as amended by the Children and Social Work Act 2017) are:

- ❖ The Local Authority
- ❖ A CCG 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

The Safeguarding Partners have agreed on ways to co-ordinate their safeguarding services; act as a Strategic Leadership Group in supporting and engaging others; and implement local and national learning including from Serious Child Safeguarding Practice Reviews (WT 2018 Chapter 4).

All three Safeguarding Partners have equal and joint responsibility for the local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners have agreed under their local arrangements who will take the lead on issues that arise.

Everyone who comes into contact with children and families has a role to play. Many local organisations and agencies have a duty under Section 11 of the Children Act 2004 to ensure they consider the need to safeguard and promote the welfare of children when carrying out their functions.

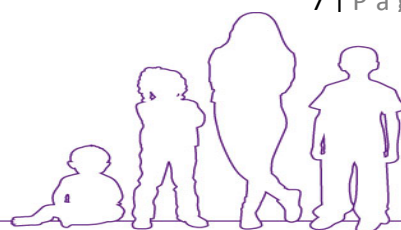
The multi-agency safeguarding arrangements will comprise of the Safeguarding Partners and representatives selected from the agencies as listed within the Local Safeguarding Partners (Relevant Agencies) Regulations 2018, which are those organisations and agencies whose involvement, the Safeguarding Partners considered, are required to safeguard and promote the welfare of local children.

The safeguarding arrangements will comprise of those partners which have regular contact with children, or have responsibility for services for them in the local area.

Early years, Schools, Colleges and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare and will be included as relevant agencies within the safeguarding arrangements. A process has been agreed locally on how best to achieve the active engagement of individual institutions in a meaningful way.

The relevant agencies, selected by the Safeguarding Partners to be part of the local safeguarding arrangements, must act in accordance with the arrangements (WT 2018) and are under a statutory duty to co-operate with the published arrangements. The relevant agencies will be reviewed annually.

The Safeguarding Partners will set out locally any contributions agreed with relevant agencies, including funding, accommodation, services and any resources connected with the arrangements. They will ensure relevant agencies have appropriate safeguarding policies and procedures in place.



The Partnership reserves the right to co-opt onto its meetings any agency, representative or specialist professional involved in the welfare and safeguarding of children for the purpose of supporting the partnerships aims and objectives.

Transitional Arrangements

Serious Case Reviews

Thurrock LSCB is formally handing over two cases to the new Safeguarding Partnership arrangements. These reviews will be completed in accordance with existing LSCB procedures and Working Together 2015.

Training and Development

Training activity commissioned by the LSCB has been agreed to be progressed by the Safeguarding Partners into the new arrangements. Future training will be reviewed within the new learning provision framework.

Threshold Document

The current LSCB Threshold Document was refreshed in October 2018 and has been agreed to be transferred to the new safeguarding arrangements and refreshed as part of the Safeguarding Partners work programme.

Website

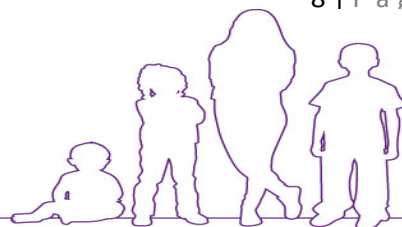
The LSCB website will transfer to the new safeguarding arrangements on the agreed date changing the web address to www.thurrocklscp.org.uk, with management of the site being administered on behalf of the Safeguarding Partners by the Thurrock LSCP Business Team.

Child Death Review

During the transition to the new Child Death Review arrangements which are scheduled to take place in September 2019, the Safeguarding Partners have agreed to retain the existing SET Child Death Review process. The new Child Death Review arrangements are subject to a separate process.

Purpose

The MASA will be the key statutory mechanism that brings together representatives of each of the main agencies and professionals from other agencies responsible for promoting the welfare and safety of children and young people. It is an inter-agency partnership for agreeing how the different services and professional groups should co-operate to safeguard children and for making sure that safeguarding arrangements work effectively to promote



better outcomes for children (WT 2018).

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

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

Safeguarding and promoting the welfare of children is defined as:

- ❖ Protecting children from maltreatment;
- ❖ Preventing the impairment of children's health or development;
- ❖ Ensuring that children are growing up in circumstances consistent with the provisions of safe and effective care;
- ❖ Taking action to enable all children to have the best outcomes.

Child Protection

- ❖ The activity that is undertaken to protect specific children who are suffering, or are likely to suffer significant harm.

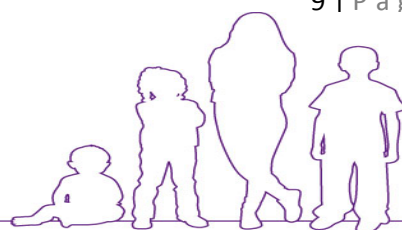
The Thurrock LSCP has a unique statutory role and a clear responsibility to undertake a scrutiny, quality assurance and challenge role in respect of how agencies individually and collectively promote the welfare and safety of children living in Thurrock.

The Safeguarding Partners are accountable and responsible for ensuring the new Thurrock LSCP safeguarding arrangements are effective.

The Thurrock LSCP Business Plan and Report, agreed by the Partnership, will be published and made available to all relevant partner members on an annual basis. The role of partner agencies is to hold their organisation and its officers to account for their contribution to the effective functioning of Thurrock LSCP.

Our Vision

Thurrock children and young people are happy, healthy, safe and can achieve their full potential, by providing effective support to all, with special attention given to those who are most vulnerable and at risk

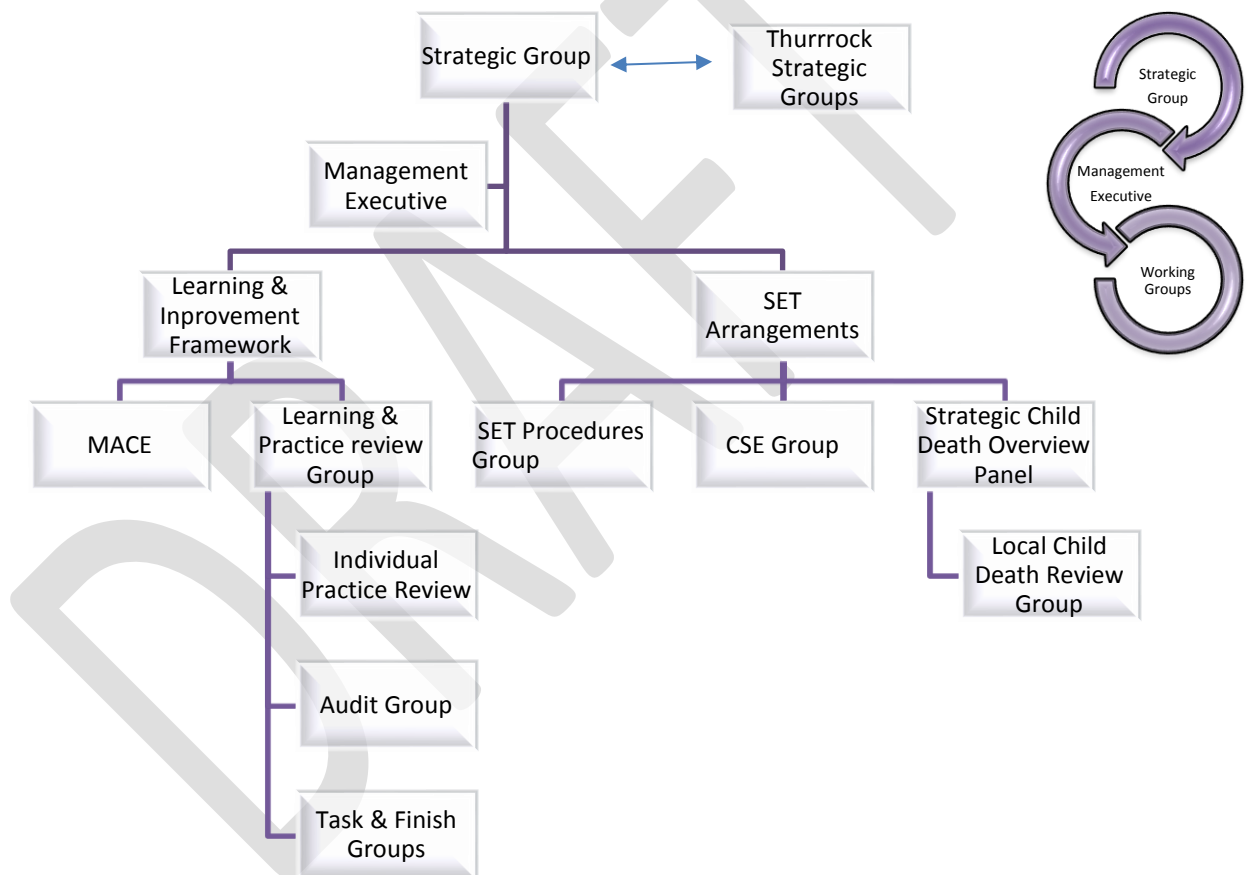


Our Strategic Aims

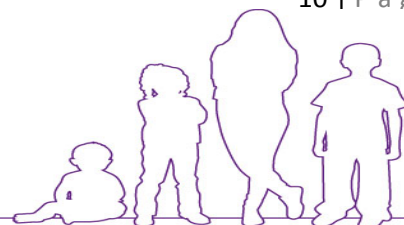
1. Safeguarding is everybody's business
2. Reduce the number of children in need of responsive safeguarding through effective help and support at an earlier stage
3. Voice of the child
4. A Partnership fit to meet future demands

The Structure and role of Thurrock LSCP

The Thurrock LSCP will function through a hierarchal structure led by the Safeguarding Partners through a Strategic Group.



The Partnership structure will be reviewed annually to ensure it remains fit for purpose to safeguard Thurrock's children.



Partnership Support

The Thurrock LSCP will be supported by a Business Support Team led by a Business Manager that previously supported the LSCB.

The Thurrock LSCP Manager is accountable to the three Statutory Safeguarding Partners in meeting their statutory duties. The Support Team is responsible for providing day to day business support, coordinating the Business Plan, managing and coordinating the Local Safeguarding Practice Review process and monitoring and evaluation of work resulting from the Plan and partner contributions to achieving its outcomes.

During the transition, the Local Authority will continue with its existing responsibility for the funding of the Business Team staff. In accordance with the existing employment terms and conditions the Manager is responsible operationally to the Assistant Director Childrens Social Care and strategically to the Corporate Director Childrens services. A review will be undertaken by the Manager and Strategic Partners during 2019 of the support function.

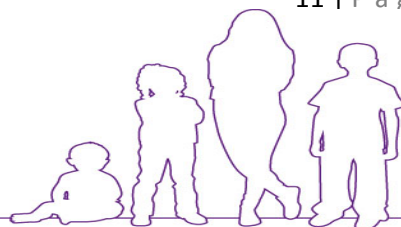
Principles

The following principles will underpin the work of the Thurrock LSCP. The Partnership will:

- ❖ Keep the safeguarding and welfare needs of children at the centre of everything it does;
- ❖ Operate a challenge and assurance function to both partner members and external organisations;
- ❖ Involve children, families, carers and frontline practitioners and managers in its work;
- ❖ Develop strong working relationships with Strategic Partners to promote clear roles, responsibilities and governance arrangements;
- ❖ Be open and transparent in the work that it undertakes;
- ❖ Be a learning and development Partnership that seeks continuous improvement.

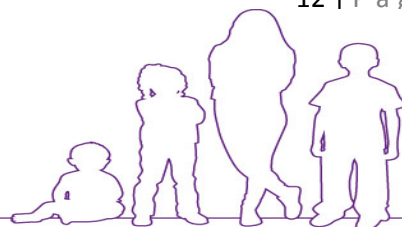


The Scope of Thurrock LSCP



Thurrock LSCP will support the safeguarding and the welfare of children across three broad areas of activity, **Prevent, Proactive & Responsive**, which should all take into account the need to promote equality of opportunity and to meet the diverse needs of all children living in our communities. Specifically:-

1. To identify and **prevent** harm and impairment of health or development and ensure that all children are provided with safe and effective care as they are growing up. This would include ensuring the Partnership:
 - a. Has mechanisms in place to identify abuse and neglect wherever they may occur;
 - b. Works to increase the understanding of safeguarding children issues in the professional and wider community, promoting the message that ***'safeguarding children is everyone's responsibility'***
 - c. Helps to ensure that organisations working or in contact with children operate safe recruitment and safe workforce practices that take into account the need to safeguard and promote the welfare of children;
 - d. Monitors the effectiveness of organisations' implementation of their duties under Section 11 of the Children Act 2004 and 157/175 Education Act 2002;
 - e. Helps to ensure that children know who they can contact when they have concerns about their own or others' safety and welfare;
 - f. Helps to ensure that adults (including those who are harming children) know who they can contact if they have a concern about a child or young person.
 - g. Lead in the Local Safeguarding Children Practice Review (previously SCR) process, and
 - h. Supports the development of effective local safeguarding strategies.
2. To be **proactive** and undertake targeted work:
 - a. To safeguard and promote the welfare of groups or particular groups of children who are potentially more vulnerable than the general population, for example, children living away from home, children who have run away from home, children in the Youth Justice System including custody, young carers, disabled children, Looked after Children and children and young people affected by gangs or Serious Youth Violence.
 - b. Through the development and evaluation of a Threshold Document, provide the framework and procedures for work with children and families where a child has been identified as being 'in need' under the Children's Act 1989, but where the child is not suffering or at risk of suffering significant harm.
3.
 - a. To be **responsive** and undertake work to protect children who are suffering or likely to suffer significant harm (Chapter 47, Children Act 1989), including:
 - i. Children abused and neglected within families, including those harmed, in the context of domestic abuse; as a consequence of the impact of substance misuse or parental mental ill health;



- ii. Children abused outside of families by adults known to them; including those in fear of, or subject to forced marriage and honour based violence and FGM;
- iii. Children abused and neglected by professional carers; within an institutional setting, or anywhere else where children are cared for away from home;
- iv. Children abused by strangers;
- v. Children abused by other young people;
- vi. Young perpetrators of abuse;
- vii. Children abused through sexual exploitation and child trafficking;
- viii. Young victims of crime, and
- ix. Children of offenders.

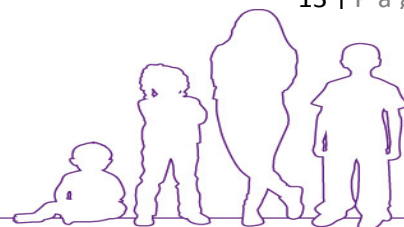
Thurrock LSCP Functions

The core functions of the Partnership are set out in Section 3 Working Together 2018 and the Child & Social Work Act 2017. Without prejudice to the generality of the objectives, the Thurrock LSCP functions are to generate more effective arrangements throughout the whole partnership in relation to:

- ❖ Protecting children from maltreatment;
- ❖ Preventing impairment of children's health or development;
- ❖ Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care;
- ❖ Enabling children to have optimum life chances in entering adulthood successfully, particularly in terms of being healthy and staying safe;
- ❖ Ensuring that lessons are learned by sharing best child protection and safeguarding practice generally; and in particular, from episodes including when a child dies, or suffers serious harm when maltreatment is considered to have been a contributory factor; and
- ❖ Ensuring that work to protect children from harm is properly co-ordinated and effective is the primary function of the Partnership.

These functions will be performed by:

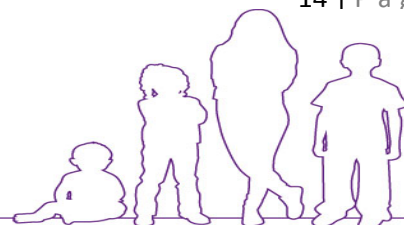
- ❖ **Participating in the planning of services** for children in the authority to help ensure that the safeguarding of children is a primary consideration. This will include contributing to the development of safeguarding arrangements and establishing effective strategic arrangements with the Health and Wellbeing Board.
- ❖ **Developing policies and procedures** for safeguarding and promoting the welfare of children including: refreshing the SET Child Protection Procedures, establishing clear thresholds for access to services – from early intervention through to specialist services; as well as promoting safe recruitment practices, supervision and the investigation of any allegations made against people working with children;



- ❖ **Communicating and raising awareness** of wider safeguarding issues with practitioners, children, families and carers and the wider community, helping the Partnership in shaping its strategic agenda. This will include:
 - Consulting with our Youth Council and Children in Care Council to ensure that their views are taken into account in the planning and delivery of services
 - Young people and families have the opportunity to engage in the work of the partnership and offer their views on the support we are providing
 - The provision for collecting feedback from children, young people and families through our education establishments and other existing mechanisms
 - Where possible, we will involve families in learning reviews
 - Asking our relevant agencies and other partners how they ensure they have captured the voices of children, young people and families in their work
 - Identifying other innovative ways to gather feedback through the partnership
 - Working alongside and with the Voluntary and Community Sector, supporting our understanding and identifying local needs
- ❖ **Supporting** the Child Death Overview Panel (CDOP) during the transition to the new Child Death Review Process, collecting and analysing information about child deaths raising awareness of preventable deaths;
- ❖ **Monitoring the effectiveness** of what is done to safeguard and promote the welfare of children through monitoring, evaluation and audit activity and offering advice with regards to making improvements.

All “relevant” Partnership members must have effective arrangements in place to safeguard and promote the welfare of children in accordance with their duties under Section 11 of the Children Act 2004 or Section 157 or 175 of the Education Act 2002. These arrangements include organisations having in place and being able to evidence:

- ❖ Senior management commitment
- ❖ A statement of accountability
- ❖ Clear lines of accountability
- ❖ Service development
- ❖ Staff training
- ❖ Safer recruitment practices
- ❖ Effective inter-agency working
- ❖ Information sharing
- ❖ Working with individual children
- ❖ Monitoring and Inspection arrangements
- ❖ Undertaking Learning & Practice Reviews in accordance with WT2018 where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected
- ❖ Through identifying Serious Incidents relevant to the area and advising on lessons that can be learned (this includes multi-agency learning reviews or audit activity to learn from incidents and improve local safeguarding children arrangements or practice) through local practice reviews.
- ❖ Delivering and evaluating relevant multi agency training



- ❖ Helping to ensure the coordination and implementation of services for children who are privately fostered; and
- ❖ Helping to ensure that children within Thurrock have access to appropriate and understandable information when they have concerns about staying safe.

The effective implementation of Thurrock LSCP's objectives will contribute to an overall outcome of helping to ensure the well-being of Children and Young People.

Requests for information

Information sharing is at the core of good safeguarding outcomes. Existing protocols and information sharing agreements are being reviewed to ensure they meet the new legislative framework of the new safeguarding arrangements and agreed processes are in place for the sharing of information with relevant agencies.

The Safeguarding Partners may require any person, organisation or agency to provide them or a reviewer or another person acting, on behalf of the Safeguarding Partners, with specified information. This will be information which enables and assists the Safeguarding Partners to perform their functions to safeguard and promote the welfare of children in their area, including Local and National Child Safeguarding Practice Reviews.

The person or organisation to whom a request is made must comply with such a request made by the Thurrock LSCP and if they do not do so, the Safeguarding Partners may take legal action in order to obtain relevant information.

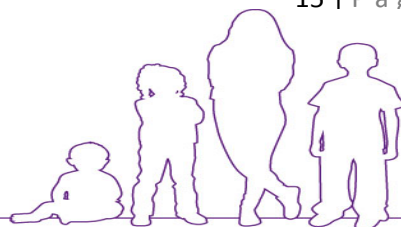
Operational Accountability

Whilst Thurrock LSCP has a role in coordinating and ensuring the effectiveness of local work to safeguard and promote the welfare of children by individuals and organisations, it is not accountable for their operational work. Each Thurrock LSCP agency retains their existing lines of accountability for this area of work within the own services.

Independent Scrutiny

It is the responsibility of the Safeguarding Partners to put in place an independent scrutiny process to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases (Working Together 2018).

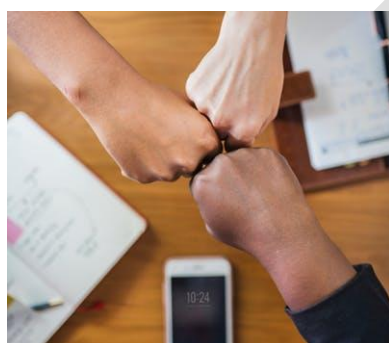
A multi systems approach will be taken to the independent scrutiny of the effectiveness of the new arrangements. This will comprise of a number of functions which will include



independent scrutiny through, peer reviews, audits, individual scrutineers and ensuring the voice of children, young people and families is heard.

These functions will:-

- Consider how effectively the new arrangements are working for children and families as well as for practitioners;
- Ensure the Safeguarding Partners are providing strong leadership
- Provide reports to the Safeguarding Partners on relevant areas of safeguarding;
- Review the Annual Report of the Thurrock LSCP before publication;
- Promote an effective strategic safeguarding challenge and reflection to drive continuous improvement



Thurrock LSCP Membership

The Lead representatives for the three Statutory Safeguarding Partners for Thurrock are:

Chief Executive – Thurrock Council

Chief Constable – Essex Police

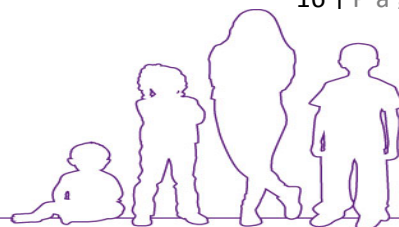
Accountable Officer – Clinical Commissioning Group

As set out in Working Together 2018 the lead representatives can delegate the functions whilst holding accountability for actions or decisions taken on behalf of their agency. The Thurrock LSCP will comprise of representatives acting on behalf of those lead Safeguarding Partners.

The agencies and representatives which will form the core group for Thurrock LSCP will comprise of:

Statutory Safeguarding Partners

- ❖ Corporate Director of Children's Services - on behalf of Local Authority
- ❖ Head of Child Abuse Investigation – on behalf of Essex Police



- ❖ Chief Nurse – on behalf of Thurrock CCG

Relevant Agencies and Members

The Safeguarding Partners have selected those agencies which are to be relevant agencies and members involved in the new safeguarding arrangements as shown below. These have been determined as those partners which have regular contact with children, or have responsibility for services to them in the local area. (Local Safeguarding Partners Relevant Agencies Regulations 2018)

- | | |
|--|--|
| ❖ National Probation Service | ❖ Adults Social Care |
| ❖ Local Authority Housing | ❖ Basildon & Thurrock University Hospital |
| ❖ Youth Offending Team | ❖ Essex CRC |
| ❖ NELFT | ❖ CAFCASS |
| ❖ Essex Fire and Rescue Services | ❖ All Primary Education Establishments ² |
| ❖ All Secondary Education Establishments ² | ❖ Specialist Schools/PRU |
| ❖ All Further Education/Colleges Establishments ² | ❖ Voluntary Sector |
| ❖ East of England Ambulance Service NHS Trust | ❖ Early years Settings |
| ❖ Local Authority Lead member Children Services ¹ | ❖ Lay Member |
| | ❖ Essex Partnership University NHS Foundation Trust (EPUT) |

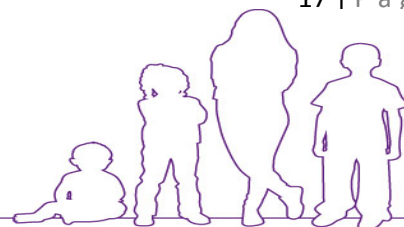
¹ Attend the Management Executive Board as a participating observer.

² Education establishments and early years' settings will be represented by a designated member as agreed by each education setting for core meetings. Each individual education establishment within Thurrock will have a duty to comply with the terms of reference of any relevant agency of the partnership.

Funding

Thurrock LSCP need an adequate budget and sufficient resources to enable it to effectively carry out its role and function, to comply with guidance, and to meet inspection standards and costs associated with conducting Local and National Child Safeguarding Practice Reviews. The funding will comprise of contributions from the Safeguarding Partners and relevant agencies as determined locally by the Safeguarding Partners to meet the requirements of the new arrangements. The contributions will be equitable and proportionate, based on an agreed local formula. Thurrock LSCP income will also be generated through the provision of Thurrock LSCP multi-agency learning programmes.

The budget will be set annually by the Safeguarding Partners and managed on behalf of the Thurrock LSCP by the Business Manager using the financial systems of Thurrock Council and will provide finance reports to the Partnership twice yearly. Following the transition, future funding arrangements will be subject to a review of the pooled budget arrangements.



Lay Member

The Thurrock LSCP will recruit two lay members to sit on the Management Executive Board and contribute to the work of the Partnership. Lay members should promote the work of the Partnership within the wider community and bring a 'lay' perspective to the Partnership. Lay members will help to:

- ❖ Support stronger public engagement in local safeguarding children issues and contribute to an improved understanding of the role and work of the Thurrock LSCP within the wider community.
- ❖ Support the scrutiny function on the accessibility, clarity and transparency of Thurrock LSCP plans, priorities and achieved outcomes to children and the public;
- ❖ Help to improve working relationships between the Thurrock LSCP and community groups.

The Thurrock LSCP Strategic Group

The Strategic Group will take place six times during the transitional year and four times a year thereafter. The group will comprise of the Strategic Safeguarding Partners and the Thurrock LSCP Business Manager. The group will be responsible for the strategic direction of the partnership and decisions regarding Local Learning Practice Reviews ensuring learning outcomes are embedded into practice. The LSCP Business Manager will report to the group on the effectiveness of the safeguarding and scrutiny arrangements.

The Thurrock LSCP Management Executive Board

The Management Executive Board meetings will be led by the three Safeguarding Partners and will be the decision making body overseeing the multi-agency plan. It will review progress and assess areas for development in local safeguarding processes. This will inform the priorities and strategic direction of the partnership Strategic Group. It will take place four times a year and will be half day duration. The agenda for the meetings will be agreed by the Thurrock LSCP Strategic Group.

The Board is responsible for:

- Carrying out the strategic policy and priorities of the Thurrock LSCP, ensuring that the Thurrock LSCP meets its statutory functions receiving any reports from partner agencies as required.
- Responsible for evaluating the performance of all Partnership Sub-Groups and any Task and Finish Group in carry out their functions.

Standard areas for inclusion on agendas will comprise:

- Child deaths (until the new arrangements come into effect)



- National and Local Learning Practice Reviews
- Progress of the multi-agency plan/performance report
- Updates from other strategic groups
- Updates from Thurrock LSCP Sub Groups
- Finance (October & March)

Thurrock LSCP Learning & Improvement Framework

Learning and improvement is at the heart of the role of the safeguarding arrangements examining a range of information relating to safeguarding practice and procedure.

The Partnership will be supported in its role of improving and supporting better outcomes for children by the Learning & Practice Review Group (LPR) which oversees the dedicated groups and short life Task and Finish groups convened on behalf of the Partnership to co-ordinate the aims and objectives of the Partnership's work and hold partner agencies to account (previously the Performance Improvement Panel).

Each established Group has work plans which support those of the main Partnership and will be maintained to operate under the direction of the Management Executive Board. The groups will be made up of representatives of the Safeguarding Partners and relevant partner agencies drawn from within the partnership arrangements.

The following Thurrock LSCP established groups and functions will be accountable to the Management Executive Board;

- Learning & Practice Review Group (LPR)
- Individual Practice Review Group (IPR)
- Multi Agency Child Exploitation Group (MACE)
- Multi Agency Audit Group (MAG)

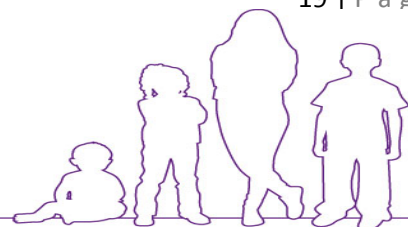


Learning & Practice Review Group

The LPR Group will examine frontline challenges and successes making suggestions and recommendations to improve multi agency working. It will act on behalf of the partnership in supporting the areas of Local Child Safeguarding Practice Reviews, Training and Development and the Audit process.

Local Child Safeguarding Practice Reviews

The Safeguarding Partners will determine whether a case meets the criteria to be either referred to the National Panel, a LPR or that a single agency or alternative type of case review may be required.



The LPR led by the Safeguarding Partner's representatives will lead on the commissioning of individual case reviews and will oversee all open serious incidents and LPRs by the partnership, through its individual case review Panels or Task & Finish groups. It will consider National and other reviews for practice learning that may benefit local arrangements. Members will be encouraged to bring examples of good practice from within their own organisations and other safeguarding areas.

Training & Development

The LPR Group will support the Thurrock LSCP through a Training Strategy, and implement and publicise an annual training programme managed by the Business Team, reflective of learning that supports better outcomes for children. It will consider:-

- National and Local practice reviews
- Audits
- Identified multi agency training needs
- Change in practice
- Responding to local need

Individual Practice Review Group

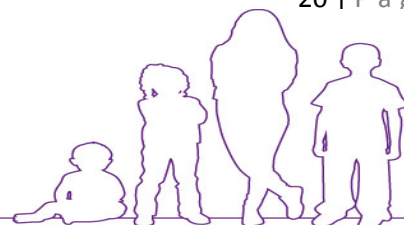
The role of the IPR Group is to work with an Independent Author in conducting a review of an individual case that has been determined by the Safeguarding Partners as either a serious incident or one which has met the criteria for a Local Safeguarding Practice Review. The Group will comprise of the Safeguarding Partners representatives and relevant agencies from across the partnership arrangements that have not had any direct involvement with the case and has the authority to co-opt any agency that can support the learning of a case. It will reflect on the quality of the services provided, with learning and improvement at the centre of its aims to improve the welfare and safeguarding of Thurrock's children.

Audit Group

The Audit Group role supports the Thurrock LSCP to monitor and evaluate the effectiveness of work done by all Partner Agencies individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve. It will audit and evaluate the effectiveness of inter-agency working within Thurrock and undertake key tasks as identified within the Thurrock LSCP Business Plan. The focus of this Group is to review cases in a multi-agency arena to evaluate effectiveness of inter-agency working and to review agencies safeguarding performance. It offers an opportunity to reflect on safeguarding practice and identify any lessons learnt to improve outcomes for children, young people and their families.

MACE

MACE is a strategic partnership group led by the Safeguarding Partner's representatives to ensure a tactical response to Child Sexual Exploitation (CSE) and other identified areas of



exploitation including gangs and trafficking. It is responsible for developing the local multi agency response to exploitation in Thurrock linking across with the activities undertaken by the Community Safety Partnership and other strategic groups to ensure that contextual safeguarding form a part of the understanding of the impact of exploitation and how to respond.

Task and Finish Groups

Thurrock LSCP Task Groups/Task and Finish Groups will be created in order to undertake a specific, time limited piece of work as directed by the Thurrock LSCP Business Plan and Strategic priorities.

SET Meeting Arrangements

As part of the Thurrock LSCP commitment to working together with the safeguarding partners across Essex the partnership will support and represent Thurrock in our working across Essex Strategy (see Part Two).

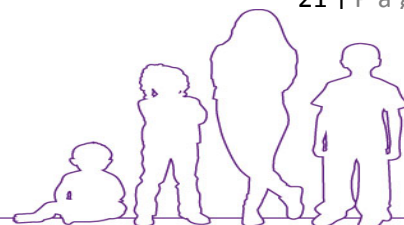
Meeting Attendance

Members are expected to attend all agreed Partnership meetings and should only send their designated deputy in unavoidable circumstances. Non-attendance of the Partnership Member or their Designated Deputy for two consecutive meetings will be highlighted to the Strategic Group who will consider appropriate actions to be taken.

Member attendance at Partnership meetings and Sub-Groups will be reported by the Business Team to the Partnership Management Executive meetings.

Meetings Performance Criteria

- Sub-Groups should be chaired by a Partnership member of Thurrock LSCP
- Chairs of the Sub-Groups will have a one year tenure.
- It is the responsibility of the Chair of the Sub-Group to help to establish, monitor and drive the Sub-Group work plans and to provide a written update to the Management Executive Board on any key developments of the Group and any exception reports.
- All papers for the Partnership will be circulated one week prior to the meeting by the Business Team.
- It is the responsibility of all Partnership members to ensure that they have read all of the relevant documentation prior to their attendance at the Partnership, to help to promote their full understanding and involvement within Partnership discussions and decision-making processes.
- All Thurrock LSCP meetings will be minuted and forwarded to the meeting Chair for approval within 10 working days.
- The agreed minutes are then circulated within a further five working days.
- Minutes will be agreed for accuracy at the next Partnership meeting.



- Any partner who receives an action from any of the Thurrock LSCP groups are expected to comply with the agreed standard working practice of a response to the Thurrock LSCP Business Team within 10 working days of receiving the Action Matrix from the meeting concerned.
- Failure to comply with agreed practice on two or more occasions will result in a letter being sent to the executive member of that agency by the Business Manager and the Strategic Partners informed.

External Reporting Mechanisms

The Safeguarding Partners will present the Thurrock LSCP Annual Report and reports of other matters arising to their relevant corporate bodies. The Business Manager will assist in supporting the statutory partners as required.

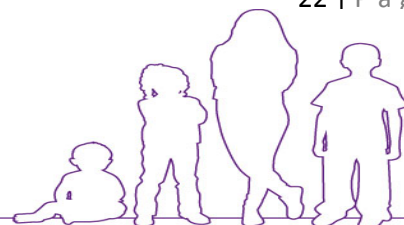
Decision Making

Members of the Partnership will operate according to the governance arrangements of their organisation. Some decisions that the Thurrock LSCP will need to make can be made with the delegated authority that members hold on behalf of their agencies. Some matters will however need to be referred into their own agencies decision-making frameworks. Wherever possible, decisions will be made by consensus.

- All decisions must be recorded in the minutes.
- The minutes of the Partnership will include the date on which the decisions taken should come into effect (the implementation date).
- The implementation date must give reasonable notice to the partner agencies so they have the opportunity to discuss the issues in their own agencies before the decision is due to be implemented.
- Decisions will be implemented on the date given unless a partner agency sends written notice to all Partnership members before that date requesting a further meeting of the Thurrock LSCP for the matter to be reconsidered, and gives the reasons why this is requested.
- In any case where a consensus cannot be reached, the decision should be deferred to a future meeting or submitted to the Strategic Group for a decision

The Thurrock LSCP Manager is authorised to speak on behalf of the Thurrock Safeguarding Partners in relation to all urgent matters, after liaison with the Strategic Group members.

In exceptional circumstances the Thurrock Business Manager may call an Extraordinary meeting of the Strategic Group or Management Executive Group.



A Partnership member may request an exceptional meeting by submitting to the Business Manager a written request which is supported by at least two partner members. Such Extraordinary meetings will be held within 15 working days of the request being received.

Thurrock LSCP Performance Management Framework



The performance arrangement of the Partnership is critical to assessing the effectiveness of what is done by Safeguarding Partners to collectively safeguarding children. The Thurrock LSCP therefore has a wide remit for monitoring and evaluation from both an internal and external perspective.

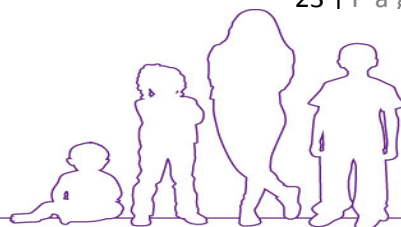
The Thurrock LSCP aim is to ensure the achievement of high standards in safeguarding and promoting the welfare of children. It has introduced a new Thurrock LSCP Performance Management Framework to help develop a system of organisational self-evaluation and peer review within an agreed quality assurance framework. This new system is designed to assess how well agencies perform to safeguard and promote the welfare of children and young people. The framework takes into account multi-agency inspection standards and outcomes and the effectiveness of joint working, as well as the internal functioning of the Partnership.

The Thurrock LSCP will include in its monitoring arrangements, accountability from those individuals and organisations that have a duty under Section 11 of the Children Act 2004 or Section 175/157 of the Education Act 2002. Self-evaluations on the effectiveness of safeguarding arrangements from partner agencies will be sent to the Partnership and reported on in its Annual Report.

Multi-agency work will be subject to quality assurance case files audits, which will assess quality of work undertaken and enable learning to be shared with all relevant agencies.

The Thurrock LSCP is committed to continuous improvement and will therefore make recommendations for developments and wherever possible, assist relevant organisations to improve their practice. Such recommendations are likely to arise from any of the monitoring functions outlined above.

Data Protection/Confidentiality and Freedom of Information



Members of the Partnership shall ensure that their own organisation's Data Protection Registration and requirements under the General Data Protection Regulations 2018 (GDPR) meets the requirements for Partnership's activities.

All Partnership members will adhere to the provisions of the Data Protection requirements as amended by the GPDR 2018 and maintain confidentiality at all time, other than where a specific exemption under the Act arises: this principle will apply during a member's participation in the Partnership, and will continue after the individual is no longer a member of the Partnership, or following the Partnership's dissolving.

If any member who has access to confidential information or data, knowingly breaches the law relating to particularly (but not limited to) the unauthorised disclosure of confidential information, they may be personally liable.

Members of the Partnership will make appropriate arrangements to ensure that the provisions of the Freedom of Information Act 2000 are properly complied with.



Equal Opportunities/Discrimination/Human Rights

All members of the Partnership will adhere to equal opportunities principles and adopt and maintain anti discriminatory practices in the Partnership's functions. All members of the Partnership will also adhere to the provisions of the Human Rights Act 1998.

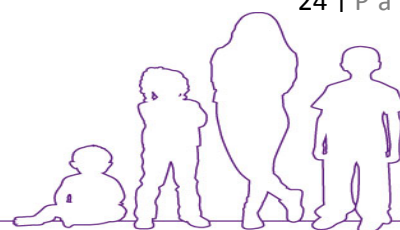
Dispute Resolution Process and Complaints

Generally there is a good working relationship amongst the safeguarding partners and agencies. All partner agencies have a responsibility to resolve any dispute between them promptly and amicably in accordance with the SET Procedures. Disputes that cannot be resolved between Partnership members in this manner will initially be resolved by discussion at a meeting of the Partnership. If no agreement can be reached the matter will be referred to the resolution mechanism as determined by the SET Procedures taking account of the:

- ❖ Type of complaint; and
- ❖ The knowledge, expertise and seniority required in resolving the matter.

Where a dispute remains unresolved despite the arrangements, it shall be referred to an independent professional advisor.

Complaints



Local Safeguarding Children Partnerships are not identified as having a statutory function in relation to the investigation of complaints. Complaints concerning Child Protection Conferences reaching stage 2 will be dealt with as defined in the SET Procedures. Panels convened to consider complaints at stage two of that procedure will be identified on a case by case basis, as required.

Thurrock LSCP Business Plan and Annual Report



The Thurrock LSCP is committed to ensuring that its work is properly planned and reviewed and that its priorities and objectives both inform and are informed by the local safeguarding children needs assessments and any national trends or themes.

The Thurrock LSCP will agree a clearly defined Business Plan on an annual basis, which includes identified work streams, the responsible member(s) and Sub Groups.

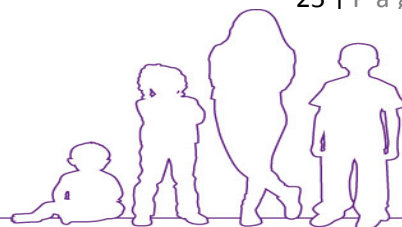
Each year a Thurrock LSCP Annual Report will be published. It will include an evaluation of the effectiveness of the safeguarding arrangements by all agencies within Thurrock and will outline key achievements and the challenges that remain. The report will be presented to Children's Overview and Scrutiny, Chief Executive, Office of Fire, Police and Crime Commissioner (OFPCC), Chief Constable and Health and Wellbeing Board in the autumn of each year to help to inform local planning. The Thurrock LSCP Annual Report will be made publicly available on the Thurrock LSCP website.

The Thurrock LSCP Strategic Group will ratify an annual Business Plan prepared by all members of the Thurrock LSCP Management Executive, in the fourth quarter business planning period. This will detail all work streams required by Thurrock LSCP in order to fulfil its statutory functions, as well as areas for progression identified as a result of local needs analysis and/or national developments.

Relationships with other Strategic Partnerships

The relationship between the Thurrock LSCP and other Strategic Partnerships will be set out in a joint protocol agreed between the partnership bodies. This will be reviewed annually with key members of the Strategic Partnerships. This will include:

- The Health and Wellbeing Board
- Adults Safeguarding Board
- Community Safety Partnership
- The Channel Panel
- Local Family Justice Board
- MAPPA



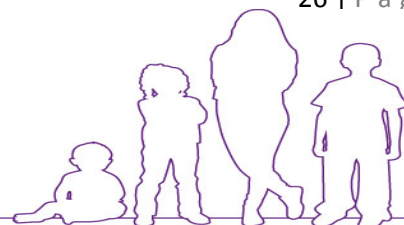
- SET Domestic Abuse Board



Local Practice Reviews

1. A LPR will be conducted in accordance with statutory guidance and managed on behalf of the Strategic Partners by the LPR Group.
2. A copy of all published reports will be sent to the National Child Safeguarding Practice Review Panel and The What Works Centre for Children's Social Care within seven days of publication.

Part 2 – Working Across Essex



Introduction

The three existing Local Safeguarding Children's Boards covering the Essex area - referred to as SET (Southend Essex & Thurrock) met at a summit on 6th June 2018 and 11th October 2018 to discuss the new safeguarding arrangements.

It was agreed at the summit that there would be three local safeguarding arrangements coterminous with the designated authority areas of Southend Council (Unitary Authority), Essex County Council and Thurrock Council (Unitary Authority).

The Boards already have strong collaborative working arrangements and agreed to develop this further through a "Working across SET" strategy, supporting those areas of safeguarding most effectively tackled and having the greatest impact on practice and services for children across the SET area.

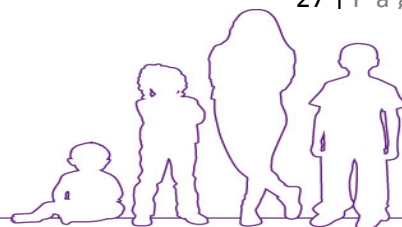
The purpose of this section is to set out how the new arrangements will operate on matters affecting SET, how decisions are made, and to detail what inter-agency arrangements are in place to help ensure that individual agencies effectively safeguard and promote the welfare of children and young people across Essex.

Strategic Relationships

There will be an agreed "Working Together across SET" Strategic Plan agreed by the Safeguarding Partners across SET, providing guidance for the three MASAs. This will provide a consistent strategic direction which all three MASAs will embrace and provide the platform to develop local strategies and plans. The current SET Procedures will also be refreshed to take into account the new statutory requirements and provide opportunities to further develop collaborative working across Essex. The Safeguarding Partners across Essex will meet twice a year.

SET Principles

- Children and young people are at the heart of what we do
- Working across SET becomes an integral part of local MASA arrangements
- Seek opportunities to improve practice through SET processes
- That at each stage of developing the new arrangements in each area consideration is given to what could be aligned across SET
- That collaboration across SET will be a key part of business planning whilst recognising also the differences between each area
- That the three key agencies participate fully in the development of the MASA in each area
- That best practice and learning is shared across SET



- That the MASA also work with other Boards locally and across SET in areas of cross cutting work
- That each MASA decides its own constitution and plans but that the overarching SET arrangements are an integral part of these plans
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Partner 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 across SET in a way that local services for children and families can become more reflective and implement changes to practice
- Information is shared effectively to facilitate more accurate and timely decision making for children and families
- A consistent performance management framework is developed across each MASA
- Peer review and independent scrutiny forms an integral part of the new SET arrangements.

Business Planning

It is recognised that each MASA will have its own arrangements and independence as outlined in their individual constitutions and that the Business Plans of each MASA will need to reflect local priorities and demographics in each area.

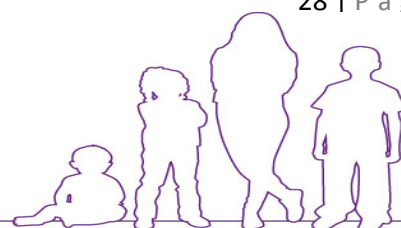
It is agreed that there will be areas of collaboration and cooperation across SET for particular pieces of work that are most effectively tackled SET wide to have the greatest impact on practice.

The SET MASAs have agreed areas of cooperation for business planning when developing their individual plans and prioritise which are the key areas of a focus for the planning period.

Existing Good Practice

- ❖ Strategic Child Death Overview Panel*
- ❖ South West Child Death review Group*
- ❖ SET Procedures Group*
- ❖ SET CSE Strategic Group*
- ❖ SET Domestic Abuse Board*

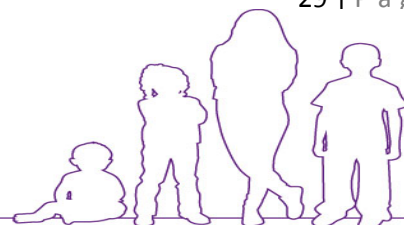
*representative of the Thurrock LSCP will attend on behalf of the partnership.



Further areas will be explored as the MASA develop Increasing Collaboration – Areas for consideration

- CDOP
- Section 11 Children Act 2004
- 157/175 Education Act 2002
- Mental Health & Well-being
- Learning and development
- Domestic Abuse
- Neglect
- Child exploitation
- Joint campaigns

Membership
Safeguarding
Partnership
Decision
Practice
SET
Lay
Groups
Meetings
Reviews
Arrangements
Making
Thurrock
Complaints
LSCP
Funding
Member
Business
Background
Chair
Principles
Children
Good



Glossary of Terms

CCG	Clinical Commissioning Group
CDOP	Child Death Overview panel
CSE	Child Sexual Exploitation
CSPRP	Child Safeguarding Practice Review Panel
GDPR	General Data Protection Regulations
IPR	Individual Practice Review
LCSPRC	Local Child Safeguarding Practice Review Coordinator
LPR	Learning & Practice Review
LSCB	Local Safeguarding Children Board
MASA	Multi-Agency Safeguarding Arrangements
NSPR	National Safeguarding Practice Review
OFPPC	Office of Fire, Police and Crime Commissioner
Practitioner	The term 'practitioners' is used throughout the guidance to refer to individuals who work with children and their families in any capacity
RA	Relevant Agencies -the agencies required to be a partner in the new arrangements selected from the list
SET	Southend, Essex and Thurrock
SP	Safeguarding partners. The three statutory partners of the Local Authority, Police and Clinical Commissioning Group
TLSCP	Thurrock Local Safeguarding Children Partnership. The overarching body that is responsible for the new safeguarding arrangements in Thurrock
WT2018	Working Together 2018 – Statutory guidance document

Reference Material

Child and Social Work Act 2017

<http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

Working Together 2018

<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2018>

Local Safeguarding Partners Relevant Agencies Regulations 2018

<http://www.legislation.gov.uk/ukdsi/2018/9780111167540>

SET Procedures

<https://www.thurrocklscb.org.uk/lscb/professionals/set-procedures>

