



City and Hackney Safeguarding Children Board
Section 11 Audit Report
Independent and Voluntary Sector
2011

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Contents

1. Introduction	Page 3
2. Background	Page 3
3. The 'Audit Tool'	Page 4
4. Statutory agencies	Page 4
5. Commissioned agencies	Page 5
6. Independent and voluntary sector agencies	Page 5
7. Methodology of reporting	Page 6
8. Findings – Independent and voluntary sector agencies	Page 7
9. Conclusion	Page 14

Appendix

A. Glossary	Page 16
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1. Introduction

Section 11 (s11) of the Children Act 2004 places a statutory duty on key persons and bodies to make arrangements to ensure that in discharging its functions, they have regard to the need to safeguard and promote the welfare of children and that the services they contract out to others are provided having regard to that need. Improving the way key people and bodies safeguard and promote the welfare of children is crucial to improving outcomes for children.

Working Together to Safeguard Children (2010) requires Local Safeguarding Children Boards (LSCBs) to monitor the effectiveness of organisations' implementation of their duties under s11 of the Children Act 2004. The LSCB has a key role in achieving high standards in safeguarding and promoting welfare, not just through co-ordinating services but also through evaluation and continuous improvement. For example, by asking individual organisations to self-evaluate under an agreed framework of benchmarks or indicators and then sharing results with the Board.¹

2. Background

The City and Hackney Safeguarding Children Board (CHSCB) conducted the first s11 audit (also known as 'Safeguarding Audit') with key statutory agencies in 2009. This was a highly detailed and in-depth assessment and all agencies completed their own action plans following the audit and have reported regularly to the Board on the implementation of these plans. The Board agreed that a s11 audit would be conducted biennially and that the process of the next audit should be enhanced to involve strategic commissioned services and the independent and voluntary sector. In particular, it was agreed that the audit should include commissioned agencies because they are also obliged to comply with s11 of the Children Act 2004. According to statutory guidance regarding s11,

where private or voluntary organisations are commissioned to provide services on behalf of [a statutory agency]....the agreement under which the arrangements are made should require that the private or voluntary organisation concerned takes this guidance into account in the provision of the services and, if they decide to depart from it, have clear reasons for doing so.²

The CHSCB commenced a second s11 audit in November 2010 for statutory agencies to self-assess their progress in ensuring arrangements are effectively in place to fulfil their commitment to safeguard and promote the welfare of children and young people. The audit asked agencies to report briefly on all key aspects of the requirements but focus, in depth, on two specific areas. These are:

- internal training provision and;
- arrangements for ensuring that services commissioned by the agency meet s11 requirements.

The audit was extended to include independent, voluntary sector and community and faith-based sector organisations who do not provide commissioned services on behalf of any of the statutory agencies. It was recognised that where s11 does not place statutory obligations on these organisations, they would be encouraged to complete the audit, as it represents a standard of good practice and will help organisations improve their arrangements in keeping children and young people safe.

The audit returns were expected back by the end of February 2011. The deadline was extended by one month for independent, voluntary and commissioned agencies.

¹ *Working Together to Safeguard Children (2010)*, 3.28

² *Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004 (2007)*

3. The 'Audit Tool'

The CHSCB developed a simplified self-assessment audit tool, which is based on the 8 key features outlined in statutory s11 guidance³ and the Safe Network Core Standards⁴ produced by the NSPCC.

The key requirements from the statutory s11 guidance are as follows:

1. senior management commitment to the importance of safeguarding and promoting children's welfare;
2. a clear statement of the agency's responsibilities towards children, available for all staff;
3. a clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children;
4. service development that takes account of the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and families;
5. staff training on safeguarding and promoting the welfare of children for all staff working with or (depending on the agency's primary functions) in contact with children and families;
6. safe recruitment procedures in place;
7. effective inter-agency working to safeguard and promote the welfare of children; and,
8. effective information sharing.

The NSPCC Safe Network Core Standards aim to set a minimum level of practice consistent with operating a safe organisation for smaller voluntary and community sector organisations. It is anticipated that many voluntary and community organisations will want to apply these standards within their organisation and the CHSCB is keen to ensure that our audit supports them in this rather than developing an additional set of standards. The CHSCB s11 audit incorporates the standards for the areas of 'child protection' and 'safer staff and volunteers' with a few additional areas also being covered.

The self-assessment tool takes an electronic format and generates an action plan for agencies. The tool requests auditors to self-assess how well they are meeting elements of standards by scoring 'Not met', 'Partly met' and 'Fully met'. If the rating is 'Fully met', agencies must provide evidence to support the score. If the rating is 'Not met' or 'Partly met', agencies are asked to provide information on what plans are in place to meet or improve upon the current standard with timescales. Also, they are instructed to identify a lead person to monitor the implementation of the action plan and to provide feedback and evidence against agreed action plans.

Some elements of the audit questionnaire are only aimed at statutory and commissioned agencies.

4. Statutory agencies

The following statutory agencies were asked to undertake the s11 audit and instructed to ask the agencies that they contract services from, to undertake the audit.

1. Adult Social Care – Hackney Council
2. British Transport Police Authority
3. Cafcass

³ *Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004 (2007)*

⁴ *Safe Network Standards: Core standards and guidance for safeguarding children in the voluntary and community sector (2010)*

4. Children's Social Care – Hackney Council
5. City of London Family and Young People's Services
6. City of London Police
7. City of London maintained school (including a children's centre)
8. Community Health Services – City and Hackney
9. Drug and Alcohol Action Team (DAAT) – Hackney Council
10. East London NHS Foundation Trust (ELFT)
11. Hackney Borough Police - Metropolitan Police Service (MPS)
12. Hackney Homes
13. Homerton University Hospital
14. NHS City and Hackney PCT Commissioning
15. Probation Service
16. The Learning Trust *
17. Youth Offending Team (YOT) – Hackney Council
18. Youth Services – Hackney Council

* Please note that the Learning Trust s11 audit encompasses maintained schools and early year providers (over 90+ nurseries and children's centre including private alternative providers).

The NHS City and Hackney Commissioning PCT also administered the s11 audit with GP practices in City and Hackney. The Board is grateful for the support of the Designated Doctor and Nurse in encouraging GP practices to participate in the audit for the first time.

5. Commissioned agencies

Statutory agencies were instructed to administer the s11 audit tool with agencies that they commission, if applicable. Statutory agencies had to ensure that commissioned agencies' audits were completed within timescale, collate the audits and submit them all together to the CHSCB. Statutory agencies are responsible for addressing any identified areas that require improvement and overseeing the action plans for their commissioned agencies.

6. Independent and voluntary sector agencies

The CHSCB worked closely with the Hackney CVS (community and voluntary sector) to engage voluntary, community and faith organisations to participate in the s11 audit.

A number of awareness-raising activities have taken place to raise the profile of safeguarding and the rationale behind voluntary agencies taking part in the s11 audit:

- The audit was sent to all voluntary organisations in the Hackney CVS directory including the children and young people provider networks.

- A workshop was held at Hackney CVS offices on 25th November 2010 to provide guidance on how to complete the audit. A total of 24 voluntary organisations attended this event and organisations generally reported that they felt more confident as a result.
- An article about the audit was placed in the December issue of Hackney CVS Spark magazine.
- All independent schools in Hackney were invited by written letter to participate in the audit in November 2010.
- A meeting was held at Interlink Foundation on 16th December 2010 to provide information about the audit to Jewish Orthodox provider organisations.
- The audit has been advertised via the CHSCB, Hackney CVS, the Community Empowerment and the Youth Provider Network websites.
- The Business and Performance Manager and Community Partnership Advisor attended all four Youth Provider Network (Shoreditch, Stoke Newington, North-East and Homerton) meetings in March 2011 to present on the importance of participating in the s11 audit to youth provider groups in Hackney.

A total of 52 independent and voluntary organisations indicated to the CHSCB that they wished to participate in the audit.

7. Methodology of reporting

This report will analyse the audit responses from independent and voluntary sector agencies.

The audit had a total of 30 questions divided into the 8 requirements of s11 as outlined above in the 'Audit Tool' (section 3).

The audit analysis will be based on quantitative data from the audit self-assessed ratings. The total percentages for each audit question will be presented around the 8 key requirements. The analysis will also include qualitative information from the audit responses. The reporting will focus on exceptions which requires attention by individual agencies.

Individual agency action plans will not be presented in this report. All agencies are responsible for monitoring their own action plans.

This report will use the findings to make general recommendations to the CHSCB, statutory, commissioned, independent and voluntary sector agencies. The report will also comment on the effectiveness of the self-assessment tool and whether any changes should be made to the s11 audit process.

8. Findings - Independent and voluntary sector agencies

This section outlines the key findings of the audits completed by voluntary and independent sector agencies. The range of agencies from this sector includes youth mentoring charities, tenant resident associations, youth clubs, theatre groups, and independent schools and nurseries.

Audit returns have been received from a total of 31 independent and voluntary agencies. The individual agencies will not be named in this report. The analysis refers to 'voluntary' agencies', which also includes 'independent' agencies.

N.B. Standards 2.3, 2.4, 2.5 and 6.4 are not listed below as they only applied to statutory and independent agencies.

1. Senior management commitment to the importance of safeguarding and promoting children's welfare

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
1.1	There is a named person responsible for safeguarding at senior management level / trustee / on senior management committee.	3	3	94	0
1.2	All staff or volunteers that come into contact with children and young people are able to access supervision or support in relation to safeguarding.	0	3	97	0

Comment: The majority of voluntary agencies are fully compliant with the standards within this section of the audit (94% and 97% for Standards 1.1 and 1.2 respectively). The results demonstrate that senior management within voluntary agencies are overwhelmingly committed to the importance of safeguarding and ensuring staff and volunteers are supported in this aspect. One voluntary agency not meeting Standard 1.1 has identified that the organisation needs a board member to be responsible for safeguarding and an appropriate action has been set to achieve this standard. An additional agency has self-assessed as part-compliant due to named senior person leaving the organisation and is in the process of identifying their replacement. There is one independent school part-compliant with Standard 2.2 and it has identified that additional induction should be arranged for all new staff that arrive mid-term with explicit instructions of where to go for help and guidance.

2. A clear statement of the agency's responsibility towards children is available to all staff

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
2.1	The organisation has a child protection policy in place that provides clear guidance on what action to take if there are concerns about a child's safety or welfare.	0	0	100	0
2.2	An effective complaints process is in place and available to all child and adult service-users.	0	16	84	0

Comment: All voluntary agencies were fully compliant with Standard 2.1. A minor proportion of voluntary agencies (16%) self-assessed as partly meeting Standard 2.2. The agencies have generally reported that they need to improve the accessibility and enhance awareness of their organisation's complaints procedure to child and adult service-users.

3. A clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
3.1	There is a named person/s who takes the lead on safeguarding on the front-line service.	3	13	84	0
3.2	Staff and volunteers are aware of their responsibilities if they are concerned about a child or young person and know the procedures to follow in such circumstances.	0	3	97	0

Comment: The majority of voluntary agencies are generally compliant with the standards in this section of the audit. 13% of agencies are part-compliant with Standard 3.1 and have identified that they need to strengthen their deputy cover arrangements and provide training for the designated roles. One agency in particular has commented that due to the small size of their organisation they do not need a named lead person on the frontline service, as this role is fulfilled by the senior lead person (as outlined in Standard 1.1). A further agency is not meeting this standard as they do not currently have a named person.

With regards to Standard 3.2, all agencies are fully compliant except one agency which has self-assessed as part-compliant with the standard. This agency has identified that their staff need to attend the multi-agency safeguarding training provided by the CHSCB.

4. Service development takes account of the need to safeguard and promote welfare and is informed by the views of children and families

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
4.1	The organisation takes into account the need to safeguard children, when planning a new service or considering how to improve a service.	0	0	100	0
4.2	Service development plans are informed by the views of children and families.	0	19	81	0

Comment: All voluntary agencies are fully compliant with Standard 4.1 which demonstrates that these agencies take account into the need to safeguard children, when planning a new service or considering how to improve a service. However, for Standard 4.2, a fairly significant proportion of agencies (19%) have self-assessed that they are only partly meeting this standard. These agencies have identified that they need to review how their service development plans are informed by children and families. Some agencies have identified that they need to consult more widely with young people and in other cases, more consultation with parents is needed. One particular agency has responded that young people's views are not taken into account until they are married which reflects the religious culture of the organisation's community.

5. Staff training on safeguarding and promoting the welfare of children for all staff working with or in contact with children and families

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
5.1	All staff and volunteers have training on child protection when they join the organisation which includes an introduction to the organisation's child protection policy. The induction should be within first six months of employment and before inter-agency training.	0	6	94	0
5.2	A record is kept of staff or volunteers who have completed induction training when they join the organisation.	6	6	87	0
5.3	The organisation ensures that all staff working or have contact with children are appropriately trained in child development and in how to recognise and act on signs of child abuse or neglect.	0	6	94	0
5.4	Training should include information on local thresholds as set out in the Hackney Child Wellbeing Model. (NB. This is a local, not a legal, requirement. Agencies based in the City of London do not use the Hackney Child Wellbeing Model)	23	23	52	3
5.5	There is a training plan for staff according to their level of need within the organisation regarding safeguarding children training.	0	16	81	3

5.6	The organisation reviews staff training needs to ensure knowledge of child protection is maintained and up-to-date.	3	13	84	0
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Comment: The audit findings for this section demonstrate that a significant number of voluntary agencies do not have sufficient arrangements in place for 'Staff training on safeguarding' in certain areas. In particular, the results show a considerable number of voluntary agencies (46%) are not meeting or only partly meeting Standard 5.4. It is the highest non- and part-compliance rate in the entire audit; a total of 15 organisations are in this category. The responses suggest that there is lack of awareness of the Hackney Child Wellbeing Model among these agencies. The voluntary agencies have acknowledged that they need to find out more about local thresholds and include this information within their internal training. This response also highlights the need for the CHSCB to promote better awareness of the Hackney Child Wellbeing Model to all agencies working with children and young people across the borough.

The compliance rates are relatively high for Standards 5.1, 5.2 and 5.3 (94%, 87% and 94% respectively). The agencies which have self-assessed as partly meeting these standards have reported that they have action plans in place to review their induction training content, record-keeping arrangements and training on child development according to latest guidance. Two agencies are not currently complying with Standard 5.2, but both have identified that they need to devise a procedure to keep a record for new-starters who have attended induction training.

For Standards 5.5 and 5.6, 16% and 13% of voluntary agencies have self-assessed as part-complying with these standards. The agencies have identified that they need to review internal training to ensure that staff and volunteers are receiving appropriate safeguarding training for their roles. A number of agencies have also acknowledged the need to review their training to ensure it is up to date with latest guidance and legislation.

6. Recruitment, vetting procedures and allegations against staff

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
6.1	The organisation has an accessible safer recruitment policy which covers how to recruit safely for staff and volunteers who have contact with children.	3	13	84	0
6.2	All staff and volunteers who have contact with children are properly selected and have appropriate checks in line with current legislation and guidance: <ul style="list-style-type: none"> - At least 2 references are always taken up - Identity and qualifications are verified - Face to face interviews - Previous employment history is checked - Any anomalies or discrepancies are checked - Necessary checks are carried out and repeated every 3 years (e.g. enhanced CRB) 	0	3	97	0
6.3	The organisation has a retention policy for the results of checks carried out on staff	0	13	87	0

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
6.5	There are clear procedures for handling allegations of abuse against staff and volunteers.	0	6	87	6
6.6	There is a 'whistle-blowing' procedure for all staff/volunteers who have concerns about poor practice.	6	10	77	6
6.7	The organisation has disciplinary procedures in relation to allegations of abuse against staff and volunteers in line with the <i>London Child Protection Procedures</i> .	6	13	74	6
6.8	Records are maintained detailing checks taken in respect of staff and volunteers.	0	3	87	10
6.9	In the case of an allegation against a staff member or volunteer, the organisation ensures that immediate consideration is given to how best safeguard children (e.g. suspension or not working unsupervised).	6	0	87	6
6.10	There is a named senior person to whom allegations or concerns should be reported.	0	0	94	6

Comment: The compliance rates are relatively high for all standards within this section, with the minor exception of Standard 6.7. Only 74% of agencies are meeting this standard which relates to organisations having disciplinary procedures in relation to allegations of abuse against staff and volunteers.

13% of agencies are part-compliant and 3% are non-compliant with Standard 6.1. Some agencies have identified that they need to review their safer recruitment policy, and in other cases devise a specific policy in relation to safer recruitment.

The majority of agencies are fully compliant with Standard 6.2; only one agency has self-assessed as partly meeting this standard. This agency has reported that appropriate checks are completed for staff and volunteers which work directly with children and young people. However, a safer recruitment policy will not be adopted across the whole organisation as it is only relevant for a minority of staff and volunteers.

13% and 3% of voluntary agencies are partly meeting Standard 6.3 and 6.8 respectively, in relation to keeping records of checks and how long they should be retained. The agencies have reported that records of the results of checks are kept, but they do not have a specific policy in relation to the retention of records. One agency has identified that the record-keeping process needs to be improved.

Standards 6.5, 6.7, 6.9 and 6.10 of this section of the audit relate to an agency's arrangements for circumstances where there may be an allegation of abuse against a staff member or volunteer working with children and young people. For Standard 6.7 in particular, several agencies have recognised that they need to check that their disciplinary procedures are in line with guidance within the *London Child Protection Procedures*. The results show that voluntary agencies do need to be supported in strengthening their organisational arrangements in managing allegations.

10% of agencies are part-compliant and 6% are non-compliant with Standard 6.6. These agencies have action plans in place to draft a 'whistle-blowing' procedure and ensure it is included within their child protection policy.

7. Inter-agency working to safeguard and promote the welfare of children

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
7.1	The organisation has a commitment to inter-agency working and understands the roles and responsibilities of other organisations.	0	10	90	0
7.2	Staff are able to identify children who would benefit from additional services. They are clear about the circumstances in which a referral to Children's Social Care is necessary.	0	13	87	0
7.3	Staff are able to make referrals to Children's Social Care of a high quality.	0	26	71	3
7.4	There are accessible policies in place to support effective interagency working in individual cases.	3	16	77	3

Comment: It is evident from the audit findings that voluntary agencies are committed to inter-agency working in order to safeguard and promote the welfare of children. It should be highlighted that nearly over a quarter of agencies are only part-compliant with Standard 7.3. These agencies have identified that their staff require further training to be confident and competent in making high-quality referrals to Children's Social Care. One agency has pointed out that referrals are made to another service provider within their community because there is a 'dichotomy' between the local authority requirements for referrals and community traditions. For Standards 7.1, 7.2 and 7.3, the part-compliant agencies have reported that staff would benefit from undertaking further training, preferably in a multi-agency setting, to learn about local thresholds and to become more knowledgeable about the other types of services available to children and families.

8. Information sharing

Standards		% 'Not met'	% 'Partly met'	% 'Fully met'	% 'Not Answered'
8.1	The organisation has a clear understanding of the responsibility to share information relevant to safeguarding children and guidance on information sharing for staff.	0	3	97	0
8.2	All staff and volunteers who come into contact with children should understand the purpose of information sharing in order to safeguard children.	3	3	90	3
8.3	Staff are aware of who to go to should they require clarification on information sharing	0	3	94	3

Comment: The results show that voluntary agencies are generally fully compliant with standards in the 'Information-sharing' section of the audit. There are only a minor proportion of agencies who are either partly meeting or not meeting the standards. For Standard 8.1, one agency has self-assessed as part-compliant and has identified that it needs to review its information-sharing guidance to ensure it is sufficient. For Standard 8.2, one agency has self-assessed as part-compliant and has recognised that the organisation needs to review legislation in relation to information-sharing when consent is not needed. Another agency has self-assessed as not meeting the standard and the organisation is now in the process of designing a training programme for staff to ensure that they understand the purpose of information sharing in order to safeguard children. The same agency is also partly meeting Standard 8.3; however the organisation will ensure that staff are made aware of the name person for clarification on information-sharing.

9. Conclusion

The conclusion of this report will consider the response rates, themes arising from the audit returns and make general recommendations to the Board and individual agencies.

Response rates

The response rates were relatively high for this year's s11 audit process.

The CHSCB received a total of 98 audit returns back from all agencies including:

- 31 audit returns from independent and voluntary sector agencies

The response rate was as follows:

- Independent and voluntary sector agencies – 62%

The response rate for independent and voluntary sector agencies was 62%. A total of 52 agencies from this sector expressed an interest directly to the CHSCB in participating in the audit and the CHSCB received a total of 32 audits returns by the deadline. The CHSCB acknowledges that there are clearly hundreds of voluntary agencies working with children and families in City and Hackney. However, the CHSCB is very satisfied with this response rate; particularly as voluntary agencies are not statutorily obliged to fulfil s11 requirements. It demonstrates that the various means of publicisation of the s11 audit to voluntary agencies were successful in generating awareness of the importance of having appropriate safeguarding children arrangements in place. In particular, the CHSCB is grateful to Hackney CVS for their enthusiastic promotion of the s11 audit tool to the voluntary sector. The returns were received from a range of voluntary agencies including youth mentoring charities, tenant resident associations, youth clubs, theatre groups, nurseries and independent schools and nurseries. The audit responses provide a valuable insight into how voluntary agencies are addressing their safeguarding arrangements, where there are any gaps and where more support is needed.

Themes

The s11 audit results have highlighted where strengths and weaknesses are in safeguarding children arrangements across all agencies in City and Hackney. The reporting has focused on exceptions which require attention by individual agencies and by the Board. However, this report recognises that statutory agencies have made significant progress since the last s11 audit in 2009, which is evident in the high compliance rates. GP practices, commissioned agencies, independent and voluntary sector organisations were invited to participate in the s11 audit for the first time. The compliance rates of the commissioned agencies and voluntary sector organisations were generally positive.

Firstly, it must be acknowledged that the findings are based on self-assessed auditing and this may affect the accuracy of the actual safeguarding picture in Hackney. The findings are based on the auditor's analysis of whether their individual agency is not, partly or fully meeting a standard. Therefore, the results should be accepted but a degree of scepticism is healthy. Furthermore, in general, agencies have provided detailed, informative qualitative responses to qualify their self-assessed rating for each standard, and have identified actions where improvements are needed. A minor proportion of agencies in the independent and voluntary sector have not provided qualitative information nor implemented an action plan.

The themes arising were quite similar for independent and voluntary sector agencies. 'Staff training' is an area to be addressed by individual agencies and the Board. This section included a standard that internal training should include information on local thresholds as set out in the Hackney Child Wellbeing Model. The findings

demonstrated that there was a distinct lack of awareness of the Hackney Child Wellbeing Model among both cohorts. The CHSCB will need to ensure that the voluntary sector becomes more aware of the local agreed thresholds.

Other areas of attention from the findings of these cohorts are some weaknesses in arrangements regarding complaints processes, training, allegations against staff members, service development, inter-agency working and information-sharing. Individual agencies need to ensure that they have accessible complaints processes for all service-users including children and young people. It is clear from the findings that there are some gaps in these cohorts with regards to handling of allegations against staff or volunteers and 'whistle-blowing'. Individual agencies should ensure that procedures are in place with regards to these issues and are in line with guidance the *London Child Protection Procedures*. The Board should support the voluntary sector in developing procedures relating to complaints, allegations and 'whistle-blowing'.

A section of the audit focused on how service-development should take into account the need to safeguard children. The findings demonstrate agencies in these sectors find it challenging to consult with children and families in service development. The Board should support agencies in these sectors in how to consider the views of children and families when developing new services or considering how to improve a service.

The findings demonstrated that the agencies in these cohorts are committed to inter-agency working in order to safeguard and promote the welfare of children. However, the findings did display that staff in these agencies are not always clear about the circumstances in which a referral to Children's Social Care is necessary, which is due to a lack of understanding about local thresholds. The Board should address this lack of awareness of the Hackney Child Wellbeing Model by providing training in a multi-agency setting in order for staff and volunteers to learn about local thresholds and to become more knowledgeable about the types of services available to children and families.

The findings suggest that the voluntary sector and commissioned organisations understand the importance of sharing information in order to safeguard children. However, the results show that agencies from these sectors need to ensure that information-sharing policies are in place and staff are trained to understand the purpose of sharing information in order to safeguard children. The CHSCB should provide guidance to the voluntary sector on information-sharing.

General recommendations

CHSCB

1. To review the multi-agency training programme to ensure that that all training addresses the impact of abuse on child development and the importance of being able to recognise and act on signs of child abuse or neglect.
2. To raise awareness of local procedures and thresholds throughout the children's workforce (including staff from commissioned, independent and voluntary sector agencies) through multi-agency training and promotion on the Board website.
3. To support independent and voluntary sector agencies to develop appropriate procedures in relation to complaints, allegation management and 'whistle-blowing'.

Appendix A: Glossary

Cafcass	Children and Family Court Advisory and Support Service.
CHSCB	City and Hackney Safeguarding Children Board
Common Support Framework	The Common Support Framework is Hackney's response to the need to provide appropriate, integrated and effective support for families in the most efficient way possible. It incorporates elements of the Common Assessment Framework but places the emphasis upon delivery plan(s) and outcomes rather than information gathering and duplicate assessments.
CRB	Criminal Records Bureau
DAAT	Drug and Alcohol Action Team
ELFT	East London NHS Foundation Trust
GP	General Practitioner
Hackney Child Wellbeing Model	The Child Wellbeing Model was developed by Hackney's Children and Families Strategy Group which comprises of senior management representatives from all the key agencies working with children in the borough. The model, implemented in March 2009, is owned by all agencies and outlines at which service Tier (from universal through to Tier 3) different types of needs and risks will be dealt with.
Hackney CVS	Hackney CVS is Hackney's leading voluntary and community sector support agency.
London Child Protection Procedures (4th edition, 2010)	It sets out the procedures which all London agencies, groups and individuals must follow in order to safeguard children and promote their welfare in the home and within the community.
LSCB	Local Safeguarding Children Board
MPS	Metropolitan Police Service
PCT	Primary Care Trust
s11	Section 11 of Children Act 2004 places a statutory duty on key persons and bodies to make arrangements to ensure that in discharging its functions, they have regard to the need to safeguard and promote the welfare of children and that the services they contract out to others are provided having regard to that need. Improving the way key people and bodies safeguard and promote the welfare of children is crucial to improving outcomes for children.
Safe Network Standards: Core standards and guidance for safeguarding children in the voluntary and community sector (2011)	A set of national core standards, designed to help non-statutory organisations put in place clear safeguarding arrangements for children and young people (launched in February 2011).
Statutory guidance on making arrangements to safeguard and promote the welfare of children under s11 of the Children Act 2004 (2007)	This guidance explains how Board Partners should come together as Local Safeguarding Children Boards (LSCBs) to coordinate and ensure the effectiveness of partners both individually and together for the purposes of safeguarding and promoting the welfare of children, including arrangements made under the s11 duty.
TLT	The Learning Trust
Working Together to Safeguard Children (2010)	Sets out how organisations and individuals should work together to safeguard and promote the welfare of children and young people in accordance with the Children Act 1989 and the Children Act 2004
YOT	Youth Offending Team