



Establishing the Newham Safeguarding Children Partnership (NSCP)

The published arrangements

1. This paper sets out the decisions made by the defined statutory partners in Newham – Newham Council, NHS Newham and the Metropolitan Police - to implement the requirements of the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018 in respect of how local safeguarding arrangements are organised. These arrangements must include:
 - Arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area.
 - Arrangements for commissioning and publishing local child safeguarding practice reviews.
 - Arrangements for independent scrutiny of the effectiveness of the arrangements.
 - Who the three local safeguarding partners are, especially if the arrangements cover more than one local authority area.
 - Geographical boundaries (especially if the arrangements operate across more than one local authority area).
 - The relevant agencies the safeguarding partners will work with; why these organisations and agencies have been chosen; and how they will collaborate and work together to improve outcomes for children and families.

- How all early year's settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements.
- How any youth custody and residential homes for children will be included in the safeguarding arrangements.
- How the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help
- How inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multi-agency and inter-agency audits
- How the arrangements will be funded.
- The process for undertaking local child safeguarding practice reviews, setting out the arrangements for embedding learning across organisations and agencies.
- How the arrangements will include the voice of children and families.
- How the threshold document setting out the local criteria for action aligns with the arrangements.

Geographical boundaries for the new safeguarding arrangements

2. Newham will be the geographical area for these arrangements. Each of the statutory partners has a defined senior manager responsible for their services in Newham, so accountability is clear.
3. Newham CCG is establishing a new Child Death Review (CDR) function across Newham, Waltham Forest, Tower Hamlets, Hackney and the City of London, in order to increase the footprint to the 60 cases a year required to be in line with the new Child Death Review, Statutory and Operational Guidance (England) October 2018.

Arrangements for the safeguarding partners in Newham to work together

4. The defined partners in Newham are Newham Council, NHS Newham Clinical Commissioning Group and Newham and Waltham Forest Police. In Newham, Education is the fourth partner, despite this not being a statutory requirement. All existing agencies represented on the current LSCB, shown at Appendix 1, will continue as members of the Newham Safeguarding Children Partnership (NSCP, and henceforth referred to as 'the Partnership') once the functions have been transferred and once the current LSCB has been wound up. This is to ensure continuity of practice and strategy.
5. The Executive Team (see below) will oversee and drive forward multi-agency child safeguarding in Newham. It will meet 4 times a year and will hold partners to account through a 'high support, high challenge' culture. The main functions of the Executive Team will be to:

- Agree annual priorities for the Partnership, to be reviewed quarterly, primarily through scrutinising business plan updates
- Hold partners to account through scrutiny of key performance data, the analysis of local issues and what is being done about them and operating a 'golden thread' culture between the Executive Team and the front line of local agencies so that issues on the ground can be subject to scrutiny and trouble shooting
- Being themselves held to account by the Independent Chair who will with the statutory partners be responsible for driving forward change and service improvements in Newham.
- Allocating resources and funding, including setting the annual budget of the Partnership

6. The Terms of Reference of the Executive Team are shown at Appendix 2.

Independent scrutiny of the new arrangements

7. The Partnership will continue to have an independent chair who will chair the Executive Team and who will oversee the new teams in the revised NSCP structure responsible for practice review, performance and quality assurance and child death reviews respectively – see below. The statutory partners decided to continue to employ an Independent Chair in order to co-ordinate all aspects of the Partnership and to drive forward a high trust culture of partnership working. It was felt that it would be easier for this to be championed and modelled by an independent chair, as she or he could positively support improvements in bi-lateral working between some agencies and to also sponsor new ways of working, especially positive and quick problem-solving when issues arise. The role description for the Independent Chair is at Appendix 3.
8. A core duty and responsibility for the Independent Chair will be to scrutinise multi-agency working and performance in child safeguarding. This has been written into the job description for the new Chair who is currently being recruited using an established recruitment agency and process. The current interim chair will continue in her role until the new Chair comes into post, probably in November 2019.
9. Reflecting the scale and pace of change needed, the contract of the new independent chair will be increased by ten days a year. This will help to ensure the new arrangements are embedded and that improvements in multi-agency working and culture are made. This work will also be linked into the Ofsted improvement plan Newham is working to after its Ofsted inspection in March 2019 found services and leadership to be 'inadequate'.
10. The new structure will emphasise a team working approach, to signify a shift from the current structure of Board and Committees. This shift aims to achieve a more dynamic and agile set of arrangements which produce clearer outcomes. The Partnership Business Manager will play a crucial role in facilitating a mixture of business continuity and change management.

11. The independent Chair and Business Manager will work closely with their regional peers to share best practice and to use a peer scrutiny model when this would be beneficial.

Partnership governance arrangements

12. Written by the Business Manager, the Partnership will produce an annual report in June each year which will cover the preceding year up to the preceding March. This will be submitted to the cabinet of Newham Council and the respective governance structures of Newham CCG (Newham-based) and the police in Newham (governed across Newham and Waltham Forest on behalf of the London-wide Metropolitan Police). The first annual report of the NSCP will be produced in June 2020.

The relevant agencies the safeguarding partners will work with

13. The 'relevant agencies' are the agencies with a primary child safeguarding role who are required to co-operate with the safeguarding partners on all operational and strategic child safeguarding matters. They are listed in appendix 4.
14. Organisations in the Newham health economy are set out in an infographic at Appendix 5.
15. All schools in Newham are defined as relevant agencies. This includes infant, primary and junior schools, council-run secondary schools, academies, the free school, voluntary-aided schools and voluntary-controlled schools. A list of all schools is at Appendix 6.
16. All early years providers are defined as relevant agencies. This list is currently being compiled to ensure that all current providers are included.
17. The many other agencies with child safeguarding responsibilities in Newham will be linked together and supported through a Safeguarding Children Network in the Borough. This will begin its development in October 2019 and will be run by the Business Manager and the Network and Outreach Officer whose revised job descriptions include all aspects of this network management responsibility. The network will be supported by the Business Manager being the point of contact and by regular news updates and a newsletter.

How early years and educational settings will be included in the new arrangements

18. Meetings will be held when school leaders return in September to establish an engagement process with all schools. A similar process will be developed through the Head of Early Years Services in Newham for all early years providers. These arrangements will be built around clarifying and supported the role of Designated Safeguarding Leads in every school and early years setting. We will include the detail of these arrangements in the next and final version of our new arrangements by 29 September 2019.

How residential homes for children will be included in the new arrangements

19. There are no youth custody facilities in Newham. Residential children's homes are named as relevant partners and have been informed of their role in the new arrangements. Residential homes for children are managed for safeguarding purposes by their contract manager in Newham Children and Young Peoples Services. Training will be provided to the managers and providers of homes about how the new arrangements will work within the framework of the Children's Homes Regulations.

Safeguarding in the local health economy and the new child death review process

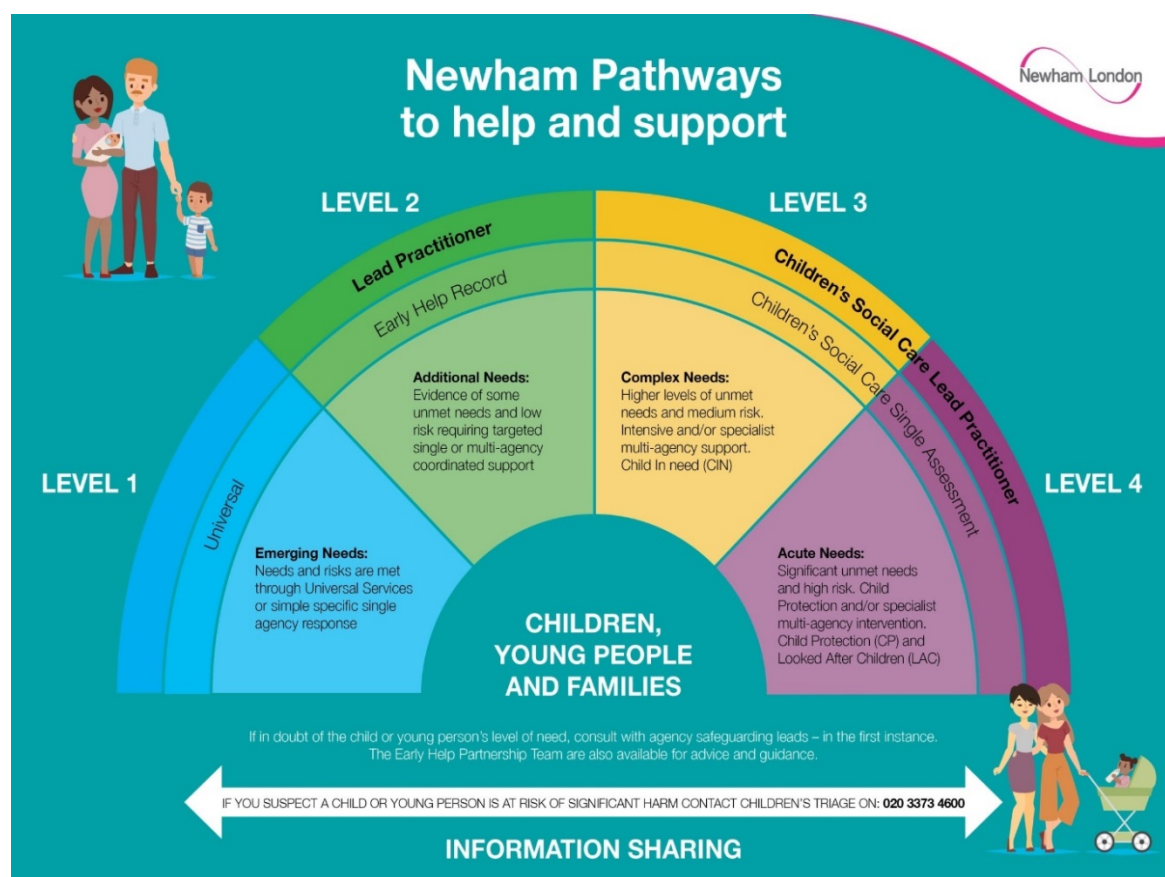
20. The Newham Joint Health Safeguarding Team will continue to meet and its Terms of Reference are at Appendix 7.
21. Revised arrangements for the child death overview process covering Newham, Waltham Forest, Hackney, Tower Hamlets and the City of London are at Appendix 8. The Standard Operating Procedure is in the new NSCP guidance notes which accompany these arrangements, to support implementation. Newham CCG and Newham Council will continue to hold joint accountability for the Newham element of these arrangements. This will be discharged by an annual report to the Partnership Executive Board and exception reporting as and when immediate needs arise.
22. There were a total of 41 child deaths in the last financial year. The majority were neonates and in the under 1 year category. There were 3 sudden unexpected deaths in infancy, all of which were reviewed. The others tended to be children with disabilities and complex medical conditions. There were 21 child death reviews last year. There were 7 deaths with modifiable factors to do with co sleeping, drug and alcohol use as well as the factors identified from a Serious Case Review. The current reviewing and analytic processes will be continued in the new arrangements. In the new arrangements, the child death Review team will produce an annual report about local patterns and trends in child death, including any lessons learned and action taken.

Including the voice of children and families in the new arrangements

23. The voices of children and their families are already routinely included in case audits and this will continue to be the case.
24. A specific responsibility has been given to the new Independent Chair, to develop more inclusion of children and families in the Partnership. It is expected that this will be done through working with existing advocacy organisations, so that children and young people who might become involved in the work of the Partnership can be properly supported. Options for consideration include young people becoming members of the Executive Team or holding regular meetings with the Independent Chair and Business Manager so that they can take forward issues on behalf of local children and young people.

Thresholds for intervention and services

25. The threshold document for Newham is being updated (See below). This is well known and for example on display in schools.



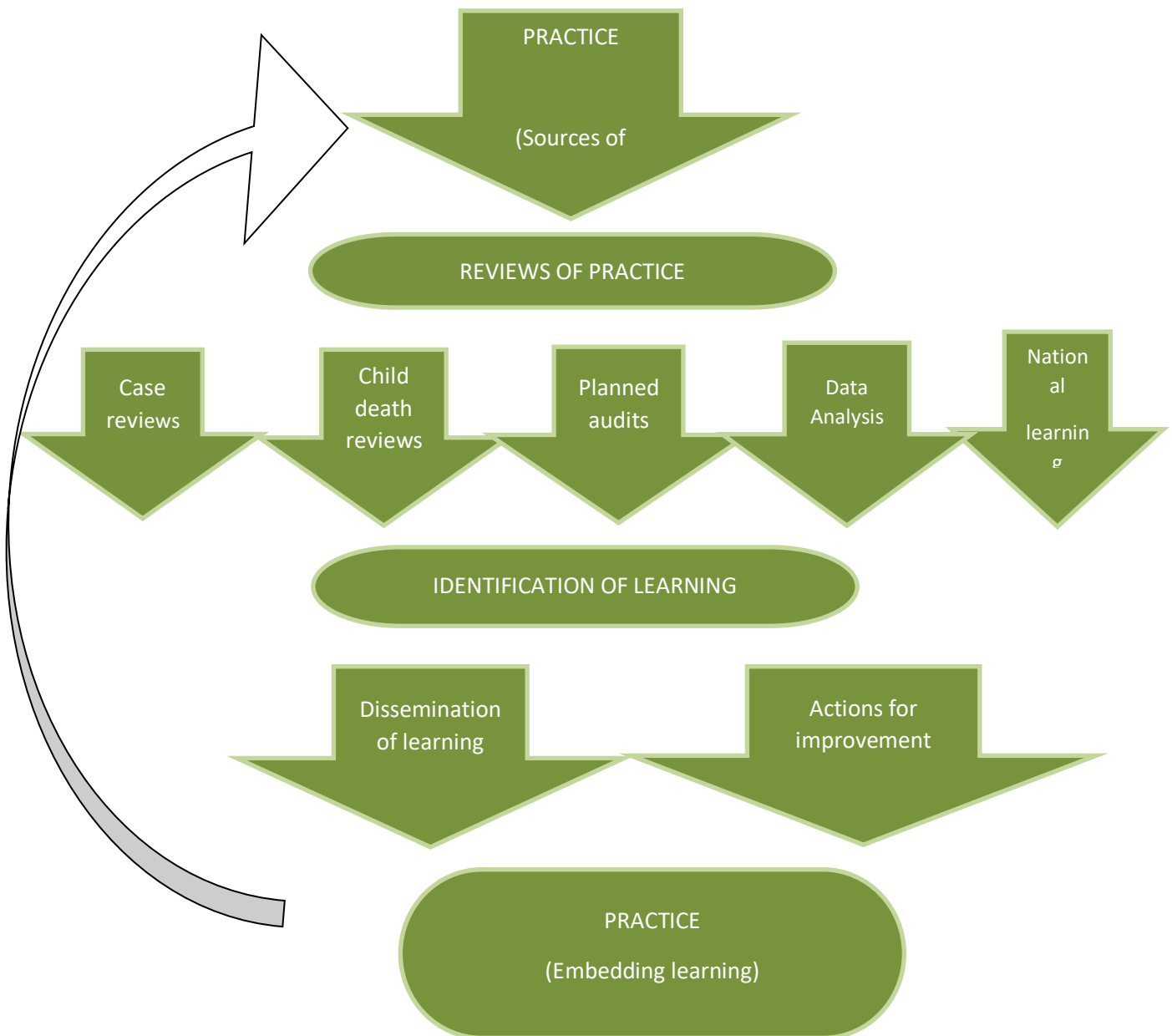
26. To complement this, the Partnership is developing a multi-agency guideline and protocols for each agency, aiming to address common issues on the ground. For example, many schools feel that when they refer children in need, the decision by children's social care is for no further action to be taken. As a consequence, schools feel they are managing the risk themselves and that the threshold for multi-agency intervention is too high. This is a major issue for the Partnership to address and a short multi-agency guideline and protocols will help and complement the matrix above. The intention is to have a common understanding and also to transform the operational culture to have positive conversations about individual children and situations rather than stand offs. The development of the MASH in Newham, including a MASH consultation line, is a major linked development. The beginning of this work in the form of a multi-agency guidelines for 'outstanding' partnership working will be drawn up for consultation and development work by 29 September 2019.

Arrangements for the commissioning and publishing of practice reviews, including how learning will be embedded

27. The new Practice Review Team will have oversight of all Rapid Reviews, Child Safeguarding Practice Reviews and the required two-way process with the national Child Safeguarding Practice Review Panel, in line with the new statutory requirements.

28. The Terms of Reference and membership for the Child Safeguarding Practice Review Team are at Appendix 9.

29. The team will be developing new set of multi-agency guidelines and protocols to support the new arrangements. These will be in place by 29 September 2019.
30. The Partnership will have a presumption of transparency about the publication of its Practice Reviews, unless particular circumstances warrant not publishing or publishing a redacted version, due to the need not to compromise the current safety and well-being of individual children or their families.
31. Learning will continue to be embedded through designated managers with safeguarding responsibilities and via designated safeguarding leads (see the infographic below).



Use of data and intelligence to assess the effectiveness of help being provided to children and families, including early help

32. The Terms of Reference and membership of the Performance and Quality Assurance Team (PQAT) are at Appendix 10.
33. The team will oversee the development of a new 'outstanding' standard for partnership working.
34. The team are also developing criteria for exception reporting to the partnership Board and its supporting teams and the development of an updated and more focussed dataset about multi-agency performance which will be reported on a quarterly basis to the PQA team and which will be summarised in the Annual Report.
35. The team will continue to commission and oversee audits and will work closely with the Practice Review team when deciding the areas of focus
36. External auditors will be contracted when needed, for example to conduct a thematic audit where specific expertise is required.

How training will be commissioned, delivered and monitored in the new arrangements

37. Newham already has a well-established and popular (with all agencies) multi-agency training programme commissioned through the current LSCB. The commissioning and delivery functions will be transferred into the new arrangements. For 2018/19, priorities for training were child sexual abuse, exploitation and trafficking, suicide and self-harm, neglect, domestic abuse and parental mental health. Re-commissioning of an updated set of courses will begin in November 2019 with varying lengths of contract. These will be in place by the beginning of April 2020
38. In the new arrangements, other training formats like webinars will be introduced, to maximise engagement amongst those with a need to know about specialist issues.

How the arrangements will be funded

39. Core funding is set out in the table below. An in-year budget increase will be needed to pay for the increase of 10 days in the contract for the new independent chair. This is currently being scoped and discussed.
40. The partners are resolved to determine the small number of outstanding budget issues by the end of September 2019.

Income for 2019/20

Partner Agency	2016/17	2017/18	2018/19	2019/20
Bart's Health Trust	0	0	0	£5,000
East London Foundation Trust	0	0	0	£10,000
Newham CCG	£130,000	£150,000	£130,000	£70,000
LBN CYPS	£139,000	£139,000	£139,000	£100,000
LBN Housing	£11,000	£11,000	£11,000	£11,000
London Fire Brigade	0	£500	£500	£500
Police	£5,000	£5,000	£5,000	£5,000
Cafcass	£550	£550	£550	£550
National Probation Service	£1,000	£1000	£1000	£1,000
Community Rehabilitation Company	£1,000	£1000	0.000	0.00
Total	£308,050	£308,050	£287,050	197,050
Carry forward underspend from previous yr		£40,730	£60,266	£62,812
			294,274	265,812

Local issues being taken forward

31. Two issues stand out for development work over the next 12 months

31.1 We will be developing as much of a unified framework between services for children and services for adults as possible. Whilst there are no changes to the statutory requirements to have a Safeguarding Adults Board (SAB) and to the core accountabilities of a SAB, we think the new arrangements are an opportunity to organise some functions in the same way, such as how case reviews are commissioned, delivered and published. This may include the use of rapid reviews for adults at risk and we have already made a decision to tackle exploitation in all of its insidious forms through an 'all-age' multi-agency group.

31.2 In order to ensure the work of NSCP and other partnership bodies in Newham is successfully co-ordinated, a new Local Strategic Partnership (LSP) is being developed, so that partnership working is cemented at the highest political and strategic levels in the Borough – see Appendix 11. This will ensure a formal, strategic linkage between the NSCP and all other major strategic partnership bodies responsible for issues like community safety, health and well-being and community wealth building.

Implementation

32. The implementation plan for the first year of the new arrangements is attached at Appendix 12.

WHAT WILL CHANGE AND WHAT WILL STAY THE SAME?

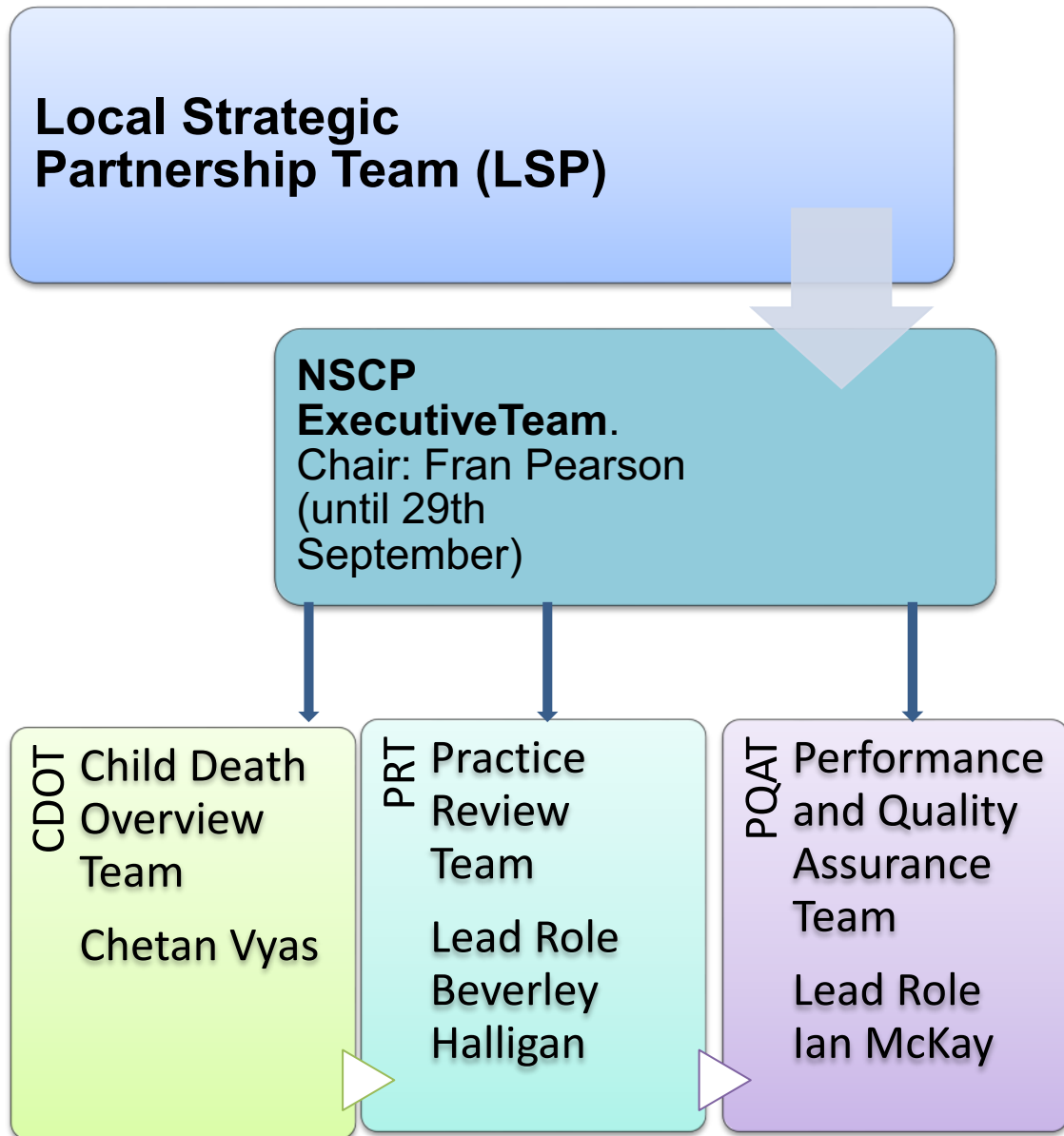
What will change?

A new Executive Team	The current Executive Board will become an Executive Team, in recognition of the need for stronger ownership, teamwork and delivery. The team will manage the transition from administering a large process-driven structure to an outcomes framework with defined achievements.
Board/Partnership Membership.	Membership will be developed to identify the right senior executive or officer to sit on the LSP and the right professional specialist with sufficient seniority to be the lead officer for the SCP. Education will also be defined as the 4 th main partner within Newham and will be suitably represented to demonstrate this.
Less Subgroups.	There will be less subgroups and other means of bringing issues from Health and other agencies into the Executive Team will be identified. Essential business will be carried out within defined teams such as the new Practice Review team rather than exclusively at meetings. This is to place the emphasis on teamwork and delivery. A model of Delivery Groups, some across the Children and Adults Boards/Partnerships will be put in place, where it is not possible to consider an issue in isolation. Some professional time will be freed up as a result.
A greater focus on 'Think Family'	By joining up meetings and agendas across Children and Adults such as responding to exploitation in all its forms gives a greater opportunity for joint working and to 'think family'.
More joint working across the Children and Adult Partnership/Board	Two multi agency stakeholder events each year will be built into the Implementation Plan based on identified priorities such as neglect, mental health problems or exploitation.

What will stay the same?

Independent Chair	The role of independent chair will continue, to keep the focus on holding the main agencies to account for delivery. The role of scrutineer was considered as an alternative but this is mostly being used where existing partnership working is strong, where there are good datasets and evidence bases across agencies in use and where practice is good to outstanding.
A central team to support the Partnership	There will still be the central team run by the Business Manager. Consideration will be given to either expanding the team to make sure all business can be carried out in the new arrangements or defining a quantum of specialist time from corporate functions which can be made available to the Executive Team e.g., better data and use of available intelligence so that strategies and decisions can be more evidence-based.
Keeping the things that work well	Some multi-agency protocols and audits have influenced practice e.g., the protocol on children being discharged from hospital. The 2018 re-audit of this was positive. This capacity and capability will be built into the new arrangements.
Retaining key individuals	As well as the interim Chair and business support team, some other individuals have shown great commitment and kept the show on the road during challenging times. These individuals will be supported to stay on so that proven expertise is retained.

PROPOSED STRUCTURE



Signed by the statutory partners in the Newham Safeguarding Children Partnership

Borough Commander ;

Richard Tucker

Newham and Waltham Forest Police
Basic Command Unit

Richard Tucker

Chief Executive

Althea Loderick

Newham Council

Director of Quality and Safety,
Newham, Tower Hamlets and
Waltham Forest CCGs

NHS Newham Clinical
Commissioning Group

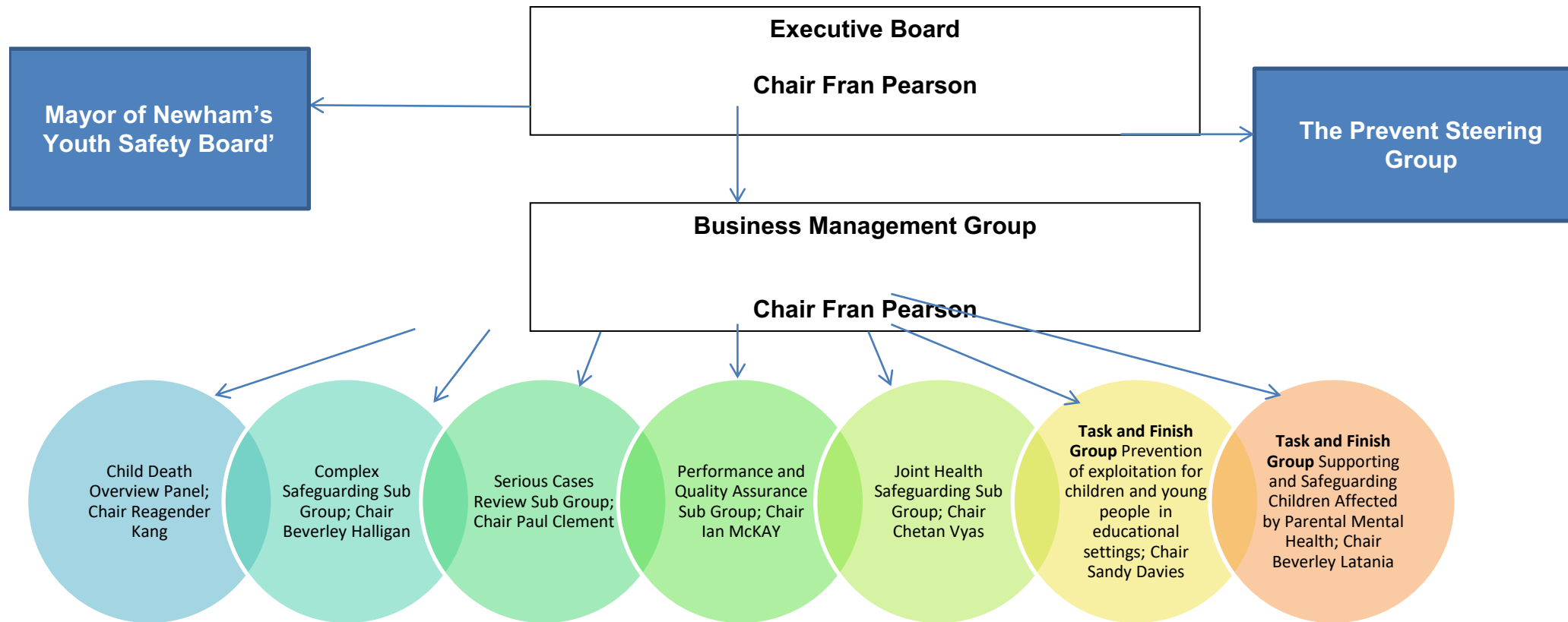
Chetan Vyas

Chetan Vyas

Date:

25 September 2019

Current LSCB Structure Chart; June 19



Appendix 2:

Version:	August 2019
Approved by:	Independent Chair: Fran Pearson
Date of approval:	September 19
Name of responsible group:	Newham Safeguarding Children Partnership
Review date:	September 2020

NEWHAM SAFEGUARDING CHILDREN PARTNERSHIP TEAM TERMS OF REFERENCE

GENERAL INFORMATION

1	Title	Safeguarding Children Partnership Team
2	Accountable to:	Peer review by the statutory partners (local authority, police and CCG)
3	How is accountability demonstrated?	Transparency about all its work + annual report
4	Purpose of Group	Promote outstanding safeguarding services throughout Newham through holding to account, problem solving and the development of collaborative working across the Partnership (the statutory partners and the relevant agencies..
5	Proposed Terms of Reference	Details
	1	To implement and ensure compliance with the new arrangements for local Safeguarding Children Partnerships as set out in Working Together 2018, including effective links with the National Panel about all aspects of child safeguarding practice reviews.
	2	To support the new teams in the NSCP structure to become effective.
	3	To set a positive and reflective operational culture for safeguarding in Newham so that staff carrying out complex and often exhausting 'emotional labour' feel supported. Where difficulties exist, between constituent agencies for example, to ensure that conflicts are managed and resolved.
	4	To problem solve the knottiest safeguarding issues at any one time in Newham, exercising leadership and dynamism in addressing these issues and problems.
	5	To set manage and monitor the annual Partnership Team budget.
	6	To ensure communication with the statutory partners and relevant agencies is clear and positive at all times.

	7	To oversee business planning, priority setting and delivery, the interface with local political systems and other relevant governance structures, all with the aim of deepening the quality of the Newham safeguarding systems and performance and making them more sustainable.
	8	To model the standard for 'outstanding partnership working and to promote a wider compliance with this standard.

6	Chair of Group	Independent Chair: Fran Pearson
	Vice Chair of Group	

7	Secretary	Tracy Armstrong - LSCB Administrator

8	Quorum	
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9	Decision Making	Through achieving a consensus
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10	Papers	Minutes, agendas and reports
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11	Minutes of Meetings	Minutes and agendas to be distributed 1 week prior to the following meeting.
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12	Reports from and to	NSCP teams
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13	Confidentiality	The meeting will be held in private
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14	Regulation and Control	Process of NSCP
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15	Amendments to Terms of Reference	Discussion and agreement by the statutory partners + Education
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16	Life Span of the Group	Meets quarterly
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EXECUTIVE MEMBERSHIP

<u>Name</u>	<u>Job Title & Organisation</u>	<u>Address</u>	<u>Tel No</u>	<u>E-mail address/Fax No</u>
Fran Pearson	Independent Chair - Chair	.		pearson.fran@gmail.com
Tim Aldridge	Director of Operations, Childrens Social Care	London Borough of Newham 1st Floor East Wing Newham Dockside 1000 Dockside Road London E16 2QU	020 3373 8319	tim.aldridge@newham.gov.uk
Chetan Vyas	Director of Quality and Development NHS Newham CCG	4th Floor, Unex Tower 5 Station Street, London E15 1DA	02036882325 07930 539749	Chetan.vyas1@nhs.net
Ben Levinson	Head Teacher Kensington Primary School	Kensington Avenue, Manor Park, London E12 6NN	020 8470 2339	ben.levinson@kensington.tlt.academy
.Sandy Davies	Principal Education Links	Stratford Campus 90 Chandos Road London E15 1TT	020 8555 0850	sandy.davies@education-links.org
Richard Tucker	Detective Chief Superintendent Met Police	1st Floor, Chingford Police Station, Kings Head Hill, Chingford, London, E4 7EA	Office 02032760932 Mobile 07881262523	Richard.H.Tucker@met.police.uk

Appendix 3 **Role of the New Chair**

Overall Purpose of Role
1. To ensure that the Newham Safeguarding Children Partnership (NSCP) operates effectively and exercises its functions as set out in the Children and Social Work Act 2017 and Working Together (2018).
2. To ensure that the NSCP functions at an outstanding level of partnership working and adds value to child safeguarding work, services and strategies in Newham.
3. To be the independent scrutineer of local child safeguarding arrangements as set out in Working Together 2018 as set out in paragraphs 31- 35 inclusive
4. To promote the work of the NSCP at a strategic level by influencing multi-agency development and representing the NSCP at selected Boards, events and meetings where the Chair can make the level of contribution set out in (2) above
5. To ensure that the NSCP has a clear focus and priorities set out in its business plan, and that these are delivered
Key Tasks and Accountabilities:
Key tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and the independent Chair of NSCP will be expected to carry out such other reasonable duties which may be required from time to time due to the nature of the role and the complex and unpredictable nature of child safeguarding work.
1. To lead the NSCP in the exercise of its functions.
2. To establish and continually develop close working relationships with the Statutory Partners, the Relevant Agencies and the wider Safeguarding Network in Newham
3. In particular, to establish and continually develop close working relationships with senior managers and child protection leads within the statutory partners and the relevant agencies, so as to build effective teamwork and a common purpose.
4. To chair and lead the meetings of the NSCP and to be an ex-officio member of the NSCP team structure, becoming involved directly in the work of the teams when warranted usually due to the seriousness of a particular issue.
5. To represent the NSCP at public events, meetings, seminars and policy groups when needed, mostly locally but also regionally and nationally as and when needs or opportunities arise.
6. In the independent scrutiny aspect of the role, to assess the performance of safeguarding of the statutory partners and the

relevant agencies
7. To publish how the independent scrutiny aspect of the role will work and how it will be reviewed by the statutory partners..
8. To make the decision to convene a Child Safeguarding Practice Review: to input into the Rapid Review process on a regular basis; and to integrate the findings of the national Child Safeguarding Practice Review Panel into local practice.
9. To ensure the NSCP develops a robust performance-monitoring framework to ensure that all agencies performance can be monitored, evaluated and improved.
10.To represent the NSCP on those Newham partnership bodies with a safeguarding focus, including the Local Strategic Partnership (LSP) being developed.
11.To ensure that the work of the NSCP is reflected in the strategic documents of partner agencies, where it is important to highlight safeguarding issues for children and young people in Newham.
12.As a personal priority to strengthen the voice of children, young people and their families in their work within the NCSP
13.To ensure that the allocated resources, financial and human, are utilised to meet the NSCP objectives and any shortfalls are brought to the attention of the funding agencies.
14. To ensure that NSCP strategies and business plan are regularly reviewed.
15. To have oversight of the budget of the NSCP, which is managed on a day-to-day basis by the Partnerships and Workforce Development Manager in Newham Council, Children and Young People's Directorate..
16. To decide, in the light of the available information, whether complaints that have reached the formal stage of the NSCP Complaints Procedure are upheld.
17. To respond to correspondence sent personally to the Chair and NSCP generally
18. To undertake all functions of the post within the principles and practice of diversity practice and to demonstrate a commitment through personal behaviour to tackle injustice, bias and discrimination where encountered in the work and remit of the postholder

Appendix 4: Relevant agencies within the Newham Safeguarding Children Partnership

In addition to the statutory partners, the following agencies are 'relevant' within the legislation and regulations. Each relevant agency has a duty to co-operate with local child safeguarding arrangements.

Relevant agencies within the Newham Safeguarding Children Partnership;






- Newham Council (Children and Families, Education Services (all schools), Early Years (all providers), Youth Offending);
- Newham Clinical Commissioning Group;
- Newham CAMHS, East London Foundation Trust (ELFT)
- Newham University Hospitals NHS Trust;
- Cafcass;
- Newham Fire and Rescue Services;
- Newham Community Rehabilitation Company;
- National Probation Service;
- North East Borough Command Unit (BCU), Metropolitan Police;
- Newham Domestic Abuse Service: One Stop Shop commissioned services.



**Althea Loderick**

Chief Executive
Newham Dockside,
1000 Dockside Road,
London,
E16 2QU

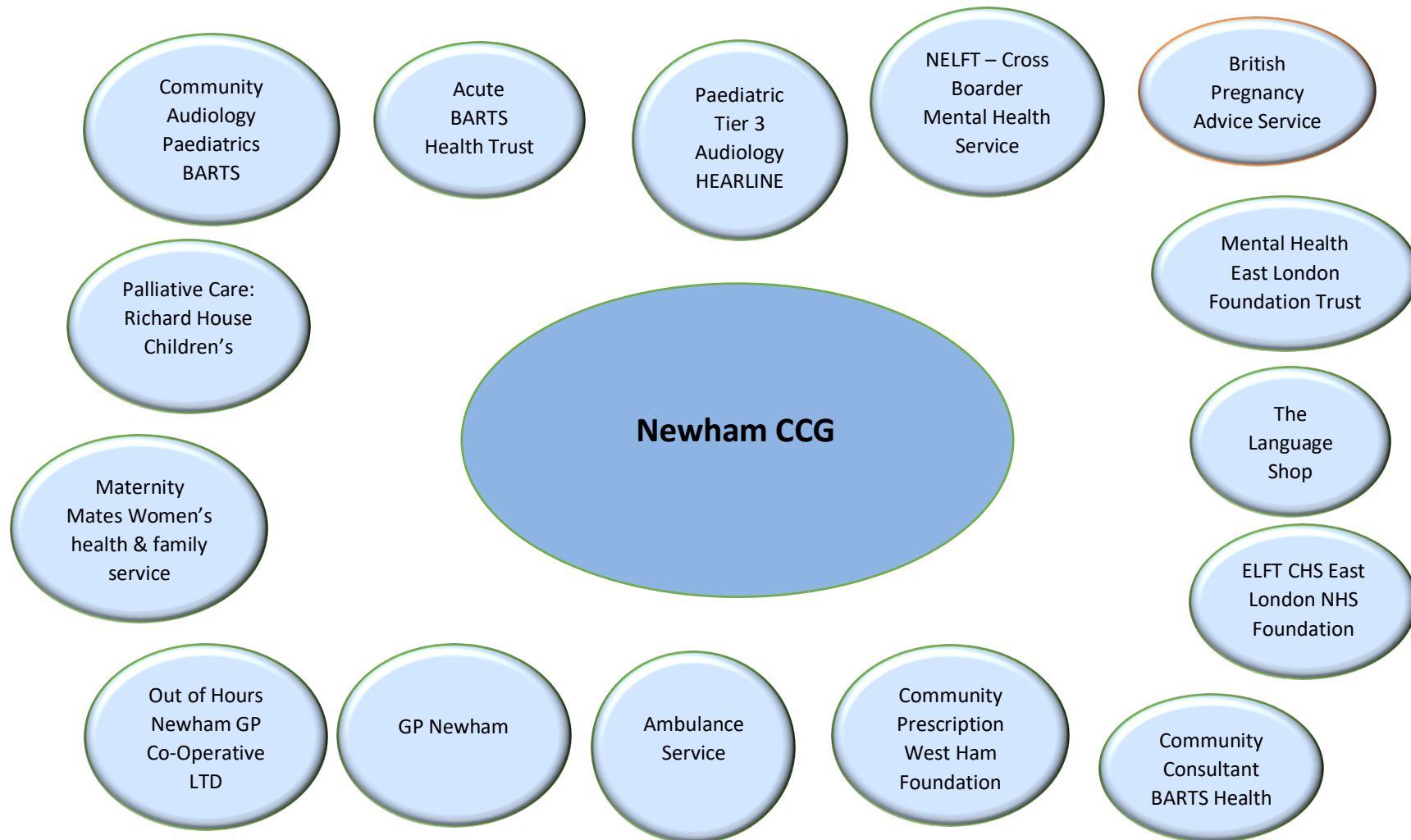
Email: Althea.Loderick@newham.gov.uk

	<p>Chetan Vyas Director of Quality and Safety NHS Waltham Forest, Newham and Tower Hamlets 4th Floor Unex Tower 5 Station Road London E15 1DA Email: chetan.vyas1@nhs.net</p>
<p>Newham University Hospital  NHS Trust</p>	<p>Louise Crosby Director of Nursing and Governance Newham Hospital Bart's Health NHS Trust Email: Louise.Crosby@bartshealth.nhs.uk</p>
	<p>Ian McKay Assistant Director - CAMHS and Children's Services (Newham) East London Foundation NHS Trust York House 411 Barking Road London E13 8AL Email: ian.mckay@nhs.net</p>
	<p>Alice Smith Service Manager London Cafcass National Office, 3rd Floor, 21 Bloomsbury Street London WC1B 3HF Email: Alice.Smith@cafcass.gov.uk</p>

	<p>Spencer Alden - Smith Borough Commander for Newham London Fire Brigade 210 High Street South, East Ham E6 3RS Email: Spencer Alden-Smith@london-fire.gov.uk</p>
 	<p>Steve Calder Contracts and Partnership Manager North East London London Community Rehabilitation Company The Probation Office, 29/33 Victoria Road, Romford, Essex, RM1 2JT Email: Steven.Calder@Londoncrc.org.uk</p>
 	<p>Greg Tillett Head of Barking & Dagenham, Havering and Newham Head of Victim Contact Scheme London Division National Probation Service Capital House, 134-138 Romford Road, Stratford, London E15 4LD Email: greg.tillett@justice.gov.uk</p>

 METROPOLITAN POLICE TOTAL POLICING	<p>Richard Tucker Detective Chief Superintendent Leadership Support, 1st Floor, Chingford Police Station, Kings Head Hill, Chingford, London, E4 7EA Email: Richard.H.Tucker@met.police.uk</p>
	<p>Rob Carrick, Newham Community Based Domestic and Sexual Violence services Public Health Commissioner Public Health Commissioning Adult Care Services London Borough of Newham Newham Dockside, 1000 Dockside Road, London, E16 2QU Email: Robert.Carrick@newham.gov.uk</p>

Appendix 5: Newham Health Economy



Appendix 6: Newham Education Settings

Early Years: Nursery schools in Newham

Edith Kerrison Nursery School

Sophia Road, London E16 3PB

Phone: 020 7476 1735

Fax: 020 7511 4971

Email: info@edithkerrison.newham.sch.uk

Web: www.edithkerrison.newham.sch.uk

Kay Rowe Nursery School

Osborne Road, London E7 0PH

Phone: 020 8534 4403

Fax: 020 8522 4758

Email: info@kayrowe.newham.sch.uk

Website: www.kayrowe.newham.sch.uk

Oliver Thomas Nursery School

Matthews Avenue, London E6 6BU

Phone: 020 8552 1177

Fax: 020 8552 1832

Email: info@oliverthomas.newham.sch.uk

Website: www.oliverthomas.newham.sch.uk

Rebecca Cheetham Nursery

Marcus Street, London E15 3JT

Phone: 020 8534 3136

Fax: 020 8555 3219

Email: info@rebeccacheetham.newham.sch.uk

Website: www.rebeccacheetham.newham.sch.uk

Ronald Openshaw Nursery School

Henniker Road, London E15 1JP

Phone: 020 8534 6196

Fax: 020 8534 5600

Email: info@ronaldopenshaw.newham.sch.uk

Website: www.ronaldopenshaw.newham.sch.uk

Sheringham Nursery School

Sheringham Avenue, London E12 5PB

Phone: 020 8553 2479

Email: info@sheringham-nur.newham.sch.uk

Web: www.sheringhamjuniorschool.com

St Stephen's Nursery and Children's Centre

Whitfield Road, London E6 1AS

Phone: 020 8471 1366

Fax: 020 8470 9351

mail: info@st-stephens.newham.sch.uk

Web: www.st-stephens-school.org.uk

[Back to top](#)

Newham infant, junior and primary schools

Altmore Infant School

Altmore Avenue, London E6 2BX

Tel: 020 8472 3555

Fax: 020 8470 6126

Email: info@altmore.newham.sch.uk

Website: www.altmore.newham.sch.uk

Avenue Primary School

Meanley Road, London E12 6AR

Tel: 020 8553 5682

Fax: 020 8478 5172

Email: info@avenue.newham.sch.uk

Website: www.avenue.newham.sch.uk

Brampton Primary School

Brampton Road, London E6 3LB

Tel: 020 8472 0830

Fax: 020 8471 4588

Email: info@brampton.newham.sch.uk

Website: www.brampton.newham.sch.uk

Britannia Village Primary School

Westwood Road, London E16 2AN

Tel: 020 7511 5412

Fax: 020 7511 5426

Email: info@britannia-village.newham.sch.uk

Website: www.britannia-village.newham.sch.uk

Calverton Primary School

King George Avenue, London E16 3ET

Tel: 020 7476 3076

Fax: 020 7511 4287

Email: info@calverton.newham.sch.uk

Website: www.calverton.newham.sch.uk

Carpenters Primary School

Friendship Way, Carpenters Road, London E15 2JQ

Tel: 020 8534 4759

Fax: 020 8534 0791

Email: info@carpenters.newham.sch.uk

Website: www.carpenters.newham.sch.uk

Central Park Primary School

Central Park Road, London E6 3DW

Tel: 020 8472 5588

Fax: 020 8475 0104

Email: info@centralpark.newham.sch.uk

Website: www.centralpark.newham.sch.uk

Cleves Primary School

Arragon Road, London E6 1QP

Tel: 020 8472 6298

Fax: 020 8472 9177

Email: info@cleves.newham.sch.uk

Website: www.cleves.newham.sch.uk

Colegrave Primary School

Henniker Road, London E15 1JY

Tel: 020 8534 0243

Fax: 020 8519 9485

Email: info@colegrave.newham.sch.uk

Website: www.colegrave.newham.sch.uk

Curwen Primary School

Atlas Road, London E13 0AG

Tel: 020 8472 0290

Fax: 020 8503 5183

Email: info@curwen.newham.sch.uk

Website: www.curwen.newham.sch.uk

Dersingham Primary School

Dersingham Avenue, London E12 5QJ

Tel: 020 8478 2133

Fax: 020 8514 5206

Email: info@dersingham.newham.sch.uk

Website: www.dersingham.newham.sch.uk

Drew Primary School

Wythes Road, London, E16 2DP

Tel: 020 7476 1727

Fax: 020 7474 6468

Email: info@drew.newham.sch.uk

Website: www.drew.newham.sch.uk

Earlham Primary School

Earlham Grove, London E7 9AW

Tel: 020 8534 6127

Fax: 020 8555 8231

Email: info@earlham.newham.sch.uk

Website: www.earlham.newham.sch.uk

Ellen Wilkinson Primary School

Tollgate Road, London E6 4UP

Tel: 020 7511 9414

Fax: 020 7474 0809

Email: info@ellenwilkinson.newham.sch.uk

Website: www.ellenwilkinson.newham.sch.uk

Elmhurst Primary School

Upton Park Road, London E7 9PG

Tel: 020 8472 1062

Fax: 020 8470 8046

Email: info@elmhurst.newham.sch.uk

Website: www.elmhurstprimary.co.uk

Essex Primary School

Sheridan Road, London E12 6QX

Tel: 020 8472 0322

Fax: 020 8471 0857

Email: info@essex.newham.sch.uk

Website: www.essex.newham.sch.uk

Gainsborough Primary School

Gainsborough Road, London E15 3AF

Tel: 020 7476 3533

Fax: 020 7511 2922

Email: info@gainsborough.newham.sch.uk

Website: www.gainsborough.newham.sch.uk

Gallions Primary School

Warwall, Beckton, London E6 6WG

Tel: 020 7476 1252

Fax: 020 7476 9758

Email: info@gallions.newham.sch.uk

Website: www.gallions.newham.sch.uk

Godwin Junior School

Cranmer Road, London E7 0JW

Tel: 020 8534 7601

Fax: 020 8534 3592

Email: info@godwin.newham.sch.uk

Website: www.godwin.newham.sch.uk

Grange Primary School

Suffolk Road, London E13 0HE

Tel: 020 7476 5146

Fax: 020 7473 3283

Email: info@grange.newham.sch.uk

Website: www.grange.newham.sch.uk

Hallsville Primary School

Radland Road, London E16 1LN

Tel: 020 7476 2355

Fax: 020 7055 0183

Email: info@hallsville.newham.sch.uk

Website: www.hallsville.newham.sch.uk

Hartley Primary School

Hartley Avenue, London E6 1NT

Tel: 020 8472 2523

Fax: 020 8472 4976

Email: info@hartley.newham.sch.uk

Website: www.hartley.newham.sch.uk

Kaizen Primary School

Elkington Road, London E13 8LH

Tel: 020 7473 6890

Fax: 020 7473 6891

Email: admin@kaizen.newham.sch.uk

Website: www.kaizen.newham.sch.uk

Keir Hardie Primary School

13 Robertson Road, London E16 1FZ

Tel: 020 7476 1284

Fax: 020 7476 1262

Email: info@keirhardie.newham.sch.uk

Website: www.keirhardie.newham.sch.uk

Kensington Primary School

Kensington Avenue, London E12 6NN

Tel: 020 8470 2339

Fax: 020 8470 3414

Email: info@kensington.newham.sch.uk

Website: www.kensington.newham.sch.uk

Lathom Junior School

Lathom Road, London E6 2DU

Tel: 020 8472 0386

Fax: 020 8470 1937

Email: info@lathom.newham.sch.uk

Website: www.lathom.newham.sch.uk

Manor Primary School

Richardson Road, London E15 3BA

Tel: 020 8534 2238

Fax: 020 8519 8961

Email: info@manor.newham.sch.uk

Website: www.manor.newham.sch.uk

Maryland Primary School

Gurney Road, London E15 1SL

Tel: 020 8534 8135

Fax: 020 8534 4426

Email: info@maryland.newham.sch.uk

Website: www.maryland.newham.sch.uk

Monega Primary School

Monega Road, London E12 6TT

Tel: 020 8472 0533

Fax: 020 8470 7433

Email: info@monega.newham.sch.uk

Website: www.monega.newham.sch.uk

Nelson Primary School

Napier Road, London E6 2SE

Tel: 020 8472 0642

Fax: 020 8503 5738

Email: info@nelson.newham.sch.uk

Website: www.nelson.newham.sch.uk

New City Primary School

New City Road, London E13 9PY

Tel: 020 8472 2743

Fax: 020 8472 8274

Email: info@newcity.newham.sch.uk

Website: www.newcity.newham.sch.uk

North Beckton Primary School

Harrier Way, London E6 5XG

Tel: 020 7473 3344

Fax: 020 7511 6459

Email: info@northbeckton.newham.sch.uk

Website: www.northbeckton.newham.sch.uk

Odessa Infant School

Wellington Road, London E7 9BY

Tel: 020 8534 7967

Fax: 020 8555 3235

Email: info@odessa.newham.sch.uk

Website: www.odessa.newham.sch.uk

Park Primary School

Matthew Park Avenue, London E15 4AE

Tel: 020 8534 4065

Fax: 020 8555 6962

Email: info@park.newham.sch.uk

Website: www.park.newham.sch.uk

Plaistow Primary School

Junction Road, London E13 9DQ

Tel: 020 8548 5620

Fax: 020 8586 2965

Email: info@plaistow.newham.sch.uk

Website: www.plaistow.newham.sch.uk

Portway Primary School

Stratford Road, London E13 OJW

Tel: 020 8472 7142

Fax: 020 8475 0207

Email: info@portway.newham.sch.uk

Website: www.portway.newham.sch.uk

Ranelagh Primary School

Corporation Street, London E15 3DL

Tel: 020 8534 4364

Fax: 020 8555 3246

Email: info@ranelagh.newham.sch.uk

Website: www.ranelagh.newham.sch.uk

Ravenscroft Primary School

Carson Road, London E16 4BD

Tel: 020 7476 2454

Fax:: 020 7476 8091

Email: info@ravenscroft.newham.sch.uk

Website: www.ravenscroft.newham.sch.uk

Roman Road Primary School

Roman Road, London E6 3SQ

Tel: 020 7476 1602

Fax: 020 7511 1836

Email: info@romanroad.newham.sch.uk

Website: www.romanroad.newham.sch.uk

Rosetta Primary School

Sophia Road, London E16 3PB

Tel: 020 7476 5308

Fax: 020 7473 6679

Email: info@rosetta.newham.sch.uk

Website: www.rosetta.newham.sch.uk

Salisbury Primary School

Romford Road, London E12 5AF

Tel: 020 8478 6059

Fax: 020 8553 4249

Email: info@salisbury.newham.sch.uk

Website: www.salisbury.newham.sch.uk

Sandringham Primary School

Sandringham Road, London E7 8ED

Tel: 020 8472 3800

Fax: 020 8472 5994

Email: info@sandringham.newham.sch.uk

Website: www.sandringham.newham.sch.uk

Scott Wilkie Primary School

Baxter Road, London E16 3HD

Tel: 020 7474 4138

Fax: 020 7511 8282

Email: info@scottwilkie.newham.sch.uk

Website: www.scottwilkie.newham.sch.uk

Selwyn Primary School

Cecil Road, London E13 0LX

Tel: 020 8471 6173

Fax: 020 8552 7609

Email: info@selwyn.newham.sch.uk

Website: www.selwyn.newham.sch.uk

Shaftesbury Primary

Shaftesbury Road, London E7 8PF

Tel: 020 8472 0761

Fax: 020 8503 4965

Email: info@shaftesbury.newham.sch.uk

Website: www.shaftesburyprimaryschool.co.uk

Sir John Heron Primary School

School Road, London E12 5PY

Tel: 020 8514 9860

Fax: 020 8514 9862

Email: info@sirjohnheron.newham.sch.uk

Website: www.sirjohnheron.newham.sch.uk

Southern Road Primary

Southern Road, London E13 9JH

Tel: 020 8471 9048

Fax: 020 8471 4512

Email: info@southernroad.newham.sch.uk

Website: www.southernroad.newham.sch.uk

Star Primary School

Star Lane, London E16 4NH

Tel: 020 7476 5336

Fax: 020 7473 6522

Email: info@star.newham.sch.uk

Website: www.star.newham.sch.uk

St Stephen's Primary School

Whitfield Road, London E6 1AS

Tel: 020 8472 7575

Fax: 020 8472 1575

Email: childrenscentre@st-stephens.newham.sch.uk /

info@st-stephens.newham.sch.uk

Website: www.st-stephens-primary.org.uk

Tollgate Primary School

Barclay Road, London E13 8SA

Tel: 020 7476 1848

Fax: 020 7511 4221

Email: info@tollgate.newham.sch.uk

Website: www.tollgate.newham.sch.uk

Upton Cross Primary School

Churston Avenue, London E13 0RJ

Tel: 020 8552 1081

Fax: 020 8470 2545

Email: info@uptoncross.newham.sch.uk

Website: www.uptoncross.newham.sch.uk

Vicarage Primary School

Vicarage Lane, London E6 4AD

Tel: 020 8472 0674

Fax: 020 8470 6684

Email: info@vicarage.newham.sch.uk

Website: www.vicarage.sch.uk

William Davies Primary School

Stafford Road, London E7 8NL

Tel: 020 8472 3864

Fax: 020 8470 9684

Email: info@williamdavies.newham.sch.uk

Website: www.williamdavies.newham.sch.uk

Winsor Primary School

East Ham Manor Way, London E6 5NA

Tel: 020 7476 2323

Fax: 020 7474 7640

Email: info@winsor.newham.sch.uk

Website: www.winsor.newham.sch.uk

Woodgrange Infant School

Sebert Road, London E7 ONJ

Tel: 020 8534 2120

Fax: 020 8519 1391

Email: info@woodgrange.newham.sch.uk

Website: www.woodgrange.newham.sch.uk

Newham Council run secondary schools

Cumberland School

Oban Close, London E13 8SJ

Tel: 020 7474 0231

Fax: 020 7511 5402

Email: contact@cumberland.org.uk

Website: www.cumberland.org.uk

Eastlea Community School

Pretoria Road, London E16 4NP

Tel: 020 7540 0400

Fax: 020 7540 0410

Email: info@eastlea.newham.sch.uk

Website: www.eastlea.newham.sch.uk

Forest Gate Community School

Forest Lane, London E7 9BB

Tel: 020 8534 8666

Fax: 020 8519 8702

Email: info@forestgate.newham.sch.uk

Website: www.forestgate.newham.sch.uk

Kingsford Community School

Kingsford Way, Beckton, London E6 5JG

Tel: 020 7476 4700

Fax: 020 7473 9696

Email: admin@kingsfordschool.com

Website: www.kingsfordschool.org.uk

Lister Community School

St Mary's Road, London E13 9AE

Tel: 020 8471 3311

Fax: 020 8472 1027

Email: info@lister.newham.sch.uk

Website: www.lister.newham.sch.uk

Little Ilford School

Browning Road, London E12 6ET

Tel: 020 8478 8024

Fax: 020 8478 5954

Email: info@littleilford.newham.sch.uk

Website: www.littleilford.newham.sch.uk

Plashet School

Plashet Grove, London E6 1DG

Tel: 020 8471 2418

Fax: 020 8471 3029

Email: info@plashet.newham.sch.uk

Website: www.plashet.newham.sch.uk

Rokeby School

Barking Road, London E16 4DD

Tel: 020 7540 5620

Fax: 020 7511 5924

Email: info@rokeby.newham.sch.uk

Website: www.rokeby.newham.sch.uk

The Royal Docks Community School

Prince Regent Lane, London E16 3HS

Tel: 020 7540 2700

Fax: 020 7540 2701

Email: admin@royaldocks.newham.sch.uk

Website: www.royaldocksacademy.org

Sarah Bonnell School

Deanery Road, London E15 4LP

Tel: 020 8534 6791

Fax: 020 8555 3793

Email: info@sarahbonnell.net

Website: www.sarahbonnellonline.co.uk

Academies

Bobby Moore Academy

Queen Elizabeth Olympic Park

Stadium Island, London E20 2ST

Website: www.bobbymooreacademy.co.uk

Email: enquiries@bobbymooreacademy.co.uk

Chobham Academy

Cheering Lane, London E20 1GJ

Tel: 020 8253 7777

Website: www.chobhamacademy.org.uk

Email: info@harrisfederation.org.uk

Langdon School

Sussex Road, East Ham

London E6 2PS

Tel: 020 8471 2411

Fax: 020 8470 7436

Email: info@langdonacademy.org
Website: www.langdonacademy.org

St Helen's RC Primary School

Chargeable Lane, London, E13 8DW
Tel: 020 7476 1785
Fax: 020 7476 7907
Website: www.st-helens.newham.sch.uk
Email: info@st-helens.newham.sch.uk

St Joachim's RC Primary School

Shipman Road, London E16 3DT
Tel: 020 7476 1658
Fax: 020 7511 4209
Website: www.st-joachims.newham.sch.uk
Email: info@st-joachims.newham.sch.uk

Sheringham Primary

Sheringham Avenue, London E12 5PB
Tel: 020 8478 4244
Fax: 020 8514 6613
Email: info@sheringham.newham.sch.uk
Website: www.sheringhamprimaryschool.com
Email: enquiries@bobbymooreacademy.co.uk

Chobham Academy

Cheering Lane, London E20 1GJ
Tel: 020 8253 7777
Website: www.chobhamacademy.org.uk
Email: info@harrisfederation.org.uk

Langdon School

Sussex Road, East Ham
London E6 2PS
Tel: 020 8471 2411
Fax: 020 8470 7436
Email: info@langdonacademy.org
Website: www.langdonacademy.org

Free schools

School 21

Pitchford Street, London E15 4RZ
Tel: 020 8262 2121
Website: www.school21.org
Email: info@school21.org

Newham Voluntary aided schools

St Antony's Catholic Primary School

Upton Avenue , London E7 9PN
Tel: 020 8552 3670
Fax: 020 8470 2580
Email: info@st-antonys-jun.newham.sch.uk
Website: www.stantonyscatholicprimary.co.uk

St Edward's Catholic Primary School

Green Street, London E13 9AX
Tel: 020 8472 4337
Fax: 020 8470 4522
Email: info@st-edwards.newham.sch.uk

Website: www.st-edwards.newham.sch.uk

St Francis' Catholic Primary School

Maryland Park, London E15 1HB

Tel: 020 8534 0476

Fax 020 8555 3068

Email: info@st-francis.newham.sch.uk

Website: www.st-francis.newham.sch.uk

St Luke's C of E Primary School

Ruscoe Road, London E16 1JB

Tel: 020 7476 3559

Fax: 020 7473 0880

Email: info@st-lukes.newham.sch.uk

Website: www.st-lukes.newham.sch.uk

St Michael's Catholic Primary School

Howard Road, London E6 6EE

Tel: 020 8472 3964

Fax: 020 8821 9157

Email: info@st-michaels.newham.sch.uk

Website: www.st-michaels.newham.sch.uk

St Winefride's Catholic Primary School

Church Road, London E12 6HB

Tel: 020 8478 0510

Fax: 020 8514 6612

Email: info@st-winefrides.newham.sch.uk

Website: www.st-winefrides.newham.sch.uk



NEWHAM JOINT HEALTH SAFEGUARDING SUB GROUP TERMS OF REFERENCE

Version:		Version 1
Approved by:		Newham Joint Health Safeguarding Subgroup
Date of approval:		6 th February 2018
Review date:		April 2019 (or as required by legislation/guidance changes)
1	Title	<p>Newham Joint Health Safeguarding Sub Group</p> <ul style="list-style-type: none"> • Part A: NHS Newham CCG • Newham Safeguarding Children Board (NSCB), • Newham Safeguarding Adults Board (NSAB), • NHS England • London Borough of Newham (LBN) • Part B: NHS Newham CCG, NSCB, NSAB, Health Providers & Newham Health watch
2	Accountable to:	Newham Local Safeguarding Children Board, Newham Safeguarding Adults Board and NHS Newham CCG Quality Performance and Finance Committee

3	How is accountability demonstrated?	<p>Bi – monthly reports to:</p> <ul style="list-style-type: none"> • Part A: NHS Newham CCG Quality Performance and Finance Committee • Part B: Newham Safeguarding Adults Board (NSAB) <p>Quarterly reports to:</p> <ul style="list-style-type: none"> • Part B: NSCB Business Management Group <p>Members will report back to their respective organisations as required by their governance arrangements.</p>
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4	Purpose of Sub Group	To provide strategic direction and leadership for the health contribution to safeguarding and promoting the welfare of children and adults at risk in Newham consistent with Newham Safeguarding Children Board (NSCB) and Newham Safeguarding Adults Board (NSAB) strategy /
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		<p>business plans.</p> <p>To support the implementation of both the NSCB and NSAB safeguarding strategy and business plan.</p> <p>To identify themes, trends and improvements required across the health economy to strengthen safeguarding arrangements and frontline safeguarding practice.</p> <p>To monitor current and planned changes to legislation, guidance and best practice, consider the impact of these in Newham and make recommendations for how these are implemented.</p> <p>To provide assurance to the CCG Board, NSCB and NSAB that the CCG and all health care providers are effectively discharging their statutory and non-statutory duties to safeguard children and adults at risk. Where gaps and risks are identified, to put in place remedial action plans and ensure these are effectively implemented.</p>
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5A	Proposed Terms of Reference Part A	Details
	5A.1	To ensure that the CCG and provider organisations' statutory duties for safeguarding children and adults at risk are effectively discharged.
	5A.2	To ensure that all local commissioning intentions (including decommissioning decisions) are reviewed and safeguarding implications considered and fed into the formal decision making process. To ensure those commissioning intentions, integrated delivery plans and other strategic health planning documents take full account of safeguarding issues.
	5A.3	To ensure that contracts, service specifications and service level agreements take full account of safeguarding requirements and are updated periodically
	5A.4	To hold all providers to account for their safeguarding systems and performance, audit programme, engagement with the Prevent strategy, compliance with the Mental Capacity Act and ensure compliance with national and local guidance safeguarding guidance. This includes having suitable training, safer recruitment and governance systems in place. Monitoring local KPIs for safeguarding

		and pass relevant concerns to the coordinator of the Clinical Quality Review Meeting process for challenge at CQRM meetings with relevant providers.
	5A.5.	To maintain and review the Joint Health Safeguarding Subgroup risk register and escalate identified risks to the NHS Newham CCG Quality Performance and Finance Committee, Board, NSCB and NSAB.
	5A.6	<p>To establish and maintain links with the following groups to promote joint working and avoid duplication:</p> <ul style="list-style-type: none"> • NHS Newham CCG contractual meetings • NHS Newham CCG Quality Performance and Finance Committee • Integrated Children Health and Care Commissioning Board
	5A.7	To ensure that the 'Voice of the Child and adults at risk is considered by CCG commissioned services/providers (NHS and non-NHS) and to make changes in commissioning strategies as required to improve patient experience.
	5A.8	<p>To receive and review reports/action plans relating to safeguarding children and vulnerable adults, these include:</p> <ul style="list-style-type: none"> • Serious Case Reviews • Safeguarding Adult Reviews • Domestic Homicides • Multi-agency safeguarding learning review and or audits/action plans • Reviews of learning disabilities deaths • Section 42 Enquiries • Provider performance reports • PREVENT • Section 11 – and CQC outcome 7 • Safeguarding adults at risk audit tool – or other safeguarding adults self-audit or peer review • Safeguarding dashboards • Ofsted/CQC reports/action plans • Safeguarding provider and commissioner annual reports • Looked After Children assurance report <p>To monitor recommendations from reports of inspections, case reviews, audits, serious case reviews, domestic homicide reviews, safeguarding adult reviews and inquiries and consider how these are best implemented in a coordinated way to ensure lessons are learned and embedded in practice.</p>
	5A.9	To improve and sustain healthcare outcomes for looked after children.

5B	Terms of Reference Part B	Details
	5B.1	<p>To receive and review reports/action plans relating to safeguarding children and adult at risk, these include:</p> <ul style="list-style-type: none"> • Serious Case Reviews • Domestic Homicides • Safeguarding Adult Reviews • Section 42 Enquiries • Single Agency and Multi-agency safeguarding learning review and or audits and action plans • Section 11, CQC outcome 7 and Safeguarding Adults At Risk Audit tool – or other safeguarding adults self-audit or peer review • Ofsted/CQC reports and action plans • Any Safeguarding themed Self Assessments • Response/Action Plan for National Reviews as and when required <p>To monitor recommendations from reports of inspections, case reviews, audits, serious case reviews, domestic homicide reviews, safeguarding adult reviews and inquiries and consider how these are best implemented in a coordinated way to ensure lessons are learned and embedded in practice.</p>
	5B.2	To work collaboratively with NSCB and the NSAB learning & development subgroup to identify and respond to any themes/lessons to support and improve front line practice.
	5B.3	To provide a regular forum for those with executive lead and named responsibilities for safeguarding across Newham health economy to share information and feedback regarding the work of the NSCB, NSAB and strategy / business plans.
	5B.4	On a rotational basis each provider will present a service user / patient story or case that demonstrates impact resulting from their organisational safeguarding arrangements.

6	Chair of committee	Chetan Vyas, Director of Quality and Development Newham CCG
7	Vice chair of committee Part A	Dr. Rima Nicole Vaid, Board Lead for Newham CCG Safeguarding Children
	Vice chair of committee Part B	Ian McKay - Assistant Director - CAMHS and Children's Services (Newham) East London Foundation NHS Trust
8	Secretary	Sara Diamond, PA Newham CCG Safeguarding Children Team
9	Quorum	Three out of five provider organisations need to be present for the meeting to be quorate, if a decision has to be made that may have an impact to a provider who is not present, the item will be deferred to the next meeting
10	Frequency of meetings	Bi-monthly
11	Papers	Minutes, agendas, reports and action plans
12	Minutes of Meetings	Minutes and agendas to be distributed 1 week prior to the subsequent meeting.
13	Reports from and to	Newham Safeguarding Children Board, Newham Safeguarding Adults Board and provider organisations, NHS CCG Quality Performance and Finance Committee and updates via officers for NHS England
14	Confidentiality	The meeting to be held in private. Reports to governance framework of the CCG, provider organisations, Newham Safeguarding Children Board and Newham Safeguarding Adults Board
15	Regulation and control	Process of the CCG Governing Board, Newham Safeguarding Children Board and Newham Safeguarding Adults Board
16	Life span of the committee	Standing committee meeting prior and post each NLSCB and NSAB meeting, unless circumstances dictate otherwise. To be reviewed 6 months

NEWHAM JOINT HEALTH SAFEGUARDING SUB GROUP Part A CCG, Newham Safeguarding Children Board (NLSCB), Newham Safeguarding Adults Board (NSAB), NHS England & Local Authority Membership 2017 -18				
Name	Job Title & Organisation	Address	Tel No:	E-mail address
Chetan Vyas	Director of Quality & Development Newham CCG	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 688 2325	Chetan.vyas1@nhs.net
Reagender Kang	Designated Nurse for Safeguarding Children	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 688 2346	Reagender.kang@nhs.net
Dr Rima Nicole Vaid	CCG Board Lead for Safeguarding Children and Adults and Safeguarding Adults Clinical Lead	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0208 472 4888	rima.vaid@nhs.net
Vacant Post	Designated Doctor for Looked After Children	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 688 2358	n.weerasinghe1@nhs.net
Dr Meng Tan	Designated Doctor for Safeguarding Children	4th Floor, Unex Tower, 5 Station Street, London E15 1DA		Meng.tan2@nhs.net

Sam Martin	Designated Nurse for Looked After Children	4th Floor, Unex Tower, 5 Station Street, London E15	0203 688 2114	Samanthamartin1@nhs.net
Emma Tukmachi	Named GP (currently on Maternity Leave)	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 688 2340	emmatukmachi@nhs.net
Mohammed Shofiuzzaman	Adult Safeguarding Lead, Newham CCG	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 816 3123	mshofiuzzaman@nhs.net
Justin Roper	Associate Director of Quality	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 688 2147	Justin.Roper@nhs.net
Marie Trueman-Abel	Head of Commissioning & Transformation – Maternity & Children	4th Floor, Unex Tower, 5 Station Street, London E15 1DA	0203 688 2317	Marie.trueman-abel@nhs.net

	Partnerships and Workforce Development Manager			
	Director of Public Health			
Karen Bohan	London Borough of Newham - Senior Safeguarding Adults Advisor	Newham Dockside, 1000 Dockside Road, London E16 2QU	020 3373 7164	Karen.bohan@newham.gov.uk
Mandy Oliver	London Borough of Newham - Senior Safeguarding Adults Advisor	Newham Dockside, 1000 Dockside Road, London E16 2QU	020 3373 3620	Mandy.oliver@newham.gov.uk
Cathy Newcombe	London Borough of Newham - Practice Manager, Mental Capacity and DoLS	Newham Dockside, 1000 Dockside Road, London E16 2QU	020 3373 9731	Cathy.newcombe@newham.gov.uk

NEWHAM JOINT HEALTH SAFEGUARDING SUB GROUP Part B CCG Safeguarding Children and Adults, NLSCB, NSAB & Health Providers Membership 2017-18				
Name	Job Title & Organisation	Address	Tel No:	E-mail address
	Director of Nursing – Barts Health	Newham University Hospital, London E13 8SL		
Sherry Manning	Associate Director of Nursing for Women's & Children's Services	Newham University Hospital, London E13 8SL	0207 363 9061 07920 822951	Sherry.manning@bartshealth.nhs.uk
Clare Hughes	Lead Named Nurse – Barts Health	Beaumont House, Mile End Hospital, London E1 4DG	0203 594 6231	Clare.hughes@bartshealth.nhs.uk

Emma Brace	Acting Named Nurse – Barts Health	Newham University Hospital, London E13 8SL	0207 363 9147	Emma.brace@bartshealth.nhs.uk
Anna Davies	Named Midwife - Barts Health	Newham University Hospital, London E13 8SL	0207 363 8516	Anna.davies@bartshealth.nhs.uk
Vacant	Named Doctor – ELFT	9 Alie Street, London E1 8DE		
Gill Williams	Borough Director: Adult Mental Health Service Newham	9 Alie Street, London E1 8DE	07961 612419	gill.williams2@nhs.net
Ian McKay	Assistant Director - CAMHS and Children's Services (Newham) East London Foundation NHS Trust	York House 411 Barking Road London E13 8AL	07812 980946	ian.mckay@nhs.net

Deborah Clark	Lead Nurse - Children in Care (Newham) East London Foundation Trust (ELFT)	West Ham Lane Health Centre 84 West Ham Lane London E15 4PT	0207 059 6578	d.clark4@nhs.net
Agnes Adentan	Named Nurse (Community) ELFT	West Ham Lane Health Centre 84 West Ham Lane London E15 4PT	0207 059 6584	agnesadentan@nhs.net
Ruth Bradley	Director of Nursing -ELFT	Trust HQ, East One, London E1 6LP 9 Alie Street, London E1 8DE	tbc	Ruth.bradley@nhs.net
Alison Eley	Named Professional (Mental Health) ELFT	9 Alie Street, London E1 8DE	0207 655 4278	Alison.eley@nhs.net
Janette Clark	Associate Director, Safeguarding Adults & Domestic	9 Alie Street, London E1 8DE	0207 655 4240	janette.clark3@nhs.net

	Abuse, ELFT			
Helen Green	Deputy Director for Community Health Services (ELFT)	Vicarage lane Health Centre 10 Vicarage Lane, London E15 4ES	0208 536 4237	Helen.green22@nhs.net
Kelley Webb Martin	Head of Children's Health London Borough of Newham	2nd Floor East Wing Newham Dockside 1000 Dockside Road London E16 2QU	0203 373 4523	Kelley.Webbmartin@newham.gov.uk
Pauline Grant	Named Nurse London Borough of Newham	2nd Floor East Wing Newham Dockside 1000 Dockside Road London E16 2QU	0203 373 8381 07976 715814	Pauline.grant@newham.gov.uk
Libby Basson	Executive and Named Lead for Safeguarding Children	Richard House Children's Hospice, London E16 3RG	0207 540 0238	libbyb@richardhouse.org.uk

Samantha Spillane	Head of Safeguarding Adults Barts Health NHS Trust	Newham University Hospital, London E13 8SL		Samantha.spillane@bartshealth.nhs.uk
Selina Rodrigues	Manager, Healthwatch Newham	The Resource Centre, 200 Chargeable Lane, London, E13 8DW	0203 598 6414	selina.rodrigues@communitybarnet.org.uk
Vacant Post	Quality Governance and Assurance Manager	London Ambulance Service NHS Trust, East Central Sector	0207 783 2509	Safeguarding.las@nhs.net
Dr V Ashar	Medical Director	Newham Health Collaborative		vaishali.ashar@nhs.net
Esther Shippen	Commissioner for the LBN 0-19 Children's Health Service	London Borough of Newham Newham Dockside 1000 Dockside Road London E16 2QU	020 337 38327	Esther.shippen@newham.gov.uk

Appendix 8: Newham Child Death Review Process

The new child death review process will cover Newham, Waltham Forest, Hackney and Tower Hamlets. Using eCDOP, the new process is an information gathering, analysis and learning system. The wider footprint for this process will ensure that serious child health issues e.g, from LeDeR reviews are better understood as a result, enabling a clearer focus within health prior to engaging with partners about any multi-agency prevention programmes and approaches which need to be put in place. Implementation of the new CDR process will be in the 6-12 months after October 2019.

*Click on the link below for the full Terms of Reference



WELC CDOP ToR.pdf

Appendix 9

Version:	2019/20
Approved by:	Exec Team
Date:	September 2020
Name of responsible group:	Newham Local Safeguarding Children Board
Next Review date:	July 2020

CHILD SAFEGUARDING PRACTICE REVIEW TEAM TERMS OF REFERENCE

General Information

1	Title	Child Safeguarding Practice Review Team
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2	Accountable to:	Newham Safeguarding Children Partnership
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3	How is accountability demonstrated?	<p>Bi Monthly meetings reporting to the Exec team when</p> <p>Annual report to the Local Safeguarding Children Partnership Executive Team</p>
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4	Purpose of Group	To ensure that cases requiring a child safeguarding practice review or a local safeguarding review as set out in Working Together to Safeguarding Children 2018 are identified and progressed. To monitor and review action plans in order to ensure implementation of the learning and improvements identified. To have oversight of the training programme to ensure the lessons learnt from rapid reviews and or serious case reviews are shared across the partnership.
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5		Terms of Reference
	1	To identify serious child safeguarding cases (in which abuse or neglect of a child is known or suspected and the child has died or been seriously harmed).
	2	To identify other safeguarding cases, which may not meet the above definition, but which raise issues of importance to Newham. This includes cases where there has been good practice, poor practice or where there has been a 'near miss'.
	3	To ensure that rapid reviews (Appendix 1) are completed on the above cases and outcomes notified to the National Child Safeguarding Practice Review Panel.
	4	To track the timeliness of local child safeguarding practice reviews (Appendix 2) (from date of incident, notification to Ofsted, review timetable, through to Executive Team sign off). Escalate any system failures or non-compliance to the NSCP Business Manager.
	5	Track and scrutinise review action plans from start through to completion and ensure that identified learning and improvements are being implemented. To escalate any

		concerns regarding lack of progress to the Executive Team and agree and record the close down of cases where implementation has been achieved.
	6	To commission audits from the Performance and Quality Assurance group as required in order to check that practice is changing and outcomes for children are improving.
	7	To provide a progress/exception report to the Executive Team and an annual report for publication
	8	To analyse and collate the effectiveness of different review methodologies and approaches by practice reviewers.
	9	To discuss the local implications of recent national practice reviews and identify any actions to be taken.

6	Chair of Group	Beverley Halligan and Lisa Prior
	Vice Chair of Group	Michelle Edwards

7	Secretary	Tracy Armstrong

8	Quorum	Three out of four agencies to be present
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9	Decision Making	Made by consensus. A split vote should go to the Chair for final decision
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10	Papers	Minutes, agenda's and reports as requested
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11	Minutes of Meetings	Minutes and agendas to be distributed 1 week prior to the following meeting.
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12	Reports from and	Executive Team
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	to	
13	Confidentiality	The meeting will be held in private
14	Regulation and Control	Process of Newham SG Children Partnership
15	Amendments to Terms of Reference	Discussion and agreement with the Child Safeguarding Practice Review Team
16	Life Span of the Group	Permanent with bi-monthly meetings

Appendix 1: Newham SG Children Partnership Initial Review Panel

Purpose of panel	To determine whether a case meets the criteria for a local review and whether a local review is appropriate, using the criteria and guidance set out in Working Together 2018. Responsible for conducting a rapid review when this a local practice review is agreed.
Terms of Reference	<p>Chaired by: Chair or Vice Chair of Child Safeguarding Practice Review Team</p> <p>Attended by: Safeguarding partners with information and knowledge of the child(ren) and family</p>
1	To gather facts and information about the case from relevant safeguarding partners
2	Discuss whether there is any immediate action needed to ensure children's safety and share learning appropriately
3	Consider the potential for identifying improvements to safeguard and promote the welfare of children
4	Decide what steps to be taken next, including whether to undertake a child safeguarding practice review. The criteria to inform
5	<p>If a review is to be undertaken:</p> <ul style="list-style-type: none"> • Scope the initial terms of reference • Agree which agencies will be involved • Identify a suitable reviewer and review panel chair
6	Ensure that the Local Authority have notified the incident to the National Panel and that the Panel, Ofsted and the Dfe are notified of a rapid review outcome.

Appendix 2: Newham LSCB Child Safeguarding Practice Review Panel

Purpose of the panel	Responsible for: commissioning, supervising and completing a local practice review in accordance with Working Together 2018 guidance; agreeing a summary of any improvements being recommended to safeguarding partners and/or others to safeguard and promote the welfare of children
Terms of Reference	<p>Chaired by: A senior officer from an agency that has not been directly involved with the case</p> <p>Attended by: Senior leads for all agencies with involvement and knowledge of the case and the appointed lead reviewer.</p>
1	Review and finalise the terms of reference and timeline for the review and which agencies will be involved.
2	Agree with the lead reviewer the method by which the review will be conducted.
3	Ensure that the review is proportionate to the circumstances of the case, focuses on potential learning, and establishes and explains the reasons why the events occurred as they did.
4	Arrange for practitioners to be fully involved in the review and invited to contribute their perspectives without fear of being blamed for actions they took in good faith
5	Ensure that families, including children, are invited to contribute to the review and understand how they are going to be involved and their expectations managed appropriately and sensitively.
6	Panel members to ensure the quality and timeliness of own agency's contribution to the review, communication about the review process and sign-off by Chief Officer
7	Supervise the review to ensure that the reviewer is making satisfactory progress and that the review is of satisfactory quality.

8	During the course of the review, capture points about improvements needed and take corrective action and disseminate learning
9	<p>Quality assure draft and final reports for accuracy and ensure the final report has:</p> <ul style="list-style-type: none"> • a summary of any recommended improvements to be made by persons in Newham to safeguard and promote the welfare of children • an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report • a clear set of recommendations on what is required of relevant agencies and others collectively and individually, and by when, focussing on improving outcomes for children • is written in such a way that what is published avoids harming the welfare of any children or vulnerable adults involved in the case
10	Develop an action plan for implementing the review improvements with agreed dates and named leads for sign-off by the Executive Board. The panel will reconvene at agreed intervals over the next 6 months to ensure that all actions are completed.
11	Agree publication arrangements for the review report, as per Working Together 2018
12	Agree the content and method of dissemination of learning from the review for the partnership and take responsibility for this within own agency

Child safeguarding practice review team membership 2019/20				
<u>Name</u>	<u>Job Title & Organisation</u>	<u>Address</u>	<u>Tel No</u>	<u>E-mail address/Fax No</u>
Beverley Halligan	Principle Social Worker CHAIR	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	07814 138 858	Beverley.Halligan@newham.gov.uk
Lisa Piror	Inspector Safeguarding. NE BCU Police CHAIR	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	Mobile: 07399 005 724 Tel: 0203-276-2814	Lisa.Prior@met.pnn.police.uk
Michelle Edwards	Head of Youth Offending Newham YOT – VICE CHAIR	182-192 Cumberland Road, London, E13 8LT.	Mobile: 07854 328 482 Tel: 020 3373 1039	Michelle.edwards@newham.gov.uk
Natalie Newton	Newham Safeguarding Children Partnership Business Manager	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	020 3373 7471	Natalie.newton@newham.gov.uk

Reagender Kang	Reagender Kang – Designated Safeguarding Nurse Newham CCG	4th Floor, Unex Tower 5 Station Street, London E15 1DA	Mobile: 07866 501620 Tel: 0203 688 2346	Reagender.Kang@newhamccg.nhs.gov.uk
Jack Squires	Named Professional Safeguarding Children, covering Newham CAMHS and Community health teams	East London NHS Foundation Trust 2nd Floor, Burdett House Mile End Hospital 275 Bancroft Road E1 4DG, London	Mobile: 07971664232 Tel: 0208 121 5359	J.Squires@nhs.net Team secure email: mailto:elft.safeguardingchildren@nhs.net
Emma Brace	Named Nurse for Safeguarding Children – BARTS Newham Hospital	Barts Health, NUHT, Glen Road, E13	Mobile: 07584150677 Tel: 020 7363 9147	Emma.Brace@bartshealth.nhs.uk
Cathryn Adams	Safeguarding Development Officer for Unregulated Education Settings Learning and Achievement Team	CYPS - Strategic Commissioning London Borough of Newham Newham Dockside 1st Floor – Eastside London E16 2QU	Tel: 020 3373 8873	Cathryn.Adams@newham.gov.uk

Pauline Grant	Named Nurse Safeguarding Children 0-19 Health Service	Children and Young People's Services London Borough of Newham 3rd Floor East Wing Newham Dockside I 1000 Dockside Road London E16 2QU	Mobile: 07976715814 Tel: 0203 373 8381	Pauline.grant@newham.gov.uk
Karen Graham	Head of Safeguarding and Intervention- Childrens Social Care	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	Tel: 020 3373 7659	Karen.Graham@newham.gov.uk

Co-opted Members ;

Rob Carrick	Domestic and Sexual Violence Commissioning Officer	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	0203 3373 7301	Robert.Carrick@Ndewham.gov.uk
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Version:	2019 - 2020
Approved by:	Exec Team
Date:	September 2019
Name of responsible group:	Newham SG Children Partnership
Next Review date:	September 2020

PERFORMANCE AND QUALITY ASSURANCE TEAM

TERMS OF REFERENCE AND PRIORITIES

General Information

1	Title	Performance and Quality Assurance Team
2	Accountable to:	Newham Safeguarding Children Partnership Team
3	How is accountability demonstrated?	Bi Monthly meetings reporting to the Exec team when required. Annual report to the Local Safeguarding Children Partnership Executive Team
4	Purpose of Group	To develop and oversee a programme of multi agency audits of practice To develop and oversee a programme of Section 11 self audits across the partnership To provide scrutiny and challenge to partner agencies in regard to their statutory safeguarding arrangements.
5	Proposed Terms of Reference	Details
	1	Develop and implement a rolling programme of multi agency audits. Minimum two per year
	2	Develop and implement a bi-annual rolling programme of Section 11 audits across partner and commissioned services
	3	Disseminate learning about good and poor practice across partner agencies arising from multi agency audits
	4	Providing scrutiny of safeguarding arrangements through the interrogation of Section 11 returns
	5	Track delivery of Section 11 action plans
	6	Quality Assure the training commissioned via Newham Safeguarding Childrens Partnership Providing scrutiny of safeguarding arrangements through the interrogation of key data

6	Chair of Group	Ian McKay - Assistant Director - CAMHS and Children's Services (Newham) East London Foundation NHS Trust
	Vice Chair of Group	Beverley Halligan - Head of Social Work Improvement/Principal Social Worker, Quality
7	Secretary	Administrator – Tracy Armstrong
8	Quorum	Three out of four agencies to be present as a minimum
9	Decision Making	Made by consensus. A split vote should go to the Chair for final decision
10	Papers	Minutes, agendas and reports
11	Minutes of Meetings	Minutes and agendas to be distributed 1 week prior to the following meeting.
12	Reports from and to	From Practice Review Team and to the Exec team
13	Confidentiality	The meeting will be held in private
14	Regulation and Control	Process of NSCP
15	Amendments to Terms of Reference	Discussion and agreement within NSCP Executive Team
16	Life Span of the Group	Permanent. Bi Monthly meetings

Summary of Priorities 2019 -20	
Detailed tracking of outcomes and impact detailed in quarterly reports to Business Management Group and Executive	Target Date
1. The PQA to carry out a programme of themed multi-agency audits to evaluate the effectiveness of safeguarding arrangements including consultation with service users, and to develop tightly monitored and SMART improvement plans.	Completed by July 2020
2. Ensure the roll out of the Graded Care Profile thereby embedding the learning of the neglect multi-agency audit in 2015	March 2020
3. Review the PVI Section 11 completions for commissioned services And for statutory services Maintained and non-maintained schools and colleges	Ongoing: rolling programme

PERFORMANCE & QUALITY ASSURANCE MEMBERSHIP 2019-20				
<u>Name</u>	<u>Job Title & Organisation</u>	<u>Address</u>	<u>Tel No</u>	<u>E-mail address</u>
Ian McKay	Assistant Director - CAMHS and Children's Services (Newham) East London Foundation NHS Trust Chair	York House 411 Barking Road London E13 8AL	020 7055 847307812 980946	ian.mckay@nhs.net
Beverley Halligan	Head of Social Work Improvement/Principal Social Worker, Quality Vice Chair	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	020 3373 4986	Beverley.Halligan@newham.gov.uk
Reagender Kang	Designated Safeguarding Nurse, Newham CCG	4 th Floor, Unex Tower, 5 Station Street, London E15	0203 688 2346 / 07866 501620	Reagender.kang@nhs.net
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Angella Wells	Head of Quality Assurance 0 CSC	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	020 3373 1263	Angella.Wells@Newham.gov.uk
Alison Matthews	Strategic Lead for Data and Impact	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	020 3373 0814	Alison.Matthews@Newham.gov.uk

Possibly education lead ** Cathryn Adams	Safeguarding Development Officer for Unregulated Education Settings Learning and Achievement Team CYPS - Strategic Commissioning	Newham Dockside, 1000 Dockside Road, London, E.16 2QU.	020 3373 8873	Cathryn.Adams@newham.gov.uk
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Appendix 11. PARTNERSHIP BOARDS IN NEWHAM. A MODEL FOR WORKING TOGETHER



Implementation Plan: year 1 of the new Partnership

No.	Issue to be taken forward	Action	Improvements to be made	Outcomes	Action Date
1.	Including the voice of the child in the work of the Partnership	<p>1) Building blocks for culture change put in place e.g, for every issue being dealt with through the Partnership, the involvement of children and young people is routinely considered.</p> <p>2) Creating space on agendas of the right teams for children and young people to participate and raise issues</p>	Measuring the level of involvement and measuring the impact of children raising issues for change and implementation	More inclusion, more responsiveness to issues raised or indirectly raised (by counting the number and their impact on services)	The new Independent Chair to be responsible for this item in the overall Improvement Plan and to report to the Executive Team every six months.
2.	Monitor the implementation of the new arrangements to ensure compliance .	Executive Team to receive quarterly reports prepared by the Independent Chair and the Business Manager	<p>1) Education to be involved in all teams as the fourth partner.</p> <p>2) New audit and training programme to</p>	100% compliance with the new arrangements , with a clear escalation	<p>By December 2019</p> <p>By November 2019</p>

			be put in place and work programme for the Performance and Quality team to be refreshed.	process for non-compliance.	
3.	Bi-lateral work to improve joint working between police and children's social care	Lisa Prior from the Police to work with Roisin Madden, Director of Operations, to produce a diagnostic and a solution.	More confidence and competence in joint working experienced and expressed by police officers and social workers.	Social workers and police officers reporting a higher level of trust and confidence in each other	Joint working to be on a par with the highest performing bi-lateral arrangements by March 2020.
4.	Establish a working relationship between partnership and education as the 4 th partner Improve the culture of the current relationship between CSC and education re; expectations, response and escalations	Meetings held with education leads. Joint decision to co-produce a mutual expectations guideline between all partners Specifically, to produce a procedure and escalation process where schools feel the highest levels of concern possible about a child are not being heard by the wider system and by social care in particular.	Education to be involved and represented on all of the core NSCP teams, drawing from a more distributed leadership than at present, to involve more heads and to give those who are disproportionately involved some respite.	A more collegiate high performance culture with no children or young people slipping through the net. To be measured in an audit commissioned by the PQA team twice yearly for the	To be tested in quarterly snapshot reviews and surveys. The satisfaction scores of <u>all</u> partners will be reviewed in this framework.

				next 18 months.	
5.	Unified arrangements across the LSCB (NSCP) and SAB to be established where this will lead to more efficiency and improvement.	<p>1) Explore and develop a joint case review panel using a common methodology e.g, introduce Rapid Reviews for vulnerable adults</p> <p>2) Explore efficiencies in staffing with an eye on setting 2020/21 budgets</p> <p>3) Start the all-age exploitation team (already agreed) as a pilot of a unified framework</p>	<p>1) Consultation with partners</p> <p>2) Review other local systems who have moved to a unified model</p> <p>3) Draw up proposals for the respective Executive Boards/teams.</p> <p>3) New team to be formed and start to operate</p>	A unified framework where there is clear benefit to be in place ready for the start of the new financial year (2020/21) at the latest	By March 2020
6.	Integrated datasets to be established to enable the Partnership to understand and have a stronger grip of multi-agency performance	Given the complexity of this, a detailed work programme to be drawn up vis the PQA team. A programme manager to be identified to see this work through which will take a year. In the interim, children who are 'missing' are to be the first multi-agency dataset to be drawn up, to pilot the approach and to test its	Multi-agency datasets supplemented by rigorous analysis to be available across the partnership covering the most vulnerable groups of children and young people in Newham.	Changes in policy and practice to the most vulnerable groups which brings about improvements in the daily lived experience of those children and	

		validity.		young people.	
7.	Establish the new role for the Business and Network Manager and re evaluate to ensure this is in place for 1 st October	Job descriptions reviewed, updated and passed through for evaluation	New roles operational	New roles effective	With immediate effect from 1 October 2019.
8.	Strengthened accountability and holding to account	Statutory partners meet on a regular basis to problem solve but are often not dealing with the most pressing issues for the partnership as a whole.	<p>1) A stronger mechanism for 'holding to account' is put in place with a clear escalation process to the statutory partners where there is non-compliance or poor multi-agency performance</p> <p>2) The independent Chair holds individual agencies and the Partnership as a whole to account, working through relationships and a clear grasp of the most important issues to scrutinise and make progress with.</p>	<p>Teams in the new structure are enabled to get closer to problem-solving safeguarding issues across the Partnership in real time.</p> <p>A 'holding to account' and escalation process is put in place (see accompanying guidance notes)</p>	Throughout the first year of implementation.
9.	Joint working in respect of the LADO	Better information sharing	LADO-type processes	Clarity at any	Work to start

	function	with the LADO by those responsible for professional standards in partner agencies	to be better co-ordinated. The Newham LADO to produce six monthly reports for the NSCP Executive Team	one time about adults in employment within Newham who pose a risk or threat to children and young people	now
10.	A refreshed training strategy and programme	1) Stocktake of existing programmes 2) Consultation with partners through Partnership teams 3) Re-specifying and commissioning a training programme to start up in January 2020	1) New programme in place 2) Courses/module /events to be will subscribed and producing a strong level of learning 3)The two multi-agency stakeholder events committed to are staged.	Applied learning tested and found to be generating practice improvement (tested through the PQA team)	Programme to be commissioned in November 2019, to be operational from April 2020 and to run through until March 2021.
11.	Ensuring residential units and unregulated settings are brought within the scrutiny role of the Partnership.	1) Briefings to be arranged for all providers about the new arrangements 2) Work with the contracts team to list all unregulated settings and to scrutinise	1) Awareness by providers raised 2) Greater take-up of the 'offer' from the Partnership e.g, training opportunities	The Partnership adding value to the level of protection to children and young people	Infrastructure to be in place by February 2020

		<p>contract management arrangements and placement reviews of individual children</p> <p>3) All settings to be included in the Newham Safeguarding Network</p>	<p>3) Stronger alert systems to be set up (multi-agency)</p>	<p>in these homes, settings and placements.</p>	
12.	<p>A new audit programme to be established through a revived and refreshed Performance and Quality Assurance team</p>	<p>1) Team to be refreshed with succession planning in place for the current Chair who is retiring soon .</p> <p>2) Overdue audits to be completed e.g, a re-audit of child sexual abuse practice and an audit of the quality of pre-birth assessments.</p>	<p>An audit programme to be developed in consultation with partners, its resourcing identified and a start to be made, with a template for auditing agreed with partners which is tied into their applied learning mechanisms.</p>	<p>The learning from audits flows through to training programmes, supervision and management oversight of multi-agency practice</p>	
13.	<p>Establish the Newham Safeguarding Network based upon active communication with all school, nursery and health settings and where possible with community organisations supporting children and all settings through which potentially vulnerable children pass such as London City Airport. The network will work through appointed Designated Safeguarding Leads (DSL's)</p>	<p>1) Regular newsletters</p> <p>2) Expanding the number of DSL's and supporting them as a managed network</p>	<p>1) Greater awareness taking a public health approach</p> <p>2) More inclusive arrangements so that members of the network feel more confident about sharing concerns</p>	<p>More engagement. More (appropriate) referrals) Better safeguarding for vulnerable children and young people</p>	<p>Continuing throughout the 1st year of implementation and beyond</p>

14.	Adding value by developing and demonstrating 'outstanding' partnership working – at present outstanding practice is the exception and not the rule.	<p>1) Define and consult upon 'outstanding' standards in partnership working (draft standards are in the accompanying guidance notes)</p> <p>2) produce inspirational case studies in a library of best practice freely available to those working across the Partnership and in the Newham Safeguarding Network e.g, videos, podcasts, written case summaries (anonymised)</p>	Improvements in day to day practice shown through auditing via the PQA team.	Evidence of stronger partnership working	Six monthly audits identifying if the improvements are continuous or not
15.	The work of the NSCP is to be dovetailed with the development of the new Local Strategic Partnership (LSP) for Newham	The Independent Chair and Business Manager to be part of the wider team developing the LSP	Better co-ordination over time between key aspects of public service which overlap e.g, child safeguarding	A successful LSP is in place	Continuous throughout the implementation year.

			and community safety		
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Local Strategic Partnership Board (LSP)

