



Safeguarding Arrangements

The City & Hackney Safeguarding Children Partnership

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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 Act 2004 (as amended by the Children and Social Work Act 2017) and the statutory guidance issued within Working Together to Safeguard Children 2018.
- 1.2 The CHSCP's safeguarding arrangements define how safeguarding partners, relevant agencies and other organisations work together to coordinate their safeguarding services. They include details about how safeguarding partners 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 These arrangements, whilst acknowledging the broader spans of control of some safeguarding partners¹, have been written to provide a clear focus on the safeguarding contexts in the City of London and Hackney.

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¹ The North East London Clinical Commissioning Group is responsible for planning, buying and monitoring health services across eight local authority areas. The Central East Basic Command Unit of the Metropolitan police Service covers Hackney and Tower Hamlets

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. The recommendations from the Wood Report were subsequently embedded in statute on 27 April 2017, with the granting of Royal Assent to the Children and Social Work Act 2017. As a consequence, four important areas of change followed.
- 2.2 Firstly, LSCBs, set up by local authorities were 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.
- 2.3 Secondly, the system of Serious Case Reviews was 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.
- 2.4 Thirdly, an independent *Child Safeguarding Practice Review Panel* was created and has been 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.
- 2.5 Fourthly, local authorities and clinical commissioning groups were specified as '*child death review partners*' and operate to new child death review arrangements. These new arrangements facilitate a wider geographic footprint and meet 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 The CHSCP is committed to working 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 We want 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, the adults involved in their lives², 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 Our 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 our activity is underpinned by the following principles:

² The CHSCP continues to promote Think Family. It also continues to implement practice improvement that focuses on Adult Males connected to children and tackling '[The Myth of Invisible Men](#)'.

- **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 in the City of London and the London Borough of Hackney.
- **Active Anti-Racist practice is key.** The CHSCP’s safeguarding arrangements are proactively anti-racist. Our focus in this context moves beyond the rhetoric and is evident in our leadership, our practice and in the outcomes of the children, young people, and families we engage. (see below)
- **The voice of children, young people and families.** We will engage with children, young people and their families, using their lived experience to inform the way we work. Their voices help both design and improve our 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, learning and improvement.** We will enable the CHSCP to learn from the lived experience of children and continuously improve the quality of multi-agency practice.

5. Our Commitment to Active Anti-Racist Practice

5.1 The CHSCP condemns racism in all its forms. For too long, Black and Global Majority children have grown up in a racialised society where their lived experience has been

characterised by racism, disproportionality, inequality and adultification. As a result, many have fared worse in education, health, safeguarding, employment & criminal justice settings. This is not what we want or expect for our young people and our communities.

- 5.2 We believe in the importance of our multi-agency system not just being anti-racist, but actively anti-racist. This reflects our fundamental commitment to eradicate systemic racism, discrimination and injustice. Only by doing so will we be able to effectively safeguard all our young people.
- 5.3 Through our collective leadership, we will model our values and promote a way of working that puts active anti-racism front and centre. This will be seen in the strategies we develop, the decisions we take and the people we employ. Critically, active anti-racist practice will be evidenced in the behaviours of our staff and volunteers, the example they set and the challenges they make.
- 5.4 The aim and outcome we seek is for a tangible change that goes beyond mere words. Through a relentless focus on improvement and challenge, Black and Global Majority children and families will see, hear and feel the difference.

6. Purpose of the CHSCP

- 6.1 The purpose of our 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.

6.2 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.

6.3 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 statutory safeguarding partners of the CHSCP 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.

7. The Safeguarding Partners

7.1 The statutory 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 partners³ in the City of London and the London Borough of Hackney comprise the following organisations:

- Hackney Council
- The City of London Corporation

³ 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.

- The North-East London Clinical Commissioning Group (CCG)
- The Metropolitan Police Service (MPS)
- The City of London Police

7.2 Safeguarding partner duties within the CHSCP's arrangements have not been delegated to partners in one local authority area. As such, safeguarding partners in both the City of London and Hackney retain an equal and joint responsibility for the arrangements in their respective areas.

7.3 The **Lead Representatives** for safeguarding partners are:

- **Mark Carroll, Chief Executive of Hackney Council**
- **John Barradell, The Town Clerk of the City of London Corporation**
- **Zina Etheridge, Accountable Officer & CEO Designate of the ICB⁴, NEL CCG**
- **Marcus Barnett, The Commander of the MPS Central East BCU**
- **Angela McLaren, Commissioner, City of London Police**

7.4 Lead representatives are expected to play an active role in the CHSCP arrangements. Beyond engagement within their respective agencies and 1:1s with the Independent Child Safeguarding Commissioner, safeguarding partners in the City of London and Hackney will formally meet twice a year. This arrangement will help ensure that those leaders with statutory accountability are sighted on key areas of progress and risk.

7.5 Whilst remaining accountable for any actions or decisions taken on behalf of their agency, lead representatives have each nominated senior officers to ensure full participation with these arrangements⁵. This group meet as the **CHSCP Executive**. Both lead representatives and their delegates can:

- Speak with authority for the safeguarding partner they represent.

⁴ Integrated Care Board

⁵ The Metropolitan Police Service representative is the only exception in this regard.

- 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.

7.6 The CHSCP Executive comprises:

- **Andrew Carter, The Director of Children and Community Services (The City of London Corporation)**
- **Jacque Burke, Group Director of Children & Education (Hackney Council)**
- **Amy Wilkinson, Programme Director, Children & Maternity Services (NEL CCG)**
- **Marcus Barnett, Commander (Central East BCU, MPS)**
- **Umer Khan, Commander (City of London Police)**
- **Annie Gammon, Director of Education (Hackney Council)**

7.7 Safeguarding partners will continue to ensure the ongoing strategic alignment with other multi-agency forums as defined by inter-board protocols and the 'Joint Chairs Meeting'. These arrangements 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.

7.8 In situations that require a single point of leadership, the CHSCP Executive will decide on which partner will take the lead on relevant issues that arise. Where there are disagreements that cannot be resolved by the CHSCP Executive, these will be escalated to the lead representatives.

8. Geographic Area

8.1 The geographic footprint covered by the CHSCP is defined by the boundaries of the City of London Corporation and the London Borough of Hackney.

- 8.2 Our structure 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.
- 8.3 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 London Child Protection Procedures include guidance for circumstances where a child and / or their family is living in another area or moving between areas.

9. Relevant Agencies

- 9.1 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.
- 9.2 A defined number of relevant agencies will meet regularly with safeguarding partners through the **City of London Safeguarding Children Partnership Board** and the **Hackney Safeguarding Children Partnership Board**.
- 9.3 The relevant agencies to which the CHSCP's safeguarding arrangements apply includes all those agencies defined in part 4 of the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 (Appendix 1). They include:
- 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 Probation Service (London Division)

- 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 work with or come into contact with children and their families.

9.4 It is important to note that all services and departments within safeguarding partner agencies also have a responsibility to cooperate in the context of these arrangements. This includes:

- Public Health
- The City of London Education & Learning Service
- The City of London Youth Services⁶
- Hackney Education
- Young Hackney
- Adult Services in both the City of London and Hackney
- 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.
- British Transport Police (BTP)

⁶ Youth services in the City of London are provided by the London Borough of Tower Hamlets.

10. Schools, Educational and Early Years Settings

10.1 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. All are designated as relevant agencies within the CHSCP's safeguarding arrangements and have a statutory duty to cooperate with safeguarding partners. Full engagement and contribution will be facilitated as follows;

- The Director of Hackney Education being a standing member of the CHSCP Executive, providing expertise into safeguarding and the education sector.
- In the City of London, engagement of all 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 Children's Centres will continue to 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.
- Schools, educational establishments and early years settings will also be engaged as part of the CHSCP's Learning and Improvement Framework and other activity as required. This may include representation at CHSCP Sub Groups and Thematic Groups.
- The range of support and services available for schools and colleges is set out [HERE](#).

11. Youth Custody & Residential Homes

11.1 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 homes⁷ locally either now or in the future, will be named as relevant agencies to these safeguarding arrangements.

12. Named Organisations

12.1 Safeguarding partners can also include in their arrangements any other organisation not named in the relevant agency regulations. Whilst not under the same statutory duty, there remains an expectation of cooperation, with compliance being supported by defined legal powers. For example, Section 16H of the Children Act 2004 contains a wider power exercisable by the safeguarding partners to request a '*person or body*' to provide information to them⁸. There is no limitation or definition of '*person or body*' therefore the request can be made to anyone.

12.2 Local organisations named by the CHSCP are set out in Appendix 2 and include:

- All Out of School Settings (OOSS) providing tuition, training, instruction or activities without the supervision of parents or carers. At present, this includes settings such as Yeshivas.
- Social Housing providers

13. Unregistered Educational Settings

13.1 Unregistered Educational Settings (UES) in the City and Hackney are designated as named organisations. Whilst existing in a variety of different context, UES in respect of

⁷ Children's homes include residential special schools, secure children's homes, and children's homes.

⁸ pursuant to enabling or assisting the performance of functions conferred to safeguarding partners by [Section 16E of the Children Act 2004](#). i.e. to assist safeguarding partners to make arrangements to safeguard children and work together to identify and respond to the needs of children.

the CHSCP's safeguarding arrangements chiefly (but not exclusively) relate to the education of boys within the Charedi Orthodox Jewish community in the Stamford Hill area. These settings, known as Yeshivas (and other UES) are NOT independent schools. The definition of an independent school is currently set out in section 463 of the Education Act 1996 and, in broad terms, is a school which provides full-time education for five or more pupils of compulsory school age, or one or more such pupil who has an Education and Care Plan (EHC) or is 'looked after' by a local authority.

- 13.2 They encompass settings which whilst meeting the test for being full-time and providing education to compulsory school age children, teach a curriculum that is too narrow for the setting to constitute a 'school'.
- 13.3 Large numbers of local children attend Yeshivas but remain outside the line of sight of safeguarding professionals. There is no direct mechanism to ensure that the premises within which children congregate are safe; that the infrastructure is sound; environment appropriate or that contemporary safer recruitment practices are being applied to those working frequently and routinely with children.
- 13.4 The government has set out its commitment to bring UES within a framework that requires their registration and regulation via the Schools Bill and the CHSCP expects all UES to cooperate with its safeguarding arrangements. The CHSCP has published a protocol⁹ covering the operational framework in respect of UES in Hackney.

14. Independent Scrutiny

- 14.1 Consistent with Working Together 2018, independent scrutiny of the safeguarding arrangements in the City of London and Hackney acts as a constructive critical friend and promotes reflection to drive continuous improvement. It helps improve outcomes for children and young people.
- 14.2 The CHSCP's approach to independent scrutiny is built on the fundamental premise

⁹ [CHSCP Hackney UES Protocol](#)

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.

14.3 Local independent scrutiny in the City of London and Hackney is led by an **Independent Safeguarding Children Commissioner (ISCC)**. 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.

14.4 It similarly features as a fundamental principle of the CHSCP's approach to learning and improvement, reflecting the partnership's commitment to independent challenge and support.

14.5 The CHSCP's independent scrutiny is focused on achieving good and safe outcomes as follows:

- Agencies being subject to external inspection and positively responding to any findings and recommendations for practice improvement.
- An ISCC being appointed¹⁰ by safeguarding partners and given authority to coordinate the independent scrutiny of the local child safeguarding arrangements. This includes safeguarding partners granting the ISCC a '*right to roam*' and the ability to access relevant information to test the sufficiency of the CHSCP's safeguarding arrangements.
- The ISCC will be fundamentally independent to local safeguarding partners and relevant agencies. The ISCC will also have significant experience of operating at a senior level in the strategic coordination of multi-agency services to safeguard and

¹⁰ Safeguarding Partners are responsible for appointing or dismissing the ISCC.

promote the welfare of children.

- The ISCC providing independent leadership (through engagement, commentary, and lobbying) in respect of local matters relevant to the safeguarding of children and young people.
- The ISCC 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 ISCC chairing the CHSCP Executive to ensure fundamental independence is built into the oversight of statutory safeguarding partners.
- The ISCC also chairing the Safeguarding Children Partnership Boards in the City and Hackney to 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 ISCC chairing the Case Review Sub Group to ensure fundamentally independent decision making in respect of the instigating and oversight of reviews.
- A Senior Professional Advisor (SPA) being appointed by safeguarding partners and working on behalf of the ISCC to lead the CHSCP support team.
- The SPA chairing the Quality Assurance Sub Group and being responsible for the delivery of the CHSCP's Learning and Improvement Framework.
- The ISCC providing an objective and independent assessment of the effectiveness of the safeguarding arrangements as part of an annual reporting cycle.
- The ISCC being engaged in resolving operational disputes through the CHSCP's escalation process.
- Safeguarding partners, relevant agencies and the ISCC 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 Partnership.
- The CHSCP commissioning external scrutiny as part of its Learning and Improvement Framework to help provide independent reassurance on the quality of

practice.

- A Scrutiny Oversight Panel (SoP) meeting twice yearly to provide strategic insight, collective oversight and coordination of all scrutiny activity relating to the safeguarding children in the City of London and Hackney. The SoP is chaired by the ISCC.

15. Lead Members

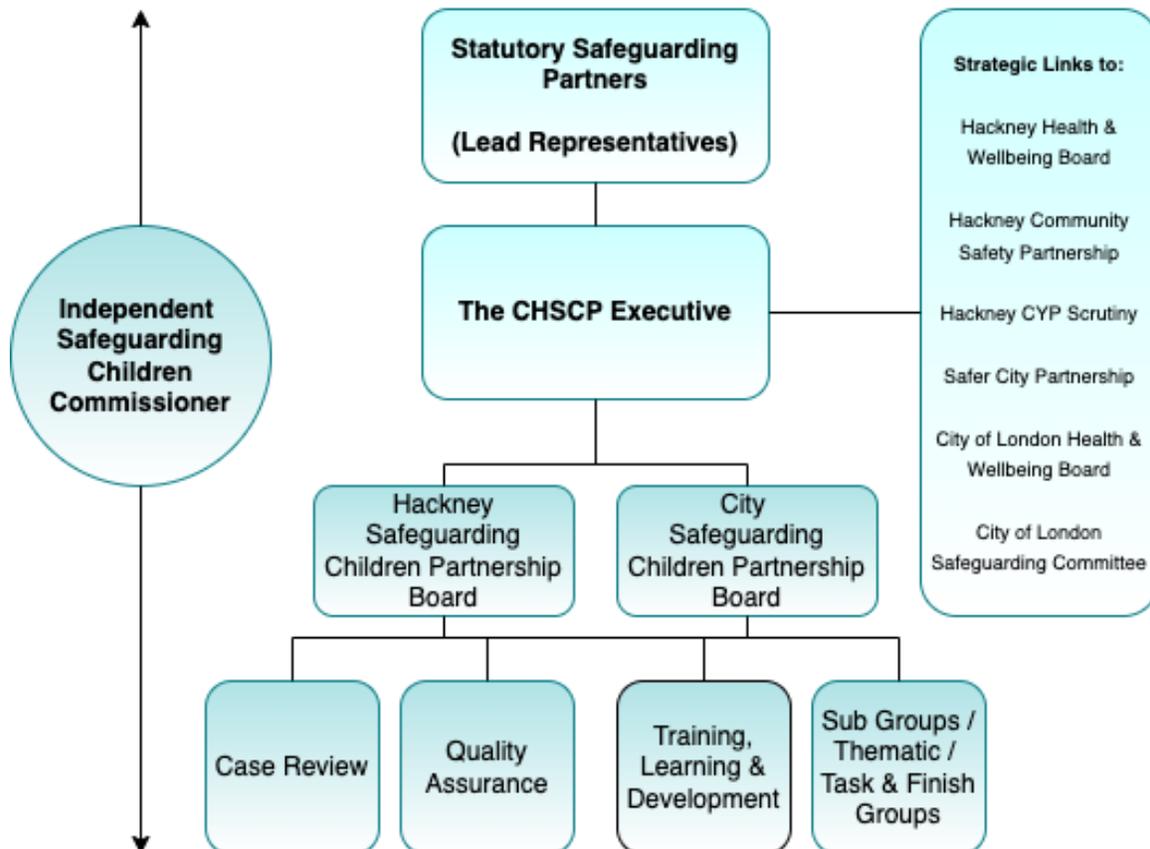
- 15.1 Lead Members will continue to participate in the CHSCP. They will engage alongside safeguarding partners and relevant agencies as 'participant observers' (non-voting) in the Safeguarding Children Partnership Boards in the City and Hackney.

16. Lay Members

- 15.1 Lay members can participate in the Safeguarding Children Partnership Boards. Lay members can 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.

17. The CHSCP Structure

17.1 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.



17.2 Statutory Safeguarding Partners – Lead Representatives

17.3 The lead representatives of safeguarding partners will meet as part of a ‘Safeguarding Assurance Meeting’ at a minimum of twice yearly. Meetings will be chaired by the ISCC, who will also maintain contact with safeguarding partners via routine 1:1s.

17.4 This purpose of this meeting will be to ensure that those leaders with the statutory accountability for safeguarding children remain sighted on key areas of progress and risk.

17.5 The CHSCP Executive

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

- The Executive comprises the statutory safeguarding partners – either lead representatives or delegates.
- The Executive meets 4 times per year as a minimum.
- It is independently chaired by the ISCC with a nominated safeguarding partner representative being Vice-Chair (Vice-Chairs rotate annually)
- The Executive 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 Executive 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.

17.7 The CHSCP Safeguarding Children Partnership Boards

17.8 The following summary sets out the key functions of the Safeguarding Children Partnership Boards operating in the City of London and Hackney.

- The Safeguarding Children Partnership Boards comprise representatives from safeguarding partners and several relevant agencies and named / designated professionals.
- Other relevant agencies will be invited to participate / engage in the Safeguarding Children Partnership Boards as and when required.
- The Safeguarding Children Partnership Boards meet at a minimum of quarterly.
- They are independently chaired by the ISCC with a nominated safeguarding partner representative being Vice-Chair (Vice-Chairs rotate annually)
- The Safeguarding Children Partnership Boards are responsible for delivering the CHSCP business plan and mitigating any identified risks.

17.9 Sub Groups / Thematic Groups / Task & Finish Groups

17.10 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 the following core sub groups:

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

17.11 The CHSCP will also operate / oversee the following standing *thematic groups*:

- **Safeguarding Adolescents Steering Group (City of London and Hackney)**
- **Early Help (City of London and Hackney)**
- **The Hackney MASH Steering Group**
- **The City of London Safeguarding Education Forum**

17.12 Each group will work to agreed terms of reference and be chaired by a safeguarding partner representative, the ISCC 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.

18. Funding

18.1 Funding arrangements for the CHSCP are reviewed and set annually by safeguarding partners.

19. Annual Reporting

19.1 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. Annual reporting will align with the lessons for improvement identified by the What Works Centre and the Child Safeguarding Practice Review Panel.¹¹ The report will also cover:

- The **evidence, assurance, learning** and **impact** of the work of the CHSCP, 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.

20. Learning and Improvement Framework

20.1 The CHSCP operates a learning and improvement framework to enable agencies to be clear about their responsibilities, to learn from experience and improve practice. The ISCC 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.

¹¹ [Analysis of Safeguarding Partners' Yearly Annual Reports 2019-20](#)

- Using data and intelligence to monitor performance.
- Capturing front-line Intelligence.
- Using external learning to improve local practice.

21. The Voice of the Child, Family & Community

- 21.1 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.
- 21.2 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.
- 21.3 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.
- 21.4 All organisations to whom these arrangements apply will be expected to help facilitate access to children and young people as part of any targeted engagement activity agreed by the CHSCP.

22. Local Child Safeguarding Practice Reviews

- 22.1 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.
- 22.2 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.

22.3 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 health¹². 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.

22.4 Identification and Notification of Incidents

22.5 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.*

22.6 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.

22.7 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.

22.8 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 ISCC within five

¹² Child perpetrators may also be the subject of a review, if the definition of 'serious child safeguarding case' is met

working days.

22.9 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.

22.10 The Rapid Review

22.11 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 ISCC. The ISCC has locally delegated authority from the safeguarding partners to independently determine whether a local child safeguarding practice should be instigated. Safeguarding partners ratify the decision of the ISCC. These arrangements promote a system that maintains transparency at its heart, without diluting the statutory accountability of safeguarding partners.

22.12 If a child or young person has died, the Rapid Review process may form part of the Joint Agency Response (JAR) meeting held following the unexpected death of a child. This will only take place where the SPA is chairing the JAR meeting.

22.13 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.

22.14 The content of the Rapid Review will be agreed by the ISCC, shared with safeguarding partners and submitted to the Panel within 15 working days. The Rapid Review will include the decision about whether a local child safeguarding practice review is

appropriate. It will set out an opinion as to whether a national review may be appropriate.

22.15 Any disagreements about the decision to instigate a review will be managed via an extraordinary meeting of the ISCC and safeguarding partners. Where one or more safeguarding partner disagrees with the decision to instigate a review, this will be managed via an extraordinary meeting of the ISCC and the CHSCP Executive. This meeting will be held within the 15 day timescale for submitting the Rapid Review report to the Child Safeguarding Practice Review Panel.

22.16 Guidance on decision making

22.17 In determining whether or not a local child safeguarding practice review is required, the following criteria must be considered:

- 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.

22.18 The following circumstances should also be considered:

- 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 settings¹³.

22.19 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. In these or other circumstances, whilst a notification is not needed, a local child safeguarding practice review can be initiated. Such cases can be brought to the attention of the Case Review Sub Group by submitting a '[Case for Consideration](#)' form.

22.20 The Panel Response to the Rapid Review

22.21 The response of the Panel to the Rapid Review will be reported back to the ISCC and safeguarding partners. Should the Panel disagree with the decision of the Rapid Review, the ISCC and safeguarding partners will consider the Panel's rationale and review the initial decision.

22.22 Engaging the Child / Family

22.23 The outcome and rationale for any decision on whether or not to conduct a local child safeguarding practice 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).

22.24 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.

¹³ 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

22.25 Timescales

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

22.27 Any delay to the completion or publication of a review recommended will be approved by the ISCC and CHSCP Executive. The reasons will be notified to the Child Safeguarding Practice Review Panel and Secretary of State.

22.28 Publication

22.29 Where publishable, final reports should be sent to the Panel, the Secretary of State for Education and Ofsted no later than seven working days before publication.

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

22.31 Publication of local child safeguarding practice review will be via the CHSCP's website. The report will also be submitted to the NSPCC's national case review repository, where case reviews remain available electronically for five years.

22.32 Disseminating and Embedding Learning

22.33 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

23. Auditing

23.1 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 practice is actively anti-racist and demonstrates practitioners recognising racism, doing something about it, improving outcomes for children and identifying whether any further response is needed.
- 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.

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

23.3 Multi-Agency Case Audits

23.4 *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.

23.5 The CHSCP maintains a MACA programme that will run throughout the year. MACAs are formally scheduled and involve a multi-agency team auditing several cases / themes following a set structure. The selection of themes for audit are guided by the local intelligence; including professional knowledge and feedback from children, families and communities that identifies possible practice issues.

23.6 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', that highlight what worked well in cases as well as areas for action.

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

23.8 Single-Agency Audits

23.9 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 the Quality Assurance Sub Group.

23.10 External Auditing

23.11 The CHSCP may, on occasions, commission *external auditing* as part of its approach to independent scrutiny.

23.12 Safeguarding Self-Assessments

22.13 The CHSCP's *Safeguarding Self-Assessment Framework* is structured on several minimum standards to help organisations make children safer. It replaces the Section 11 audits and Section 157 / 175 audits and is intended to make the process easier to access and update.

23.13 Whether an organisation is a safeguarding partner, a relevant agency or named organisation, there is an expectation that a self-assessment is undertaken when one is requested by the CHSCP.

23.14 The Safeguarding Self-Assessment process involves the completion of an on-line tool. There are three different formats depending on the size and type of organisation.

22.15 Child Safeguarding Statements

22.16 The CHSCP operates an additional process to help strengthen safeguarding leadership and accountability. This involves the requirement for organisations to complete a *Child Safeguarding Statement*.

22.17 Child Safeguarding Statements should be developed by organisations once a self-assessment has been completed and they have considered whether there are any practices or features that have the potential to put children at risk.

22.18 This 'risk assessment exercise' does not need to follow a prescribed format. Once completed, organisations will be required to develop a Child Safeguarding Statement. These are written statements that specify the following:

- The nature of the organisation and the services being provided.
- The organisation's commitment to child safeguarding.
- An overview of the measures in place to ensure that children are protected from harm. It may also refer to more detailed policies which can be made available on request.

- Any potential risks to a child that have been identified and the actions in place to mitigate these.

22.20 Child Safeguarding Statements must be signed by the Chief Executive Officer or equivalent. For schools, both the Headteacher and Chair of Governors must sign. For charities, both the CEO and the Chair of Trustees must sign.

22.21 Child Safeguarding Statements must be shared with all staff members / volunteers. They must be displayed in a prominent place and made available to parents and guardians and members of the public upon request.

22.22 Child Safeguarding Statements are reviewed within 24 months (or as soon as practicable after there has been a material change in any matter to which the statement refers)

22.23 Requiring Chief Executives and/or those in senior leadership positions to be directly engaged with and sighted on their individual organisation's strengths and weaknesses, will strengthen accountability. Being required to publicly display such statements will support transparency and reinforce messaging about the protection of children and young people.

24. Data

24.1 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.

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

rolling cycle.

25. Strategic Data Analyst

- 25.1 The analysis of data by safeguarding partners has always formed a key element of our local learning and improvement framework. However, as with many other areas, we have historically looked at data through the traditional methodology of maintaining a multi-agency dataset. On a quarterly basis, this is examined for any themes, patterns or trends that suggest action is required or further scrutiny and challenge warranted.
- 25.2 Whilst this process has accrued several benefits to the partnership, we have found that both the time-lags in the provision of data and the restrictions in collation itself (based on the defined dataset) have somewhat limited the usefulness of this approach. We often find ourselves looking too far back in respect of data history, commenting on what has been as opposed to what might be. Contemporary intelligence is not currently accessible in a timeframe to influence strategic decision making, support scrutiny and steer the tactical deployment of resources to prevent harm, minimise risk and provide help and protection when and where it is needed most.
- 25.3 To address this problem, the CHSCP has appointed a Strategic Data Analyst. Through this role, we intend to inform the system, rather than wait to be tasked by it. We will create the processes for multi-agency data analysis that are more proactive, more flexible, and better attuned to identifying the local problems we are facing and importantly, those we are likely to face. This will be in the form of a scheduled Strategic Threat Assessment.
- 24.4 Undertaking this process will also help determine where scrutiny should be applied and whether the accountability of senior leadership across a range of organisations is translating into effective front-line practice.

26. Front-Line Intelligence

- 26.1 Engagement with front-line staff and their managers 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 about the realities of front-line child protection / safeguarding work.
- 26.2 The CHSCP will facilitate such engagement through front-line visits / listening events, feedback through training / conferences, auditing, reviews and staff surveys.

27. External Learning

- 27.1 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.
- 27.2 The CHSCP takes account of such learning and ensures it is appropriately disseminated or included in related action plans targeting service improvement.

28. Training, Learning and Development

- 28.1 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.
- 28.2 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.

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

- A clear strategy for commissioning.
- A defined programme for delivery.
- A robust framework for monitoring and evaluation supported by an electronic Learning Management System.

29. Threshold Tools

29.1 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.

29.2 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).

29.3 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](#).

- 29.4 [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).
- 29.5 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.
- 28.6 [The Hackney Child Wellbeing Framework](#) is designed to equip professionals working across the safeguarding partnership to know how to respond when they have a concern about a child in Hackney. It is an essential tool for all safeguarding practitioners and will help them better understand whether a referral is needed for a statutory social work response or whether an early help or universal service response is sufficient. If further action is needed, the guidance makes explicit the required steps that must be undertaken.

30. Information Requests

- 30.1 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.
- 30.2 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.

31. Dispute Resolution

- 31.1 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.
- 31.2 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.

32. The CHSCP Support Team

- 32.1 The CHSCP retains a dedicated team of staff to support all aspects of the CHSCP's work.

33. Amendments to the Safeguarding Arrangements

- 33.1 The safeguarding arrangements will be reviewed annually by the safeguarding partners or at a time prescribed by changes in legislation and/or statutory guidance.
- 33.2 Any proposed change must be agreed by the CHSCP Executive. Where no agreement can be reached, safeguarding partners should engage the ISCC 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.

Appendix 2: Named Organisations

Other organisation that are expected to work within the CHSCP's arrangements

- 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