



Safeguarding Arrangements

The City & Hackney Safeguarding Children Partnership

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1. Introduction

- 1.1 The City 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 2023 (WT23).
- 1.2 Our published 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. Overall, they set out how we have committed to working together to make children safer, whilst ensuring they can reach their full potential.
- 1.3 Whilst recognising the broader spans of control of some safeguarding partners¹, these arrangements have been written to provide a clear focus on the safeguarding contexts in the City of London and Hackney.

2. Vision of the CHSCP

- 2.1 **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.**

3. Principles of the CHSCP

- 3.1 The CHSCP is committed to making 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.
- 3.2 We want to make sure that everyone who works with children across the City of London and Hackney has the protection of vulnerable children at the heart of what they do. In practice, this means that children are seen, heard and helped:

¹ The North East London Integrated Care Board is responsible for planning and buying health services across eight local authority areas. The Central East Basic Command Unit of the Metropolitan Police Service covers Hackney and Tower Hamlets

- **Seen;** *in the context of their lives at home, the adults involved in their lives, friendship circles, health, education, and public spaces (both off-line and on-line).*
- **Heard;** *by professionals taking time to hear what children 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 safer.*

3.3 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:

- **Safeguarding is everyone's responsibility.** As a partnership, we will champion the most vulnerable and maintain a child-centred culture.
- **Context is key.** Capitalising on the unique opportunities presented by a 'dual footprint' 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.
- **The voice of children and families.** We will engage with children 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 our 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.
- **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.

4. Our Commitment to Active Anti-Racist Practice

- 4.1 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.
- 4.2 Through both our collective leadership and the application of the [CHSCP's active-anti-racist charter](#), 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. Purpose of the CHSCP

- 5.1 The purpose of our safeguarding arrangements, as set out in WT23 (Chapter 2, para 40), is to ensure that, at a local level, organisations and agencies are clear about how they will work together to safeguard children and promote their welfare. This means:
- there is a clear, shared vision for how to improve outcomes for children locally across all levels of need and all types of harm.
 - when a child is identified as suffering or likely to suffer significant harm there is a prompt, appropriate and effective response to ensure the protection and support of the child.
 - organisations and agencies are challenged appropriately, effectively holding one another to account.
 - the voice of children and families combined with the knowledge of experienced practitioners and insights from data, provides a greater understanding of the areas of strength and/or improvement within arrangements and practice.
 - information is sought, analysed, shared, and broken down by protected characteristics to facilitate more accurate and timely decision-making for children and families, and to understand outcomes for different communities of children.
 - effective collection, sharing and analysis of data, enables early identification of new safeguarding risks, issues, emerging threats, and joined-up responses across relevant agencies.
 - senior leaders promote and embed a learning culture which supports local services to

become more reflective and implement changes to practice.

- senior leaders have a good knowledge and understanding about the quality of local practice and its impact on children and families.

6. Geographic Area

- 6.1 The geographic footprint covered by the CHSCP is defined by the boundaries of the City of London Corporation and the London Borough of Hackney. Our structure continues to enable safeguarding partners to apply focus to the contexts of both areas, maximising opportunities for cross-border working, scrutiny and learning.
- 6.2 On occasions, it may also be necessary for partners to work with another area's arrangements, for example during a child safeguarding practice review. 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.

7. Statutory Safeguarding Partners

- 7.1 A statutory safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as the local authority, an integrated care board and the chief officer of police.
- 7.2 These three partners have a joint and equal duty to work together as a team (and with other organisations) to safeguard and promote the welfare of all children. Given the CHSCP covers both the City of London and the London Borough of Hackney, our local safeguarding partners comprise the following:
- **Hackney Council**
 - **The City of London Corporation**
 - **NHS North East London Integrated Care Board (ICB)**
 - **The Metropolitan Police Service (MPS)**
 - **The City of London Police**

8. Lead Safeguarding Partners

8.1 The Lead Safeguarding Partners (LSPs) for the CHSCP are:

- **Dawn Carter McDonald, Chief Executive of Hackney Council**
- **Ian Thomas CBE, The Town Clerk of the City of London Corporation**
- **Zina Etheridge, CEO Designate of NHS NEL**
- **Matt Twist, Assistant Commissioner of the MPS**
- **Pete O'Doherty, Commissioner, City of London Police**

8.2 They have been named because they are able to:

- 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.

8.3 LSPs are expected to play an active role in the CHSCP's arrangements. This will be achieved via leadership within their respective agencies, 1:1s with the Independent Safeguarding Children Commissioner (ISCC) and the LSPs formally meeting as part of a '**Safeguarding Assurance Group**'.

8.4 Safeguarding Assurance Groups include Delegated Safeguarding Partners (see below) and are held separately in the City of London and Hackney. This arrangement will help to ensure that LSPs are fulfilling their joint functions as defined on [page 27 of WT23](#).

Exceptional Circumstances - For the MPS and ICB LSPs, given their spans of control and responsibility for numerous jurisdictions, it is unlikely they will be able to fulfil their functions as defined in WT23. This sets out how LSPs should meet 'sufficiently regularly' with other LSPs, be 'jointly responsible for ensuring the proper involvement of and oversight of all relevant agencies', sign off key partnership documents, set the budget and 'act as a team, as opposed to a voice for their agency alone'. Given these circumstances, the delegation of LSP functions is required.

In terms of the permissibility of such delegation, our local circumstances are clearly exceptional in that there is no practical way for the named LSPs in the MPS and NHS NEL to deliver their LSP functions in a local context. Paragraph 57 of WT23 allows for such delegation via its definition of a Delegated Safeguarding Partner (DSP).

'DSPs should be sufficiently senior to be able to speak with authority, take decisions on behalf of the LSP and hold their sectors to account. The DSPs should have the authority to carry out these functions, while ultimate accountability remains with the LSP as the individual responsible for the delivery of the statutory duties of the safeguarding partners.'

9. Delegated Safeguarding Partners

9.1 Whilst remaining accountable for any actions or decisions taken on behalf of their agency, LSPs have each nominated a senior officer to deliver the CHSCP's safeguarding arrangements. Known as Delegated Safeguarding Partners (DSPs), this group meets as the **CHSCP Executive**. They can speak with authority, take decisions on behalf of the LSPs and hold their sectors to account. The joint functions for DSPs are set out on [page 29 of WT23](#).

9.2 The DSPs for the CHSCP are:

- **Judith Finlay, Executive Director of Children's and Community Services (The City of London Corporation)**
- **Jacquie Burke, Group Director of Children & Education (Hackney Council)**
- **Diane Jones, Chief Nursing Officer (NHS NEL)**
- **James Conway, Commander (Central East BCU, MPS)**
- **Umer Khan, Commander (City of London Police)**

9.3 The CEO of a Local Academy Trust and the Director of Hackney Education are also standing members of the CHSCP Executive. This arrangement ensures the engagement of education with DSPs and LSPs (via the Safeguarding Assurance Group Meetings).

- **Jason Marantz, Director of Education, Hackney Council**
- **Mark Emmerson, Chief Executive, The City of London Academies Trust (CoLAT)**

- 9.4 DSPs 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.
- 9.5 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 LSPs for resolution.

10. Partnership Chair

- 10.1 WT23 sets out that LSPs should appoint a DSP to be the *partnership chair*, with one of its core functions being to chair all meetings involving DSPs. By introducing the partnership chair, WT23 states that this '*arrangement removes any need for a local area to maintain another chair or independent chair.*'

Exceptional Circumstances - Locally, it has been agreed there are *exceptional circumstances* that justify the CHSCP diverging from WT23 and as such, we intend to maintain our existing system of chairing. The ISCC will continue to 'facilitate and coordinate' the Executive as part of his existing duties linked to independent leadership and scrutiny. This neither weakens nor undermines the ability of DSPs to deliver against their defined functions as set out in WT23. The following points explain why our local arrangements are incompatible with a partnership chair:

- Paragraph 61 of WT23 describes how the partnership chair role needs to be given '*the full backing of all three' safeguarding partners*'. Its purpose and functions are described in statutory guidance as applying to a single jurisdiction. We don't have these arrangements.
- Our Executive comprises DSPs from five safeguarding partner organisations. One DSP covers both the City of London and Hackney (NHS NEL), although their responsibilities also extend to six other local authority areas. The CE BCU of the Met covers Hackney and Tower Hamlets. For Hackney Council, the City of London Corporation and the City of London Police, their responsibilities align to one area. In this respect, only one DSP has a formal connection across both the City of London and Hackney. For the others, there is no direct relationship and no authority outside of their geographic zone of influence. In this context, the partnership chair's functions cannot be met as either intended or prescribed in WT23.

- Given our dual footprint, DSPs are unable to act as a *'single point of contact for the partnership'*. They do not have the nexus to *'provide greater continuity'*, *'act as a conduit to LSPs'*, *'develop partnership working'*, *'provide feedback'* or *'escalate risks'* to LSPs where this relates to activity beyond their respective jurisdictions.

11. The Independent Safeguarding Children Commissioner & Independent Scrutiny

11.1 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. It was for these reasons that the role of the **Independent Safeguarding Children Commissioner (ISCC)** was created in 2019, and whilst its functions incorporate those of an independent scrutineer, they extend beyond this. The ISCC provides independent leadership, advocacy and scrutiny. It supports the CHSCP's unambiguous focus on independence and helps to deliver the necessary 'grit' that drives our multi-agency system.

11.2 Specifically, the ISCC will:

- Independently advocate by, for and on behalf of our children and families.
- Provide assurance in judging the effectiveness of services to protect children.
- Provide a rigorous and transparent assessment of the sufficiency of systems and processes that enable partner agencies to fulfil their statutory duties and ensure that children are protected.
- Assist when there is disagreement between the leaders involved in multi-agency arrangements.
- Support a culture and environment conducive to robust scrutiny and constructive challenge.
- Assess whether the safeguarding partners are fulfilling their statutory obligations.
- Evaluate arrangements for the operation of the safeguarding partnership, including the purpose and functions of meetings, and recommend appropriate changes.
- Confirm, or not, that effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will

support the safeguarding partners to fulfil their statutory obligations, and which will enable the partnership to identify and measure its success and impact.

- Ensure that the safeguarding partners provide independent, robust and effective challenge to each other and to relevant agencies and other organisations.

11.3 In terms of independent scrutiny of the CHSCP's arrangements, activity acts as a constructive critical friend. Such scrutiny 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. 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. It includes:

- Agencies being subject to external inspection and positively responding to any findings and recommendations for practice improvement.
- An ISCC being appointed² by LSPs, reporting to them and given the authority to coordinate the independent scrutiny of the local child safeguarding arrangements. This includes the ISCC's '*right to roam*' and their ability to access relevant information that tests the sufficiency of the CHSCP's safeguarding arrangements.
- The ISCC being fundamentally independent from local organisations and holding significant experience of operating at a senior level in the strategic coordination of multi-agency safeguarding services.
- 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 engaging with LSPs partners as part of routine 1:1 sessions, and as part of the Safeguarding Assurance Group meetings.
- The ISCC chairing the CHSCP Executive.
- The ISCC chairing the Safeguarding Children Partnership Boards in the City and Hackney.
- The ISCC chairing the Case Review Sub Group to ensure fundamentally independent

² LSPs are responsible for appointing or dismissing the ISCC.

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 overall 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 dispute resolution protocol.
- 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 the 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.

12. Relevant Agencies

12.1 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.

12.2 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**.

12.3 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). Locally, they include:

- Homerton University Hospital NHS Foundation Trust
- East London NHS Foundation Trust (ELFT)

- London Ambulance Service (LAS)
- All schools (including independent schools, academies, and free schools), colleges and other educational and early years settings.
- The Probation Service (London Division)
- Children and Family Court Advisory and Support Service (CAFCASS)
- Hackney Council for Voluntary Services (HCVS)
- All registered charities within the geographic area of the CHSCP whose staff /volunteers work with or come into contact with children and their families.

12.4 Other organisations and agencies who are not named in the Relevant Agencies Regulations 2018 have also been included in our written arrangements. Examples of these are London Fire Brigade, Out of School Settings (providing tuition, training, instruction or activities without the supervision of parents or carers) and social housing providers. 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 them³. There is no limitation or definition of 'person or body' therefore the request can be made to anyone. Local organisations named by the CHSCP are set out in Appendix 2.

12.5 It is also 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 commissioned Youth Services
- 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)

³ 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.

- 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)

13. Schools, Colleges, Educational and Early Years Settings

13.1 The CHSCP recognises the vital role of schools (including independent schools, academies, and free schools), colleges, 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, the Director of Education and Culture in the City and a CEO of an Academy Trust being standing members of the CHSCP Executive and participating in Safeguarding Assurance Group meetings with LSPs.
- 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 Hackney Education.
- 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 Hackney Education and respective forums in both local authority areas.
- Schools, educational establishments and early years settings are also 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.

14. Youth Custody & Residential Homes

- 14.1 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 homes⁴ locally either now or in the future, will be named as relevant agencies to these safeguarding arrangements.

15. Unregistered Educational Settings

- 15.1 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 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.
- 15.2 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'.
- 15.3 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.
- 15.4 The government has recently set out its intent to strengthen the framework relevant to UES via the Children's Wellbeing and Schools Bill. Pending such time that legislation requires the registration and regulation of UES, the CHSCP's protocol⁵ covering the operational response to UES remains live.

⁴ Children's homes include residential special schools, secure children's homes, and children's homes.

⁵ [CHSCP Hackney UES Protocol](#)

16. Lead Members

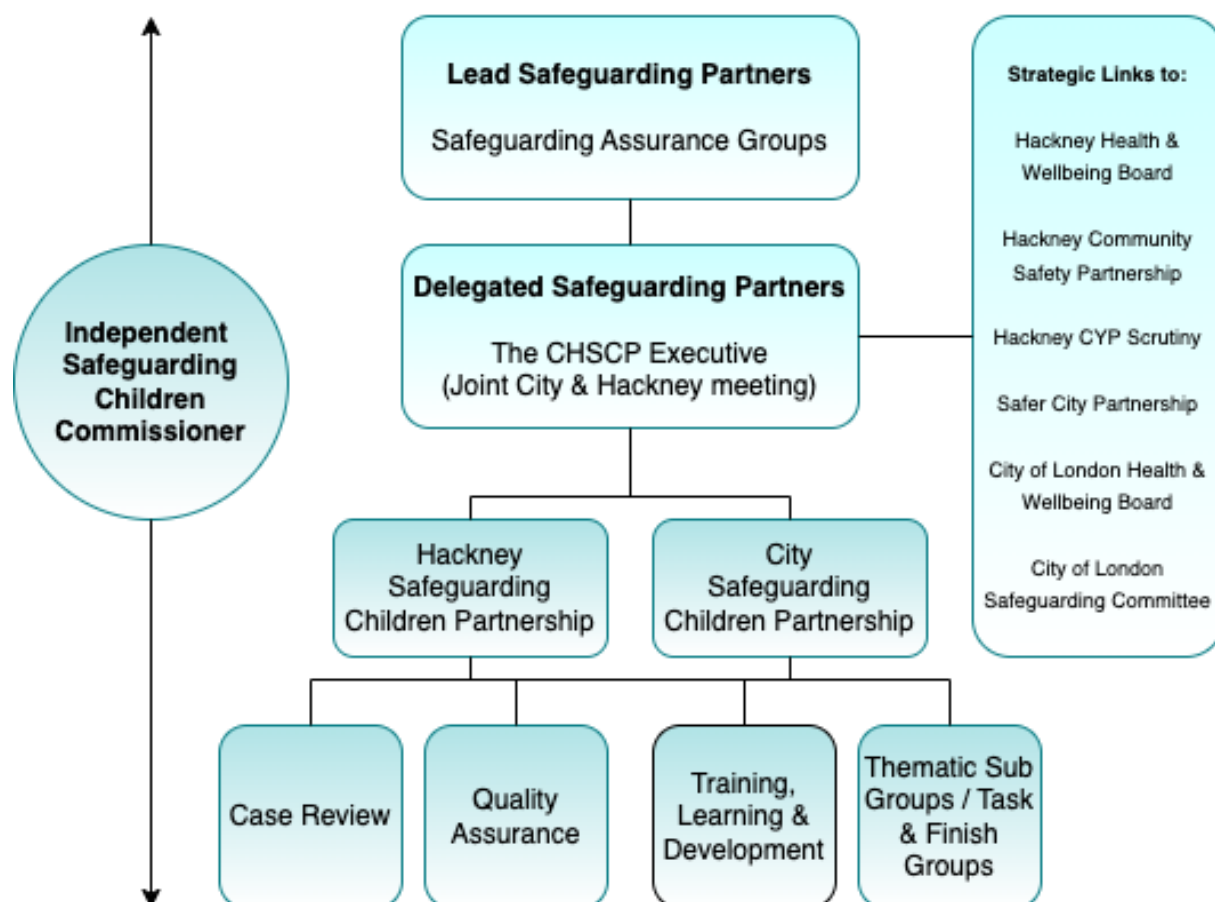
- 16.1 Lead Members continue to participate in the CHSCP. They engage alongside safeguarding partners and relevant agencies as 'participant observers' (non-voting) in the Safeguarding Children Partnership Boards in the City and Hackney.

17. 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.

18. The CHSCP Structure

18.1 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.



Lead Safeguarding Partners – Safeguarding Assurance Groups

- LSPs will meet as part of 'Safeguarding Assurance Group' meetings at a minimum of twice yearly.
- Meetings will be chaired by the CEO of Hackney and the Town Clerk of the City of London Corporation respectively and facilitated by the CEO's / Town Clerk's secretariats.
- Agendas will focus on the defined joint functions for LSPs as set out in WT23.
- Meetings will involve relevant LSPs (and delegate LSPs), DSPs (including education representatives), the ISCC and the CHSCP's Senior Professional Advisor

The CHSCP Executive

- The CHSCP Executive meets 4 times per year as a minimum and comprises DSPs.
- It is independently chaired by the ISCC with a DSP representative being Vice-Chair in case of absence (Vice-Chairs rotate annually).
- The Executive is accountable for the delivery of the CHJSCP's arrangements, and the joint functions set out in WT23.

The CHSCP Safeguarding Children Partnership Boards

- The Safeguarding Children Partnership Boards comprise representatives from safeguarding partners and several relevant agencies and named / designated professionals. DSPs will also be invited to attend.
- 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 in case of absence (Vice-Chairs rotate annually)
- The Safeguarding Children Partnership Boards are responsible for delivering the CHSCP business plan and mitigating any identified risks.

Sub Groups / Thematic Groups / Task & Finish Groups

- 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**
- The CHSCP will also operate / oversee the following standing *thematic groups*:
 - **Safeguarding Adolescents Steering Group / MACE (City of London and Hackney)**
 - **Early Help (City of London and Hackney)**
 - **The Hackney MASH Steering Group**
 - **The City of London Safeguarding Education Forum**

18.2 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.

19. Funding

19.1 Funding arrangements for the CHSCP are reviewed annually, with details of income and expenditure set out in the CHSCP's annual report. Financial contributions are currently made by the following partners:

- Hackney Children & Families Services
- Hackney Education
- City of London Corporation, Children and Community Services
- NHS North East London ICB
- Metropolitan Police Service (via MOPAC)
- Homerton Healthcare NHS Foundation Trust
- East London NHS Foundation Trust
- National Probation Service
- London Fire Brigade

20. Annual Reporting

20.1 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. It will focus on multi-agency priorities, learning, impact, evidence, and improvement.

20.2 Reports will be published by 30 September each year on the [CHSCP's website](#), and cover the range of issues set out on [pages 40-41 of WT23](#). They will be submitted to the Child Safeguarding Practice Review Panel and Foundations within seven days of publication.

21. Learning and Improvement Framework

21.1 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.
- Using data and intelligence to monitor performance.
- Capturing front-line Intelligence.
- Using external learning to improve local practice.

The Voice of the Child, Family & Community

21.2 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.

21.3 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.

21.4 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. 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.

Local Child Safeguarding Practice Reviews

21.5 The arrangements in place for reviewing serious child safeguarding cases align with the statutory guidance issued in WT23 and that of the [Child Safeguarding Practice Review Panel dated September 2022](#). This includes adhering to the guidance covering the definition of a serious child safeguarding case and the process for serious incident notifications.

The Rapid Review

21.6 Following the identification of a serious child safeguarding case and the submission of a serious incident notification, a '*Rapid Review*' meeting of members of the CHSCP's Case Review Sub Group will be convened. This will be chaired by the ISCC or the CHSCP's Senior Professional Advisor. The Rapid Review meeting 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 should be taken and deciding whether to undertake a local child safeguarding practice review.

21.7 A Rapid Review meeting can also be convened following a serious child safeguarding case (not meeting the criteria for a serious incident notification) being considered by the Case Review Sub Group. WT23 states that: '*Safeguarding partners may choose to undertake a local child safeguarding practice review in these or other circumstances, in which case they should be clear about their rationale for undertaking such a review and what its focus will be.*'

21.8 At or after the Rapid Review meeting, the ISCC will decide whether a local child safeguarding practice should be instigated in line with the delegated authority issued to them by LSPs. These arrangements promote a system that maintains transparency at its heart, without diluting the statutory accountability of safeguarding partners.

21.9 The content of the Rapid Review report will be agreed by the ISCC and shared with DSPs for them to ratify. The report 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 and be submitted to the Panel within 15 working days of the notification.

- 21.10 Where one or more DSP disagrees with the decision to instigate a review, this will be managed via an extraordinary meeting of the CHSCP Executive. Where disagreement remains, escalation to LSPs will occur.

The Local Child Safeguarding Practice Review

- 21.11 Terms of Reference for Child Safeguarding Practice Reviews are written in detail to cover all requirements and timescales prescribed by WT23.
- 21.12 Independent reviewers are identified by the ISCC and Senior Professional Advisor and engaged in line with [paragraphs 354 and 355 of WT23](#).
- 21.13 A review panel made up of Case Review Sub group members will be identified to oversee progress and quality assure the final report in line with [paragraphs 360-366 of WT23](#).
- 21.14 Prior to the review being finalised, the CHSCP Executive will meet to consider its findings and recommendations.

Timescales

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

Publication

- 21.16 Where publishable, final reports will be sent to the Child Safeguarding Practice Review Panel, the Secretary of State for Education and Ofsted no later than seven working days before publication.
- 21.17 In some circumstances, it may be inappropriate to publish a review report. In such circumstances, the ISCC will set out for the Child Safeguarding Practice Review Panel and Secretary of State the justification for any decision not to publish either the full report or information relating to improvements.

21.18 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.

Disseminating and Embedding Learning

21.19 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

Auditing

21.20 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.

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

Multi-Agency Case Audits

21.22 *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.

21.23 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.

21.24 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.

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

Single-Agency Audits

21.26 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.

External Auditing

21.27 The CHSCP may, on occasions, commission *external auditing* as part of its approach to

independent scrutiny.

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.
- 21.28 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.
- 21.29 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.

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.

Multi-Agency Performance Data and Intelligence

- 21.30 The CHSCP will oversee agreed datasets for the City of London and Hackney that monitor 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.
- 21.31 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.
- 21.32 Contributions to each data set are received quarterly from partners who also provide the narrative behind the figures. Subsequent reporting to the Safeguarding Partnership Boards and Executive follows, with specific data such as that relating to LADO activity being extrapolated for detailed annual reporting.
- 21.33 The Partnership also maintains both strategic and operational risk registers.

21.34 A system of 'partner update reports' to the Boards ensures members are sighted on key issues / intelligence arising within individual organisations. This includes information on the CHSCP's priorities as well as the response to specific safeguarding themes.

Front-Line Intelligence

21.35 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.

21.36 The CHSCP will facilitate such engagement through front-line visits / listening events, feedback through training / conferences, auditing, reviews and staff surveys.

External Learning

21.37 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.

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

22. Training, Learning and Development

22.1 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.

22.2 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.

22.3 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.

23. Threshold Tools

23.1 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. 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).

23.2 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](#).

23.3 [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).

23.4 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.

24. Information Requests & Information Sharing

- 24.1 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.
- 24.2 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.

25. Dispute Resolution

- 25.1 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.
- 25.2 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.

26. The CHSCP Support Team

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

27. Amendments to the Safeguarding Arrangements

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

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 CareStandards Act 2000(16).
- A registered provider of a children's homes within the meaning given by section 1 of the CareStandards 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: 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
- London Fire Brigade