



Hounslow Safeguarding  
Children Partnership

**HOUNSLOW SAFEGUARDING CHILDREN PARTNERSHIP**

Multi-Agency Safeguarding Children Arrangements

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## FOREWORD

Hounslow has always been and continues to be a borough with a strong commitment to partnership working to create a community in which children and young people can thrive. In 2019 we are strengthening our partnership arrangements and ensuring safeguarding processes in our borough are as robust as they can be.

Hounslow Safeguarding Children Partnership led by Hounslow Safeguarding Partnership Executive Group, formed of the Chief Executive of Hounslow Council, the Borough Commander of the Metropolitan Police for the West Area BCU, the Chief Accountable Officer of North West London Collaborative Clinical Commissioning Group and a nominated Executive Lead representing schools and education providers will oversee the new Multi-Agency Safeguarding Children arrangements as required by the new government guidance Working Together 2018.

All four partners have equal and joint responsibility for local safeguarding arrangements and are committed to the principles that support these arrangements.

As leaders we recognise that safeguarding children cannot be achieved in isolation from other partnerships, or our communities. All of our partners are committed to working together so that every child in Hounslow has a safe and happy childhood. As a partnership we will provide leadership and joint accountability to provide protection, support and representation for those in greatest need.

We aim to provide local solutions through services working in our community, we will promote a child centred approach, be alert to emerging needs, create flexibility in our responses, be innovative in our interventions and continue to do our best to listen to the views and understand the needs of children and families in Hounslow. We will do our best to ensure people are supported and encouraged to make their own decisions, but where children need to be protected, we will take decisive action to safeguard them.

Safeguarding is everyone's responsibility and for services to be effective each citizen, community member, practitioner and organisation should play their part in helping us in preventing harm to our children.

Niall Bolger, Chief Executive, Hounslow Council

Paul Martin, Borough Commander, West Area BCU, Metropolitan Police

Mark Easton, Accountable Officer, NW London collaborative CCG

# 1. Introduction



Children's welfare is of the highest importance, and those who need help and protection deserve high quality and effective support as soon as a need is identified. Professionals working with children and their families in Hounslow take their responsibility to keep children safe very seriously.

Hounslow Safeguarding Children Board (HSCB) has driven this by providing expertise and leadership across the local area, enabled by solid partnership working, scrutiny of practice, sharing knowledge, developing our workforce, and considering whole system issues.

In October 2018, during the Inspection of Children's Social Care, Ofsted noted that "Senior leaders have developed mature relationships with partner agencies, supported by robust oversight from the Hounslow Safeguarding Children Board and its sub-groups". The latest annual report [Latest Annual Report](#) outlines the work undertaken in 2017-18 and its impact on safeguarding outcomes for children and young people in our area.

The new arrangements which each area is required to have in place, have provided our partnership with an opportunity to reflect and refresh how we operate within the new legislative framework, to ensure we continue to achieve for all our children, so that they are able to reach their full potential. Hounslow are pleased to have been selected by the Department for Education (DfE), along with our neighbouring North West London boroughs as a Safeguarding Early Adopter site, with a focus on the new Child Death Review (CDR) arrangements being transferred from the Local Safeguarding Children's Boards (LSCBs) to local CDR partners (the local Clinical Commissioning Group and the Local Authority).

This plan sets out how organisations

and people in Hounslow will work together within the new arrangements, creating a realistic and sustainable model, which builds on the successes already achieved by our partners, re-evaluates and changes what wasn't working as well as developing a system that can respond flexibly to the issues that are important both in our local area and nationally, allowing Hounslow safeguarding partners to keep their focus on critical safeguarding matters in order to improve outcomes. The Hounslow Safeguarding Children Partnership (HSCP) Plan should be read in conjunction with the Safeguarding Effectiveness Framework, HSCP Annual Report of effectiveness and Business Plan.

# 2. National & Local Context

## 2.1 National Context

The Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance legislate for changes, which include all local areas to publish new multi-agency safeguarding children arrangements led by three statutory agencies. These are the Local Authority, Clinical Commissioning Groups and Police. It is recommended that local areas include education as their fourth safeguarding partner. It also establishes a national Child Safeguarding Practice Review Panel.

In addition to the strengthened role of these agencies, the role of every organisation and every individual in keeping children safe remains critical and legislated under Section 11 of The Children Act 2004. Each agency is also subject to their own legislative frameworks and guidance about safeguarding children. Examples include Keeping Children Safe in Education (DfE, 2018); Safeguarding and Protecting People for Charities and Trustees (The Charity Commission, 2018); Safeguarding Children and Young People - Roles and Competences for Healthcare Staff (Royal College of Paediatrics and Child Health, 2019).

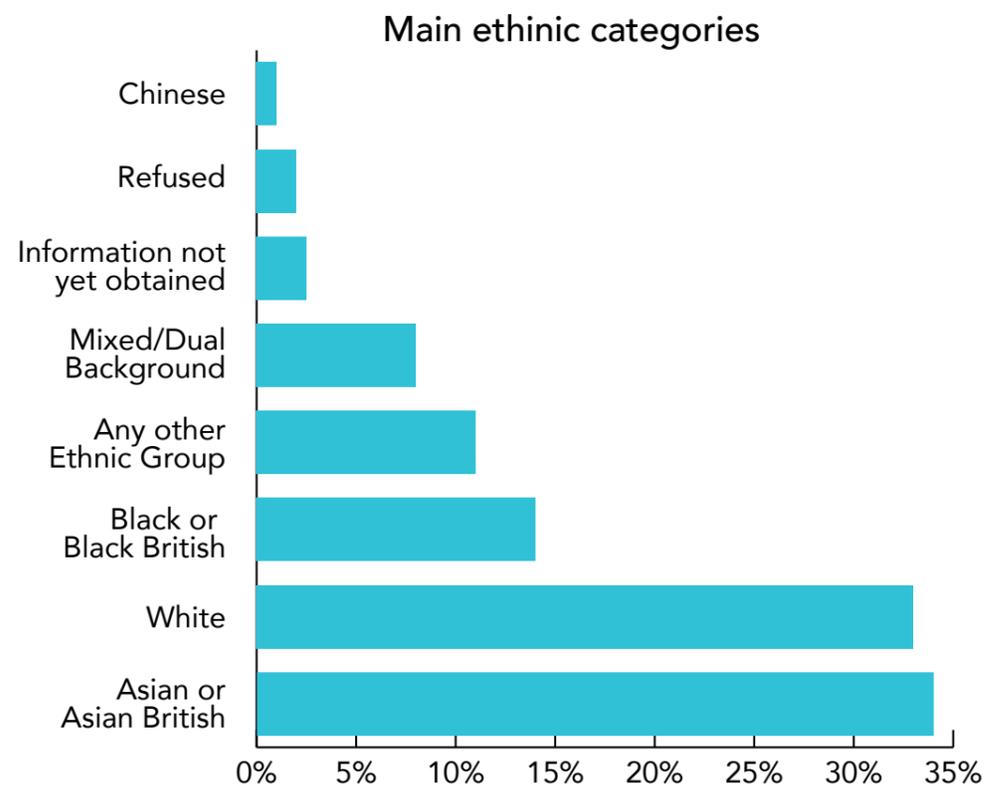
## 2.2 Local Context

The geographical area covered by these arrangements is the London Borough of Hounslow, one of the eight boroughs within the West London Alliance, to the North West of London. We will ensure through the new arrangements that the current prevalence, needs, services and outcomes for children and their families in Hounslow forms the basis of the work we do and shared in particular with our West Area BCU neighbours, Ealing and Hillingdon.

Children and young people are at the centre of understanding safeguarding effectiveness and ensure we are doing the right things, at the right time. This includes listening to their experiences, views, aspirations, ideas and acting on them. We know through some work over the last year with our older young people, that they are particularly worried about mental health. It is important that young people have direct links and a strong voice in strategic partnerships, where professionals jointly engage in young people's meetings on topics of interest to both themselves and strategic leaders. This has been embedded into the HSCB Business Plan 2018-2021 as a core business function, to reflect that it is central to how we shape what we are doing to support them.

## 2.3 Hounslow's Children and Young People

Ethnic breakdown of school age children:

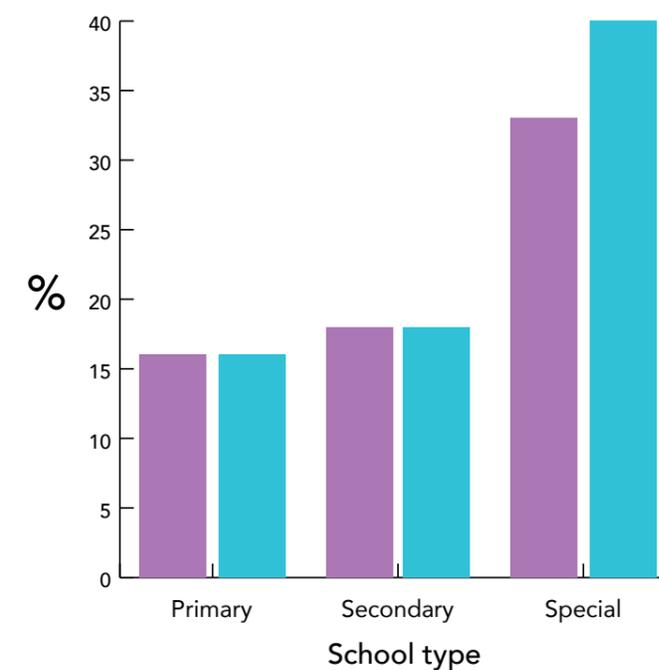


### Free School Meals

- There are 7,077 (16%) students who are eligible for free school meals in Hounslow according to the school census dated 17/01/2019.
- There are 3,740 (15%) primary school students who are eligible for free school meals. This is similar to the London average (14.9%) according to the school census in 2018
- There are 2,596 (16%) secondary school students who are eligible for free school meals in Hounslow. This is similar to the London average (15.9%) according to the school census in 2018
- There are 234 (33%) special school students who are eligible for free school meals. This is lower than the London average (40%) according to the school census in 2018.

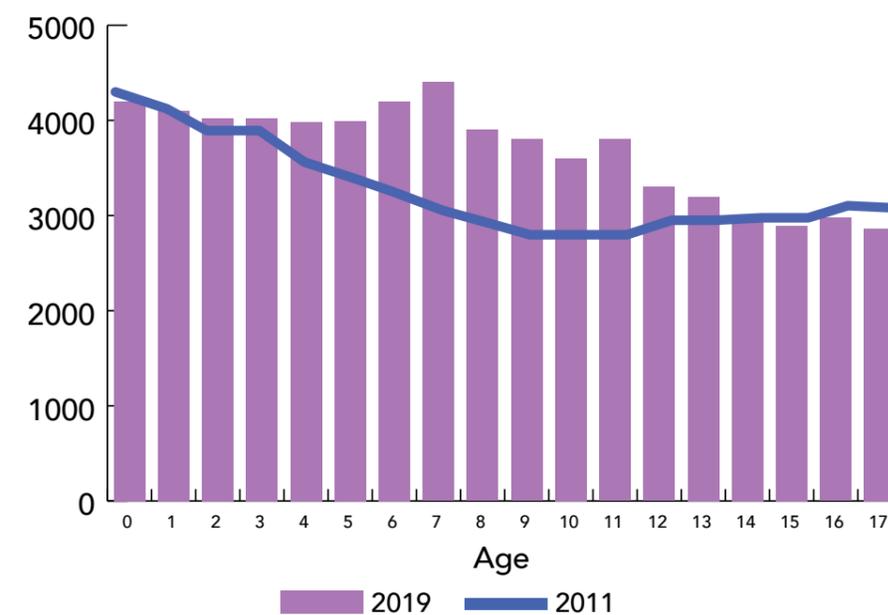


### Free School Meals



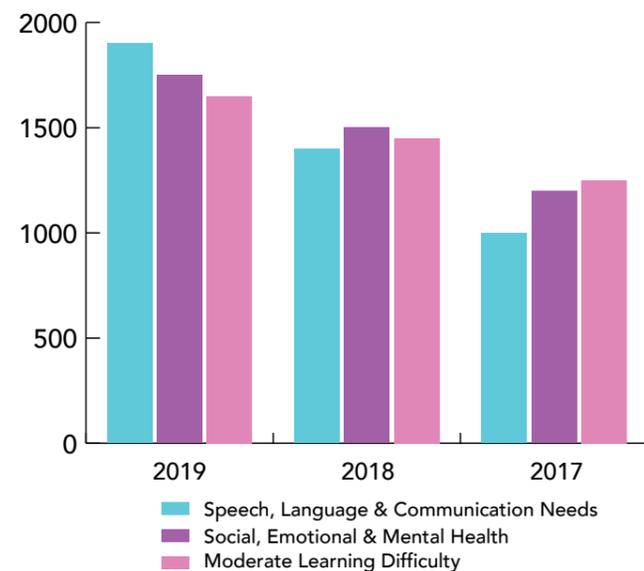
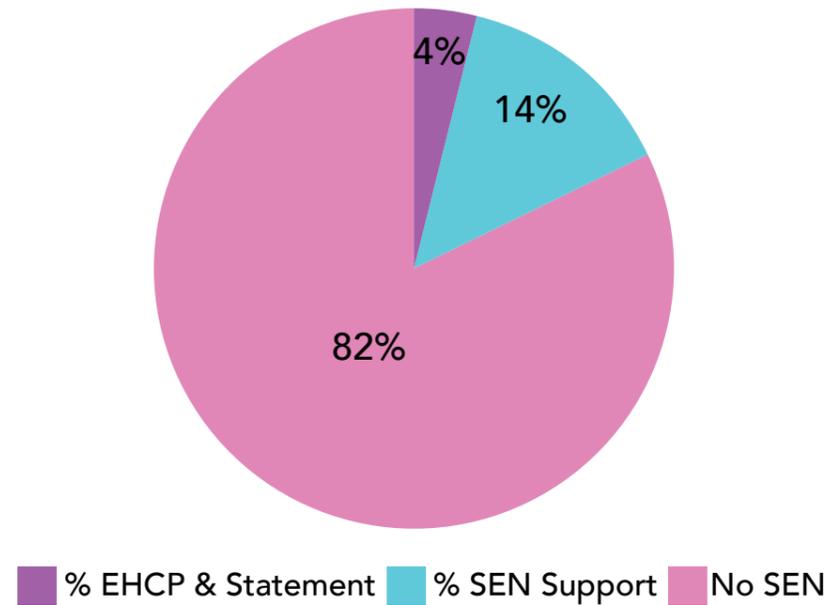
### Children Living in Poverty

- On average, 15% (n=6,649) of students in Hounslow are living in the 20% most income deprived areas. 0-17 population
- In 2011, there were 58,036 young people aged 0-17 in Hounslow and in 2019 there are 66,225.
- According to the school census 2019, there are 44,419 students in Hounslow.



**Of total population how many are:  
Special Educational Needs**

- 1,556 pupils have a statement of SEN or an Education, Health and Care (EHC) plan. This is equal to 4% - higher than the England average (2.9%) taken from the school census in 2018. A further 6,055 students are on SEN support (14%). This is higher than the England average of 11.7%. London average (40%) according to the school census in 2018.



Source: School census (2019)

- The most common primary types of need have remained consistent since 2017- with the highest percentage of SEN students having speech, language and communication needs followed by social, emotional and mental health needs and moderate learning difficulties.

**Not in Education of Employment (NEET)**

- There are 185 young people aged between 16-19 years that are not in education, employment or training in Hounslow. Overall there is a higher number of males (n=102) NEET compared with females (n=83).

**Looked after children (LAC)**

- In 2018, there were 246 looked after children (LAC) in Hounslow. There has been a decline in the number of LAC since 2014. Hounslow has a lower rate of LAC compared with London, across all years.

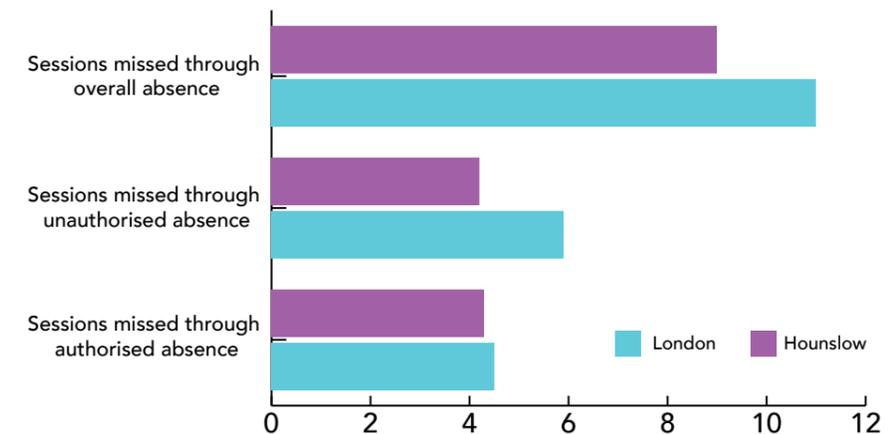
Children looked after at 31 March 2014 to 2018 (rates per 10,000 children under 18 years)



**Children in need (CIN) and Child Protection (CP) Plan**

- In March 2018, there were 760 school age children in need aged between 5 to 16 years in Hounslow that match to the national pupil database and local authority.
- In March 2018, there were 179 school age children aged between 5 to 16 years who were also the subject of a child protection plan.
- Hounslow has a lower percentage of missed absences in school by children on the protection plan compared with London.

Percentage of sessions missed through absence by children on the protection plan



2.4 Our Services  
Make up of Hounslow Schools

There are 79 schools and one further education college in Hounslow:



Other Services:

- 1 secure estate
- 1 children's home
- 1 police service
- 1 CCG
- 1 Hospital
- 1 Mental Health Provider
- 1 Community Health Service
- Community & Voluntary sector
- Other Partners

### 3. Hounslow Partnerships

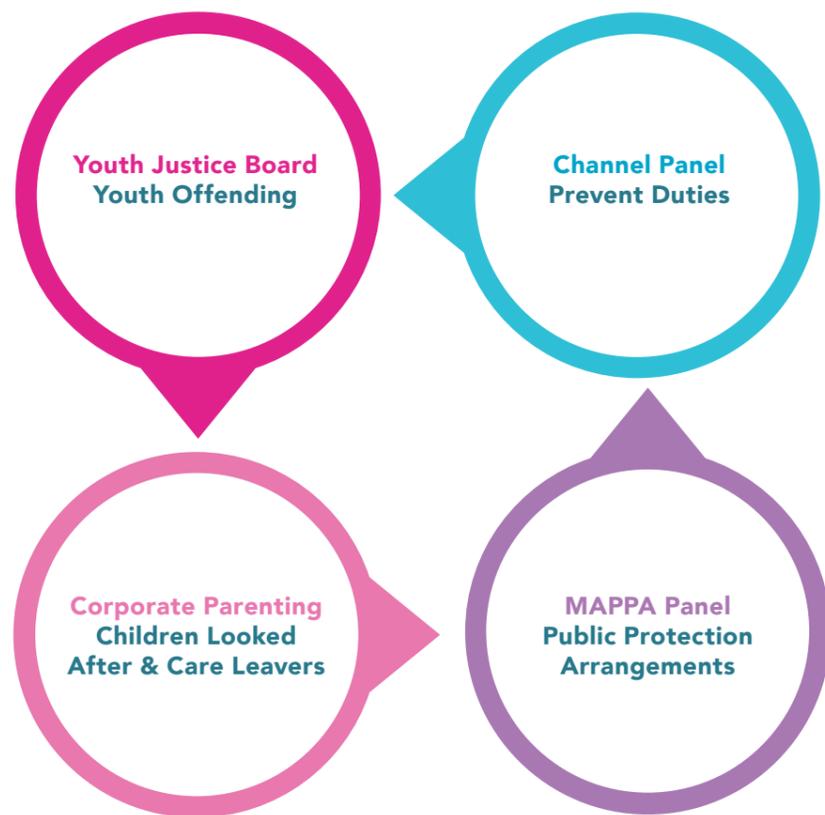
Safeguarding children can only be achieved by inter-agency and community partnerships working together and not in isolation. This has been an evolving area of strength for Hounslow and recognised by inspectors during Hounslow's Joint Targeted Area Inspection into Children Living with Domestic Abuse in March 2017. The HSCB has continued to develop links with its strategic partnerships by adding a structure of quarterly meetings with the Chairs of all of the Strategic Boards in Hounslow. The primary focus has been to identify cross cutting strategies, leads for targeted areas of work, identifying opportunities for wider oversight, challenge and collaborative working to ensure solid strategic work and information sharing takes place between all of the Boards. Working in this way with our other strategic partnerships, we will continue to develop links, joint groups, workstreams,

events and training and enable the HSCP to be more efficient, support a whole-system approach and ensure safeguarding children is everybody's business with better integration and collaboration on shared priorities.

**EXAMPLE** - In October 2018, over 90 professionals working across Hounslow came together to an inter-board event to hear, share and learn from a joint Serious Case Review and Serious Adult Review undertaken in Hartlepool. (Community Safety Partnership Board, Hounslow Children's Safeguarding Board and Hounslow Safeguarding Adults' Board). Due to the success of the event, a forward programme of joint seminars has been developed to continue to share joint learning and strengthen joint working.

The diagram below illustrates current partnership arrangements across Hounslow and their responsibilities.





### 3.1 Overview of Hounslow Safeguarding Children Partnership

Chapter 3 paragraph 6 of Working Together to Safeguard Children 2018 states that "all three partners have equal and joint responsibility for local safeguarding arrangements". In Hounslow, these agencies, including education have formed the Hounslow Safeguarding Children Partnership Executive. The members of this group are Hounslow Council Chief Executive, Borough Commander for the West Area BCU and Chief Accountable Officer of North West London Collaboration of CCG's. These members and their nominated advisors will have equal and joint responsibility for the delivery of the partnerships to key objectives, agree its priorities and the strategic business plan. In addition, they are ultimately responsible for all services delivered or commissioned by them to help safeguarding and promote the welfare of vulnerable children and young people in Hounslow.

The HSCP will maintain a Hounslow Safeguarding Child Partnership Stakeholder Board, overseen by an Independent Advisor of all organisations, known as "relevant agencies" as stipulated in The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and include those who will be required to undertake an audit under Section 11 of The Children Act 2014. This will promote consistency of the application of statutory guidance and good practice, and we are committed to continue efforts to get full engagement of all independent, private providers and communities driven by strong leadership of the safeguarding partners.

### 3.2 The Partnership Visions, Values and Principles

Working Together to Safeguard Children 2018 states that the purpose of local arrangements 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 more accurate and timely decision making for children and families.

The HSCP has developed a one vision, two values and six principles which it will operate to.

#### Our Vision

- All partners are committed to working together so that every child in Hounslow is safe, well and able to reach their full potential.

#### Our Values

- A child centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.
- Safeguarding is everyone's responsibility: for services to be effective each member of Hounslow's community, its practitioners and organisations should play their part.

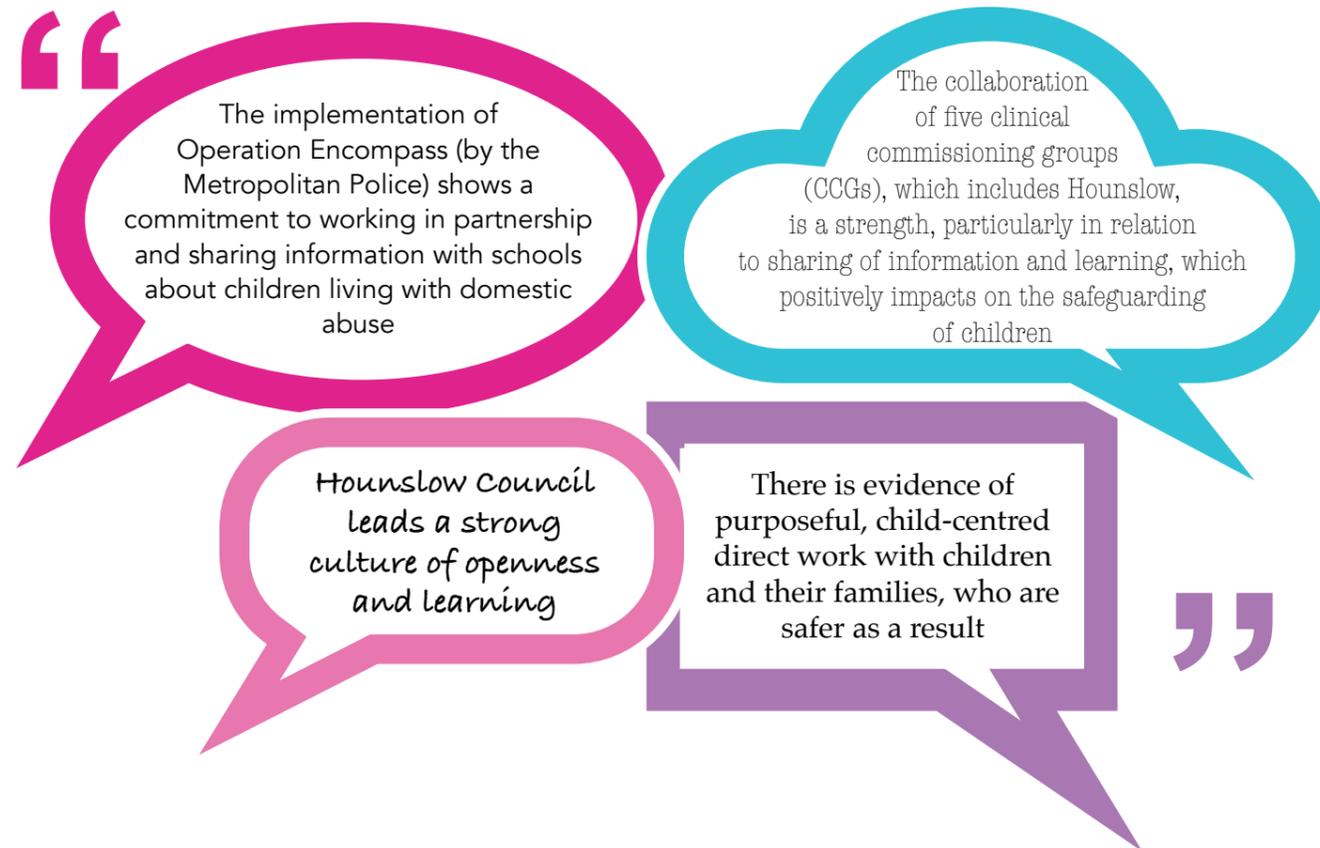
#### Our Principles (The six principles adopted from Adult Safeguarding Boards)

1. **Empowerment:** People being supported and encouraged to make their own decisions and with informed consent.
2. **Prevention:** It is better to act before harm occurs.
3. **Proportionality:** The least intrusive response appropriate to the risk presented.
4. **Protection:** Support and representation for those in greatest need.
5. **Partnership:** Local solutions through services, organisations and communities working together.
6. **Accountability:** Accountability and transparency in safeguarding practice.



## How we will achieve these

The HSCP aims to promote high standards of safeguarding work and to embed a culture of continuous improvement, whilst each partner retains its own existing line of accountability for safeguarding. We are committed to learning from work that has been successful in safeguarding children and risks they face, as well as reviewing and reflecting on poor practice to facilitate improvements. The partnership has a solid foundation to continue to achieve this aspiration as identified by inspectors during the JTAI.



**Evaluate** practice and its impact to ensure professionals and organisations within Hounslow keep all children safe.

The HSCP will evaluate practice and its impact through a range of quality assurance activities and will monitor performance of the system and impact on outcomes for children and young people, to provide an assurance that we are working as effectively and efficiently as we can, to identify areas for improvement, and to celebrate success. We will bring together processes and learning from a range of reviews and audits across all partnerships in Hounslow. Our Safeguarding Effectiveness Framework outlines how we will support this to evidence impact, improve outcomes and achieve best practice and consistency, and testing the effectiveness of our priorities and 'business as usual' in terms of legislative duties and best practice.

**Quality Assurance:** Applying the principle of **proportionality**, the partnership will not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. It will consider organisations' own methods and will gather and utilise existing evidence and support agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits.

**Reviews of Practice:** Policies and processes are in place for a range of practice reviews, which may be thematic and not individual cases alone. The Cases Sub-Group has the remit for considering all cases where a referral for any type of review of practice may be made, including cases of good practice to share learning. The type of review and most appropriate person to undertake the review will be determined by the sub-group members. Not all instances where scrutiny is required will need an external independent reviewer, and it is expected that a range of senior professionals in Hounslow will be able to undertake impartial scrutiny.

All Rapid Reviews under the new legislation will adhere to our process for Notification of Serious Incidents. Where an external independent reviewer is required, for example for Safeguarding Practice Reviews, they will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be selected by representatives of the HSCP and the Cases Sub-Group. Reviews will be published as outlined in Chapter 4 of Working Together 2018 and each review will result in an action plan which will be monitored to ensure that recommendations are embedded in practice, and appropriate methods of learning applied and sustained.

**Monitor performance:** All sub-groups will take a role in monitoring performance of their specialist area and to determine impact of the work the HSCP is undertaking and how we can improve. A high-level multi-agency dataset; a planned series of multi-agency audits; qualitative information obtained through audits, case reviews and other methods will be brought together in the Safeguarding Effectiveness Sub-Group.

Assurance that safeguarding is as effective as possible, using a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people.

The HSCP will review and publish a Threshold of Need Document, at least every two years, **setting** out the local criteria for action aligned with the local arrangements. There is, in addition, extensive information on the partnership website about safeguarding concerns, issues and themes, including making enquires and referrals regarding concerns about children.

The triangulation and scrutiny of performance and effectiveness across the system enables us to test out assurance or identify where additional activity or assurance may be required. In addition to quality assurance, practice review information and quantitative data, the Safeguarding Effectiveness Framework sets out other assurance methods such as:

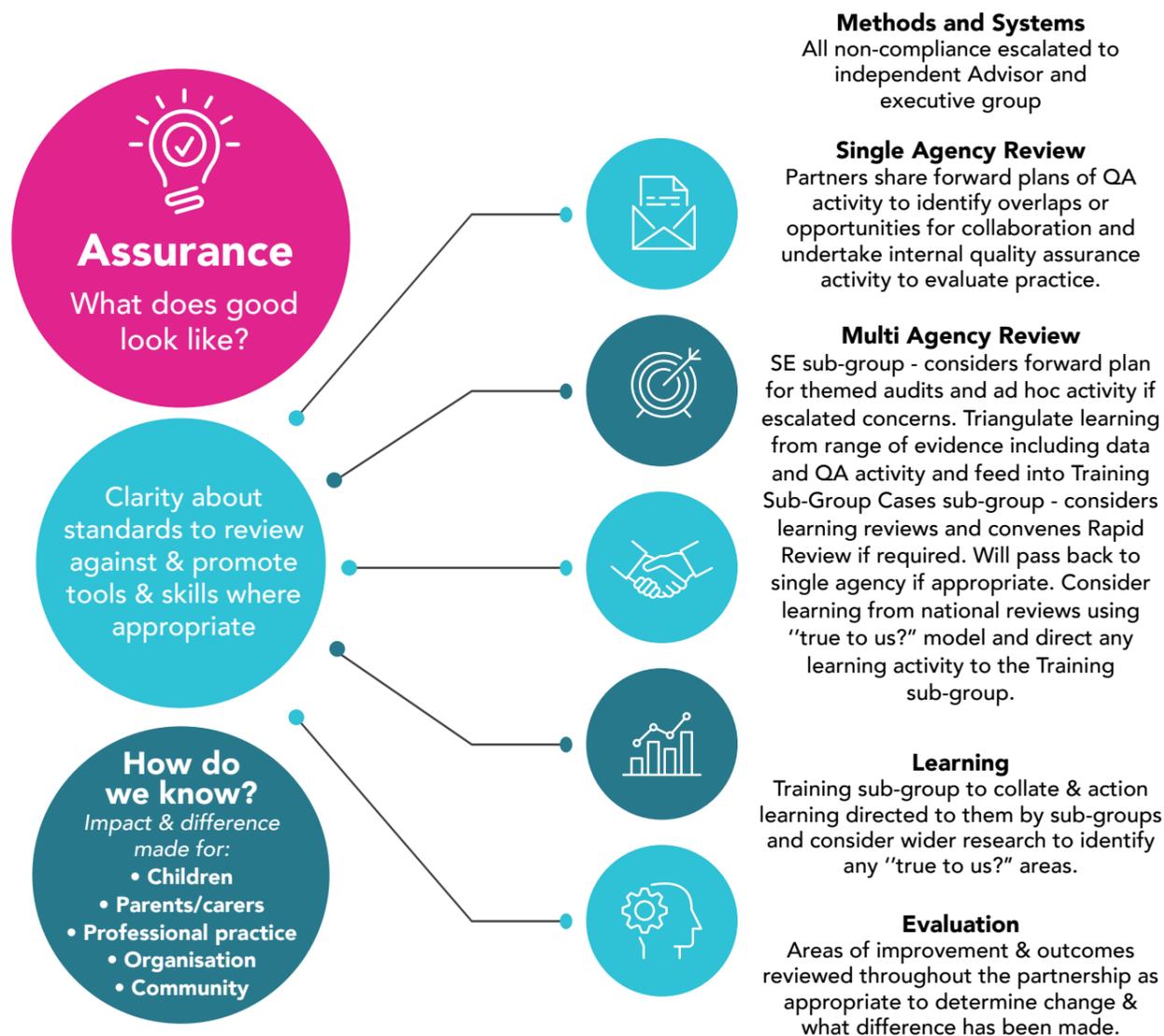
- assurance reports from the statutory partners and designated relevant agencies will be requested where deemed necessary. These reports should provide evidence of what is working well, what is not working well and actions in place to improve where appropriate.
- receive external audits and inspection reports of safeguarding or related issues from bodies such as HMIs, Ofsted and CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified during the above processes.
- request single agencies to carry out quality audits or 'deep dives' on themes where performance is considered to be a significant risk.

**Learn** from every opportunity to ensure we have a skilled workforce who have access to up to date, relevant information to help them to keep children safe and happy. The Safeguarding Effectiveness Framework ensures that there is a direct link between safeguarding effectiveness and workforce development. Learning needs are captured through the safeguarding assurance process of the partnership as well as learning needs analysis. The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all

**EXAMPLE** - A learning need analysis undertaken in 2018 identified that professionals are challenged when managing cases of Child Sexual Abuse, particularly within the family context. In response the multi-agency training programme has included a specialist course to provide professionals with the skills to address this under reported area of abuse.

The HSCP has a well-established pool of multi-agency trainers who deliver much of the course programme using local expertise and knowledge which provides on-going and valued support to deliver and evaluate learning and improvement. Opportunities for professionals to develop knowledge and skills are varied. Training courses, newsletters, briefings, learning events, blogs and the partnership website all form part of our communications plan to ensure opportunities for learning are maximised.

**Safeguarding Effectiveness Framework Flowchart**



## 4. Independent Scrutiny

The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area and should provide added value to what we already know and do. Working Together to Safeguard Children 2018 requires that safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement. The role of the Independent Chair has been crucial to the improvements driven by the HSCB, and the partnership believes that it would be detrimental to remove the challenge and oversight that role provides. The partnership will retain the Chair as an "independent scrutineer" referred to as Independent Advisor who in addition will provide independent scrutiny and challenge to the executive partnership.

The Local Authority Lead Member for Children's Services also provides a wider perspective and link to Local Authority scrutiny and holds key political accountability for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers, are addressed. In doing so, the Lead Member will work closely with other local partners and will also continue to be a part of the new arrangements.

Some additional forms of scrutiny will need to be independently commissioned, for example local child safeguarding practice reviews, however there is impartial or peer scrutiny within the local area and the region, which once arrangements are better embedded could provide scrutiny in future.

**Independent scrutiny will:**

- Be based on clear standards
- Be based on evidence, impartial and not rely on any single person
- Consider the effectiveness for children and families as well as for professionals
- Provide challenge and as well as recognising good practice
- Be cost effective and proportionate
- Include service users and the public (lay members, children and families)
- Be subject to moderation if required, overseen and reviewed by the Safeguarding Effectiveness Sub-Group.

To achieve this, the HSCP will develop a training workshop on effective quality assurance, auditing practice to ensure all partners have the skills set required to deliver the most effective scrutiny and contribute to learning and improvement.

Safeguarding Effectiveness Framework includes independent scrutiny of:



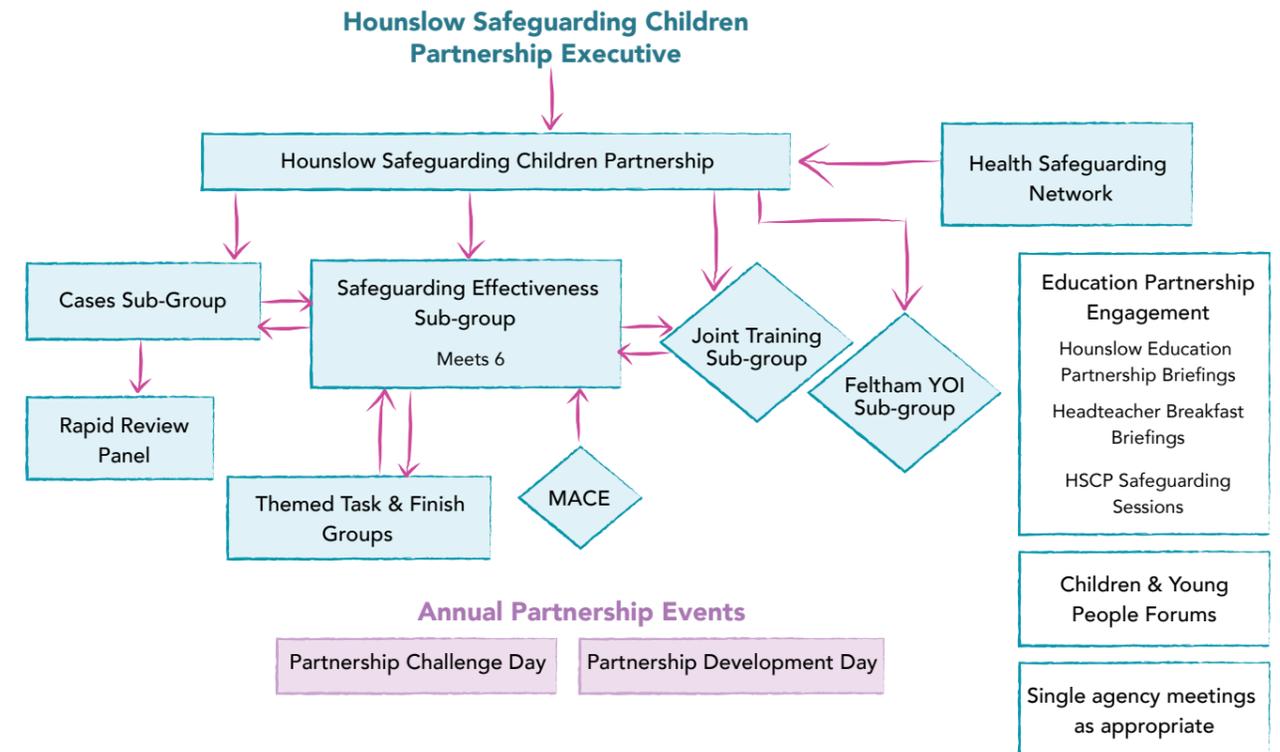
## 5. Professional Escalation

Safeguarding partners should work together to resolve any professional challenges and disputes locally. Whilst every effort will be made to work across the partnership from a strengths-based approach, there may be occasions where necessary agreement cannot be reached after escalation. Agencies should follow the HSCP Escalation Policy. The partnership policy does not negate any single agency policies and it is expected that organisations will adhere to their own whistle-blowing policies as appropriate. The HSCP Executive and all relevant agencies will be expected to adhere to the policy.

In order to reach a resolution, the partnership may need to commission an independent adviser, likely to be the HSCP Independent Advisor, to review and make recommendations to the HSCP Executive who will make any final decisions.

## 6. Organisation of the Safeguarding Partnership

The partnership is structured to provide strong collaboration, scrutiny, assurance and challenge, and to drive and enable coordination of safeguarding activity. Each sub-group will have revised terms of reference and an annual workplan which align with the new arrangements and clearly demonstrates actions to achieve outcomes for priority areas. Agendas and discussions at all meetings will focus on safeguarding practice, impact and improvement. The partnership Business Team, consisting of the Business Manager, Training and Development Manager and Business Support and Development Officer will undertake the management and support function of the partnership. Task and Finish Groups will only be established as necessary. This model allows sub-group meetings to focus on practice and outcomes, rather than management and administration.



(the structure links with other strategic boards and appropriate sub-groups)

## 6.1 Safeguarding Children Partnership Executive

The HSCP Executive is the key decision-making body and consists of the executive leads of the three statutory partners. Independent Advisor of the Partnership will be invited to provide independent challenge but not in a decision-making role.

The executive will physically meet as a minimum once yearly, to agree priorities for the annual business plan and review the partnership arrangements. Throughout the year they will virtually monitor progress and provide leadership to promote a culture of learning and approve the annual report. This group will also ensure that other local area leaders promote these arrangements. Should the executive be required to call additional meetings of its members they will do so at any time.

In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise and if functions or decisions are delegated however the HSCP Executive members remain accountable. The representatives, or those they delegate authority to, MUST be 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.

## 6.2 Hounslow Safeguarding Children Partnership

Replacing the HSCB, this group will meet four times a year, and act as the conduit between the executive group and the sub-groups. It will provide strategic focus with input from all "relevant agencies" and lead sub-groups who will be expected to report on a workplan for their area. A thematic approach throughout the year will continue, with joint interactive learning workshops with the Adult Safeguarding Board and Community Safety Partnership.

The partnership will be chaired by an Independent Advisor

and core membership will consist of:

- Independent Advisor
- Lay Member
- A senior officer of the three statutory partners with a responsibility for safeguarding
- Chairs of the sub-groups (some of whom will be the same as above)
- Representatives from all "Relevant Agencies"

Advisors to the HSCP are:

- HSCP Business Manager
- HSCP Training and Development Manager
- Designate Nurse
- Designate Doctor

## 6.3 Operational Management and Support

The Independent Advisor, Business Manager, and Chair of the sub-groups will meet at intervals throughout the year to monitor the operational activity of the partnership. This includes ensuring the business of the partnership is efficient and effective and deadlines are met. Activities will also include oversight of a forward plan, the annual report, leading the business plan, managing communications, as well as providing challenge for improvement activities and non-compliance by agencies, escalating any concerns to the HSCP and or the executive.

## 6.4 Safeguarding Effectiveness Sub-Group

Whilst every sub-group is expected to understand performance and assurance within its own remit, detailed multi-agency performance scrutiny across and within the system will take place in this sub-group. With responsibility for implementing the Safeguarding Effectiveness Framework, the group will bring together a range of evidence outlined in the framework, undertake Section 11 audits, and report by exception to the HSCP. The sub-group will prioritise its focus of work based on highest area of need, including child criminal exploitation, missing children and complex safeguarding issues.

The group will be responsible for setting up time limited themed task and finish groups that are responsive and address areas of abuse such as Neglect and monitor a multi-

agency focused workplan on those themes. Themes will be selected based on the priorities of Hounslow as agreed by the executive each year and most importantly where a multi-agency response is most needed. For 2019-2020 the focus will be on Neglect linking to Early Help.

Information will be received from other sub-groups and agencies in the form of assurance reports, and areas for learning passed to the Training Sub-Group. The sub-group will also link closely with the Business Team in relation to compliance and planning and where appropriate and feasible cross cutting themes, will be joint with other partnerships and Boards sub-groups and task and finish groups to achieve the best outcome in the most efficient way.

## 6.5 Cases Sub-Group

Cases sub-group will lead on co-ordination of all case reviews of practice in line with our Evaluate principle and link into the Safeguarding Effectiveness Sub-Group and the Training Sub-Group.

Information into the Cases sub-group will ensure there is a central point where quality of practice, critical analysis and learning is combined to feed into understanding safeguarding effectiveness, and into workforce development. The sub-group will have five key functions:

- Consider cases referred to it, oversee the rapid review process through Rapid Review panels, and ensure immediate safeguarding action is taken if required and share any immediate learning.
- Report findings to the National Child Safeguarding Practice Review Panel within 15 working days or as required if additional guidance is published during 2019/20.
- Commission and oversee local case reviews. Leadership of practice reviews should be independent of the agencies involved.
- Identify learning themes from reviews, monitor implementation of review actions and report progress to the HSCP.
- Include cases of good practice for discussion and to share learning.

## 6.6 Training Sub-Group

The joint Training sub-group with the Hounslow Safeguarding Adults Board (HSAB) will provide strategic leadership to commission, design, develop and deliver the multi-agency training offer both face to face and eLearning. It will monitor both attendance and impact of training and development. The group covers both children and adults safeguarding but other partnerships such as the Community Safety Partnership are involved where feasible to ensure that professionals have opportunities to learn and network together.

## 6.7 Feltham YOI Sub-Group

Providing scrutiny and oversight of the safeguarding arrangements at HMYOI Feltham, the dedicated sub-group, will receive regular assurance reports in relation to inspection outcomes and assurances on implementation of recommendations from audits and inspection findings and provide external oversight and scrutiny of practice. It will continue to support a quality assurance programme in the establishment and include speaking with young people directly who reported to feel safe with staff.

It will also explore commissioning arrangements and oversight of the social work practice and LADO function.

## 6.8 Links with other groups and forums

### 6.8.1 Health Network

The safeguarding group previously sat under the auspices of the HSCB. Now that the CCG are one of the four safeguarding partners the group will be owned directly by the CCG and have a line of reporting into the main safeguarding partnership. Through the Chair of the group any relevant multi-agency learning, areas of concern or good practice will be directed to the appropriate sub-group for further discussion. Consideration will be given to expanding membership to include relevant adults safeguarding leads. A six-monthly report will be submitted to the QPSE on learning, themes, priorities identified, and work completed.

### 6.8.2 Child Death Review Panel

The Child Death Overview Panel which will be transferred to the responsibility of partners defined as Local Authorities and any CCG's for a local area. It will remain linked to the new safeguarding arrangements and led by Public Health until July 2019 until arrangements are transferred to the new joint NW London arrangements and are operational.

### 6.8.3 Education

All educational settings are a central part of life for nearly every child and young person. Strong engagement and good relationships with all education providers in Hounslow will ensure that the partnership is aware of the issues that schools face and that early years settings, schools, colleges and alternative provisions are supported in responding to the increasing complexities of safeguarding. The HSCB recognised that it needed to proactively reach out and communicate and consult with education providers. An engagement programme has been developed and implemented utilising established networks and creating a dedicated safeguarding briefing session to ensure education providers know where to access information have a forum for discussing performance, new legislation and policy and have consultation opportunities on key areas of the partnerships work.

### 6.8.4 Involving children, young people

There are different groups and mechanisms for engaging, listening to and sharing information with children, young people in Hounslow. When appropriate the partnership will seek to engage young people through those forums to ensure their voice is heard and they can influence the work

leaders do. The Safeguarding Effectiveness Framework includes consultation with children, young people and families as part of its quality assurance process. Statutory partners listed as "relevant agencies" will also ensure that key staff are available to attend by invitation of the Youth Council, Corporate Parenting Board, and any other group that can provide the views of young people directly to inform the partnership.

Partners are expected to have processes embedded into their organisational structure which considers the voice of the child and families as part of the internal process and bridge the gap between families and operational front-line staff providing a clear line of sight to strategic leaders.

### 6.8.5 Communities and Voluntary Sector

Through the representative on the partnership, lay members and community inclusion team. We will continue to engage with the voluntary sector and communities, who will:

- Have representation on the HSCP, contributing to the strategic work of the partnership and providing a critical challenge role
- Set safeguarding priorities through other agreed representation and contributions to partnership task and finish groups and sub groups
- Receive challenge and support from the HSCP including through the provision of strategic safeguarding speakers at relevant meetings
- Promote good practice in safeguarding highlighting HSCP policy, provide up to date dedicated safeguarding guidance for voluntary sector, procedures and training

## 7. Resources and Infrastructure

The statutory partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the arrangements.

### 7.1 Business Team

The Business Team, led by a Business Manager, will help to provide the infrastructure for successful operation of the HSCP. Duties will be varied, but will include the following:

- Maintain and update policy and procedures, including links with London Councils.
- Maintain communications and knowledge sharing including briefings and web presence, including communicating learning and key messages to all agencies.
- Maintain partnership plans such as the forward agenda plan, business plan and sub-group work plans.
- Preparing agendas, administer and minute meetings of all groups that sit within the arrangements.
- Working with the Chairs of sub-groups and task and finish groups
- Support a range of multi-agency practice reviews including coordination management of action plans.
- Coordinate and administer multi-agency audits.
- Collate performance information reports and draft annual reports.
- Manage multi-agency learning and development, co-ordinate training pool and delivery of multi-agency training programme and learning events.
- As required undertake a safeguarding Training Needs Analysis of Hounslow's safeguarding children workforce.
- Maintain links and joint working with other partnerships and Boards to meet any strategic priorities, address gaps and reduce duplication of work.
- Effectively manage the partnership budget.

### 7.2 Funding

The overall budget will be maintained, will be shared and proportional, transparent to children and families in the area, and sufficient to cover all elements of the arrangements. In addition to funding, contribution of professional's time to the training pool, supporting sub-group activity and no-cost venues for training and meetings are provided by a range of partners. Funding levels will be reviewed annually by the executive group and ongoing consideration will be given to funding of case reviews outside of the HSCP's core budget.

### 7.3 Shared intelligence and information sharing

Safeguarding partners will adhere to relevant legislation in using data and intelligence. As the partnership business team is within the local authority, they are designated data controllers on behalf of the partnership. It is a critical element across the partnership and all sub-groups who will promote good practice and take an appropriate role according to their remit. For example:

- The Cases sub-group will consider effectiveness of information sharing in audits and case reviews
- The Safeguarding Effectiveness sub-group will ensure intelligence is shared appropriately to understand current performance
- The Training sub-group will be responsible for delivering training and methods of improving information sharing skills of professionals.

Each statutory partner will need to respond individually to any information requests and consider exemption under current legislation.

## 8. Transitional Arrangements & Ongoing Improvements

Change requires clear objectives and communication and having the right people and processes in place during transitions is critical to achieving successful change.

Transition from the Hounslow Safeguarding Children Board to the new Hounslow Safeguarding Children Partnership arrangements, and further long-term improvement, is supported by an implementation timetable, rolling business plan and workplans.

There will need to be flexibility to respond to developing national expectations, regulations and changes in inspection regimes. The Executive will also review the effectiveness of the arrangements annually to ensure they are fit for purpose and meet statutory requirements, to be updated in our Annual Report which will be published annually and clearly outline proposed timescales for improvement. The first review of the effectiveness of the arrangements in safeguarding Hounslow's children will be in September 2020.

We will know that the partnership is achieving when:

- Professionals tell us they feel supported, know where to go for information, and they have opportunities to learn and network. Policies, procedures and tools are revised based on evaluation, are implemented and users report an improvement in outcomes.
- Children, families and communities can contribute to the work of the partnership.
- The HSCP and sub-group chairs have clear workplans in place. Actions are undertaken, monitored and achieve the desired impact.
- The Executive are assured.
- Agencies report, and we can evidence, reduced duplication across the different partnerships and boards in Hounslow

This is the start of Hounslow's journey and our aspiration for the future of our new arrangements is to continue to be innovative, responsive and work across London and with other Hounslow partnerships to identify where improved efficiencies and approaches can be created, reduce duplication of effort and the number of meetings across partnerships, and greater holistic access to support for our families.

## References and Further links

### Documents

DfE (2016) [Wood report: review of the role and functions of local safeguarding children boards](#)

DfE (2018) [Working Together to Safeguard Children](#)

DfE (2018a) [Keeping Children Safe in Education](#)

Ofsted (2018) [Joint Targeted Area Inspection Guidance](#)

The Charity Commission (2018) [Safeguarding and protecting people for charities and trustees](#)

Royal College of Paediatrics and Child Health (2019) [Safeguarding children and young people - roles and competences for healthcare staff](#)

### Key links

[Annual report](#)

[Board website](#)

[Partnership Arrangements](#)

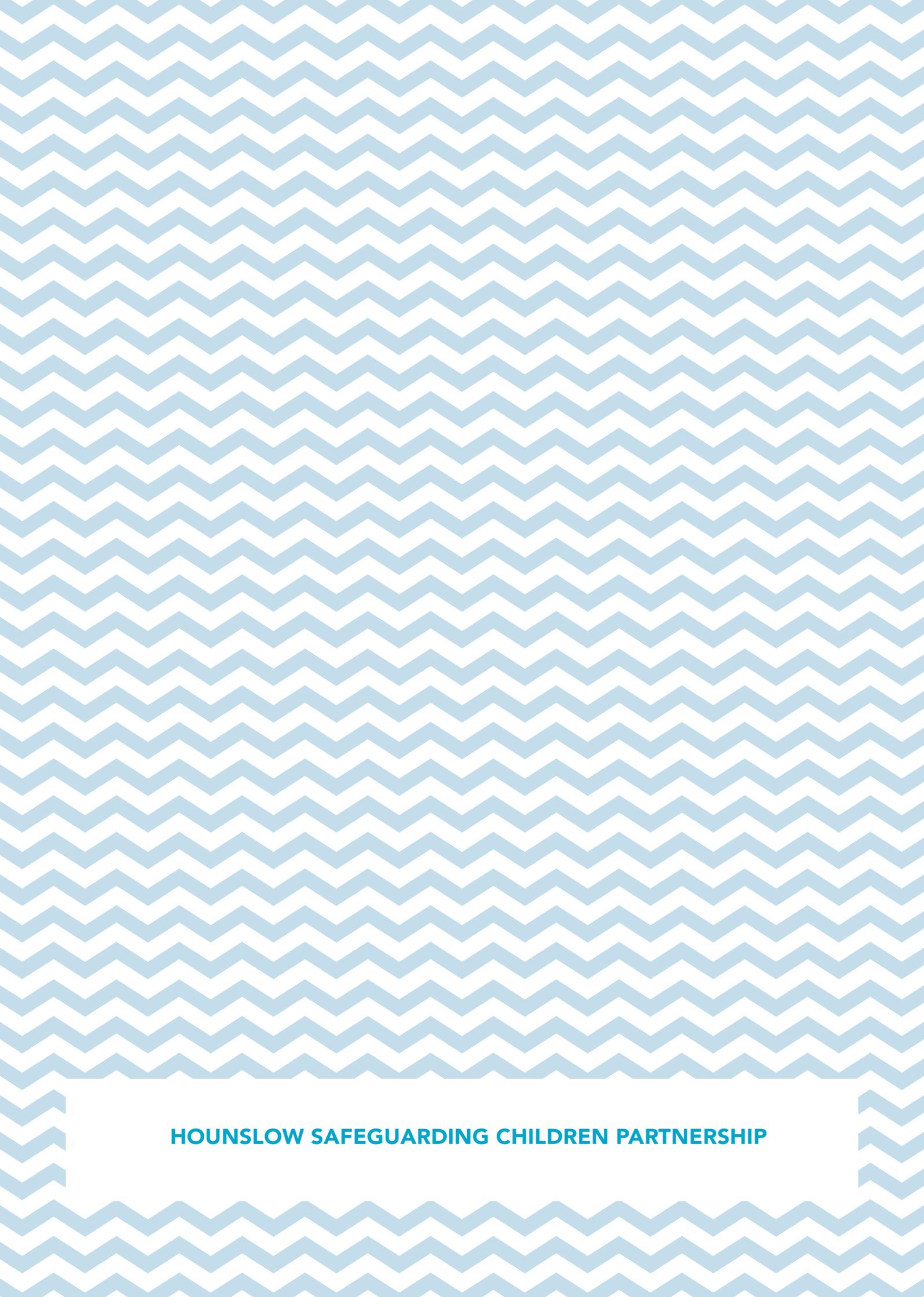
[Safeguarding Effectiveness Framework](#)

[Threshold of need and response framework](#)

[Escalation Policy](#)

[Whistleblowing guidance](#)

[London Safeguarding Children Procedures](#)

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**HOUNSLOW SAFEGUARDING CHILDREN PARTNERSHIP**