



Hounslow Safeguarding
Children Partnership

HOUNSLOW SAFEGUARDING CHILDREN PARTNERSHIP

Multi-Agency Safeguarding Children Arrangements

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1) 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. We continue to strengthen our partnership arrangements and ensuring safeguarding processes in our borough are as robust as they can be.

Working Together to Safeguard Children 2023 states:

- 1) Robust arrangements ensure that information is shared effectively, risk of harm is identified and understood, and that children and families receive targeted services that meet their needs in a co-ordinated way.*
- 2) Strong, collaborative leadership and timely decision-making are crucial to the effectiveness of multi-agency working and to identify and address system issues. The three safeguarding partners are responsible and accountable for this.*
- 3) As leaders of their organisations and the statutory safeguarding partners, it is for LSPs to assure themselves that their local arrangements are effective and keep children safe. This includes systems of assurance and accountability within each of their organisations, including inspection findings.*

Led by us, the Lead Safeguarding Partners (LSPs), the Hounslow Safeguarding Children Partnership (HSCP), supported by our Delegated Safeguarding Partners (DSP's), Partnership Chair and Independent Scrutineer will oversee the Multi-Agency Safeguarding Arrangements (MASA) as required by government guidance Working Together to Safeguarding Children 2023.

All 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 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 resident, community member, practitioner and organisation should play their part in helping us in preventing harm to our children.

Chief Executive Officer, London Borough of Hounslow

Chief Accountable Officer, Northwest London Integrated Care Service

Assistant Commissioner, Metropolitan Police

Agreed December 2024

2) Introduction

The HSCP is driven 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.

The latest [HSCP Yearly Report](#) outlines the work undertaken by the partnership and its impact on safeguarding outcomes for children and young people in our area. Revisions of the local arrangements provides our partnership with an opportunity to reflect and refresh how we operate within updated legislative framework, to ensure we continue to achieve for all our children, so that they are able to reach their full potential.

This document sets out how organisations and people in Hounslow will work together within the local arrangements, developing a realistic and sustainable model, building on the successes already achieved by our partners. We have re-evaluated and changed what wasn't working, to develop 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 to improve outcomes. The MASA should be read in conjunction with the HSCP Yearly Report and Safeguarding Children Strategic Plan.

3) National & Local Context

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 2023 guidance set out multi-agency responsibilities and expectations of all safeguarding partners and relevant agencies. Working Together to Safeguard Children 2023 requires each local area to revise their MASA led by three statutory agencies. These are the Local Authority, Integrated Care Service (ICS) and Police. It is recommended that local areas include education as their fourth safeguarding partner.

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; Safeguarding and Protecting People for Charities and Trustees; Safeguarding Children and Young People - Roles and Competences for Healthcare Staff.

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 Northwest of London. We will ensure through our MASA 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 with our West Area BCU neighbours, Ealing and Hillingdon.

Hounslow's Children and Young People

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. It is important that children, young people and families have links and a voice in strategic partnerships.

Improving our understanding of the impact the views of children, young people and families is having in shaping local services is an ongoing commitment of the local arrangements in Hounslow.

Our Services



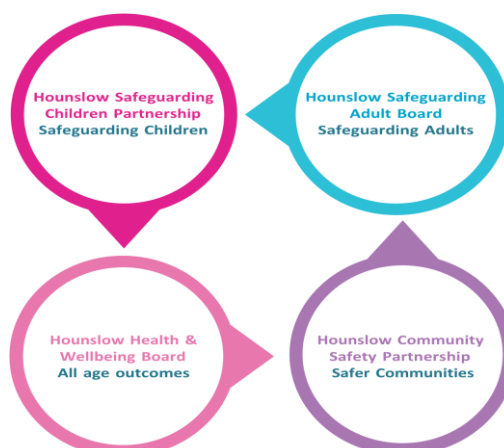
Other Services:

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

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.

The HSCP has continued to develop links with its strategic partnerships identifying opportunities for wider oversight, challenge and collaborative working to improve 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.



4) The Partnership Visions, Values and Principles

Working Together to Safeguard Children 2023 states that the purpose of local arrangements is to support and enable local organisations and agencies to work together in a system where *“robust arrangements help to ensure that information about a child and their family is shared effectively, risk of harm is correctly identified and understood, and that children and families receive targeted services that meet their needs in a coordinated way”* and *“Strong collaborative leadership and timely decision-making are crucial to the effectiveness of multi-agency working and to identify system issues”*. (Working Together to Safeguarding Children 2023, Chapter 2, page 23)

The HSCP has developed a one vision, two values and six principles:

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.

Evaluate. 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 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 operating framework will support evidencing impact, improving outcomes and achieve best practice and consistency, and test 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 Effective Practice 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 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 will adhere to our process for Notification of Serious Incidents. Where an external independent reviewer is required, for example for Local Child Safeguarding Practice Reviews (LCSPRs), 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 Effective Practice Group. Reviews will be published as outlined in Chapter 5 of Working Together to Safeguard Children 2023 and each review will result in an action plan agreed and monitored by the LSP's to ensure that recommendations are embedded in practice, and appropriate methods of learning applied and sustained.

Monitor performance. All 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 Strategic Insights Group.

Assurance. The LSP's will ensure that safeguarding is as effective as possible. On their behalf the DSP's will use a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people. The HSCP will continue to apply the [Pan London Threshold of Need](#) outlined in the [London Child Protection Procedures](#). 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, other assurance methods will be utilised 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.
- request single agencies to carry out quality audits or 'deep dives' on themes where performance is a significant risk.

Learn. The HSCP will prioritise learning 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 and ensure 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 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.

All non-compliance escalated to the Partnership Chair, HSCP Board and LSP's.

5) 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 2023 requires that safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

The HSCP has appointed an Independent Scrutineer to work alongside the partnership to hold partners to account for ensuring that it develops, statutory duties continue to be fulfilled, quality assurance mechanisms remain in place and are developed further, and that local child safeguarding practice reviews and national reviews are analysed, with key learning areas identified and effectively implemented across the safeguarding system.

The role will draw from, Six Steps for Independent Scrutiny: Safeguarding children partnership arrangement¹, through an agreed schedule of scrutiny and feedback, whilst also exercising the Hounslow Scrutineers "Right to Roam" across the safeguarding system.

The role will promote engagement with professionals and organisations and connect with various engagement arrangements for the children, young people, parents, and carers and ensure that the voice of children and families is considered as part of scrutiny and that this is at the heart of developing arrangements.

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.

Some additional forms of scrutiny will need to be independently commissioned, for example LCSPRs, however there is impartial or peer scrutiny within the local area and the region, which can be utilised to support the function.

Independent scrutiny will:

- Be based on clear standards
- Be based on evidence and be impartial
- Consider the effectiveness for children and families as well as for professionals
- Provide challenge and as well as recognising good practice
- Be proportionate
- Include children, young people and families
- Be subject to moderation if required, overseen and reviewed by the operational function of the partnership.

¹ Originally produced in 2019, author Jenny Pearce, The Six Steps to Independent Scrutiny has been updated in 2024 with feedback from colleagues across the sector and to incorporate requirements of WT23

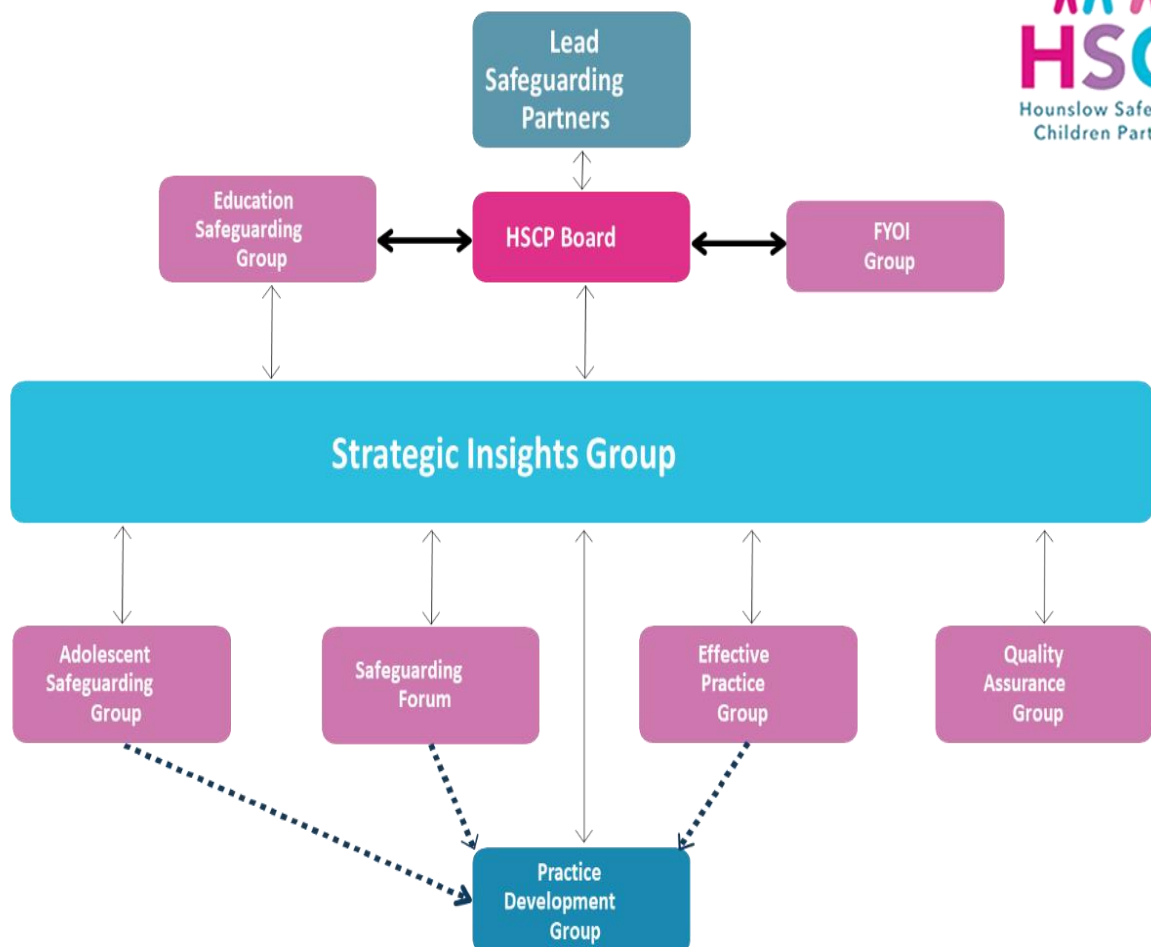
6) Overview of Hounslow Safeguarding Children Partnership

Chapter 2 of Working Together to Safeguard Children 2023 states that three partners have joint and equal duty to make arrangements to work together as a team to safeguard and promote the welfare of all children in the local area. The LSP's and their Delegated Safeguarding Partners (DSPs) have the responsibility for the delivery of the partnerships key objectives, agree its priorities and the strategic safeguarding plan and 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.

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 group has a clear terms of reference, workplan and is expected to clearly demonstrate delivery of actions to achieve outcomes for priority areas and "business as usual" assurance. Agendas and discussions at all meetings will focus on safeguarding practice, impact and improvement. Task and Finish Groups will only be established as necessary. Each of the meetings within the Governance structure has been developed using the Purpose, People and Process method.

HSCP Governance Structure



Lead Safeguarding Partners

The LSP's are legislatively accountable to be assured of the effectiveness of the local multi-agency safeguarding system and they will meet sufficiently regularly, at a minimum twice a year.

In addition to discharging the expectations and functions of the LSP's as outlined in Working Together to Safeguard Children 2023, they will act as the overarching group of strategic decision makers with the local safeguarding arrangements. This group will also ensure that other local area leaders promote these arrangements.

Hounslow LSP's are:

- Chief Executive Officer, London Borough of Hounslow
- Chief Accountable Officer, North West London Integrated Care Board
- Assistant Commissioner, Metropolitan Police

Delegated Safeguarding Partners

The LSP's have identified DSP's in their respective agencies to fulfil the expectations outlined in Working Together to Safeguard Children 2023.

Hounslow DSP's are:

- Executive Director for Children's and Adults' Services, London Borough of Hounslow
- Chief Nurse, Northwest London Integrated Care Board
- Chief Superintendent, West Area Basic Command Unit, Metropolitan Police

Relevant Agencies

The below partner organisations have been selected as relevant agencies given the key strategic and operational insight they provide to the work of this partnership. However, in line with statutory guidance, the three safeguarding partners note the option to request representatives from other agencies/organisations as the partnership develops or the need arises from particular areas of partnership work.

Educational Leaders representing Early Years, Primary School, Secondary Schools, Post 16 Education and Special Provision
Mental Health Services
Community Health Services
Primary Care
Acute Health Trust
Drug and alcohol Services
Housing, London Borough of Hounslow
Housing Associations
Clear Springs Ready Homes
National Probation Service
Feltham Young Offender Institution
Community Safety, London Borough of Hounslow
Cafcass
Charity and Voluntary Services
Libraries, London Borough of Hounslow
Lampton 360
Community Inclusion & Partnership (Prevent/Counter Extremism)
Public Health, London Borough of Hounslow
London Fire Brigade
London Ambulance Service

HSCP Board

The HSCP Board is a key operational decision-making body within the context of the MASA and consists of the Partnership Chair, DSP's for the three statutory partners, the Director for Education, Skills and Lifelong Learning and a senior Educational Leader nominated by school leaders across the Borough. The Independent Scrutineer of the Partnership is invited to provide independent challenge but not in a decision-making role.

The Board will meet quarterly as a minimum. In addition to discharging the expectations and functions of DSP's as outlined in Working Together to Safeguard Children 2023 it holds the strategic oversight of the effectiveness of the multi-agency system, impact of practice improvement and learning and quality assurance. They will monitor progress and provide leadership to promote a culture of learning.

In situations that require a clear, single point of leadership, all partners should decide who would take the lead on issues that arise and if functions or decisions are delegated. The HSCP Board, **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.

Strategic Insights Group

Whilst every group is expected to understand performance and assurance within its own remit, detailed scrutiny of multi-agency performance across and within the system will take place in this group. The Strategic Insights Group will act directly on behalf of the HSCP Board to support the LSP's and DSP's in the coordination and delivery of the strategic safeguarding plan, partnership priorities, seek assurance about the effectiveness of safeguarding practice and systems and identify improvements. It is the assurance and impact conduit between all partnership groups and will provide analytical and data insights as required in Working Together to Safeguard Children 2023.

The group will bring together a range of evidence outlined in the MASA, and report to the HSCP Board. The group will prioritise its work based on highest area of need.

The group will be responsible for setting up time limited themed task and finish groups that are responsive and address areas of abuse and monitor a multiagency focused workplan on those themes. Themes will be selected based on the priorities of Hounslow. Information will be received from other groups and agencies in the form of assurance reports, and areas for learning passed to the Practice Development Group. The group will also link cross cutting themes other strategic partnerships, Boards, groups and task and finish groups to achieve the best outcome in the most efficient way.

Adolescent Safeguarding Group

Adolescence is a critical developmental period conventionally understood as the years between the onset of puberty and the establishment of social independence (Steinberg, 2014). The most commonly used chronologic definition of adolescence includes the ages of 10-18.

The Adolescent Safeguarding Group will hold the responsibility of ensuring robust oversight, challenge, and scrutiny of the implementation of the multi-agency Adolescent Safeguarding Strategy in addition to taking the lead role in monitoring the effectiveness of the multi-agency system responding to adolescents at risk, safeguarding practice and identify improvements. The

group will develop and update an understanding of local need, risk and service outcomes for adolescent safeguarding.

The group will be the accountable body for the Multi-Agency Child Exploitation (MACE) Panel and other multi-agency adolescent operational safeguarding groups and provide a forum for liaison and coordination with other strategic groups, such as Community Safety Partnership.

Safeguarding Forum

The role of the Safeguarding Forum and its members is to consider and support the identification of areas of strength and improvement in multi-agency safeguarding practice and to enable engagement with the frontline professionals from the statutory safeguarding partners and all “relevant agencies” as appropriate.

The forum will provide a line of sight about practice and emerging issues to the Strategic Insights Group, Practice Development Group, Effective Practice Group and Safeguarding Adolescents Group and support the HSCP Board, LSPs, and Independent Scrutineer to fulfil the partnerships responsibilities as defined in Working Together to Safeguard Children 2023.

The group will take thematic approach throughout the year with joint interactive sessions with full participation from all members.

Effective Practice Group

The LSP's and the HSCP Board have a responsibility to create a learning culture, by conducting multi-agency case reviews and LCSPR's, identifying the lessons from those reviews, and disseminating that information to agencies and frontline staff.

The Effective Practice Group is central to ensuring that at a strategic level organisational lessons are learnt, and changes are implemented, from the review of local and national serious cases of child abuse to prevent future incidents of serious child abuse or death. The group will lead on co-ordination of all case reviews of practice in line with our Evaluate principle and link into the Strategic Insights Group and Practice Development Group.

Information into the 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. Its key functions are:

- To share and reflect on good practice so that there is a growing understanding of what works well across the partnership and elsewhere.
- To consider cases referred to it after notification to the National Panel, oversee the Rapid Review process and ensure immediate safeguarding action is taken if required, share any immediate learning with appropriate groups and networks and report findings to the Panel within 15 working days.
- To oversee LCSPR's and learning reviews from commissioning to publication on the partnerships website. Where an external independent reviewer is required, they will be commissioned by the HSCP Board on behalf of the LSP's, with support from the Partnership Chair and the Partnership Service Manager.
- To review and monitor progress of action plans from LCSPR's, Rapid Reviews or other reviews and seek assurance from agencies that actions have been completed. To ensure that partners take learning back to organisations to improve future practice and services to reduce the risk of future harm to children.
- To receive local learning reviews, national reviews, relevant thematic learning from the Child Death Review Panel and relevant action plans, for multi-agency consideration of learning and recommendations that may be relevant locally using the “True to Us” learning model.

Practice Development Group

The joint Practice Development Group with Children's Social Care will provide strategic leadership to commission, design, develop and deliver the multi-agency training offer both face to face and eLearning and will lead the collaboration and a shared commitment and responsibility to training, across agencies.

It will receive learning recommendations from a range of partnership assurance and learning activity as documented throughout the MASA and work in conjunction with the Adolescent Safeguarding Group, Effective Practice Group and Safeguarding Forum. The group will ensure the sustainability of the learning offer through training and supporting practitioners and managers across agencies to deliver training and develop a system that can incorporate service user feedback to measure the impact of training on outcomes for children and families.

Feltham Young Offenders Institute (FYOI) Group

Providing scrutiny and oversight of the safeguarding arrangements at HMYOI Feltham, the dedicated group, will receive regular assurance reports in relation to, control and restraint, 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. In accordance with Working Together to Safeguard Children 2023, the group will be responsible for completing an annual review of restraint.

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

The group will report directly into the HSCP Board to ensure proper scrutiny and oversight by the DSP's on behalf of the LSPs.

Education Safeguarding Group

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 year's settings, schools, colleges and alternative provisions are supported in responding to the increasing complexities of safeguarding.

The HSCP recognises that it needs to proactively reach out and communicate and consult with education providers. An engagement programme has been developed and is being implemented utilising established networks and to create a dedicated group who will lead on supporting the strategic oversight, assurance and engagement with safeguarding across all the education sector in Hounslow. It will be a key forum for discussing performance, new legislation and policy and have consultation opportunities on key areas of the partnerships work.

7) Operational Management and Support

As outlined in Working Together to Safeguard Children 2023, the role of the Partnership Chair, the Partnership Manager and Independent Scrutineer are distinct functions in ensuring the delivery of effective local safeguarding arrangements. It states that:

- **the Partnership Chair** has authority, is decisive and enables resource allocation, with risk escalation to LSCPs.
- **the Partnership Manager** with adequate resources and capacity will support the partnership chair and manage partnership operations.
- **Independent Scrutiny** is rigorous and effective providing challenge to the safeguarding partners.

The Partnership Chair, Independent Scrutineer and Partnership Service Manager 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 yearly report, progressing the strategic safeguarding plan, managing communications, as well as providing challenge for improvement activities and non-compliance by agencies, escalating any concerns to the LSP's and or the HSCP Board.

HSCP Business Team

The HSCP Business Team, consisting of the Partnership Service Manager, Training and Development Manager, Planning and Performance Officer and meeting administrators will undertake the management and support function of the partnership. This allows members and meetings to focus on practice and outcomes, rather than management and administration.

The HSCP Business Team, led by a Partnership Service Manager, will help to provide the infrastructure for successful operation of the HSCP.

8) Involving children, young people and families

There are different groups and mechanisms for engaging, listening to, and sharing information with children, young people and families 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 HSCP includes consultation with children, young people and families as part of its quality assurance process.

Statutory partners and 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 and demonstrate how those arrangements are developing and shaping services.

The effectiveness of the partnership in engaging children, young people and families will be a core area of focus for the Independent Scrutineer.

9) Communities and Voluntary Sector

Through increased representation in the partnership arrangements, primarily via the Safeguarding Forum and appropriate task and finish groups, we will continue to engage with the voluntary sector and communities. They will contribute to the strategic work, share and consult on safeguarding priorities of the partnership and provide a critical challenge role. Organisations and groups can expect to receive challenge and support from the partnership including through the provision of strategic safeguarding speakers at relevant meetings.

10) 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 strength-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 Board and all relevant agencies will be expected to adhere to the policy. To reach a resolution, the partnership may need to commission an

independent adviser, likely to be the Independent Scrutineer, to review and make recommendations to the HSCP Board who will make any final decisions in consultation with the LSPs.

11) Funding

Working Together to Safeguard Children 2023 states that “*the LSP should agree on a level of funding needed to deliver the multi-agency safeguarding arrangements*” and that “*funding contributions from the statutory safeguarding partners should be equitable*”.

Across London the issue of “equitable” funding remains a challenge due to the centrally agreed MPOAC funding from the Metropolitan Police which is standardised across all London Borough’s and inconsistent funding allocated across all ICB’s with Local Authorities providing the bulk of funding arrangements and being responsible for budget overspends as the budget holder.

The overall budget will be managed by the Local Authority and will be transparent to children and families in the area. Funding levels will be reviewed annually by the LSP’s to ensure that they are sufficient to cover all elements of the arrangements. In addition to monetary contributions, contribution of professional’s time to the training pool, supporting MASA arrangements and partnership operations and no-cost venues for training and meetings are provided by a range of partners.

12) 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 operation and governance structure and all partners will promote good practice and take an appropriate role according to their remit. For example:

- The Effective Practice Group will consider the relevance of information sharing in audits and case reviews.
- The Strategic Insights Group will ensure intelligence is shared appropriately to understand current safeguarding performance

13) Ongoing improvement.

Ongoing development requires clear objectives and communication. Having a clear **purpose**, the right **people** and proper **processes** in place is critical to achieving the arrangements that meet the needs of the local safeguarding system.

The partnership will need to continue to be flexible and adapt to respond to developing national expectations, regulations, and changes in inspection regimes. The Independent Scrutineer will annually review the effectiveness of the arrangements, making recommendations to the HSCP Board and LSP’s which will be reported in the HSCP Yearly Report clearly outlining proposed timescales for improvement.

We will know that the partnership is achieving when:

- Professionals report that 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 partnership has clear workplans in place. Actions are undertaken, monitored and there is evidence that they achieve the desired impact.

- The LSP's and DSP's are assured and publish a statement of assurance each year.

Our arrangements outline our aspiration for the future 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 greater holistic access to support for our families.

References and Further links

Documents

[DfE Alan Wood report: Implementation of Multi-Agency Safeguarding Arrangements](#)
[DfE Working Together to Safeguard Children](#)
[DfE Keeping Children Safe in Education](#)
[Ofsted Joint Targeted Area Inspection Guidance](#)
[The Charity Commission 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

[HSCP Yearly report](#)
[Strategic Safeguarding Plan](#)
[HSCP Website](#)
[Threshold of need and response framework](#)
[Escalation Policy](#)
[Whistleblowing guidance](#)
[London Safeguarding Children Procedures](#)

The background of the entire page is a repeating chevron pattern in a light blue color on a white background. The chevrons are arranged in a dense, staggered grid. At the bottom center, there is a white rectangular area containing the text.

HOUNSLOW SAFEGUARDING CHILDREN PARTNERSHIP