



# Safeguarding Arrangements

## The City & Hackney Safeguarding Children Partnership

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26 June 2019	1 July 2020	Group Director of Children, Adults and Community Health (Hackney Council) Director of Children and Community Services (The City of London Corporation) Managing Director (The City & Hackney Clinical Commissioning Group) Central East BCU Commander (The Metropolitan Police) T/Commander (The City of London Police)

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# 1. Introduction

- 1.1 The City of London and Hackney Safeguarding Children Partnership (CHSCP) is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018.
- 1.2 The CHSCP’s safeguarding arrangements, as set out within this document, define how statutory safeguarding partners and relevant agencies will work together to coordinate their safeguarding services. The arrangements also include how the CHSCP will identify and respond to the needs of children, commission and publish local child safeguarding practice reviews and provide for independent leadership and scrutiny.
- 1.3 The arrangements meet the requirements of statutory guidance, in addition to taking advantage of the government’s prescribed flexibility as set out in its response<sup>1</sup> to the Wood report in 2016<sup>2</sup>. They have been developed to build on the strengths of the outstanding performance<sup>34</sup> of the City and Hackney Safeguarding Children Board (CHSCB), maintaining what has been evidenced as working well and making a positive difference to children’s lives.



**Tim Shields, Chief Executive**  
Hackney Council



**John Barradell, The Town Clerk**  
City of London Corporation



**Jane Milligan, Accountable Officer**  
City & Hackney CCG



**Marcus Barnett, Commander**  
Central East Basic Command Unit (MPS)



**Ian Dyson, Commissioner**  
City of London Police

<sup>1</sup> [Government response to the Wood Review May 2016](#)

<sup>2</sup> [The Wood Report March 2016](#)

<sup>3</sup> [Review of the effectiveness of the Local Safeguarding Children Board, Hackney Ofsted report, September 2016](#)

<sup>4</sup> [Review of the effectiveness of the Local Safeguarding Children Board, City of London Ofsted report, September 2016](#)

## 2. Background to the CHSCP

- 2.1 In 2015, the government commissioned Sir Alan Wood to review the role and functions of Local Safeguarding Children Boards (LSCBs). The Wood Report was published in March 2016, with the government formally responding in May 2016.
- 2.2 The recommendations from the Wood Report were subsequently embedded in statute on 27<sup>th</sup> April 2017, with the granting of Royal Assent to the Children and Social Work Act 2017. As a consequence, four important areas of change have followed.
- 2.3 Firstly, LSCBs, set up by local authorities have been replaced. Three '*safeguarding partners*' are now responsible for leading new safeguarding arrangements and working with relevant agencies to safeguard and promote the welfare of children.
- 2.4 Secondly, the system of Serious Case Reviews has been replaced. Safeguarding partners now make arrangements to identify and review *serious child safeguarding cases* which, in their view, raise issues of importance in relation to the local area. They commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.
- 2.5 Thirdly, an independent *Child Safeguarding Practice Review Panel* has also been created and operational since June 2018. This panel is responsible for identifying and overseeing the review of serious child safeguarding cases which, in its view, raise issues that are complex or of national importance.
- 2.6 Fourthly, local authorities and clinical commissioning groups have been specified as '*child death review partners*' and operate to new child death review arrangements. These new arrangements facilitate a wider geographic footprint and respond to the statutory guidance defining how deaths are reviewed and how the bereaved are supported.

### 3. Vision of the CHSCP

- 3.1 **That all children in the City of London and Hackney are seen, heard and helped; they are effectively safeguarded, properly supported and their lives improved by everyone working together.**

### 4. Principles of the CHSCP

4.1 As leaders across a range of organisations, the commitment of the CHSCP is to work together to make the lives of children safer by protecting them from harm; preventing impairment to their health and/or development, ensuring they receive safe and effective care; and ensuring a safe and nurturing environment for them to live in.

4.2 The CHSCP wants to make sure that everyone who works with children across the City of London and Hackney has the protection of vulnerable children and young people at the heart of what they do. In practice, this means that children are seen, heard and helped:

- **Seen;** *in the context of their lives at home, friendship circles, health, education and public spaces (both off-line and on-line).*
- **Heard;** *by professionals taking time to hear what children and young people are saying - putting themselves in their shoes and thinking about what their life might truly be like.*
- **Helped;** *by professionals remaining curious and by implementing timely, effective and imaginative solutions that help make children and young people safer.*

4.3 The CHSCP's aim is to ensure that safeguarding practice and outcomes for children are at least good, and that staff and volunteers in every agency, at every level, know what they need to do to keep children protected, and communicate effectively to ensure this happens. All of our activity is underpinned by the following principles:

- **Safeguarding is everyone’s responsibility.** As a partnership, we will champion the most vulnerable and maintain a single child-centred culture.
- **Context is key.** Capitalising on the unique opportunities presented by a dual-borough partnership, we will have an unswerving focus on both intra-familial and extra-familial safeguarding contexts across the City of London and the London Borough of Hackney.
- **The voice of children and young people.** We will collaborate with children and young people and use their lived experience to inform the way we work. We will regularly engage with them as part of our core business and ensure their voices help both design and improve our local multi-agency safeguarding arrangements.
- **The voice of communities.** Improving our understanding of the diverse communities across the CHSCP’s footprint, we will regularly communicate with, listen to and engage local communities in the work of the CHSCP. We will harness their experience to both inform and improve the way we safeguard and promote the welfare of children and young people.
- **Enabling high quality safeguarding practice.** We will promote awareness, improve knowledge and work in a way that is characterised by an attitude of constructive professional challenge.
- **Fostering a culture of transparency.** We will enable the CHSCP to learn from individual experience and **continuously improve** the quality of multi-agency practice.

## 5. Purpose of the CHSCP

5.1 The purpose of new safeguarding arrangements, as set out in Working Together 2018 (Chapter 3, para 3), is to support and enable local organisations and agencies to work together in a system where:

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

5.2 Working Together 2018 also sets out that the safeguarding partners, with other local organisations and agencies, should develop processes that:

- Facilitate and drive action beyond usual institutional and agency constraints and boundaries.
- Ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families.

5.3 To achieve the best possible outcomes, children and families should receive targeted services that meet their needs in a co-ordinated way. The responsibility for this join-up locally rests with the three safeguarding partners who have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

## 6. The Safeguarding Partners

6.1 The safeguarding partners agree on ways to co-ordinate safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning. The safeguarding partners<sup>5</sup> in the City of London and the London Borough of Hackney are:

- Hackney Council
- The City of London Corporation
- The City & Hackney Clinical Commissioning Group (CCG)
- The Metropolitan Police Service (MPS)
- The City of London Police

6.2 Safeguarding partner duties within the CHSCP's arrangements have not been delegated to partners in one local authority area. As such, all safeguarding partners in the City of London and Hackney retain an equal and joint responsibility for local safeguarding arrangements. In situations that require a single point of leadership, safeguarding partners will decide on which partner will take the lead on relevant issues that arise.

6.3 The lead representatives of the safeguarding partners are:

- **Tim Shields, The Chief Executive of Hackney Council**
- **John Barradell, The Town Clerk of the City of London Corporation**
- **Jane Milligan, The Accountable Officer of the City & Hackney CCG**
- **Marcus Barnett, The Commander of the MPS Central East BCU**
- **Ian Dyson, Commissioner, City of London Police**

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<sup>5</sup> All service areas of the safeguarding partners retain a similar responsibility to cooperate with these arrangements, not just those with a defined focus on children and young people. (See para 8.7 and 8.8)



6.4 Whilst remaining accountable for any actions or decisions taken on behalf of their agency, the lead representatives of the CHSCP have either retained or nominated a senior officer to ensure full participation with these arrangements. Lead representatives can:

- Speak with authority for the safeguarding partner they represent.
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters.
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

6.5 The following roles comprise the CHSCP Strategic Leadership Team (SLT):

- **Anne Canning, The Group Director of Children, Adults and Community Health (Hackney Council)**
- **Andrew Carter, The Director of Children and Community Services (The City of London Corporation)**
- **David Maher, The Managing Director (The City & Hackney CCG)**
- **Marcus Barnett, The Commander of the MPS Central East BCU**
- **Dai Evans, T/Commander, City of London Police**

6.6 Safeguarding partners will continue to ensure the ongoing strategic alignment with other multi-agency forums as defined within the respective inter-board protocols in the City of London and the London Borough of Hackney.

6.7 These protocols define how the Health and Wellbeing Boards and the Community Safety Partnerships work together with the CHSCP and the City & Hackney Safeguarding Adults Board (CHSAB) in the pursuit of safeguarding and promoting the health and wellbeing of children, young people and adults.

- 6.8 The protocols set out the principles underpinning how partners work across their defined remits, the specific function of each arrangement / Board, how communication and engagement will operate and the practical means by which effective co-ordination and coherence will be secured.

## **7. Geographic Area**

- 7.1 The geographic footprint covered by the CHSCP is defined by the boundaries of the City of London Corporation and the London Borough of Hackney. The Central East Basic Command Unit of the MPS has responsibility for services outside of this area due to its organisational boundaries overlapping with Tower Hamlets.
- 7.2 The structure of the CHSCP will continue to enable safeguarding partners to apply proper focus to the contexts of both the City of London and Hackney, maximising opportunities for cross-border working, scrutiny and learning.
- 7.3 It may also be necessary for partners to work with another area's arrangements, for example during a child safeguarding practice review commissioned by another area. Operationally, the pan-London children procedures include guidance for circumstances where a child and / or their family is living in another area or moving between areas.

## **8. Relevant Agencies**

- 8.1 Safeguarding partners are obliged to set out which agencies are required to work as part of the CHSCP's arrangements to safeguard and promote the welfare of local children. These agencies are referred to as *relevant agencies* and have a statutory duty to cooperate with the CHSCP's published arrangements.

- 8.2 A defined number of relevant agencies will meet regularly with safeguarding partners as the CHSCP Executive. Others will be invited when deemed necessary and/or be included in various CHSCP sub groups / thematic groups.
- 8.3 Wider engagement events will also be facilitated through the City & Hackney Safeguarding Partnership which includes a much broader range of agencies, professionals and volunteers involved in safeguarding children and young people.
- 8.4 A schedule of relevant agencies as defined in part 4 of the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 is set out in Appendix 1.
- 8.5 Safeguarding partners can also include any local or national organisation or agency in their arrangements regardless of whether they are named in the above regulations. The list of relevant agencies will be reviewed by the safeguarding partners as and when required and at least annually.
- 8.6 The relevant agencies to which these safeguarding arrangements apply includes:
- Homerton University Hospital NHS Foundation Trust
  - East London NHS Foundation Trust (ELFT)
  - All schools (including independent schools, academies and free schools), colleges and other educational providers.
  - The National Probation Service (NPS)
  - The London Community Rehabilitation Company (CRC)
  - Children and Family Court Advisory and Support Service (CAFCASS)
  - Hackney Council for Voluntary Services (HCVS)
  - London Ambulance Service (LAS)
  - London Fire Brigade (LFB)
  - NHS England
  - All registered charities within the geographic area of the CHSCP whose staff / volunteers either work with or come into contact with children and their families.

- All out of school settings providing tuition, training, instruction or activities without the supervision of parents or carers.
- British Transport Police (BTP)
- Social Housing providers

8.7 Alongside relevant agencies, all services and departments within safeguarding partner agencies have an inherent responsibility to cooperate in the context of these defined arrangements. This includes:

- Public Health
- The City of London Education & Learning Service
- The City of London Youth Services<sup>6</sup>
- Hackney Learning Trust
- Young Hackney
- Adult Services in both the City of London and Hackney

8.8 Of particular relevance to the evolving work on contextual safeguarding<sup>7</sup> are the following:

- The City of London Department of Built Environment
- The City of London Community & Children's Services (incl. Libraries & Housing)
- Hackney Community Safety, Business Regulations & Enforcement
- Hackney Libraries, Leisure Centres & Green Spaces
- Hackney Trading Standards, Licencing & Environmental Health
- Hackney Housing Services
- Youth Offending Services in both the City of London and Hackney.

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<sup>6</sup> Youth services in the City of London are provided by the London Borough of Tower Hamlets.

<sup>7</sup> Contextual Safeguarding

## **9. Schools, Educational Establishments and Early Years Settings**

9.1 The CHSCP recognises the vital role of schools (including independent schools, academies and free schools), educational establishments and early years settings in safeguarding and promoting the welfare of children and young people. As such, all are designated as relevant agencies within the CHSCP's safeguarding arrangements. This defines all such settings as having a statutory duty to cooperate. Full engagement and contribution will be facilitated as follows;

- In the City of London, engagement of schools and the City of London Corporation's Children's Centre will continue to be secured through its Safeguarding Education Forum.
- In Hackney, involvement of schools and the Council's Children's Centres will be supported via the Designated Safeguarding Leads Forum, Head Teacher briefings and the work of the Safeguarding Education Team.
- For Private, Voluntary and Independent Early Years settings in both the City of London and Hackney, support and services are available through the work of the Safeguarding Education Team in Hackney and respective forums in both local authority areas.
- All schools, educational establishments and early years settings will be engaged via the CHSCP Learning and Improvement framework and as required in respect of other CHSCP activity. This may include representation at the CHSCP Executive and Sub Groups / Thematic Groups.

## **10. Youth Custody & Residential Homes**

10.1 Neither the City of London Corporation nor Hackney Council own or run any youth custody or residential homes for children. Any private providers operating children's homes<sup>8</sup> locally either now or in the future, will be named as relevant agencies to these safeguarding arrangements.

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<sup>8</sup> Children's homes include residential special schools, secure children's homes and children's homes.

## 11. Independent Scrutiny

- 11.1 Consistent with Working Together 2018, independent scrutiny of the safeguarding arrangements in the City of London and Hackney is robust, objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement. It helps improve outcomes for children and young people.
- 11.2 The CHSCP's approach to independent scrutiny is built on the fundamental premise that multi-agency working neither happens by itself nor via the good will of dedicated staff. Multi-agency work needs to be harnessed and driven and must at its heart be open to independent challenge to do better.
- 11.3 Local independent scrutiny in the City of London and Hackney is led by an Independent Child Safeguarding Commissioner (ICSC). However, it is delivered by more than one role and one person. It is embedded in the culture of how the CHSCP operates and how cross-agency challenge from one agency to another can provide both a level of independence and the support needed for improvement. It is also part of a wider system which includes the independent inspectorates' assessment of safeguarding partners, relevant agencies and the partnership itself via the Joint Targeted Area Inspection's regime.
- 11.4 It similarly features as a fundamental principle of the CHSCP's Learning & Improvement Framework, reflecting the continuing commitment to drive a strong culture of constructive challenge, debate and improvement.
- 11.5 In the context of local safeguarding arrangements, independent scrutiny is focused on driving good and safe outcomes as follows:
- Agencies being subject to external inspection and positively responding to any findings and recommendations for practice improvement.

- An ICSC being appointed<sup>9</sup> by safeguarding partners and given authority to coordinate the independent scrutiny of the local child safeguarding arrangements. This person will be fundamentally independent to local safeguarding partners and relevant agencies. The ICSC will also have significant experience of operating at a senior level in the strategic coordination of multi-agency services to safeguard and promote the welfare of children.
- The ICSC providing independent leadership (through engagement, commentary and lobbying) in respect of local matters relevant to the safeguarding of children and young people.
- The ICSC holding both safeguarding partners and relevant agencies to account for their effectiveness in safeguarding children and young people. This will ensure ongoing alignment with the existing statutory arrangements for safeguarding adult boards.
- The ICSC chairing the CHSCP Strategic Leadership Team to ensure fundamental independence is built into the oversight of statutory safeguarding partners.
- The ICSC also chairing the CHSCP Executive to both facilitate meetings and hold relevant agencies to account in the context of their effectiveness and their performance against defined priorities set by safeguarding partners.
- The ICSC chairing the Case Review Group to ensure fundamentally independent decision making in respect of the commissioning and progress of reviews. Safeguarding partners delegate this decision-making function to the ICSC and ratify any decisions made.
- A Senior Professional Advisor (SPA) appointed by safeguarding partners and working on behalf of the ICSC to lead the CHSCP support team.
- The SPA chairing the Quality Assurance Group and being responsible for the delivery of the CHSCP's Learning and Improvement Framework.
- The ICSC providing an objective and independent assessment of the effectiveness of the safeguarding arrangements as part of an annual reporting

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<sup>9</sup> Safeguarding Partners are responsible for appointing or dismissing the ICSC.

cycle, in addition to independently evaluating the annual report of safeguarding partners.

- The ICSC being engaged in resolving operational disputes through the CHSCP's escalation process.
- Safeguarding partners, relevant agencies and the ICSC actively strengthening networks and building opportunities for local peer review and sector-led support. Where available, this will include independent support as negotiated with safeguarding partners in other local authority areas and/or any such support coordinated via the Local Government Association and pan-London Safeguarding Children Board.

## **12. Lead Members**

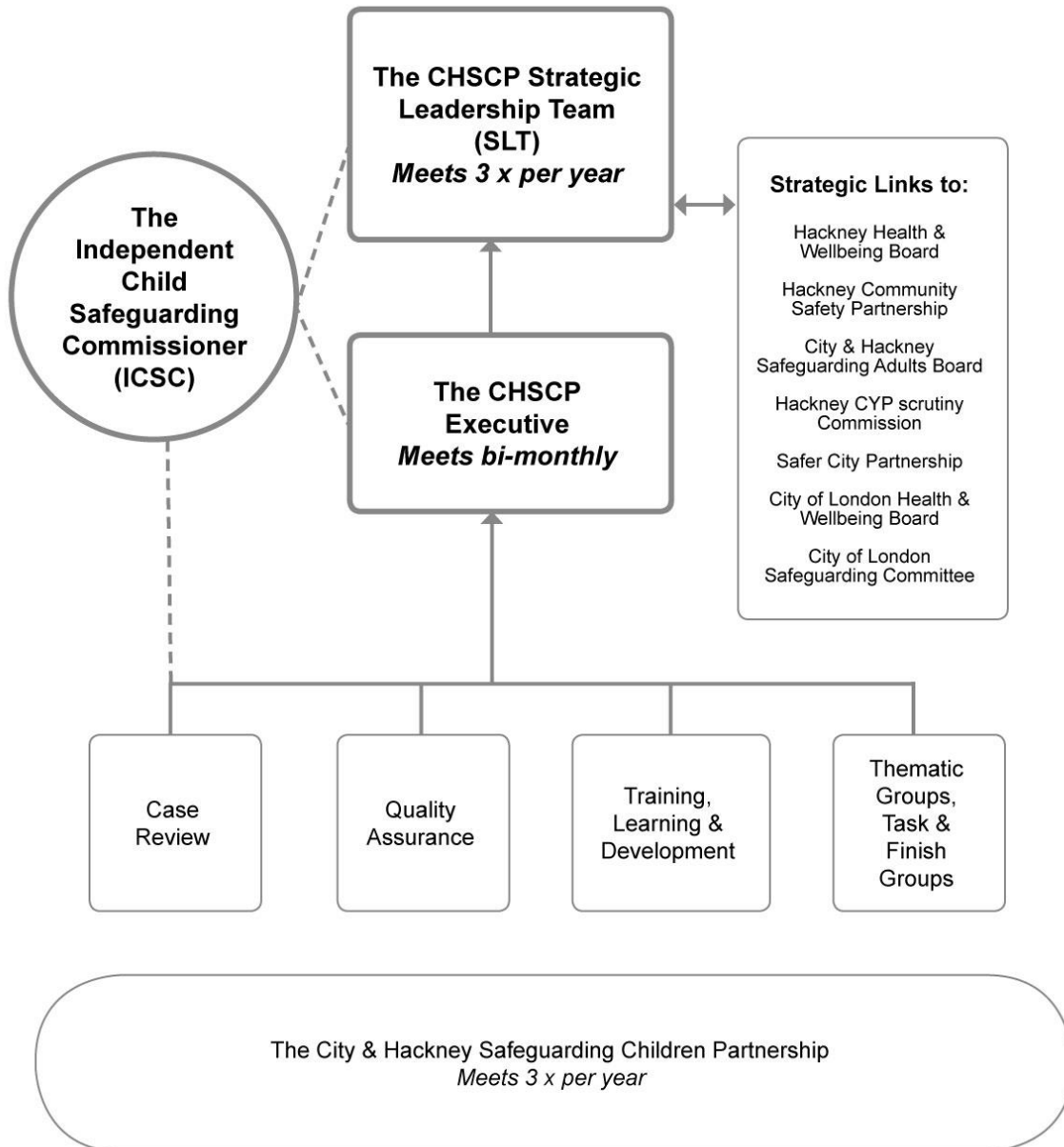
- 12.1 Lead Members will continue to participate in the CHSCP, engaging alongside safeguarding partners and relevant agencies as 'participant observers' (non-voting) in the CHSCP Executive.

## **13. Lay Members**

- 13.1 Two lay members will continue to participate in the CHSCP Executive. One representing the City of London and one representing the London Borough of Hackney. Lay members make links between the CHSCP and community groups, support stronger public engagement in local child safety issues and develop an improved public understanding of the local safeguarding arrangements.
- 13.2 The role and responsibilities of Lay Members will be subject to review in the 12 months following implementation of the safeguarding arrangements.



## 14. The CHSCP Structure



14.1 The structural arrangements supporting the CHSCP have been developed to ensure that strategy can swiftly translate into the tangible actions required to maintain and improve local safeguarding practice.

## **14.2 The CHSCP Strategic Leadership Team**

14.3 The following summary sets out the key functions of the CHSCP Strategic Leadership Team (SLT).

- The SLT comprises the safeguarding partners.
- The SLT meets 3 times per year.
- It is independently chaired by the ICSC with a nominated safeguarding partner representative being Vice-Chair (Vice-Chairs rotate annually)
- The SLT is accountable for the delivery against statutory and local requirements and provides the overarching leadership, strategy and governance framework for the CHSCP's safeguarding arrangements.
- The SLT leads on the business plan development for the partnership, agreeing priorities and monitoring progress via formal updates and the ongoing maintenance of a risk register.

## **14.4 The CHSCP Executive**

14.5 The following summary sets out the key functions of the CHSCP Executive.

- The CHSCP Executive comprises representatives from safeguarding partners and a number of relevant agencies and named / designated professionals.
- Other relevant agencies will be invited to participate / engage in the CHSCP Executive as and when required.
- The CHSCP Executive meets bi-monthly.
- It is independently chaired by the ICSC with a nominated safeguarding partner representative being Vice-Chair (Vice-Chairs rotate annually)
- The CHSCP Executive is responsible for delivering the CHSCP business plan and mitigating any identified risks.

14.6 The core membership of the CHSCP Executive includes the following agencies.

- The City of London Corporation (Community & Children's Services / Community Safety)
- Hackney Council (Children & Families Services / Hackney Learning Trust / Housing Services / Community Safety)
- The Central East BCU (MPS)
- The City of London Police
- The City & Hackney CCG
- Public Health
- Schools representatives (The City of London and Hackney)
- Health Providers (Homerton University Hospital NHS Foundation Trust and East London NHS Foundation Trust)
- Probation (The National Probation Service & The London Community Rehabilitation Company)
- CAFCASS
- Voluntary Organisations (Hackney Council for Voluntary Services)

14.7 Lead Members and Lay Members will also attend the CHSCP Executive

#### **14.8 The City & Hackney Safeguarding Children Partnership**

14.9 The following summary sets out the key functions of the City & Hackney Safeguarding Partnership.

- All professionals and volunteers within safeguarding partner and relevant agencies are members of the CHSCP. Representatives will have a role that involves them working with or coming into contact with children and young people. They may have operational responsibilities for safeguarding children, such as a Designated Safeguarding Lead.
- The CHSCP will meet 3 times per year.

- One session will incorporate the CHSCP annual conference with other multi-agency events aimed at:
  - Strengthening working relationships between all organisations.
  - Improving awareness about how the CHSCP is making a difference to people's lives and how the voices of children and young people, their families and their communities are influencing the work of the CHSCP.
  - Sharing learning from case reviews and other findings from the CHSCP's Learning & Improvement Framework.
  - Consulting on the key issues impacting upon practice, helping to identify emerging issues and participating in the development of solutions.

#### **14.10 Sub Groups / Thematic Groups / Task & Finish Groups**

14.11 Safeguarding partners will create (and dissolve) sub-groups as necessary. Safeguarding partners will also create (and dissolve) thematic or 'task and finish' groups to manage key pieces of development work. The CHSCP will operate with following core sub groups:

- Case Review
- Quality Assurance
- Training, Learning & Development

14.12 The CHSCP will continue with the following *thematic groups*:

- Vulnerable Adolescents Steering Group (City of London and Hackney)
- Early Help (City of London)

14.13 Each group will work to agreed terms of reference and be chaired by safeguarding partner representatives, the ICSC or the SPA. The frequency of meetings will depend upon the nature of the work being undertaken, but it is generally expected that groups will meet between six to eight times a year and no less than four.

## **15. Funding**

- 15.1 The funding arrangements for the CHSCP for 2019/20 will be maintained at the same level as that previously provided to the CHSCB in 2018/19.
- 15.2 A review of the funding will be undertaken during 2019 to enable the safeguarding partners to consider the future resourcing requirements, agree the level of funding provided by each safeguarding partner and confirm any contributions from relevant agencies.

## **16. Annual Reporting**

16.1 Safeguarding partners will be responsible for producing and publishing an annual report. The report will set out what they have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice. The report will also cover:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers.
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities.
- A record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision.

16.2 The ICSC will similarly produce an annual report. This will include the ICSC's independent critique of the contents of the safeguarding partners' report, alongside

referencing the activities of the ICSC in providing insight, oversight and challenge and the impact this has had on practice improvement and outcomes for children and young people.

16.3 The annual report will be presented by the lead responsible person from each safeguarding partner to their respective governance arrangements.

## **17. Learning and Improvement**

17.1 The CHSCP operates a learning and improvement framework to enable agencies to be clear about their responsibilities, to learn from experience and improve services as a result.

17.2 The ICSC is responsible for the implementation and oversight of the learning and improvement framework through the Quality Assurance Group. This ensures fundamental transparency on the interpretation and analysis of key safeguarding information, leading to meaningful challenge, change and impact in respect of performance and practice improvement. The framework includes:

- Capturing the voices of the child, family and community.
- Learning from reviews of practice.
- Auditing.
- Using data and intelligence to monitor performance.
- Capturing front-line Intelligence.
- Using external learning to improve local practice.

## **18. The Voice of the Child, Family & Community**

18.1 An effective approach to learning includes capturing the views and experiences of those directly or indirectly engaged with local services and using this intelligence to both inform and improve safeguarding practice.

- 18.2 There is already a wide range of information already collected from children, young people, families and communities by safeguarding partners and relevant agencies. The CHSCP will not duplicate this activity, but systematically gather this intelligence and use it to influence the design and delivery of services relating to safeguarding children and young people.
- 18.3 At the heart of this work is trying to understand what children and families themselves believe could have made a positive impact on their lives had agencies worked differently or indeed, what worked well, so this can be sustained.
- 18.4 In the first year following implementation, the CHSCP will prioritise a review of how it captures the authentic voice of children and young people and will seek to enhance its multi-agency practice in this regard.

## **19. Local Child Safeguarding Practice Reviews**

- 19.1 Reviews of serious child safeguarding cases, at both local and national level, can help identify learning and areas for improvement to the safeguarding system for children and young people.
- 19.2 Serious child safeguarding cases are those in which the abuse or neglect of a child is known or suspected and the child has died or been seriously harmed.
- 19.3 Serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It also covers impairment of physical health<sup>10</sup>. This is not an exhaustive list. When making decisions, judgment should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.

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<sup>10</sup> Child perpetrators may also be the subject of a review, if the definition of 'serious child safeguarding case' is met.

#### **19.4 Identification and Notification of Incidents**

19.5 The Child Safeguarding Practice Review Panel (the Panel) must be notified by a local authority when it is known or suspected that a child has been abused or neglected and either:

- a) the child dies or is seriously harmed in the local authority's area, or*
- b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England.*

19.6 The duty to notify the Panel rests with the City of London Corporation and Hackney Council. However, any person or organisation with statutory or official duties or responsibilities relating to children can recommend a case be considered for a child safeguarding practice review.

19.7 The relevant local authority must notify the Panel of any incident that meets the notification criteria within five working days of becoming aware that the incident has occurred. Notification will be undertaken using the approved online notification process.

19.8 The local authority will also report the event to all the safeguarding partners in their area (and in other areas if appropriate), the CHSCP support team and the ICSC within five working days.

19.9 The local authority must notify the Secretary of State and Ofsted where a looked after child has died, whether or not abuse or neglect is known or suspected.

#### **19.10 The Rapid Review**

19.11 Following formal notification to the Panel or the raising of a case for consideration by another agency, the CHSCP's SPA will lead on the completion of a Rapid Review. The Rapid Review will be overseen by the ICSC. The ICSC has locally delegated authority



from the safeguarding partners to independently determine whether a review is appropriate. The maintenance of independence in this regard, ensures a system of reviewing that maintains transparency at its heart.

19.12 The Rapid Review will address the following:

- The facts about the case, as far as they can be readily established at the time;
- Whether there is any immediate action needed to ensure children's safety and share any learning appropriately;
- The potential for identifying improvements to safeguard and promote the welfare of children;
- What steps they should take next, including whether or not to undertake a child safeguarding practice review.

19.13 The content of the Rapid Review will be agreed by the ICSC and shared with all safeguarding partners prior to submission to the Panel within 15 working days. The Rapid Review will include the decision about whether a local child safeguarding practice review is appropriate, or whether the case may raise issues which are complex or of national importance such that a national review may be appropriate.

#### **19.14 Guidance on decision making**

19.15 In determining whether or not a review is required, the following criteria must be considered by the ICSC:

- The case highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified;
- The case highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children;

- The case highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children;
- The case is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate.

19.16 The following circumstances should also be considered by the ICSC:

- Where the safeguarding partners have cause for concern about the actions of a single agency.
- Where there has been no agency involvement, and this gives the safeguarding partners cause for concern.
- Where more than one local authority, police area or clinical commissioning group is involved, including in cases where families have moved around.
- Where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings<sup>11</sup>.

19.17 Some cases may not meet the definition of a ‘serious child safeguarding case’, but nevertheless raise issues of importance to the City of London and /or Hackney. This might include cases where there has been good practice, poor practice or where there have been ‘*near-miss*’ events. The ICSC may choose to initiate a local child safeguarding practice review in these or other circumstances.

### **19.18 The Panel Response to the Rapid Review**

19.19 The response of the Panel to the Rapid Review will be reported back to the safeguarding partners. Should the Panel disagree with the decision of the Rapid Review, the SPA will circulate the details of the response and convene a

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<sup>11</sup> Includes children’s homes (including secure children’s homes) and other settings with residential provision for children; custodial settings where a child is held, including police custody, young offender institutions and secure training centres; and all settings where detention of a child takes place, including under the Mental Health Act 1983 or the Mental Capacity Act 2005.

meeting/telephone conference of the ICSC and safeguarding partners to consider the information provided and review the initial decision.

### **19.20 Engaging the Child / Family**

19.21 The outcome and rationale for any decision on whether or not to conduct a review will be communicated in writing to the child/family concerned by the CHSCP support team. Where possible this will also be provided in person through the practitioner currently working with the family (social worker/police officer).

19.22 Where there are ongoing criminal investigations or pending criminal proceedings, the decision about how and when to notify the family needs to involve both the police and the Crown Prosecution Service as appropriate.

### **19.23 Timescales**

19.24 Reviews will be completed and published within six months unless there are extenuating circumstances such as an ongoing criminal investigation, inquest or future prosecution.

19.25 Any delay to the completion or publication of a review recommended by the ICSC will be approved by the Strategic Leadership Team and the reasons notified to the Child Safeguarding Practice Review Panel and Secretary of State.

### **19.26 Publication**

19.27 In some circumstances, it may be inappropriate to publish a review report. In such circumstances. The ICSC, on behalf of the Strategic Leadership Team, will set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report or information relating to improvements.

19.28 Publication of Child Safeguarding Practice Reviews or information about the improvements that should be made will be via the partnership website. The NSPCC maintains a national case review repository where case reviews remain available electronically for five years.

### **19.29 Disseminating and Embedding Learning**

19.30 Disseminating and embedding learning is an important part of supporting a culture of continuous improvement. Senior leaders across all organisations will be expected to drive a culture whereby learning is effectively disseminated and embedded into the day to day practice of front-line staff. Key learning will be delivered by the following mechanisms.

- The CHSCP training programme and annual conference
- Single agency training
- CHSCP TUSK (Things You Should Know) briefings
- Single agency briefings
- Campaigns and promotional material
- Communications through CHSCP Web / Twitter
- Publication of reviews and hosting of learning seminars
- The CHSCP annual report
- Policy and protocol development
- Reflective practice and supervision of staff and volunteers
- Service team meetings that focus on how identified improvements will be implemented

## **20. Auditing**

20.1 Having a systematic auditing process in place allows the CHSCP to monitor the quality of practice and judge where there is a need to target areas for development. Auditing provides one of the best learning opportunities for both workers and organisations. It both assesses and measures the quality of professional practice and tests:

- Whether the child / young person's voice has been heard through intervention.
- Whether multi-agency practice is making a difference for children, young people and their families.
- Whether or not what is happening ought to be happening
- Whether current practice meets required standards, procedures and published guidelines
- Whether current evidence about good practice is being applied.

20.2 As a minimum, the CHSCP will engage the following auditing processes:

### **20.3 Multi-Agency Case Audits**

20.4 Multi-Agency Case Audits (MACAs) provide a valuable means of identifying key lessons for improvement alongside informing the CHSCP about the effectiveness of frontline practice.

20.5 The CHSCP maintains a MACA programme that will run throughout the year. MACAs are formally scheduled and involve a multi-agency team auditing a number of cases following a set structure. The selection of themes for audit are guided by the knowledge arising from the identified learning as part of the learning and improvement framework; including local professional knowledge and feedback from children, families and communities that identifies possible practice issues.

20.6 Frontline practitioners and managers are involved. Parents and young people will be involved wherever possible. The MACA process focuses on the child's lived experience, the quality and impact of practice and involves 'appreciative elements', to highlight what worked well in cases as well as areas for action.

20.7 Lessons and recommendations for practice improvement are identified and reported to safeguarding partners and relevant agencies via the Quality Assurance Sub Group.

### **20.8 Single-Agency Audits**

20.9 Multi-agency audits are complimentary to single agency case auditing undertaken by safeguarding partners and relevant agencies as part of their internal assurance processes. Relevant findings and recommendations are reported to safeguarding partners and relevant agencies via the Quality Assurance Sub Group.

### **20.10 Section 11 Audits**

20.11 Section 11 of the Children Act 2004 requires a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

20.12 Partner agencies self-evaluate their compliance with Section 11 using an on-line audit tool reflecting a range of safeguarding standards. The Section 11 audit process is further supported by peer reviews to further test compliance and a staff survey to triangulate results from safeguarding partners and relevant agencies.

### **20.13 Section 175 and 157 Audits**

20.14 Section 175 of the Education Act 2002 came into effect on the 1 June 2004. Section 175 requires school governing bodies, local education authorities and further education institutions to make arrangements to safeguard and promote the welfare of

children. Similar requirements are in place for proprietors of Independent Schools under Section 157 of the Education Act 2002.

20.15 The CHSCP monitors the effectiveness of safeguarding arrangements in schools and undertakes an audit cycle consistent with the Section 11 audit process. The findings are analysed with suggested improvements made to assist schools who have not yet reached the required standard.

## **21. Data**

21.1 The CHSCP will oversee an agreed dataset that monitors key points in the '*journey of the child*'. Its use allows for the identification of themes, patterns and trends relating to safeguarding activity. This information is used to support and challenge both safeguarding partners and relevant agencies in respect of their performance, on both an individual and multi-agency perspective.

21.2 The CHSCP data set utilises the Children's Safeguarding Information Framework and other locally defined safeguarding metrics. The Quality Assurance Group is responsible for reviewing this data alongside other qualitative information as part of a rolling cycle.

21.3 In its first year of operation, the CHSCP will prioritise a review of existing analytical capabilities across the partnership. The intention will be to develop a much more dynamic approach to the harvesting and analysis of relevant intelligence for the use of safeguarding partners in identifying key threats, themes, patterns and trends.

## **22. Front-Line Intelligence**

22.1 Engagement with front-line staff, first-line managers, Child Protection Chairs and Independent Reviewing Officers helps the CHSCP understand their experiences of

what is working well and what isn't. This is key for the CHSCP in gaining a transparent understanding of the realities of front-line child protection / safeguarding work.

22.2 The CHSCP will facilitate such engagement via the following mechanisms:

- Front-line visits / listening events
- Feedback through CHSCB training / conferences
- Staff Surveys
- IRO feedback

## **23. External Learning**

23.1 Opportunities for learning from national reviews, feedback from corporate structures and other forums external to the CHSCP are equally relevant to how the local safeguarding systems in the City and Hackney improve.

23.2 The CHSCP takes account of such learning and ensures it is appropriately disseminated or included in related action plans targeting service improvement.

## **24. Training and Development**

24.1 The CHSCP provides a range of inter-agency training and development opportunities for staff and volunteers working within the City of London and Hackney. These are designed to meet the diverse needs of staff at different levels across the wide range of agencies that work with children or adult family members.

24.2 Training and development sessions delivered by the CHSCP address generic skills around recognition and response to possible abuse, alongside focussing on areas of practice prioritised by the CHSCP at any given time. Learning from local and national reviews is always fully integrated in course material.



24.3 The CHSCP's approach to training and development is underpinned by:

- A clear strategy for commissioning
- A defined programme for delivery and;
- A robust framework for monitoring and evaluation.

## 25. Threshold Tools

25.1 Consistent with Working Together 2018, safeguarding partners have approved and published guidance which sets out the local criteria for action in a way that is transparent, accessible and easily understood.

25.2 This guidance is set out within the relevant threshold tools covering the City of London and Hackney. These documents cover:

- The process for the early help assessment and the type and level of early help services to be provided;
- The criteria, including the level of need, for when a case should be referred to local authority children's social care for assessment and for statutory services under:
  - Section 17 of the Children Act 1989 (children in need);
  - Section 47 of the Children Act 1989 (reasonable cause to suspect a child is suffering or likely to suffer significant harm);
  - Section 31 of the Children Act 1989 (care and supervision orders);
  - Section 20 of the Children Act 1989 (duty to accommodate a child).

25.3 Clear procedures and processes for cases relating to the abuse, neglect and exploitation of children, children managed within the youth secure estate and disabled children are set out in the Pan-London CP Procedures.

- 25.4 **The City of London Thresholds of Need** document offers guidance on a multi-agency, whole-system approach to assessment, prevention and intervention for children, young people and their families across the City of London. The guidance supports the Common Assessment Framework (CAF).
- 25.5 The City of London Thresholds of Need is based on a 'Continuum of Need' model. This gives consistency for professionals, sets out a dynamic and needs-led framework which, when used effectively, can match the child or young person's needs with the appropriate assessment and provision. This makes sure that the right help is given at the right time.
- 25.6 **The Hackney Resource Guide for Professionals** includes the Hackney Wellbeing Framework that sets out the criteria for action. This document also provides guidance on how to identify needs and risks associated with contextual safeguarding.
- 25.7 The Resource Guide includes a comprehensive directory of services, from health through to education and youth services, as well as adult services, in recognition that much of the work with children also involves work with the adults around them. The directory includes contact details, a service description, access criteria and referral processes for each service.

## **26. Information Requests**

- 26.1 Safeguarding partners may require any person or organisation or agency to provide them, any relevant agency for the area, a reviewer or another person or organisation or agency, with specified information. This must be information which enables and assists the safeguarding partners to perform their functions to safeguard and promote the welfare of children in their area, including as related to local and national child safeguarding practice reviews.

26.2 The person or organisation to whom a request is made must comply with such a request and if they do not do so, the safeguarding partners may take legal action against them. As public authorities, safeguarding partners should be aware of their own responsibilities under the relevant information law and have regard to guidance provided by the Information Commissioner's Office when issuing and responding to requests for information.

## **27. Dispute Resolution**

27.1 Safeguarding partners and relevant agencies in the City of London and Hackney must act in accordance with these arrangements and will be expected to work together to resolve any disputes locally. For any professional disputes, all agencies are expected to follow and promote the use of the CHSCP's escalation policy.

27.2 Public bodies that fail to comply with their obligations under law are held to account through a variety of regulatory and inspection activity. In extremis, any non-compliance will be referred to the Secretary of State.

## **28. The CHSCP Support Team**

28.1 The CHSCP retains a dedicated team of staff who support all aspects of the CHSCP's work.

## **29. Amendments to the Safeguarding Arrangements**

29.1 The safeguarding arrangements will be reviewed annually by the safeguarding partners or at a time prescribed by changes in legislation and/or statutory guidance.

29.2 Any proposed change must be agreed by all safeguarding partners. Where no agreement can be reached, safeguarding partners should engage ICSC to facilitate resolution.

## Appendix 1: Relevant Agencies

The agencies listed under part 4 of the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 are relevant agencies for the purposes of section 16E(3) of the Act, to the extent that their activities are carried out in England.

### Education and childcare

- The proprietor of an Academy school within the meaning given by section 1A of the Academies Act 2010(1).
- The proprietor of a 16-19 Academy within the meaning given by section 1B of the Academies Act 2010.
- The proprietor of an alternative provision Academy within the meaning given by section 1C of the Academies Act 2010.
- The governing body of a maintained school within the meaning given by section 20(7) of the School Standards and Framework Act 1998(2).
- The governing body of a maintained nursery school within the meaning given by section 22(9) of the School Standards and Framework Act 1998.
- The governing body of a pupil referral unit within the meaning given by section 19(2) of the Education Act 1996(3).
- The proprietor of an independent educational institution registered under section 95(1) of the Education and Skills Act 2008(4).
- The proprietor of a school approved under section 342 of the Education Act 1996(5).
- The proprietor of a Special post-16 institution within the meaning given by section 83(2) of the Children and Families Act 2014(6).
- The governing body of an institution within the further education sector within the meaning given by section 91(3) of the Further and Higher Education Act 1992(7).
- The governing body of an English higher education provider within the meaning of section 83 of the Higher Education and Research Act 2017(8).
- Any provider of education or training—
- (a) to which Chapter 3 of Part 8 of the Education and Inspections Act 2006(9), and
- (b) in respect of which funding is provided by, or under arrangements made by, the Secretary of State.
- A person registered under Chapter 2, 2A, 3 or 3A of Part 3 of the Childcare Act 2006(10).
- The provider of a children's centre within the meaning given by section 5A(4) of the Childcare Act 2006(11).

## Health and Social Care

- The National Health Service Commissioning Board (known as NHS England) as established under section 1H (1) of the National Health Service Act 2006(12).
- An NHS trust established under section 25 of the National Health Service Act 2006.
- An NHS foundation trust within the meaning given by section 30 of the National Health Service Act 2006(13).
- The registered provider of an adoption support agency within the meaning given by section 8(1) of the Adoption and Children Act 2002(14).
- The registered provider of a registered adoption society within the meaning given by section 2 of the Adoption and Children Act 2002(15).
- A registered provider of a fostering agency within the meaning given by section 4 of the Care Standards Act 2000(16).
- A registered provider of a children's homes within the meaning given by section 1 of the Care Standards Act 2000(17).
- A registered provider of residential family centre within the meaning given by section 4(2) of the Care Standards Act 2000.
- The registered provider of a residential holiday schemes for disabled children within the meaning given by regulation 2(1) of the Residential Holiday Schemes for Disabled Children (England) Regulations 2013/1394(18).

## Local Government

- District Councils within the meaning given by section 1(1) of the Local Government Act 1972(19).

## Criminal Justice

- The Children and Family Court Advisory and Support Service (Cafcass) as established under section 11 of the Criminal Justice and Court Services Act 2000(20).
- A governor of a prison in England (or, in the case of a contracted out prison, its director)
- Providers of probation services as defined by section 3(6) of the Offender Management Act 2007(21).
- The principal of a secure college.
- The governor of a secure training centre (or, in the case of a contracted out secure training centre, its director).
- The governor of a young offender institution (or, in the case of a contracted out young offender institution its director) (22).
- Youth offending teams as established under section 39 of the Crime and Disorder Act 1998(23).

## Police and Immigration

- The British Transport Police as established under section 18(1) the Railways and Transport Safety Act 2003(24).
- The Common Council of the City of London in its capacity as a police authority.
- Port Police Forces as established under an order made under section 14 of the Harbours Act 1964(25), under Part 10 of the Port of London Act 1968(26), or under section 79 of the Harbours, Docks and Piers Clauses Act 1847 (c.27)(27).
- Any person or body for whom the Secretary of State must make arrangements for ensuring the discharge of functions under section 55 of the Borders Citizenship and Immigration Act 2009(28).

## Miscellaneous

- Charities within the meaning given by section 1 of the Charities Act 2011(29).
- Religious Organisations as set out in regulation 34 of, and Schedule 3 to, the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012(30).
- Any person or body involved in the provision, supervision or oversight of sport or leisure.

## Locally Defined Relevant Agencies

- All out of school settings providing tuition, training, instruction or activities without the supervision of parents or carers. The following is a non-exhaustive list of what is considered to be an out-of-school setting:
  - Tuition or learning centres (which may be used to support mainstream, or home education) e.g. in term time or holiday courses in key stage 1-4 curriculum;
  - English and mathematics skills; examination preparation (i.e. SATs, GCSE, A Level and 11 plus / school entry exams) etc;
  - Extracurricular clubs or settings, e.g. ballet classes, gymnastic training, sports tuition, instrumental music tuition, martial arts training, drama classes, etc;
  - Uniformed youth organisations, e.g. the Scouts and Guides;
  - Open access youth providers, e.g. centre-based and detached youth work;
  - Supplementary schools or what are sometimes called complementary schools, e.g. those offering support or education in addition to the mainstream, or core learning, and which operate after school hours or during the weekend;
  - Private language schools, including those for children coming from abroad;
  - Religious settings which offer education in their own faith, e.g. Jewish yeshivas and chedarim, Muslim madrassahs, Hindu OOSS, Sikh OOSS, Christian Sunday schools, etc.
- Social Housing providers