



## **Islington Multi-Agency Safeguarding Arrangements**

**Date of publication:** December 2024

**Date of review:** March 2026

## Foreword

In Islington we are dedicated to safeguarding and promoting the welfare of children and young people. We are committed to ensuring that Islington is a place where everyone has a fair and equal opportunity to reach their potential. Strong partnerships and communities are essential to making sure that Islington’s children and their families receive the best possible start in life and the best possible care and help when they need it.

Islington safeguarding partners are dedicated to the highest standards of child protection, striving to ensure that children are safeguarded from abuse, neglect, and exploitation. It is essential that children who require assistance and protection receive prompt, high-quality support as soon as their needs are recognised.

Our goal is to continue developing a system that is attuned to the needs and interests of children and their families. In this system, practitioners will have a clear understanding of their individual roles and the necessity of working collaboratively with other partners. Securing the best possible safeguarding outcomes for children is a top priority for all partner organisations in Islington. Recent legislative changes and National Reforms offer a chance to build on our already robust multi-agency framework. It is crucial to have the appropriate structures in place so that strategic leaders can accurately assess the strengths and weaknesses of current safeguarding practices, make timely and informed decisions, and ensure that operational activities are directed where they can have the most positive impact on young lives.

In this document we have set out how the three statutory partners, the London Borough of Islington, the NHS North Central London integrated Care Board, and the Central North Borough Command Unit of the Metropolitan Police Service and other organisations including education and early years will work together as a Partnership to safeguarding children and young People in the London borough of Islington.

As part of the update to the local safeguarding arrangement, Islington Safeguarding Children Partnership have reviewed and updated the existing governance structures to enable us to better fulfil our statutory obligations and deliver against our strategic priorities.

These arrangements supersede those published by the Islington Safeguarding Children Partnership previously and become effective from 20<sup>th</sup> December 2024.

**Victoria Lawson**



Chief Executive  
London Borough of Islington



**Andy Carter**



Chief Superintendent,  
Central North Basic Command Unit,  
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**Frances O’Callaghan**



Chief Executive  
NHS North Central London,  
Integrated Care Board



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## 1. Background

Working Together 2023 sets out the following requirements for the Multi Agency Safeguarding Arrangements. They must include:

- Arrangement for the safeguarding partners to work together to identify and respond to the needs of children in the area.
- Arrangements for commissioning and publishing local child safeguarding practice reviews
- Arrangements for independent scrutiny of the effectiveness of the arrangements

The arrangements address how the statutory safeguarding partners must work together and with any relevant agencies, to safeguard and promote the welfare of children with regards to local need.

Our existing arrangements are working well, with all partners being committed to the safeguarding of children in Islington. Organisations that were relevant agencies within our previous multi-agency safeguarding arrangements (MASA, 2019) will remain (see appendix 1).

These arrangements and all the information relating to them will be published on the [Islington Safeguarding Children Partnership website](#) and will be subject to review. The arrangements will be updated in March 2026.

The Partnership's operating year is 1<sup>st</sup> April to 31<sup>st</sup> March.

## 2. Purpose

The purpose of these multi-agency arrangements is to support and enable all local organisations and agencies to work effectively together in a system where:

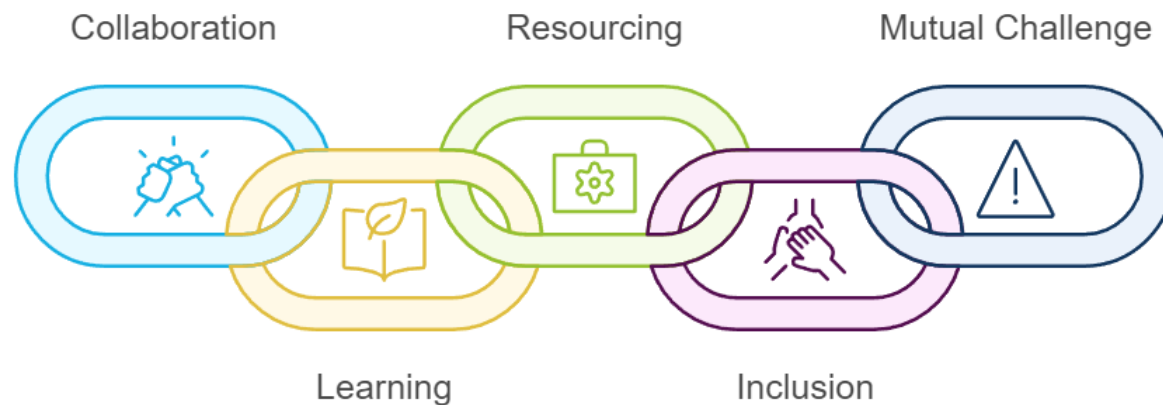
- Children are safeguarded and their welfare promoted
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- Organisations and agencies challenge appropriately and hold one another to account effectively
- There is 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.

### 3. Vision and Model

The amendments in Working Together to Safeguard Children 2023 re-emphasise the focus that the safeguarding of children is the responsibility of the whole community. We are dedicated to ensuring that all children in the borough have equal opportunities to learn, enjoy, participate, and thrive. Our mission is to create support systems designed with and for children, young people and families in our borough. These systems will understand and respond to local needs, leverage the strengths of our schools, diverse communities, and high-quality services, and protect those who are vulnerable.

Our vision is rooted in the Children’s Social Care National Framework which sets the direction for all organisations, safeguarding partners and relevant agencies in supporting children and young people. Highlighting how services are to work together in Islington, aligning our practices to continue to move towards the required outcomes.

The five key principles:



In line with the framework, our Partnership aims to:

- Raise aspirations for outcomes that can be achieved through high-quality support and practice with children, young people and families
- Establish a shared approach and strong relationships across agencies, facilitating constructive engagement in delivering effective support to children, young people and families
- Embed voices of children, young people and families in the design and delivery of services and support
- Determine the right support, challenge and accountability across agencies to focus collective effort towards the goal of seeing families thrive and understand the impact of services in helping to deliver that ambition.

#### 4. Geographical Area

The new arrangements will continue to cover the one London Borough of Islington area and children looked after placed outside of Islington will, where appropriate, maintain links to neighbouring local authorities with the potential to work jointly on priorities and projects where relevant.

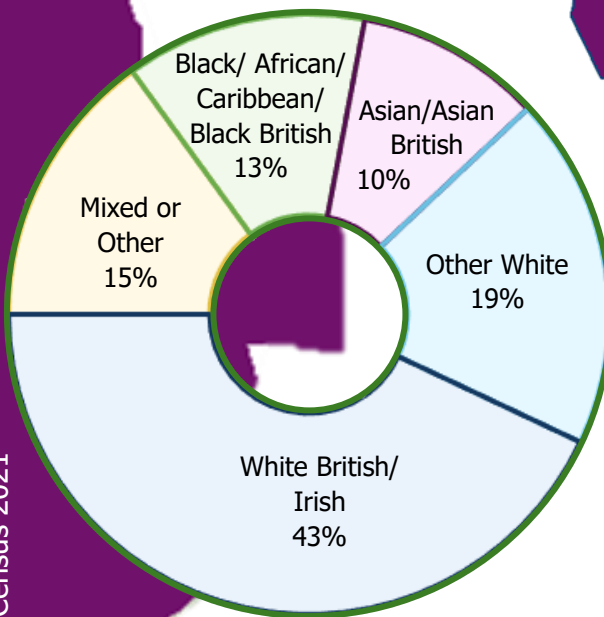
Islington is a small densely populated borough:

**220,373 Total population**

**36,288 < 18 year olds**

ONS mid-year estimate 2022

Breakdown of population by ethnicity,  
ONS Census 2021



63% children aged 0-19 live in social housing

**6<sup>th</sup>**

**most deprived borough in London**

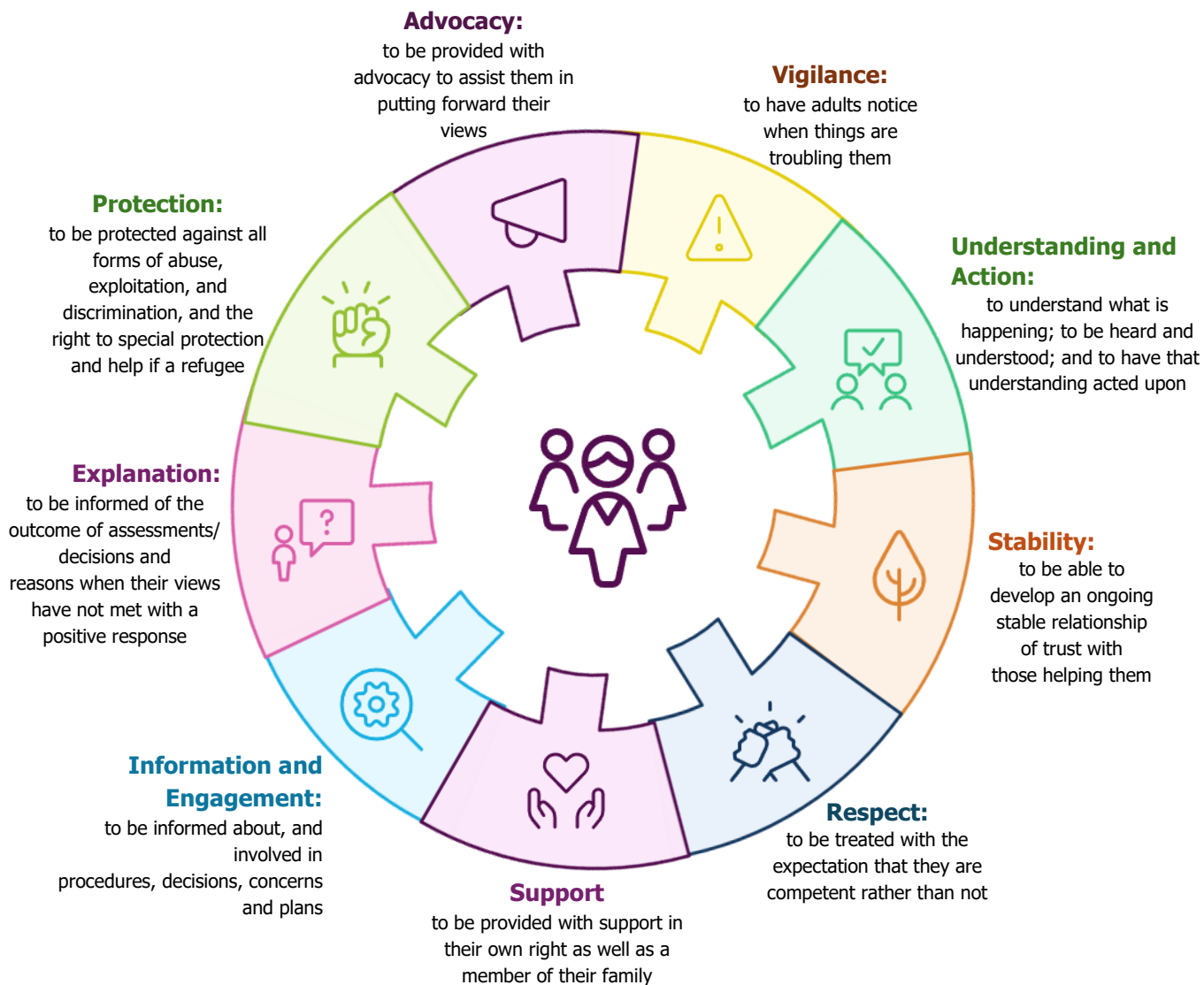
2019 index of Multiple Deprivation



more than one in three children grow up in poverty

## 5. Voice of Children and Families

Working Together to Safeguard Children 2023 identifies clearly what children expect from an effective safeguarding system; they want to be respected, have their views heard, and have stable relationships with professionals built on trust and consistent support provided for their individual needs.





The Partnership will continue to enhance how our work is informed by the views and experiences of children and families. Each Executive Board, ISCP Board meeting, and subgroup champions the voice of children and families, keeping this at the forefront of decision-making, forward planning, and evaluating whether objectives have been met.

Each group has agreed on the appropriate methods to achieve this and continue to develop these further. Our Lay member contributes to the work of the Partnership by providing an autonomous view and challenge and contributes to the work of the subgroups including gaining the views of children and parents.

This system-wide approach throughout the Partnership strengthens the resilience of children, young people, and families through early interventions, reducing the escalation of problems. Our future aim is to enable and empower children and young people to directly engage with their Partnership functions and forward planning.

## 6. Safeguarding Arrangements

Our arrangements are led by three statutory partners; 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: (a) the local authority (b) an integrated care board for an area any part of which falls within the local authority area (c) the chief officer of police for an area any part of which falls within the local authority area.

For Islington this is:

- The London Borough of Islington
- The NHS North Central London integrated Care Board
- The Central North Basic Command Unit of the Metropolitan Police Service

### 6.1 The role of Education within the Partnership

While not a statutory partner, Working Together 2023 emphasises the need to enhance engagement and representation of education representatives at the executive Leadership Forum. Islington Safeguarding Children Partnership has fostered an environment to enable all schools, colleges, early years (0-5 years old) and other education and childcare providers in the local area to be fully engaged and involved, with their insights being included at all levels of local safeguarding arrangements.

Strengthening the role of education as a relevant agency, aims to better protect children from abuse, neglect and exploitation. Our Partnership continue to build further the robust education representation both operationally and strategically. Schools and colleges in Islington are expected to comply with the requirements of the statutory guidance Keeping Children Safe in Education: for Schools and Colleges (DfE, September 2024) and [Working Together to Safeguard Children 2023](#) and to fulfil the duties of Section 175/157 of the Education Act 2002 and other safeguarding guidance.

It can be difficult for a single education or childcare leader to represent all local providers. However, we believe that the arrangements we have help us move towards these goals, and we continuously review and improve them as needed. Our aim is that leaders share insights on children's experiences locally and how these arrangements affect the education and childcare system. Our local multi-agency safeguarding arrangements include mechanisms to ensure engagement and collaboration at the operational level, this includes four education subgroups annually, and networks, practitioner forums with designated safeguarding leads, and appointed representatives from across the field of education; see appendix 2 for our education representation network diagram.

Education providers (inc. all schools, colleges, multi-academy trusts, early years (0-5 years old), and other education and childcare providers) are responsible for fully participating in these safeguarding arrangements, this participation includes responding to safeguarding audits of quality and compliance as requested by local authorities or safeguarding partners (e.g. S11). This ensures that policies align with our multi-agency safeguarding arrangements and relevant laws and regulations.

Additionally, education providers should offer staff and governor training that meets both local and national safeguarding requirements. When necessary, they should report their audit findings to their governing bodies and proprietors, who will share them with the local safeguarding partners as requested. Training for designated safeguarding leads, early years professionals and teachers should foster a shared understanding of different levels of need and appropriate responses.

All education providers play a crucial role in sharing and contributing key information about children, such as attendance data, exclusions, concerns about abuse, neglect, exploitation, and broader social and environmental factors, including extra-familial contexts, which are essential for keeping children safe as part of our Partnerships core functions and [prioritises for 2024 - 2026](#).

## 6.2 The role of Relevant Agencies within the Partnership

“Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children... Strong, effective multi-agency safeguarding arrangements should be responsive to local circumstances and engage the right people in a collaborative way. This approach requires flexibility from all relevant agencies, to enable joint identification and response to existing and emerging needs, and to agree priorities to improve outcomes for children”.

Working Together to Safeguard Children 2023

Relevant agencies play a key role in collaborating to safeguard children and young people. Islington is fortunate to have commitment across all agencies who work with children and young people. The strength of partnerships has been consistently recognised by external inspections.

These arrangements recognise that a range of other organisations and groups have an important contribution to make to the safeguarding agenda and work of the Partnership Board and Executive. Although organisations might not be directly represented on the Board, their involvement will be secured by direct involvement in sub-groups, steering groups, training or safeguarding networks and/or their work. While organisations and agencies not listed or named in the regulations are not under a statutory duty, they should nevertheless cooperate and collaborate with these arrangements as part of their role in providing health, social care, education or public protection functions.

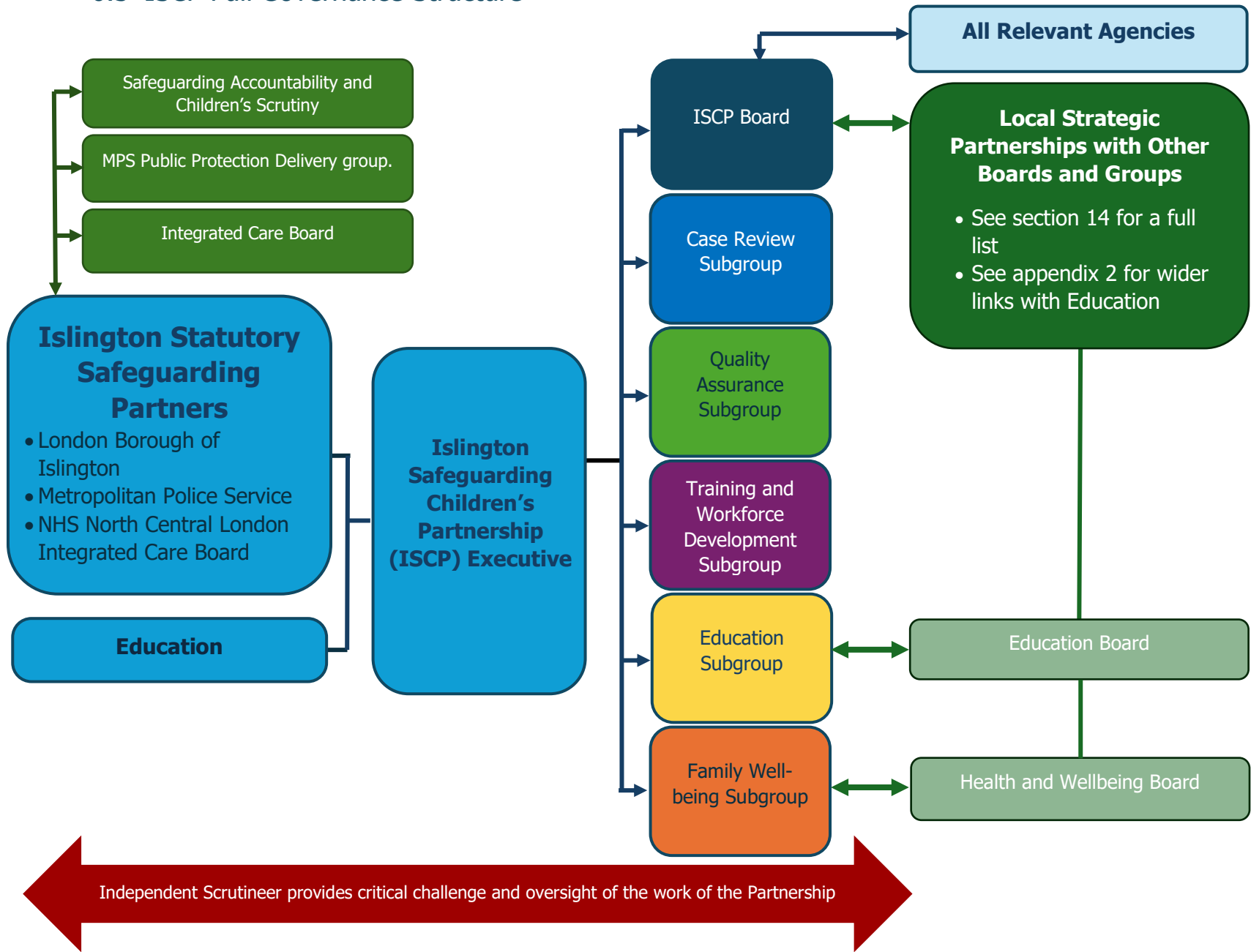
In addition, the arrangements will draw on appropriate expertise and advice from frontline professionals from all relevant sectors where necessary; as well as embedding effective collection and sharing and analysis of data to enable early identification of new safeguarding risks, issues, emerging threats, as well as promoting collaborative responses across all relevant agencies

The list of relevant agencies will be reviewed by the Partnership annually and will include all those listed in statutory regulations.



The full list of relevant agencies can be found in Appendix 1.

### 6.3 ISCP Full Governance Structure



In line with [Working Together 23, Chapter 2, 'Multi Agency Safeguarding Arrangements'](#), the Partnership has appointed to the statutory roles of Lead Safeguarding Partner and Delegated Safeguarding Partner. In Islington partners strongly believe that safeguarding is a shared responsibility. Working Together 2023 states that strong, effective multi-agency arrangements are ones that are responsive to local circumstances and engage the right people.

## 6.4 Lead Safeguarding Partners

### **Joint functions of Lead Safeguarding Partners (LSP)**

1. Set the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively.
2. Lead their organisation's individual contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates to account for the delivery of agency commitments.
3. Review and sign off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.
4. Provide shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
5. Ensure multi-agency arrangements have the necessary level of business support, including intelligence and analytical functions, such as an agreed data set providing oversight and a robust understanding of practice.
6. Ensure proper involvement of and oversight of all relevant agencies, including education settings, and confirm they are clear on their role and contribution to multi-agency safeguarding arrangements.

### **The Lead Safeguarding Partners for our Partnership are:**

**London Borough of Islington:** Chief Executive, Victoria Lawson

**Metropolitan Police Service:** Assistance Commissioner, Frontline Policing, Matthew Twist

**NHS, North Central London, Integrated Care Board:** Chief Executive, Frances O'Callaghan

Our Lead Safeguarding Partners have appointed a Delegated Safeguarding Partner (DSP) for their respective agencies.

The DSPs are sufficiently senior to speak with authority, make decisions on behalf of the LSP, and hold their sectors accountable. Whilst DSPs will have the authority to carry out these functions, ultimate accountability remains with the LSP's, who are responsible for delivering the statutory duties of the safeguarding partners.

## 6.5 Delegated Safeguarding Partners

### **Joint functions of Delegated Safeguarding Partners (DSP's)**

1. Delivery and monitoring of multi-agency priorities and procedures to protect and safeguard children in the local area, in compliance with published arrangements and thresholds.
2. Close partnership working and engagement with education (at strategic and operational level) and other relevant agencies, allowing better identification of and response to harm.
3. The implementation of effective information sharing arrangements between agencies, including data sharing that facilitates joint analysis between partner agencies.
4. Delivery of high-quality and timely rapid reviews and local child safeguarding practice reviews, with the impact of learning from local and national reviews and independent scrutiny clearly evidenced in yearly reports.
5. The provision of appropriate multi-agency safeguarding professional development and training.
6. Seeking of, and responding to, feedback from children and families about their experiences of services and co-designing services to ensure children from different communities and groups can access the help and protection they need.

### **The Delegated Safeguarding Partners for our Partnership are:**

**London Borough of Islington:** Corporate Director of Children Services, Jon Abbey

**Metropolitan Police Service:** Central North Basic Command Unit, Chief Superintendent, Andy Carter

**North Central London, Integrated Care Board:** Director of Safeguarding & Looked After Children, David Pennington

Representatives will:

- speak with authority on behalf of 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 and other organisations to account for the effective participation and implementation these local arrangements.

## 6.6 Chair

### **Functions of Partnership Chair role:**

1. To develop strategic links, support and hold to account all LSPs in fulfilling their safeguarding duties for children.
2. Ensure that local arrangements are designed to work collaboratively and effectively by encouraging and supporting the development of partnership working between the LSPs, DSPs, independent scrutiny role and MASA subgroups.
3. Chair the meetings of the DSPs, including any additional meetings convened as a response to specific and exceptional circumstances, with the help of the business manager and independent scrutineer.
4. Offer appropriate challenge to ensure that the partners are accountable, and that the local arrangements operate effectively.

### **The Chair arrangements for our Partnership;**

To support delivery of these functions, the LSP's have jointly agreed and appointed one of the DSP's as the partnership chair for the multi-agency arrangements in line with Working Together to Safeguard Children 2023 requirement. The role will be regularly reviewed, and any changes will be updated in published arrangements.

To mirror the intended joint and equal responsibility for the arrangements and increase shared understanding of the system the role will be rotated quarterly between the DSPs

## 6.7 Leadership Oversight

The Islington Safeguarding Children Partnership will be overseen by a Leadership Group with the following membership:

- London Borough of Islington – Chief Executive,
- NHS, North Central London, Integrated Care Board - Chief Executive,
- Metropolitan Police, Central North Basic Command Unit, Chief Superintendent
- Corporate Director of Children Services
- Lead Member and Elected Member
- Independent Scrutineer

The Lead Safeguarding Partners (LSP) convene a Safeguarding Accountability Meeting (SAM) every 6 months to ensure effective application of the Multi-Agency Safeguarding Arrangements and Partnership Plan. This meeting allows senior members (Leader of Council and Lead Member for children) to hold senior officers and the Scrutineer of the Safeguarding Partnership to account, to scrutinise performance related to vulnerable children, to be appraised of any concerns about the safety and welfare of children and to drive improvement. It aims to review key documents, oversee the implementation of recommendations from independent reviews, and ensure strong governance and accountability from the LSP's. It will also focus on the involvement of all relevant agencies and assess the adequacy of business support to maintain a comprehensive understanding of safeguarding practices.

Other attendees will be invited to specific meetings as needed. For example; Education representatives from Education and Learning Services, representatives from the schools networks (see appendix 2), ISCP Subgroup Chairs, ISCP Lay Member and ISCP staff.

## 6.8 Role of the Board

Whilst the Board contributes to the wider goals of safeguarding children and young people and improving the wellbeing of children, it has a particular focus ensuring that children are safeguarded and that their welfare is promoted. The Board provides and develops leadership regarding the safeguarding of children. Three Board meetings are held annually, with a larger conference once a year to consider these arrangements and future priorities.

### **The Board must:**

- influence and hold to account the range of organisations, agencies and individuals who have the responsibility to safeguard and promote the welfare of children, as outlined in section 11 of the Children Act 2004.
- be independent.
- not be subordinate to, or subsumed within other local structures.
- co-ordinate safeguarding locally through shared policies, procedures and training.
- influence other relevant agencies and organisations in the local authority area which affect children's lives.
- engage with the voluntary, independent, private, community and faith sectors.
- connect with, and impact on, communities, businesses and people who live and work in the local authority area.
- be influenced by the lived experiences of children and families.



## The key principles to adhere to:

- children, young people and their families have access to early help.
- we safeguard the rights of children by focussing on the priority needs in our community.
- the needs of children are paramount when agencies are making decisions about their lives whilst working in partnership with their families.
- the partnership will support working in a trauma-informed way.
- all partners will champion continuous learning, to further develop service provision and delivery that will support children and families.
- there is a statutory duty to co-operate on all partners, particularly schools.
- that any change is not led by austerity or efficiencies but by measurable improvements in the safeguarding system that benefit children and families.

## The Objectives of the Board:

- co-ordinate local work to safeguard and promote the welfare of children.
- monitor and ensure the effectiveness of individual agencies' and multi-agency safeguarding work.
- collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- challenge each other appropriately and hold one another to account effectively.
- identify and analyse new safeguarding issues and emerging threats.
- promote and embed learning and change practice in a way that local services for children and families can be become more reflective and effective.
- ensure agencies share information effectively to facilitate accurate and timely decision-making for children and families.

Board Membership: the LSP's and DSP's require agencies to nominate representative/s who:

- have a strategic role in relation to safeguarding and promoting the welfare of children within their organisation.
- have adequate time to attend consistently and where necessary commit resources to contribute to the effective work of the Board and sub-groups.

- have adequate independence to be able to contribute effectively to key functions of Islington Safeguarding Children’s Board. i.e. ensuring the effectiveness of local work to safeguard and promote the welfare of children.
- have an agreed mandate to speak for and represent their organisation with authority, commit their organisation to policy and practice matters, and hold their organisation to account.
- act as a single point of contact between their agency and the Board, particularly where the agency is represented by more than one representative.

All Board members will fulfil the role specification outlined in Appendix 3. For more details of the meeting arrangements see appendix 4.

## 6.9 Executive Board

The Executive Board is made up of representatives of the statutory safeguarding partners, subgroup chairs and the Independent Scrutineer. The role of the Executive Board is to provide strategic leadership, direction and support to the Board to ensure it meets its statutory responsibilities.

The Executive Board will be chaired by the DSP Chair (in rotation) and is responsible for publishing and reviewing the terms of reference of the executive.

Executive membership:

- London Borough of Islington Council, Director Children’s Services
- London Borough of Islington Council, Interim Director for Safeguarding
- Metropolitan Police Service, Central North Basic Command Unit, Detective Superintendent
- Metropolitan Police Service, Central North Basic Command Unit, Detective Chief Inspector
- NHS North Central London Integrated Care Board, Director of Safeguarding & Looked After Children
- NHS North Central London Integrated Care Board, Designated Nurse Safeguarding Children
- Subgroup Chairs and Co-Chairs
- Additional representatives from across the Partnership are invited as per partnership/agenda needs.

See Appendix 4 for our Executive Board meeting arrangements.

## 6.10 Sub-groups

To effectively carry out our detailed responsibilities, the Partnership have a robust system of sub- and (when required) steering/task and finish groups whose terms of reference reflect the Partnerships principles and set objectives to address our priorities. Each Terms of Reference is updated alongside our Partnership Plan, bi-annually.

Summary of the Subgroup roles;

<b>Case Review</b>	<ul style="list-style-type: none"><li>- To consider cases, which potentially meet the criteria for a Rapid Review/LCSPR</li><li>- To ensure that actions and learning from identified recommendations are monitored and embedded into practice.</li></ul>
<b>Quality Assurance Subgroup</b>	<ul style="list-style-type: none"><li>- To establish and maintain appropriate mechanisms and processes for auditing and scrutinise the quality of multi-agency and single agency work</li><li>- To agree, provide and scrutinise single and multi-agency data in order to contribute to the system of services that are provided to Islington children and families. Including S11 Audits</li></ul>
<b>Training and Workforce Development Subgroup</b>	<ul style="list-style-type: none"><li>- To promote training of a high standard, appropriate to the needs of staff across all agencies and sectors enabling them to effectively promote the safeguarding of children and families</li><li>- To provide relevant training for multi-agency staff so that they are competent and confident to carry out their child safeguarding and protection responsibilities.</li></ul>
<b>Family Wellbeing Subgroup</b>	<ul style="list-style-type: none"><li>- To collectively oversee the total support for families and the system of services that support their resilience and wellbeing in Islington</li><li>- To enhance the co-ordination of cross-sector service delivery</li></ul>
<b>Education Subgroup</b>	<ul style="list-style-type: none"><li>- To provide opportunities for the ISCP to hear and learn from Education providers to strengthen multi-agency working.</li><li>- To draw on the experiences of a core group of professionals engaged in the safeguarding and promotion of well-being of children and families to inform policies, procedures and practices of the ISCP.</li><li>- To support the dissemination of recommended best safeguarding practice in education across Islington.</li></ul>

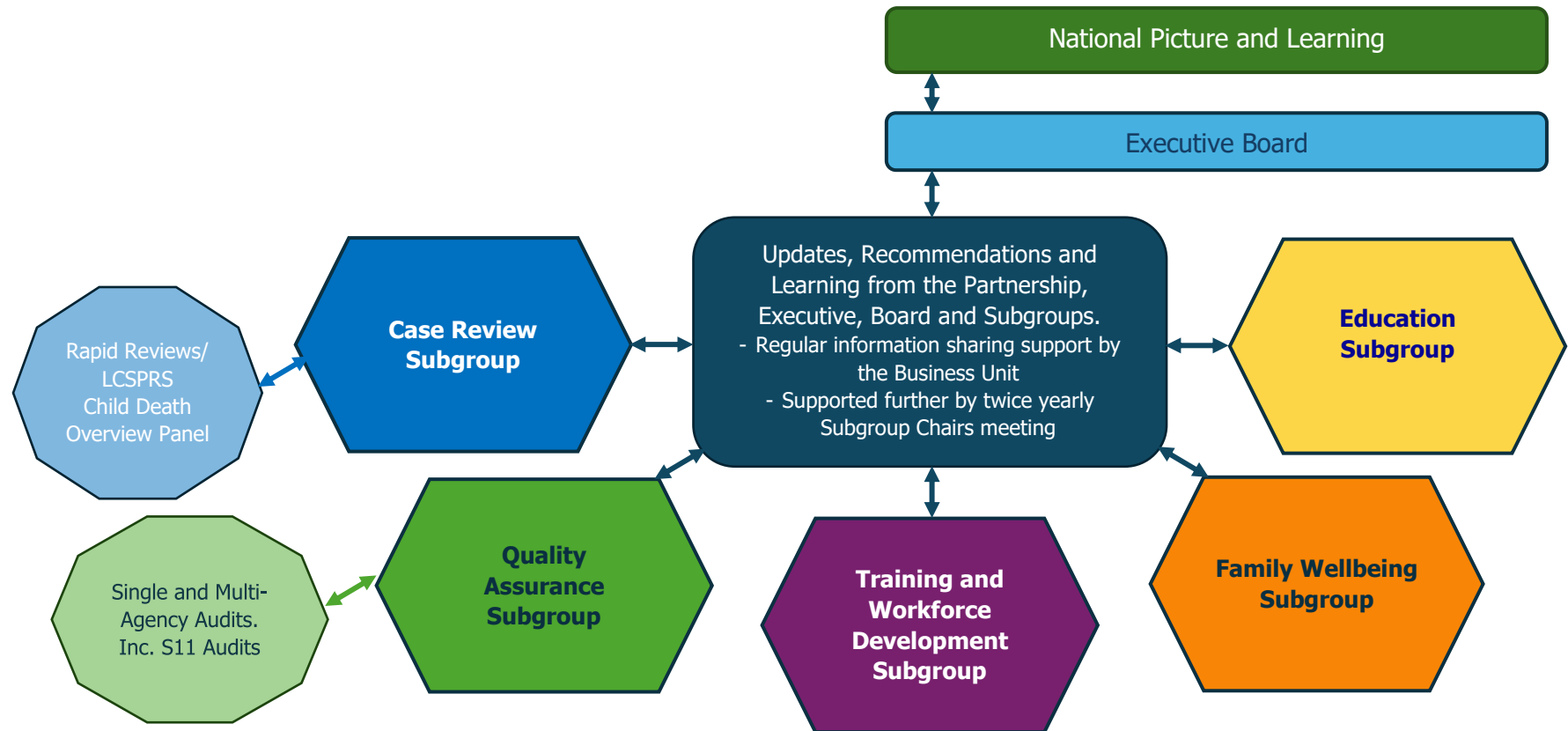
All subgroups are chaired by a Board member or senior staff from a member organisation most appropriate to lead the work of the sub-group. The subgroup Chair will maintain relevant forward and action plans that are aligned with the overall Partnership Plan (2024-2026) focusing on the Partnership priorities and wider safeguarding needs that may arise nationally or locally. The Subgroup chair will attend the Executive, Board and twice-yearly subgroup Chair meetings.

Each sub-group has a core membership comprising of the Local Authority, Police and Health; these members do not have to be members of the Board but are chosen from their agencies based on their skills and knowledge; they must be named by their agencies and attend consistently. The subgroup Chair will prepare a quarterly report for the Executive Board. Any required

steering/task and finish groups will be chaired by staff from member organisations with expertise in the area of the work of the steering group.

In addition, the sub-group chair can invite other agencies to provide members for the sub-group. Agencies invited will depend on the sub-groups work plan for the year. The membership of steering/task and finish groups will be determined by the nature of the work.

All groups provide a positive opportunity to involve front-line workers and key technical staff. The chair of these groups will consider the need to involve these staff and in what way the voluntary and community sectors are best involved in the work of these groups.



See appendix 4 for our Subgroup meeting arrangements.

## 6.11 Independent Scrutineer

Functions of independent scrutiny role:

1. Provide safeguarding partners and relevant agencies with independent, rigorous, and effective support and challenge at both a strategic and operational level.
2. Provide assurance to the whole system in judging the effectiveness of the multiagency safeguarding arrangements through a range of scrutiny methods.
3. Ensure that statutory duties are being fulfilled, quality assurance mechanisms are in place, and that local child safeguarding practice reviews and national reviews are analysed, with key learning areas identified and effectively implemented across the safeguarding system.
4. Ensure that the voice of children and families is considered as part of scrutiny and that this is at the heart of arrangements through direct feedback, informing policy and practice.
5. Be regarded as a 'critical friend' and provide opportunities for two-way discussion and reflection between frontline practitioners and leaders. This will encourage and enable strong, clear, strategic leadership.
6. Provide independent advice when there are disagreements between agencies and safeguarding partners and facilitate escalation procedures.
7. Evaluate and contribute to multi-agency safeguarding published arrangements and the annual report, alongside feeding into the wider accountability systems such as inspections.

### **The Independent Scrutiny Role for our Partnership;**

Our arrangements are scrutinised by our Independent Scrutineer. The Safeguarding Partners ensure that there are arrangements for effective independent scrutiny in place through our scrutiny plan, with an annual report written and included in our Annual Report. Details of our scrutiny plan can be found in our [Partnership Plan \(2024 - 2026\)](#).

Our independent scrutiny arrangements are reviewed by the LSP and DSP's annually to ensure compliance with Working Together to Safeguard Children 2023.

## 6.12 Communication and Attendance

The Delegated Safeguarding Partners and the Partnership Manager are authorised to speak on behalf of the three safeguarding partners in relation to Islington MASA matters.

Consultation with partners will occur before releasing any communication. Planned and pro-active communication by the partnership will be co-ordinated by the Partnership Manager and disseminated through the Partnership's communications departments.

Where there are serious situations resulting in significant media and public interest, Delegated Safeguarding Partners are expected to agree on appropriate communications strategy.

## Facilitating effective discussion and decision-making:



Board and Executive meetings require representatives of the three statutory safeguarding partners along in order reach a quorum. For decision making all three partners are required.



Representatives from at least three individual organisations (including the sub-group chair) should attend sub- and steering/task and finish groups to reach quorum.



Attendance at Board meetings will be monitored.



Members who do not attend, or attend infrequently, will be contacted by the Chair to find a resolution.

### 6.13 Lay Members

Our arrangements will include at least one lay member; the role of lay members is to:

- support stronger public engagement in child safety issues.
- contribute to an improved understanding of the arrangements safeguarding work in the local community.
- challenge the Board on its accessibility to the public, children and young people on its plans and procedures
- foster links between the Board and community groups.

### 6.14 Elected members

We are fortunate to have the Lead Member for Children’s Services, Michelline Safi-Ngongo as a participating observer of the Partnership; this means routinely attending meetings as an observer and receiving all its written reports.

### 6.15 Annual Report

We will publish an Annual Report in line with requirements set out in Working Together 2023<sup>1</sup>. The report will set out the work that partners have done as a result of these arrangements, including information of child safeguarding practice reviews and how effective the arrangements have been in practice. See appendix 5 for our Annual Report contents overview.

<sup>1</sup> [Page 40, section 106 , Working Together 23](#)

A copy of the report will be sent to the Child Safeguarding Practice Review Panel. The report will be made publicly available and published on the Islington Safeguarding Children Partnership [website](#).

## 7. Functions:

These arrangements will operate within the strategic partnership arrangements in place in Islington for the planning and delivery of services for children. Islington's multi-agency safeguarding partners have a unique statutory role which they must perform effectively. This means they must be able to form a view of the quality of local activity, to challenge organisations as necessary, and to speak with an independent voice

The arrangements will pursue its objectives through the exercise of the following functions:

### 7.1 Risk Register

Our Partnership Manager will maintain and update the risk register. It will be reviewed at all Executive Meetings with a formal review outlined in the Annual Report.

### 7.2 Data and Information Sharing

Our data arrangements are outlined in the London Data Sharing agreement, developed by the London Safeguarding Children Partnership and the Information Governance for London Group and covers all boroughs in London and several pan-London or national partners, like the Metropolitan Police.

Sharing, collating and analysing data is a core function of the Partnership and the Quality Assurance subgroup's main objective.

Our Partnership promotes practitioners to be proactive in sharing information as early as possible to help identify, assess, and respond to risks or concerns about the safety and welfare of children. This may be when problems are first emerging (for example, persistent school absences) or where a child is already known to Islington's Children Services social care teams.

We recognise that sharing information about any adults with whom that child has contact, which may impact the child's safety or welfare, is also critical. Information sharing is also essential for the identification of patterns of behaviour when a child is at risk of going missing or has gone missing, including being missing from education. Valuing the need build relationships and share relevant information in a timely and proportionate way with each other, other local organisations, and other safeguarding partnerships.

To ensure effective information sharing the Partnership has adopted the London Safeguarding Children Partnership Procedures: [Information Sharing Guidance](#) and [Information Sharing Advice for Safeguarding Practitioners](#) which set out clearly the processes and the principles for sharing information.

All information sharing agreements are underpinned by the Data Protection Act 2018 and UK General Data Protection Regulation (UK GDPR).

## 7.2.1 Information Sharing 7 Golden Rules



## 7.3 Training

Our Partnership is committed to ensuring that everyone working with children, young people and families in our community, has the right skills and knowledge, to provide the right support and interventions to protect them from harm, and can competently fulfil their safeguarding responsibilities. To aid in fulfilling this need we offer a comprehensive free multi-agency training programme for all staff and volunteers working with Islington’s children and families to run alongside single agency training offers across the partnership.



We regard to the provision of extensive single and multi-agency, safeguarding training as fundamental to ensuring the safety and wellbeing of children in the borough. The training is to be of high quality and child focused, evolving to local needs and wider context, championing a collective understanding and universal approach to workforce development, across relevant agencies; further underpinned by the London Safeguarding Children Partnership arrangements: [Learning and Improvement Framework](#).

Our [Training strategy can be found on the ISCP Website](#); it highlights the standards and expectations that all organisations will adopt to ensure that their managers and staff access the required safeguarding training, specific to their area of specialism and responsibilities. As well as defining how safeguarding training will be planned, delivered and evaluated to ensure requirements are met and agencies held to account, scrutinised and reviewed within the Training and Workforce Development sub-group.

Our learning an improvement cycle can be found in Appendix 6.

## 7.4 Monitoring, Evaluation and Quality Assurance

One of the primary functions of these arrangements is to monitor the effectiveness of the work undertaken to safeguard and promote the welfare of children. This covers not just the quality of the joint work that goes on between partner agencies, it includes the quality of the work within individual agencies.

The quality assurance and monitoring mechanisms set out, will build on those already in place.

The challenge function will be undertaken by the Partnership through meetings, reports and presentations. The Quality Assurance sub-group will fulfil the challenge function as part of its monitoring and evaluation responsibilities; the Partnership Executive and Board will receive and scrutinise regular quality assurance reports from individual agencies. The aim of this process is to highlight any shortcomings in the effectiveness of the practice within the agency. If shortcomings are identified, the Partnership and the agency will agree on an action plan to rectify the concern. Implementation of the plan and its impact will be reviewed by the Board and sub-groups.

Where a partner's performance surrounding the safeguarding and promotion of child welfare requires addressing and the Partnership requires reassurance regarding proposed planned action to improve, the Delegated Safeguarding Partners (led by the Chair) will explain these concerns to those involved, specify the particular failing and agree remedial action. This may, for example include escalation to the most senior individual(s) in the partner organisation and, if necessary, to the relevant regulatory body.

Whilst the Partnership has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work, nor does it have the power to direct other organisations. Each partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services.

To aid this function our Section 11 Audit is designed to allow the Partnership to assure itself that agencies placed under a duty to co-operate by this legislation, are fulfilling their responsibilities to safeguard children and promote their welfare. Section 11 of the

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

## 7.5 Participating in planning and commissioning services to children and families

The Partnership will ensure that:

- strategies and plans sufficiently reflect the duty to safeguarding and promoting the welfare of children.
- plans and services are supported by high quality multi-agency assessments of local safeguarding needs

### 7.5.1 Safeguarding arrangements for children living away from home: residential homes

The London Safeguarding Children Partnership procedures, which Islington has adopted, include the arrangements for the different groups of children living away from home. These can be found online [here](#).

Currently the London Borough of Islington has one local children's homes in borough but this is managed by area Camden; should this alter within the timeframe of these arrangements, specific requirements will be added to these arrangements as an appendix.

The London Safeguarding Children Procedures include a [section on residential homes](#). This states that:

All residential settings where children and young people are placed, including children's homes and residential schools, whether provided by a private, charitable or faith-based organisation, or a Local Authority, must adhere to the Children's Homes Regulations 2001 (as amended by the Children's Homes (Amendment) Regulations 2015, associated guidance) and all other relevant Regulations and to the relevant Quality Standards.

Clear records must be kept and reviews and inspections must take place in accordance with Quality Standards and the Regulations.

Children in such settings are particularly vulnerable and must be listened to.

All such establishments must have in place complaints procedures for children and young people, visiting and contact arrangements with social workers and Independent Visitors (for looked-after children), as well as parents, and advocacy service.

Where there is reasonable cause to believe that a child in a residential setting has suffered or is likely to suffer significant harm, a referral must be made to children's social care in accordance with the Referrals chapter. The concerns may be related to bullying, children who exhibit harmful behaviour against other children or allegations about the behaviour of practitioners or volunteers.

Our commissioned residential homes are subject to contract. Islington's placement team have a clear process for evaluating and monitoring residential placements and are committed to the principle contained in the Children Act 1989 that the welfare of the child is paramount. In accordance with the framework outlined in Working Together 2023 and the Children Act 2004, the children's homes are also committed to working in partnership with all agencies involved in safeguarding young people. Any suspicion or allegation that a young person has been abused while in the care of the homes will be dealt with in accordance with these principles.

The minimum level of expected service delivery of all residential children's homes is set out in the [Children's Homes \(England\) Regulations 2015](#). Relevant regulations include:

- [Reg 34](#): the registered person must prepare and implement a policy which (a) is intended to safeguard children accommodated in the children's home from abuse or neglect; and (b) sets out the procedure to be followed in the event of an allegation of abuse or neglect.
- [Reg 44](#) inspections: homes must have an independent person visit and inspect the home at least once a month. The report produced by the visit will set out the independent person's opinion as to whether children are effectively safeguarded.

More specifically there is robust multi-agency oversight of children placed in residential settings outside of the Local Authority. For those with complex needs and disabilities this is led by the Joint Multi Agency Panel (JMAP) who review the progress of children in such settings and offer clinical oversight as well as joint monitoring of the welfare and safety of children. In line with the recent recommendations of the national review in safeguarding children with disabilities and complex needs an advocacy role will be established to ensure all children in residential schools and homes have access to independent advocacy in these settings and are seen. This provides additional assurance that children are safe in such settings. To ensure additional oversight the Local Authority Placement Service conducts unannounced monitoring and quality assurance visits to all Residential providers.

Furthermore, the Partnership follows the Philomena Protocol which outlines a multi-agency approach to managing missing incidents involving children in care. It emphasises joint responsibility between care providers and local police to safeguard children, manage risks, reduce missing episodes, and minimise unnecessary police involvement. The protocol includes steps for care staff to locate children before reporting them missing, ensuring a coordinated and sustainable response to protect vulnerable children.

### 7.5.2 Safeguarding arrangements for children living away from home: Youth Custody

Police partners are responsible for ensuring that custody settings meet the needs of individual children. This is further covered in the wider London Safeguarding Children Partnership Procedures.

### 7.5.3 Private Fostering:

London Safeguarding Partnership Procedures for private fostering and information can be found in [Practice Guidance 29 Chapter 3](#). Our Partnership receive a report annually to review and scrutinise.

A private fostering arrangement is essentially an arrangement between families/households, without the involvement of a local authority, for the care of a child under the age of 16 (under 18 if disabled) by someone other than a parent or close relative (close relatives are parents, step-parents, siblings, siblings of a parent and grandparents) for 28 days or more.

Privately fostered children are a diverse, and sometimes vulnerable, group. Groups of privately fostered children include:

- Children sent from abroad to stay with another family, usually to improve their educational opportunities
- Asylum seeking and refugee children
- Teenagers who, having broken ties with their parents, are staying in short-term arrangements with friends or other non-relatives
- Children who stay with another family whilst their parents are in hospital, prison or serving overseas in the armed forces
- Language students living with host families
- Trafficked children.

Private foster carers and those with parental responsibility are required to notify the Local Authority children's social care of their intention to privately foster or to have a child privately fostered or where a child has been privately fostered in an emergency. All partners need to be vigilant, use [our screening tool](#) and make the required referrals to Children's Services.

## 8. Communicating and raising awareness

Our Lead and Delegated Safeguarding Partners rely on the Executive, Board, Subgroups and wider Partnership to communicate to persons and bodies the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done, and encouraging them to do so. The business unit partners support this through the development and maintenance of:

- an independent website.
- leaflets, flyers, posters and media to support partners and professionals and families
- a communication plan between the board, partners and professionals
- a quarterly whole partnership newsletter
- updated training in line with local and national context.

### 8.1 Other Activities

In addition to the above functions, the Partnership will engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

## 9. Policies and Procedures

The London Safeguarding Children Procedures publish set of core procedures on their website [London Child Protection Procedures \(londonsafeguardingchildrenprocedures.co.uk\)](http://londonsafeguardingchildrenprocedures.co.uk). The procedures set out the definitions of key terms as well as the responsibilities of each agency in relation to the procedure.

Our Partnership has agreed to adopt all of the core procedures of the London Safeguarding Children Partnership, for example, the, managing Allegations Against Staff or Volunteers (People in Positions of Trust), who Work with Children, Learning Improvement Framework and Referral and Assessment procedures. Furthermore, we have implemented the London Safeguarding Children

Partnership Threshold Document: continuum of need, to support with threshold consistency and assist multi-agency working across partners within the London Boroughs.

We develop further local policies and procedures for safeguarding and promoting the welfare of children, in relation to and where local action is to be taken around concerns for a child's safety or welfare. These include, for example, the ISCP Neglect toolkit, ISCP Protocol for Managing Child on Child Sexual Violence, Abuse and Harassment and ISCP Escalation Policy: Resolution of Professional Disagreements in Work Relating to the Safety of Children.

## 10. Commissioning and publishing Local Child Safeguarding Practice Reviews (LCSPRs)

When a serious incident becomes known to the safeguarding partners, the Partnership must consider whether the case meets the criteria for a local review. Circumstances for LCSPR consideration:

- **Abuse or Neglect:** The child is known or suspected to have been abused or neglected.
- **Serious Harm or Death:** The child has died or been seriously harmed.
- **Concerns about Inter-agency Working:** There are concerns about how agencies worked together to safeguard the child.
- **Specific Circumstances:** An LCSPR must be conducted if a child dies in custody, in a secure setting, or under specific legal orders, even if abuse or neglect is not suspected.

Meeting the criteria does not mean that safeguarding partners must automatically carry out a local child safeguarding practice review; it is for them to determine whether a review is appropriate, taking into account that the overall purpose of a review is to identify improvements to practice. Issues might appear to be the same in some child safeguarding cases but reasons for actions and behaviours may be different and so there may be different learning to be gained from similar cases.

Decisions on whether to undertake reviews are made transparently and the rationale communicated appropriately, including to families. These reviews aim to learn from serious incidents to improve child protection practices.

The [Child Safeguarding Practice Review Panel Guidance for Safeguarding Partners](#) outline the processes and principles for conducting child safeguarding practice reviews. It also highlights the roles and responsibilities of safeguarding partners, the involvement of families, and the interface with other statutory processes. The document aims to support safeguarding partners in making informed decisions to ensure the safety and well-being of children.

Our Case Review sub-group lead on the commissioning and resourcing of our local reviews; deciding the chair arrangements and providing quality assurance for each review.

See appendix 7 for our Serious Incident Notification (SIN)/Rapid Review (RR)/Child Safeguarding Practice Review (CSPR) Decision Making Flowchart.

## 10.1 Rapid Reviews

16C(1) of the Children Act 2004 (as amended by the Children and Social Work Act 2017) states:

Where a local authority in England knows or suspects that a child has been abused or neglected, the local authority must notify the Child Safeguarding Practice Review Panel if:

- The child dies or is seriously harmed in the Local Authority's area, or
- While normally resident in the local authority's area, the child dies or is seriously harmed outside England

Upon notification of any event that meets the above criteria, a co-ordinated rapid review is undertaken in line with Working Together to Safeguard Children 2023 with the overall aim to:

- gather the facts about the case, as far as they can be readily established at the time
- discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately
- consider the potential for identifying improvements to safeguard and promote the welfare of children
- decide what steps they will take next.

The rapid review will be completed within 15 working days and is co-ordinated by the Partnership Manager. Upon completion, a copy of the Rapid Review Report is sent to the Child Safeguarding Practice Review Panel along with a decision as to whether a Local or National Practice Review is appropriate. The Delegated Safeguarding Partners will be the final arbiter as to whether or not to undertake a local practice review.

All reviews will be published in accordance with Working Together to Safeguard Children 2023 on the [ISCP Website](#).

The process of the Rapid Review is outlined in Appendix 8.

## 11. Child Death Reviews

The Partnership will receive a report once every 12-month period from the Child Death Review Partners. Where safeguarding concerns are identified a referral to the Case Review subgroup will be made to consider whether or not to commission a Child Safeguarding Practice Review. Child Death Reviews fall outside the scope of these arrangements in October 2018 the Department of Health and Social Care and the Department for Education released new [Child Death Review Statutory and Operational Guidance](#). Statutory requirements later set out in Working Together 2023 clarifies how professionals and organisations across all sectors involved in a child death should contribute to the child death review process.

Our local arrangements for reviewing child deaths can be found under [The North Central London Child Death Overview Panel](#), which also includes governance, processes and performance.

## 12. Organisation Responsibilities

Organisations should have in place arrangements to reflect the importance of safeguarding and promoting the welfare of children

### **The duties include:**

- a clear line of accountability for the commissioning and/or provision of services
- a senior board level lead with the required knowledge, skills and expertise or sufficiently qualified and experienced to take leadership responsibility for the organisation's/agency's safeguarding arrangements
- a culture of listening to children and taking account of their wishes and feelings
- clear whistleblowing procedures, which reflect the principles in Sir Robert Francis' Freedom to Speak Up Review and are suitably referenced in staff training and codes of conduct, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed
- clear escalation policies for staff to follow when their child safeguarding concerns are not being addressed
- arrangements which set out clearly the processes for sharing information, with other practitioners and with safeguarding partners
- a designated practitioner/lead (or for health commissioning and health provider organisations/agencies, designated and named practitioners) for child safeguarding
- safe recruitment practices and ongoing safe working practices for individuals whom the organisation or agency permit to work regularly with children, including policies on when to obtain a criminal record check
- appropriate supervision and support for staff, including undertaking safeguarding training
- creating a culture of safety, equality and protection within the services they provide.

### **In addition:**

- employers are responsible for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role
- staff should be given a mandatory induction
- all practitioners should have regular reviews of their own practice to ensure they have knowledge, skills and expertise that improve over time.

### 13. Escalation/dispute resolution

The Partnership has an established escalation procedure that ensures practitioners feel supported within their agencies to challenge aspects of practice that they do not feel are in the best interests of children or young people.

The [Resolution of Professional Disagreements in Work Relating to the Safety of Children: Escalation Policy and Procedure](#) resolves differences of professional opinion or concern about practitioners adhering to the following principles:



### 14. Resourcing and funding

The "Working Together to Safeguard Children" guidelines state that funding contributions from statutory safeguarding partners must be equitable and agreed upon by the Lead Safeguarding Partners (LSP). The LSP is responsible for determining the necessary funding levels for multi-agency safeguarding arrangements, including business and analytical support, independent scrutiny, infrastructure, and core functions such as local safeguarding practice reviews and multi-agency training. It is the LSP's duty to ensure adequate funding is allocated and spent according to agreed priorities.

Our funding arrangements have been reviewed and will be updated as needed (reviewed quarterly by our Delegated Safeguarding Partner's) to ensure we are properly resourced to a level that is adequate to fulfil the above functions effectively and consistently. The financial position and analysis will be produced as part of our annual report, each budget review will include a request to Board partners to contribute to the funding of the Islington MASA. The Partnership Manager is responsible for the management of the budget.

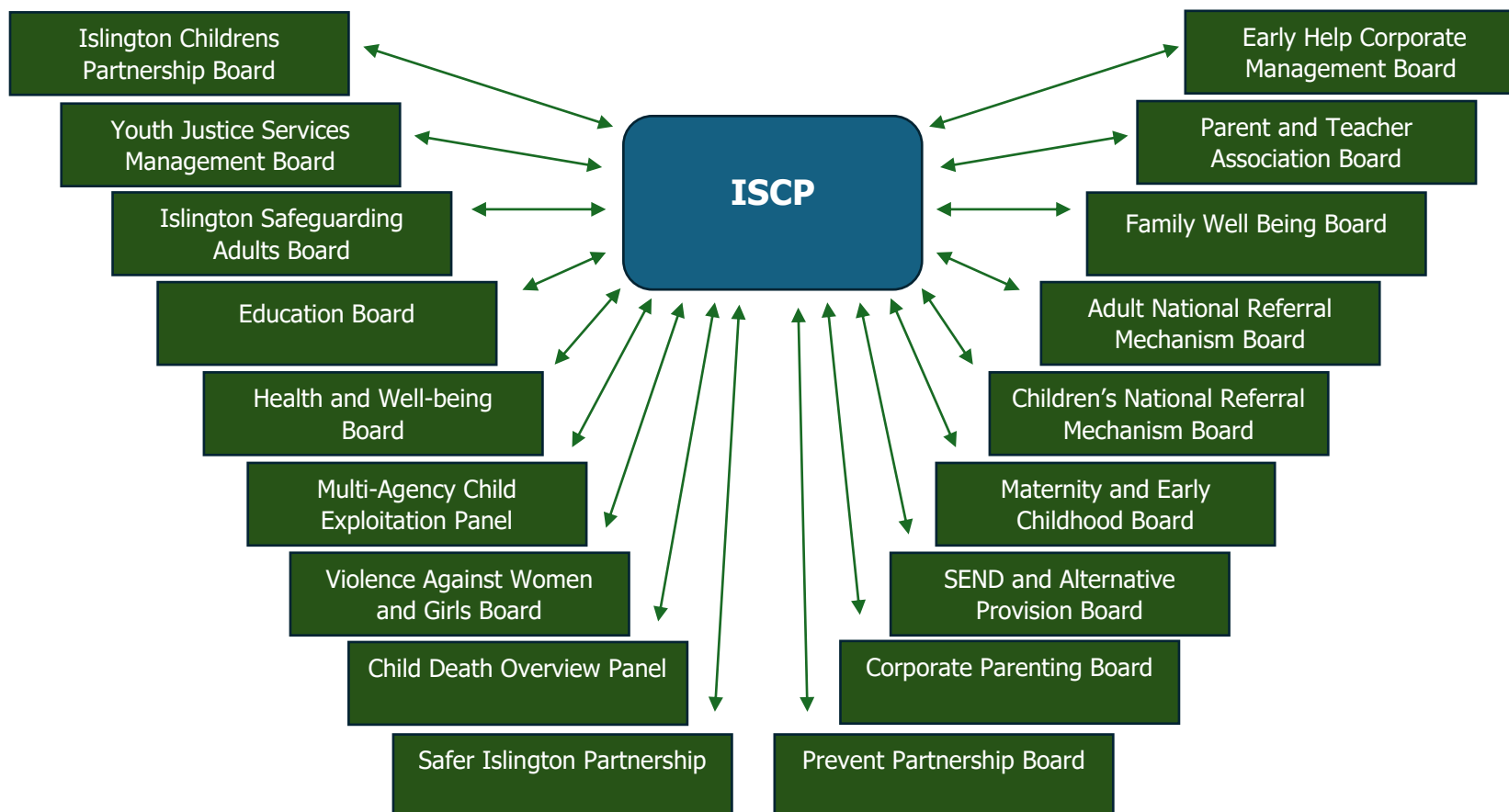
These arrangements in their entirety are supported by the Partnership Business Unit, which consists of our Partnership Manager, Partnership Co-ordinator and Partnership Training and Quality Assurance Manager.



## 15. Wider Arrangements

To be effective, these arrangements outline the link with other local partnerships, groups and boards. There are developing communication channels whereby the chairs from these groups will be able to share information, updates and challenged to aid in understanding issues and priorities, with the aim to support the wider partnership and to avoid duplication and enhance collaboration.

The Partnership will request to see annual or similar reports from the following partnerships:

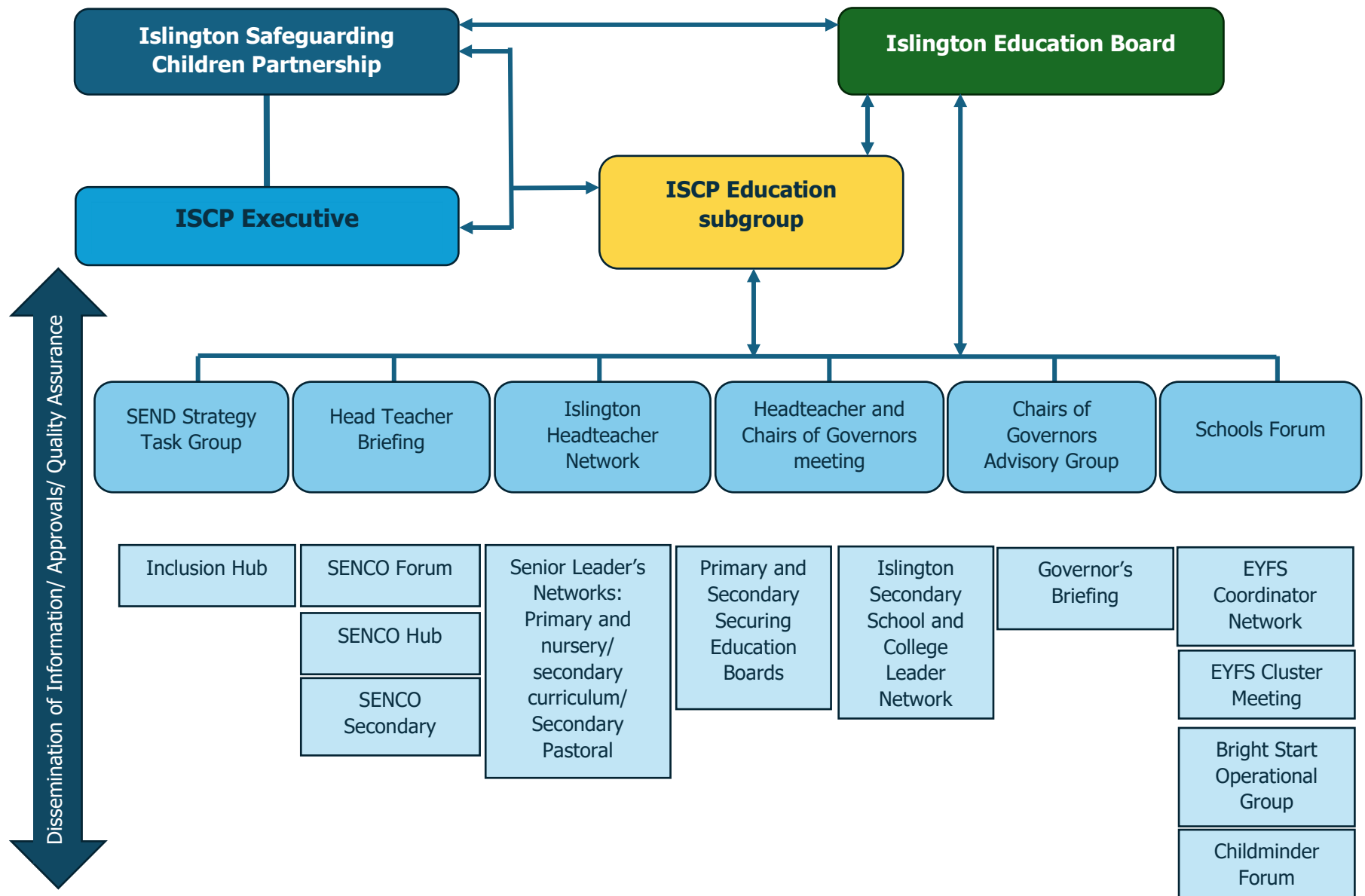


## Appendix 1: Relevant Agencies

Education and Childcare	<ul style="list-style-type: none"> <li>• All schools including multi-academy trusts, colleges, and other educational providers within the Islington boundary</li> <li>• All Early Years providers (inc. childminders) providing any early years services in the ISCP</li> </ul>
Health and Social Care	<ul style="list-style-type: none"> <li>• North Central London Integrated Care Board</li> <li>• Whittington Health NHS Trust</li> <li>• Moorfields Eye Hospital NHS Trust</li> <li>• Camden and Islington NHS Foundation Trust</li> <li>• Islington Public Health</li> <li>• NHS England</li> <li>• Specialised commissioning (includes adolescent inpatient units)</li> <li>• Commissioned Health Providers</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>• London Borough of Islington.</li> </ul>
Criminal Justice	<ul style="list-style-type: none"> <li>• Cafcass</li> <li>• Metropolitan Police Service</li> <li>• National Probation Service London</li> <li>• HMP Pentonville</li> </ul>
Police And Immigration	<ul style="list-style-type: none"> <li>• Metropolitan Police and the Central North Basic Command Unit</li> <li>• British Transport Police</li> <li>• UK Border Agency</li> </ul>
Emergency Services	<ul style="list-style-type: none"> <li>• Islington Youth Offending Service</li> <li>• London Fire Brigade</li> <li>• London Ambulance Service</li> </ul>
Voluntary, Community and Faith Sector	<ul style="list-style-type: none"> <li>• All voluntary adoption agencies operating within the ISCP area or providing services for children resident in the ISCP area or under the care of the London Borough of Islington</li> <li>• All sports clubs and organisations</li> <li>• All faith settings.</li> </ul>
Housing and Residential Settings	<ul style="list-style-type: none"> <li>• All voluntary adoption agencies operating within the ISCP area or providing services for children resident in the ISCP area or under the care of the London Borough of Islington</li> </ul>

- All children's homes within the ISCP area or providing accommodation for children under the care of the London Borough of Islington
- Providers of residential holiday schemes for children within the ISCP area
- Housing Providers - all housing providers operating within the London Borough of Islington including (this list is not exhaustive):
  - Barnsbury Housing Association
  - Clarion Housing Association Limited
  - Hyde Housing Association Limited
  - Islington and Shoreditch Housing Association Limited
  - Newlon Housing Trust
  - Peabody Trust
  - Southern Housing
  - The Guinness Partnership Limited
  - Shian Housing Association Limited
  - Clear Springs

Appendix 2: Education Representation Network Diagram.



## Appendix 3: Board Member's Roles and Responsibilities

### **Role:**

- Attend Board and sub-group meetings (where appropriate) or send a deputy when unable to attend
- If requested, to Chair a sub-group and ensure that sub-group achieves its work plan
- Be the strategic lead for the safeguarding agenda within your organisation and be the means by which your agency is consulted on safeguarding / child protection issues
- Ensure that the work of the Board is communicated to all relevant staff in your organisation
- Ensure Board priorities are embedded in your agency's practice
- Ensure that the work of the Board impacts on the strategic and operational planning, decision making and practices of your organisation
- Ensure that systems are put in place in your organisation to drive forward the safeguarding agenda and report to the Board how this is achieved
- Be accountable for compliant safeguarding practices within your organisation and report any issues / challenges to the Board
- Ensure that working within your organisation is compliant with Working Together requirements
- Ensure that the work of the Board is informed by the key relevant strategic and operational issues affecting your organisation
- Make decisions on behalf of your agency and commit available resources
- Ensure that agency makes an appropriate contribution (financial or in kind) to the resourcing of the Board
- Make objective assessments and constructively challenge the safeguarding activity of Board partners, including your own organisation
- Keep up to date with emerging safeguarding issues
- Ensure that confidentiality is adhered to where appropriate

### **Responsibilities:**

- Read papers before meetings
- Promote the safeguarding of children and young people in Islington and help to improve key outcomes
- Implement and influence priorities
- Carry out tasks arising from the Board and sub-group meetings
- Keep up-to-date with local, London-wide and national safeguarding developments

### **Role Specification:**

- All members are required to have an Enhanced DBS check
- Have relevant knowledge and experience of safeguarding issues
- Bring independence to the role
- Use your personal qualities and expertise in the interest of safeguarding / protecting children and young people

## Appendix 4: Meeting arrangements

<b>Meeting</b>	<b>Chair</b>	<b>Frequency</b>	<b>Arrangements</b>
<b>Leadership meeting</b>	Leader of the Council	6 monthly	<ul style="list-style-type: none"> <li>- Each meeting will run for an hour (extended if needed)</li> <li>- Papers for discussion are to be provided a week before the meeting date.</li> </ul>
<b>Executive Board</b>	Rotation of Delegated Safeguarding Partner's	4 meetings a year with a pre-executive meeting for the DSP's	<ul style="list-style-type: none"> <li>- Each meeting will run for two hours</li> <li>- Papers for discussion at the Executive meeting must be received by the Partnership Co-ordinator two weeks before the meeting date</li> <li>- Papers for the Executive Board will be distributed to members one week before the meeting</li> </ul>
<b>Board</b>	Rotation in line with the Executive Board	3 meetings a year with an annual broader conference	<ul style="list-style-type: none"> <li>- Each meeting will run three hours</li> <li>- Papers for discussion at a Board meeting must be received by the Board Co-ordinator two weeks before the meeting date</li> <li>- Papers for the Board will be distributed to members one week before the meeting</li> </ul>
<b>Subgroup</b>	<b>Chair</b>	<b>Frequency</b>	<b>Arrangements</b>
<b>Case Review Subgroup</b>	Independent Scrutineer: to be reviewed by April 2025	6 meetings a year	<ul style="list-style-type: none"> <li>- Sub-groups will meet at a frequency in line with the Partnership Plan (minimum of three times per year)</li> <li>- Minutes will be available for the Board meeting as required</li> <li>- Subgroups will develop work plans / forward plans based on the Partnership's objectives and Partnership plan</li> <li>- Progress of the work plan will be reported quarterly to the Executive and Board Meetings by the Chair of each subgroup</li> </ul>
<b>Quality Assurance Subgroup</b>	Local Authority, Assistant Director Safeguarding and Quality Assurance	5 meetings a year	
<b>Training and Workforce Development Subgroup</b>	Partnership Training and Quality Assurance Manager, and Whittington Health Named Nurse Safeguarding Children.	3 meetings a year	
<b>Family Well-being Subgroup</b>	Local Authority Director of Family Help and Safeguarding and ISCP Lay Member	4 meetings a year	
<b>Education Subgroup</b>	Assistant Director School Improvement and Pupil Progression	4 meetings a year	

## Appendix 5: Annual Report Contents Overview

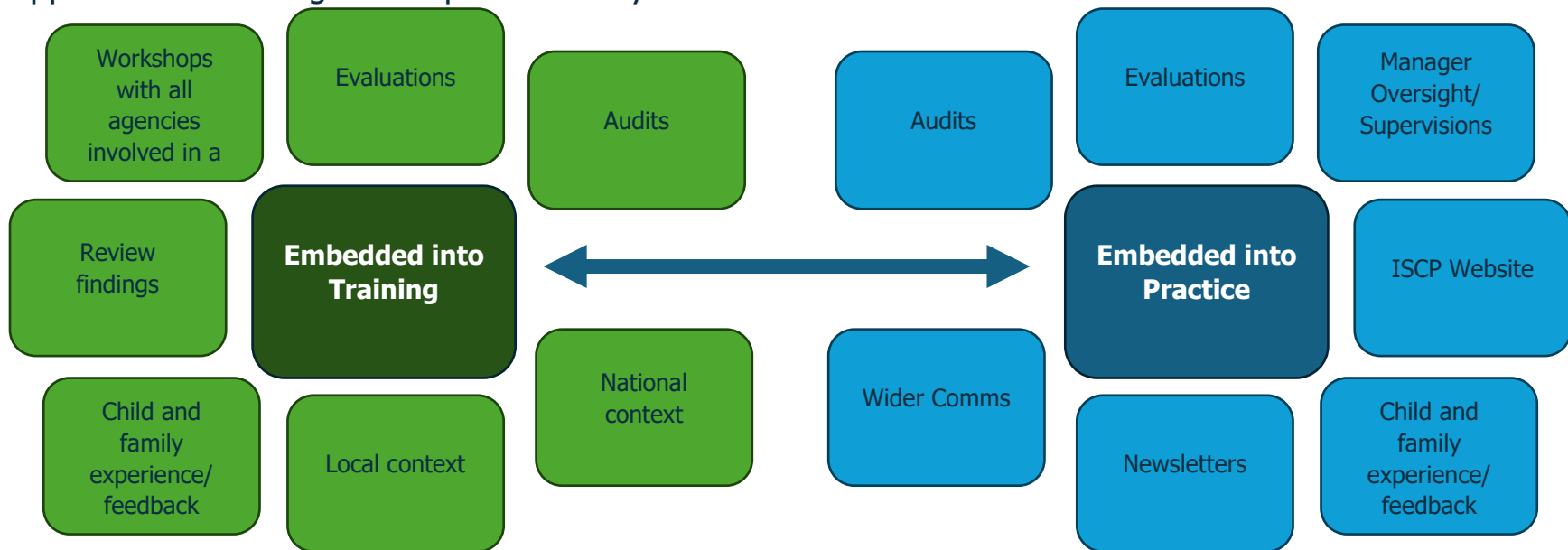
The report will include:

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

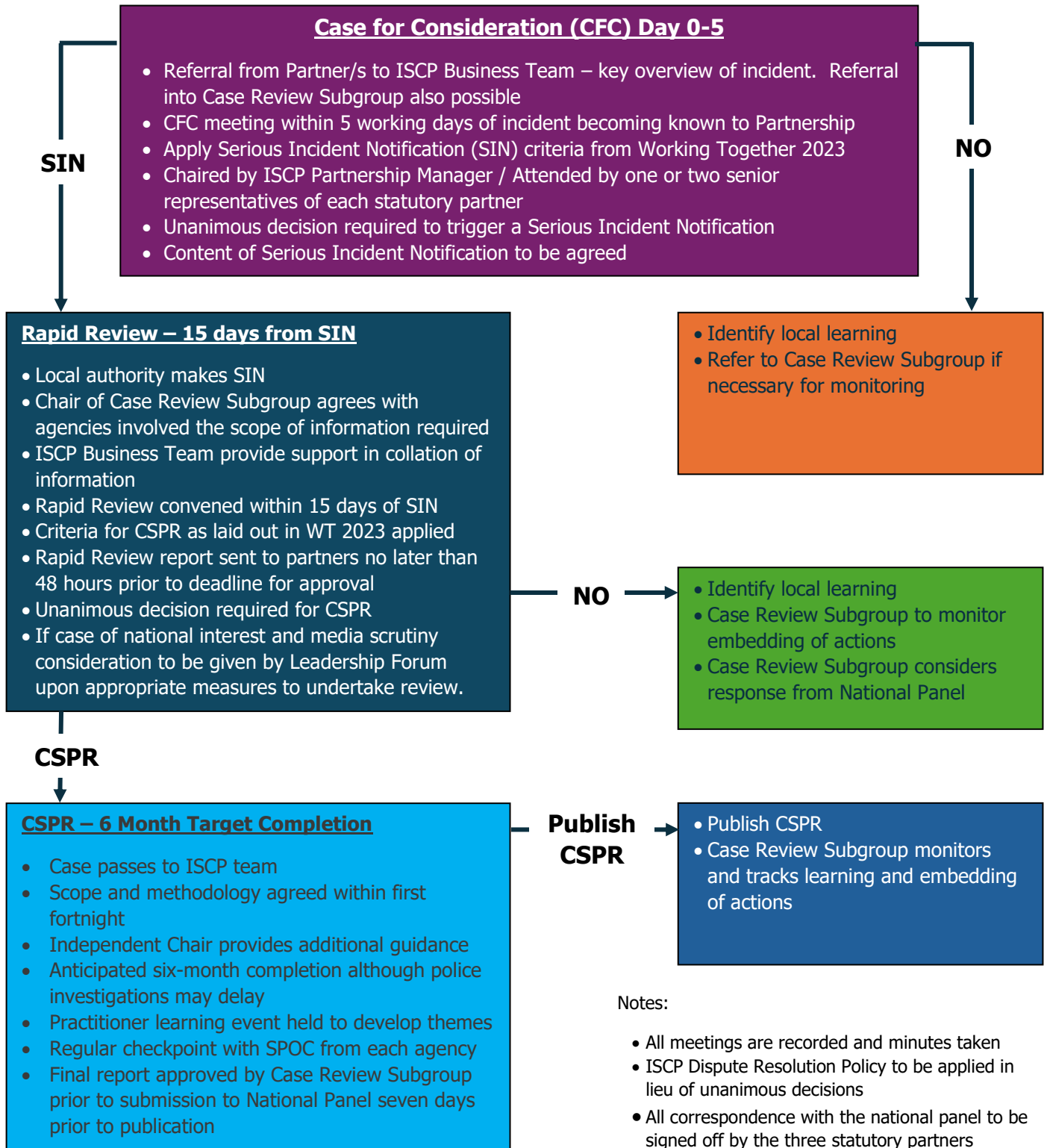
The report will be submitted to:

- The Council's Chief Executive and Leader of the Council
- Childrens Scrutiny, Corporate Management Team and Youth Justice Board
- The Health and Wellbeing Board
- Deputy Mayor for Police and Crime (MOPAC)
- Integrated Care Partnership and integrated Care Board.
- Strategic Partners

## Appendix 6: Learning and Improvement cycle



# Appendix 7: Serious Incident Notification (SIN)/Rapid Review (RR)/Child Safeguarding Practice Review (CSPR) Decision Making Flowchart





Appendix 8: Rapid Review Process: 15 working days.

