



Islington Multi-Agency Safeguarding Arrangements

*Working together to safeguard all Islington's
children*

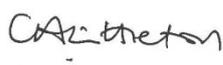
Foreword

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.

Since the establishment of the Islington Safeguarding Children Board in 2006 we have built a robust, cohesive and a well-regarded partnership, with multi-agency representation from the entire community. In response to the statutory requirement for the Local Authority, the Metropolitan Police and Islington CCG to lead local safeguarding arrangements we are building on a solid partnership foundation; and using it as an opportunity to do even better.

As a strong partnership, we are committed to putting Islington's children and young people at the forefront of everything we do. The voice of Islington's children and their families will not only be heard more clearly but will demonstrably influence how we deliver services as a partnership.

We publish these arrangements knowing that all our partners will continue to make the welfare and safety of children a priority and that jointly we will make Islington a safe place for every child.



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Corporate Director –
People and Statutory
Director of Children
Services

LB of Islington



Tony Hoolaghan
Chief Operating Officer

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Metropolitan Police



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**METROPOLITAN
POLICE**

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1. Glossary

MASA	Multi Agency Safeguarding Arrangements
SP	Safeguarding Partners
LA	Local Authority
CCG	Clinical Commissioning Group
RA	Relevant Agency
CDOP	Child Death Overview Panel
LCSPR	Local Child Safeguarding Practice Review
NSPRP	National Safeguarding Practice Review Panel
CNL CDRS	Central North London Child Death Review System
CDRs	Child Death Reviews
YJSMB	Youth Justice Service Management Board
MAPPA	Multi-Agency Public Protection Arrangements
VAWG	Violence Against Women & Girls
MACE	Multi-Agency Child Exploitation
CP & VDG	Child Protection & Vulnerable Delivery Group
GDPR	General Data Protection Regulation

2. Background

The *Children and Social Work Act 2017* and *Working Together to Safeguard Children 2018* removed the requirement for Local Authorities to establish LSCBs and replaced with new local *multi-agency safeguarding arrangements* (MASA). Under the new legislation, the three statutory safeguarding partners (SPs) – Local Authority (LA), Police and Clinical Commissioning Group (CCG) – “must make arrangements to work together, along with relevant agencies, to safeguard and promote the welfare of children in their area”¹. The new arrangements must also engage local *relevant agencies* (RA) that can work in a collaborative way to provide targeted support to children and families as appropriate.

The statutory safeguarding partners will co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.

The statutory safeguarding partners must work together and with any *relevant agencies*, to safeguard and promote the welfare of children with regard to local need.

At the time of writing, Serious Case Reviews and CDOP reviews are still carried out under legacy safeguarding arrangements. These reviews will be completed in line with existing procedures, *Working Together to Safeguard Children 2015* and transitional guidance². Child death reviews are to be completed by 29/01/2020 and Serious Case Reviews by the 29/9/2020.

Islington's *Multi-agency safeguarding arrangements* will take effect from September 1st 2019.

In accordance with *Working Together to Safeguard Children 2018*, the Islington Safeguarding Children Board (ISCB) will hand over all relevant data and information to the new arrangements. A clear audit trail of the transferred documentation will be outlined as to comply with GDPR and the *Data Protection Act 2018*. All pertinent historical records, including any that may be relevant to the national *Independent Inquiry into Child Sex Abuse*³, will be retained and stored appropriately. Data will be stored by / with the Business Unit and follow the requirements as directed from the Information Governance department.

2.1. Summary of the changes to Islington's multi-agency safeguarding arrangements

During 2018/19, a Safeguarding Transition Project Board including the statutory safeguarding partners worked together to develop the new arrangements. An away-day was held in February 2019 to consult the existing ISCB partners about the new arrangements to ensure that all views from involved agencies were heard and could be moulded into the new local arrangements.

The existing arrangements are working well with all partners committed to the safeguarding of children in Islington. Organisations that were previously members of the Islington

¹ Working Together to Safeguard Children 2018, page 74

² Working Together: transitional guidance. Statutory guidance for Local Safeguarding Children Boards, local authorities, safeguarding partners, child death review partners, and the Child Safeguarding Practice Review Panel. July 2018

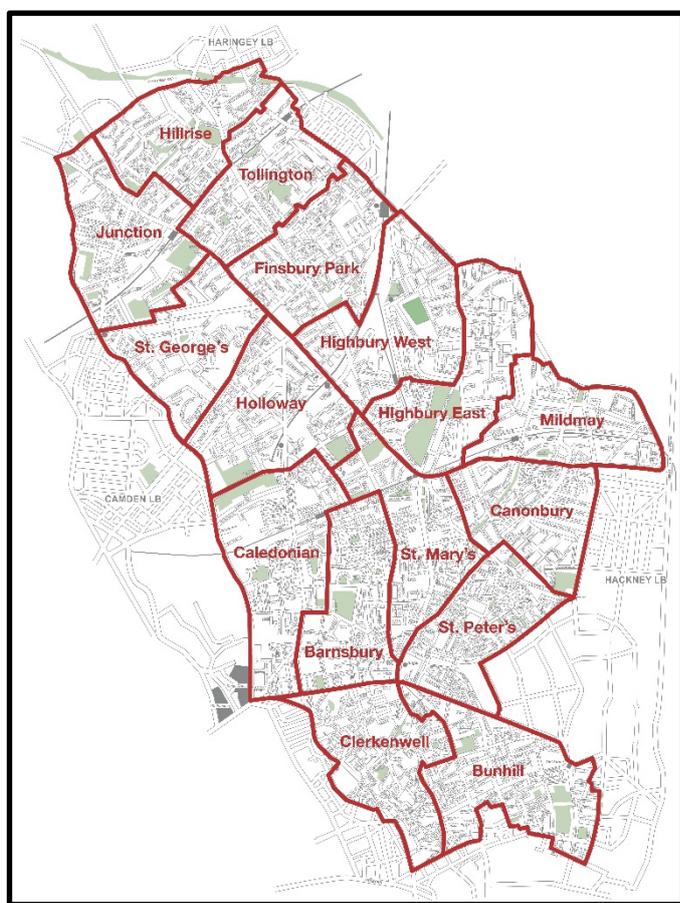
³ ICSA Independent Inquiry into Child Sexual Abuse (icsa.org.uk)

Safeguarding Children Board (the Board) moving into the new arrangements will remain and be named as relevant agencies.

The sub-groups will continue to exist as operational committees that deliver the Board's Business Plan, supported by the Business Unit, including the Missing and Child / Adolescent Exploitation sub-group previously known as Missing and Child Sexual Exploitation. The Early Help sub-group will now fall under the Board under the new arrangements.

Islington's arrangements will retain independent leadership and oversight of the Board by means of an independently appointed chair.

The Case Review Sub-group will be retained to assume responsibility for taking forward *Local Child Safeguarding Practice Reviews* (LCSPR). It will link in with and contribute to, when necessary, the new National Safeguarding Practice Review Panel (NSPRP).



The new arrangements will continue to cover the one Local Authority area and will, where appropriate, maintain links to neighbouring local authorities with the potential to work jointly on priorities and projects where relevant.

The new arrangements will carry over and continue the current training program undertaken by Islington Safeguarding Children Board.

Funding for the new arrangements has been secured for 2019/20 through the multi-agency safeguarding partners. These arrangements currently remain the same as per the previous ISCB funding arrangements and will be reviewed on an annual basis. Discussions will commence in July 2019 with an agreement to funding contributions secured by January 2020.

Figure 1. Islington local authority Boundary

3. Voice of children and parents

Working Together to Safeguard Children 2018 identifies that children are clear what they want from an effective safeguarding system; that they want to be respected, their views heard and have stable relationships with professionals built on trust and consistent support provided for their individual needs.

Children have said that they need:

- **Vigilance:** to have adults notice when things are troubling them
- **Understanding and action:** to understand what is happening; to be heard and understood; and to have that understanding acted upon
- **Stability:** to be able to develop an on-going stable relationship of trust with those helping them
- **Respect:** to be treated with the expectation that they are competent rather than not
- **Information and engagement:** to be informed about and involved in procedures, decisions, concerns and plans
- **Explanation:** to be informed of the outcome of assessments and decisions and reasons when their views have not met with a positive response
- **Support:** to be provided with support in their own right as well as a member of their own family
- **Advocacy:** to be provided with advocacy to assist them in putting forward their views

All parts of the Islington MASA must ensure that its work is informed by the views and experiences of children and families. Each group must agree on the appropriate method/s to achieve this.

Lay members on the Board will assist sub-and steering groups to access the views of children and parents.

4. Islington Safeguarding Children Board

The amendments in *Working Together to Safeguard Children 2018* re-emphasise the notion that the safeguarding of children is the responsibility of the whole community, not just a few designated individuals; therefore, the creation of a vibrant, inclusive, mature and concerned community is essential if children are to be safeguarded and their well-being promoted.

4.1. Role of the Board

Safeguarding and promoting the welfare of children is defined by government guidance as:

- protecting children from maltreatment
- preventing impairment of children's health and development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- taking action to enable all children to have the best outcomes

Whilst the Board contributes to the wider goals of 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. To do this, 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.

While adhering to key principles that:

- 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.

4.2. Objectives

The objectives of the Board are to

- 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 become more reflective and effective.
- ensure agencies share information effectively to facilitate accurate and timely decision-making for children and families.

5. Organisation Responsibilities

Organisations should have in place arrangements to reflect the importance of safeguarding and promoting the welfare of children⁴.

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 (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.

The Board will provide a self-audit framework to organisations for them to be able to hold themselves to account.

A list of Section 11 organisations is outlined in Appendix 1

⁴ Working Together to safeguard Children 2018: Chapter 2

6. Leadership

The statutory safeguarding partners have equal and joint responsibility for the multi-agency safeguarding arrangements. Where the accountable person listed in *Working Together to Safeguard Children 2018* delegates their function, they remain accountable for the actions and decisions taken on behalf of their organisation. If delegated, it is the responsibility of the accountable person to identify and nominate a lead with enough seniority and authority to ensuring full participation in these arrangements.

Representatives will be able to:

- 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.

The three safeguarding partners and representatives responsible for leading Islington's arrangements are:

Safeguarding Partner	Accountable person	Delegated representative
Islington Council	Chief Executive	Corporate Director of People (DCS)
Central North (CN) Basic Command Unit, The Metropolitan Police Service	CN BCU Commander	Safeguarding Detective Superintendent
Islington Clinical Commissioning Group	Accountable Officer NCL	Chief Operating Officer Haringey and Islington CCGs

7. Functions

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

7.1. Policies and procedures

Develop policies and procedures for safeguarding and promoting the welfare of children, in relation to and where action is to be taken around concerns for a child's safety or welfare.

These include, for example:

- thresholds for intervention
- training of persons who work with children or in services affecting the safety and welfare of children
- recruitment and supervision of persons who work with children
- investigation of allegations concerning persons working with children
- safety and welfare of children who are privately fostered
- co-operation with neighbouring Children's Services authorities

The *London Safeguarding Children Board Child Protection Procedures (2016)*, *Continuum of Need (Threshold document 2018)* and, *Competence Still Matters (2014)* cover the majority of procedural matters above. For matters not adequately covered by these procedures, the partnership will develop local procedures and protocols.

7.2. Communicating and raising awareness

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. This includes publishing a communication strategy to cover the development and maintenance of:

- an independent website.
- a suite of awareness raising leaflets, poster and media to support board partners and professionals.
- social media strategy.
- a communication plan between the board, partners and professionals.

7.3. Monitoring, evaluation and quality assurance

The partnership will:

- monitor and evaluate the effectiveness of what is done by the multi-agency Partnership and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve practice.
- produce and publish an annual report on the effectiveness of safeguarding in the local area.

7.4. 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. Child Safeguarding Practice Reviews

The partnership will undertake reviews of cases where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected and advising on lessons that can be learnt. To this end the Case Review sub-group of the Board will publish a protocol that sets out:

- how *Local Child Safeguarding Practice Reviews (LCSPR)* will be commissioned and resourced.
- the chairing arrangements for different types of reviews.
- the different range and types of reviews, including rapid reviews, single-agency reviews, multi-agency reviews, statutory local and national reviews.
- the quality assurance arrangements for all reviews.

- governance arrangements between the Board, Case Review sub-group and any panels that are appointed to oversee reviews.
- the procedure of how serious cases will be referred and considered, including referrals from *Child Death Reviews* (CDRs).

7.6. Child deaths

Child Death Reviews fall outside the scope to these arrangements, with the proviso that CDOP reviews will be completed under the legacy arrangements of the Board and in line with *Working Together: Transitional Arrangements*⁵. The Board will conclude a protocol with the *Central North London Child Death Review System* (CNL CDRS) arrangement that sets out:

- reporting arrangements between the Board and CNL CDRS.
- referrals arrangements of cases that potentially meet the criteria for *Local Child Safeguarding Practice Reviews*.

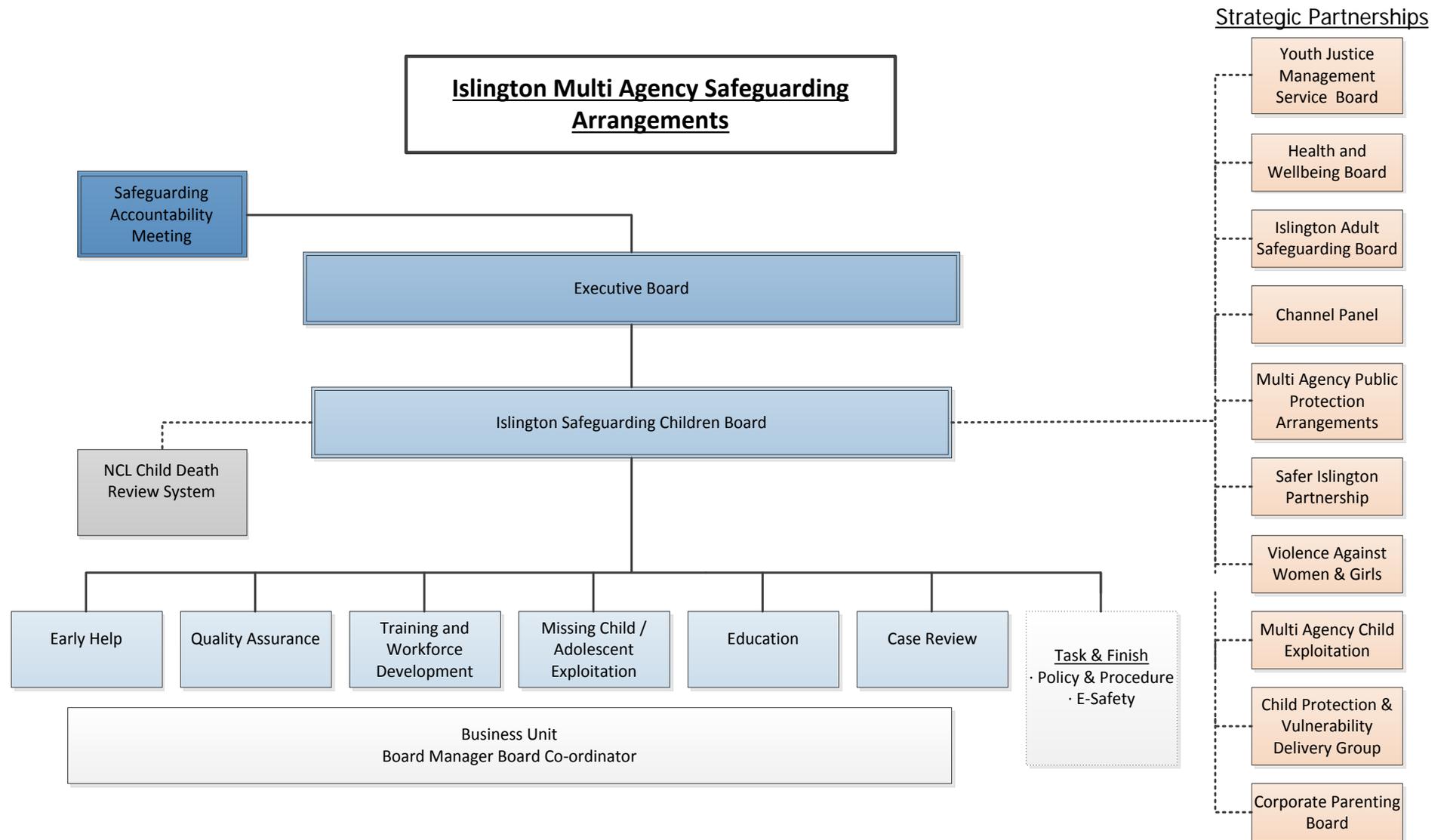
This document will be updated once the NCL arrangements are confirmed.

7.7. Other activities

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

⁵ Working Together: transitional guidance. Statutory guidance for Local Safeguarding Children Boards, local authorities, safeguarding partners, child death review partners, and the Child Safeguarding Practice Review Panel. July 2018

8. Governance structure



8.1. Executive Board

The Executive Board is made up of representatives (as listed in 6.) of the statutory safeguarding partners, sub-group chairs and the Independent Chair.

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 Independent Chair who is responsible for publishing and reviewing the terms of reference of the executive.

8.2. Independent Chair

Independent Scrutiny as outlined by *Working Together to Safeguard Children 2018* is to:

- provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases.
- be part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.
- be objective, acting as a constructive critical friend and promoting reflection to drive continuous improvement.
- consider how effectively the arrangements are working for children and families as well as for practitioners, and how well the safeguarding partners are providing strong leadership and agree with the safeguarding partners how this will be reported.

The statutory safeguarding partners, in consultation with the Board, appoint the Independent Chair to oversee, scrutinise and challenge local partners on how effective the safeguarding arrangements are working for children, families and practitioners.

Independent chairs will be appointed for a period of two years after which the Board will review if it is in the best interests of the partnership to appoint a new chair or whether to confirm the existing chair in post for further two years. The maximum tenure for an Independent Chair is 4 consecutive years.

The Chief Executive of the Local Authority, together with other accountable officers, will ensure a system is in place to hold the Independent Chair and Delegated Partnership Leads to account. To this end, a regular *Safeguarding Accountability Meeting* will be held and include the Local Authority, Police and the CCG.

The responsibilities of the Independent Chair are set out in the Job Description outlined in Appendix 2

8.3. Board membership

The Independent Chair will ask 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,
 - 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 in Appendix 3

8.4. Relevant Agencies

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 Board. Although organisations might not be directly represented on the Board, their involvement will be secured by direct involvement in sub-groups, steering groups 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.

In addition, the arrangements will draw on appropriate expertise and advice from frontline professionals from all the relevant sectors where necessary.

The list of *relevant agencies* will be reviewed by the partnership annually and will include all those listed in statutory regulations⁶.

The full list of *relevant agencies* can be found in Appendix 4.

8.5. Lay members

The arrangements will include 2 lay members. The role of lay members are 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 by the public, children and young people on its plans and procedures
- foster links between the Board and community groups,

⁶ The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018

8.6. Elected Members

The Lead Member for Children's Services will be a participating observer of the Board. This means routinely attending meetings as an observer and receiving all its written reports.

8.7. Education settings

All early years' settings, schools, colleges and other educational providers have duties in relation to safeguarding children and promoting their welfare.

Arrangements will be made to engage, involve and include all schools (including multi academy trusts), early years' settings, colleges and other educational providers within the new safeguarding arrangements. This engagement is supported by both the Board and Education Sub-group to fulfil this requirement.

Schools and other providers have been named as *relevant agencies* as outlined in Appendix 4.

8.8. Sub-groups

To effectively carry out its detailed responsibilities, these arrangements have a system of sub- and steering groups whose terms of reference will reflect the principles in 4.1 and 4.2.

Sub-group terms of reference are outlined in Appendix 5

8.9. Sub-group chairing

Sub-groups will be chaired by a Board member or senior staff from a member organisation most appropriate to lead the work of the sub-group. The Chair will maintain relevant action plans that are aligned with the overall business plan focusing on the Board priorities. The Chair will prepare an annual report.

Steering groups will be chaired by staff from member organisations with expertise in the area of the work of the steering group.

8.10. Sub-group membership

Sub-groups should have a core membership comprising of the Local Authority, Police and Health. These members do not have to be members of the Board but will be chosen from their agencies on the basis of their skills and knowledge. These members must be named by their agencies and attend consistently. 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 groups will be determined by the nature of the work.

Sub-and steering 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.

9. Training

The arrangements have a comprehensive training offer in line with its training strategy, *Competence Still Matters*, and the Business Plan.

The emphasis of the core group and additional training is to provide the knowledge and skills to safeguard and protect children and to develop effective communication between services.

The training offer sits in line with *Competence Still Matters, 2014*, issued by the London Safeguarding Children Board.

The multi-agency core training offer includes:

- Designated Safeguarding Lead – Roles and Responsibilities
- Safeguarding and Child Protection Refresher / Update
- Safeguarding and Information Sharing foundation
- Serious Case Review Briefing
- Working Together to Safeguard Children Induction
- Trauma-informed practice

The Training and Workforce Development sub-group will ensure that specific or specialist topics are covered and training programmes be continually revised to reflect priorities, leaning from local / national reviews, research and other inquiries.

All of the training courses are free to anyone who works or volunteers with children, young people and families within Islington.

The Training and Workforce Development sub-group will monitor the effectiveness of the training strategy and advise the Board where necessary.

A copy of the Training Strategy is located on the Board's website.

10. Attendance

In order facilitate effective discussion and decision-making:

- board meetings require at least two of the three statutory safeguarding partners along with two-thirds of its members, or delegated representatives in order reach a 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.
- representatives from at least three individual organisations (including the sub-group chair) should attend sub- and steering to reach quorum.

11. Decision making

Working Together to Safeguard Children 2018 states that safeguarding partners and *relevant agencies* must act in accordance with arrangements for their area and will be expected to work together to resolve any disputes locally.

12. Escalation Procedure

The Board will produce an 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 escalation procedure will resolve differences of professional opinion or concern about practitioners adhering to the following principles:

- the safety and wellbeing of the child or young person is paramount.
- ensuring the right conversations are had with the right people at the right time.
- challenges must be resolved in a timely and predictable manner.
- concerns, actions, responses and outcomes must be recorded and analysed in the Board's annual report.

13. Communication

The Independent Chair and the Board 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 Board Manager and disseminated through the Partnerships' communications departments.

Where there are serious situations resulting in significant media and public interest, Board partners are expected to liaise with the Independent Chair to agree on appropriate communications strategy.

14. Away Day

An annual Away Day will be delivered by the partners for Board members and *relevant agencies* to consider the arrangements and future priorities.

15. Child Safeguarding Practice Reviews - 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 to be undertaken in line with *Working Together to Safeguard Children 2018* 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 Board 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 Independent Chair, on behalf of the safeguarding partners will be the final arbiter as to whether or not to undertake a local practice review⁷.

All reviews will be published in accordance with *Working Together to Safeguard Children 2018*.

The process of the Rapid Review is outlined in Appendix 6

16. Local planning and governance

16.1. Independence

The Islington MASA 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.

16.2. Risk Register

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

16.3. Learning and Improvement Framework

The Board reviews, scrutinises and challenges local safeguarding arrangements and practice in order to improve services to safeguard and promote the welfare of children in Islington.

The Board will maintain a local *Learning and Improvement Framework* which is shared across local organisations that enables organisations to be clear about their responsibilities, to learn from experience and improve services as a result.

The framework is built around two factors:

1. Learning from experience
 - Reviews of safeguarding practice
 - Identification of learning
2. Improving services
 - Embedding learning in practice
 - Evaluation of learning

⁷ Child Safeguarding Practice Review Panel: Practice Guidance

The framework will be monitored via the quality assurance sub-group and reviewed on an annual basis.

A copy of the *Learning and Improvement Framework* can be located on the Board's website.

16.4. Working with other strategic partnerships

To be effective the Islington *multi-agency safeguarding arrangements* will link with other local partnerships and boards. These include:

There is a joint proposal in place whereby the chairs from these groups will meet to discuss and understand issues and priorities to avoid duplication and enhance collaboration.

The Board request to see an annual report from the following partnerships:

- The Islington Safeguarding Adult Board
- The Islington Corporate Parenting Board
- The Islington Channel Panel
- Safer Islington Partnership
- Youth Justice Service Management Board
- Multi-Agency Public Protection Arrangements
- Violence Against Women and Girls
- Multi-Agency Child Exploitation



17. Child Death Review System

The Board 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 sub-group will be made to consider whether or not to commission a Child Safeguarding Practice Review.

18. Reporting

The statutory safeguarding partners must publish a report at least once in every 12-month period. The report must set out what they have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.

The report will also include:

- evidence of the impact of work of the safe guarding 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
- The Health and Wellbeing Board
- The local Police and Crime Commissioner
- ICCG Governing Body
- Strategic Partners

A copy of the report will also be sent *Child Safeguarding Practice Review Panel* and the *What Works Centre for Children's Social Care* within seven days of being published.

The report will be made publicly available and published on the Board's website.

19. The challenge function

One of the primary functions of Islington MASA is to monitor the effectiveness of the work done 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 Board through meetings, reports and presentations. The Quality Assurance sub-group will fulfil the challenge function as part of its monitoring and evaluation responsibilities.

The 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 Board 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 board partner's performance surrounding the safeguarding and promotion of child welfare is insufficient and the Board has not got the required assurance that any planned action to improve is sufficient, the Independent Chair will explain these concerns to those involved to be aware of the failing and any action that may follow. For example, to the most senior individual(s) in the partner organisation and, if necessary, to the relevant regulatory body.

Whilst the Board 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 board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services.

20. Resourcing and supporting the arrangements

20.1. Resourcing

The partners and members are responsible for ensuring that the Board is properly resourced to a level that is adequate to fulfil the above functions effectively and consistently.

The Board will decide how each sub and steering group is to be resourced. This will include arrangements for the efficient administration of the groups, representation from *relevant agencies* and also the resources required to enable the groups to complete their work plans.

Board members are responsible for ensuring that their representatives on sub-and steering groups have adequate time to carry out the work of those groups:

- the Islington MASA to have an agreed joint budget with contributions from member agencies.
- each budget review will include a request to Board partners to contribute to the funding of the Islington MASA
- the Board Manager, in conjunction with the Chair, is responsible for the management of the budget.
- partners will agree what resources they will contribute in kind, or in human resources, to supplement the cash contributions. This will include the resources for the administrative support of sub-and steering groups as well as specific projects and initiatives.
- at the end of the financial year an income and expenditure analysis will be produced as part of the annual report showing the Board's financial position.

The new arrangements in its entirety is supported by the Business Unit which consists of:

- Board Manager
- Board Co-ordinator
- Training and Development Manager

20.2. Arrangements for meeting

20.2.1. Safeguarding Accountability Meeting

- The Safeguarding Accountability Meeting will meet 4 times per year
- Two meetings are to include the Accountable Person and the Delegated Representative from Health and the Police

20.2.2. Executive meeting

- The Executive will meet 4 times per year in between Board meetings

20.2.3. Islington Safeguarding Children Board

- Board will meet 4 times per year. The work year runs 1st April to 31st March

- Each meeting will run 3 hours
- Papers for discussion at a Board meeting must be received by the Board Co-ordinator two weeks before the meeting date
- Papers for the Board will be distributed to members 1 week before the meeting
- Items for the agenda must be received by the Chair of the Executive Group two weeks before the meeting date
- Minutes will be made publicly available on the website

20.2.4. Sub-and Steering groups

- Sub-and steering groups will meet a minimum of 4 times per year
- Minutes will be available for the Board meeting
- Sub-and steering groups will develop work plans / forward plans based on the Board's objectives and business plan
- Progress of the work plan will be reported annually to the Board by the Chair of each sub and steering group

APPENDIX 1 –Organisational Responsibilities & Section 11⁸

A range of individual organisations and agencies working with children and families have specific statutory duties to promote the welfare of children and ensure that they are protected from harm.

Section 11 of the Children Act 2004

Places duties on a range of organisations, agencies 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.

Section 11 places a duty on:

- Local authorities and district councils that provide children's and other types of services, including children's and adult social care services, public health, housing, sport, culture and leisure services, licensing authorities and youth services
- NHS organisations and agencies and the independent sector, including NHS England and clinical commissioning groups, NHS Trusts, NHS Foundation Trusts and General Practitioners
- The police, including police and crime commissioners and the chief officer of each police force in England and the Mayor's Office for Policing and Crime in London
- The British Transport Police
- The National Probation Service and Community Rehabilitation Companies
- Governors/Directors of Prisons and Young Offender Institutions (YOIs)
- Directors of Secure Training Centres (STCs)
- Principles of Secure Colleges
- Youth Offending Teams/Services (YOTs)

In addition to section 11 duties, further safeguarding duties are also placed on individual organisations including:

- Schools, colleges and other educational providers
- Early Years and Childcare
- Children's homes
- The secure estate for children
- UK Visas and Immigration, Immigration Enforcement and the Border Force
- Children and Family Court Advisory and Support Service
- Armed Services
- Multi-Agency Public Protection Arrangements
- Voluntary, charity, social enterprise, faith-based organisations and private sectors
- Sports Clubs / Organisations

⁸ Working Together to safeguard Children 2018: Chapter 2

APPENDIX 2 – Independent Chair – Job Description

Purpose:

- To ensure that the Board operates effectively and exercises its functions as set out in the Children Act 2004, Children Social Work Act 2017 and relevant guidance
- To ensure that Board has an independent voice and is capable of challenge
- To promote the work of the Islington MASA at a strategic level by influencing inter-agency development and representing Islington's MASA at the Children and Families Partnership meetings

Responsibilities:

- To establish close working relationships with the Director of Children's Services, Police and CCG
- To establish close working relationships with senior managers and child protection leads of all other Board agencies
- To manage all aspects of Board meetings, including agenda setting, chairing of meetings, agreeing minutes and monitoring actions to be taken
- To ensure the Board develops a robust performance-monitoring framework to ensure that all agencies' performance can be tested, including its own performance
- To have oversight of the budget, which is managed day-to-day basis by the Board manager
- To ensure that all allocated resources, financial and human are utilised to meet Board objectives and any shortfalls are brought to the attention of the funding agencies
- To chair any additional Board meetings convened as a response to specific and exceptional circumstances
- To contribute to Board seminars / conferences and member training as appropriate
- To make the decision to convene a Local Child Safeguarding Practice Review
- To ensure that the work of the Board is reflected in the wider Children & Young People's Plan
- To respond to correspondence sent personally to the Chair and the Board generally, referring matters to the *relevant agencies* for action
- To undertake all functions of the post within the principles and practice of equal opportunities and to demonstrate a commitment through personal behaviour and management of attention to diversity issues

APPENDIX 3 – 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 person qualities and expertise in the interest of safeguarding / protecting children and young people

APPENDIX 4 – Relevant Agencies

Education and Childcare
<ul style="list-style-type: none"> • All schools including multi-academy trusts, colleges, and other educational providers within the Islington Boundary
Health and Social Care
<ul style="list-style-type: none"> • Islington Clinical Commissioning Group • Whittington Health NHS Trust • Moorfields Eye Hospital NHS Trust • Camden and Islington NHS Foundation Trust • Camden and Islington Public Health • NHS England
Local Government
<ul style="list-style-type: none"> • London Borough of Islington including Youth Offending Service
Criminal Justice
<ul style="list-style-type: none"> • Cafcass • Metropolitan Police Service • London Probation Service • London Community Rehabilitation Company • HMP Pentonville
Police and Immigration
<ul style="list-style-type: none"> • British Transport Police
Miscellaneous
<ul style="list-style-type: none"> • Organisations from voluntary, charity, social enterprise, faith-based organisations and private sectors • Sports clubs and organisations

APPENDIX 5 – Terms of Reference

Executive Board

Responsibilities of this group are to:

- develop, implement and monitor the Board's Business Plan.
- oversee the functions of sub-groups.
- oversee the Learning and Improvement Framework.
- agree priority actions against the Board's core business.
- develop the Board's forward plan and set the agenda for board meetings.
- receive and agree policies and procedures from sub-groups.
- review relevant national policy developments and initiatives, prepare briefing papers to the Board, and recommended actions that may be required.
- monitor attendance and agency representation for the Board and its sub-groups and make recommendations as appropriate.
- provide in-depth scrutiny around the Board's priorities, including s11 duties.

Quality Assurance Sub-group

Responsibilities of this group are to:

- develop agreed standards for inter-agency safeguarding work.
- establish and maintain appropriate mechanisms and processes for measuring the quality of inter-agency safeguarding work.
- contribute to the development of strategies to address any shortfalls in effectiveness.
- monitor and evaluate the quality of safeguarding work within individual Board partner agencies.
- contribute to the development of strategies for single agencies to address any shortfalls in effectiveness.
- audit and review the progress of the implementation of recommendations of Learning Reviews.

Training and Workforce Development Sub-group

Responsibilities of this group are to:

- identify the inter-agency training and development needs of staff and volunteers. This includes needs arising from changes in legislation, formal guidance, evidence from research and learning from case reviews.
- annually review the Training Strategy – Competence Still Matters.
- develop an annual training prospectus based on Competence Still Matters and Board priorities.

- ensure that the content of the training offered is based on latest research and evidence 'what works' when working with children and families in need, including those in need of protection.
- ensure training methods used are appropriate to the training outcomes to be achieved, and are based on evidence of what works in respect of skill/knowledge development.
- establish a quality assurance framework that will enable the sub-group and partner agencies to monitor the quality and impact of their training programmes.
- ensure relevant training is provided by individual organisations, in accordance with the Training Strategy – Competence Still Matters.
- ensure that training is reaching the relevant staff within organisations.
- ensure lessons from reviews are disseminated.
- monitor attendance in training.
- ensure the delivery of the training programme is within context of diversity and equal opportunities.
- contribute to the Board's Business plan.
- Sub-group chair / Training Manager to produce a comprehensive overview annual report in line with this terms of reference.
- lead on development of an annual multi-agency conference in line the Board's priorities.

Education Sub-group

Responsibilities of this group are to:

- contribute to reviewing the effectiveness of Board policies, procedures and systems in educational settings.
- act as professional consultation group to inform the development and monitoring of Board responsibilities, practices and procedures.
- promote a shared understanding of responsibilities and challenges faced by key agencies when managing safeguarding and welfare to further strengthen multi-agency work and collaboration.
- identify and promote the dissemination of best practice in safeguarding, and the expectations of the Board, across Islington schools and education providers
- support the Board in efficiently and effectively addressing identified safeguarding issues in educational settings.

Missing and Child / Adolescent Exploitation Sub-group

Responsibilities of group are to assist in:

- reducing the risk of children going missing or being criminally exploited
- improving intervention and diversionary activity for those who go missing, and offend whilst missing, or who are at risk of criminal exploitation.
- identifying perpetrators who assist children going missing, or aid in their criminal exploitation, and disrupt / prevent their activity.

- building a problem profile for both missing children and the criminal exploitation of children / adolescents in Islington.
- identifying and disrupt peer-on-peer abuse in Islington.
- using trauma informed approaches to problem solve in these areas and safeguard vulnerable children and adolescents from harm.

Case Review Sub-group

Responsibilities of this group are to:

- identify and consider cases, which potentially meet the criteria for a Local Child Safeguarding Practice Review.
- identify and consider those cases where lessons can be learned but which do not meet the criteria for a Local Child Safeguarding Practice Review, including learning from good practice.
- develop and maintain a referral mechanism that is sensitive to serious incidents from all the board's partner agencies e.g. Serious Incident Notifications to Ofsted, Serious Incidents in the NHS etc.
- to develop and maintain a Learning and Improvement framework that will embed local learning, identify themes and other learning from national cases, case work, audits etc.
- ensure that the learning from all case reviewing activity is embedded in practice
- ensure that the Board discharges all relevant statutory duties, including requirements from Safeguarding Board Regulations and *Working Together to Safeguard Children 2018*.

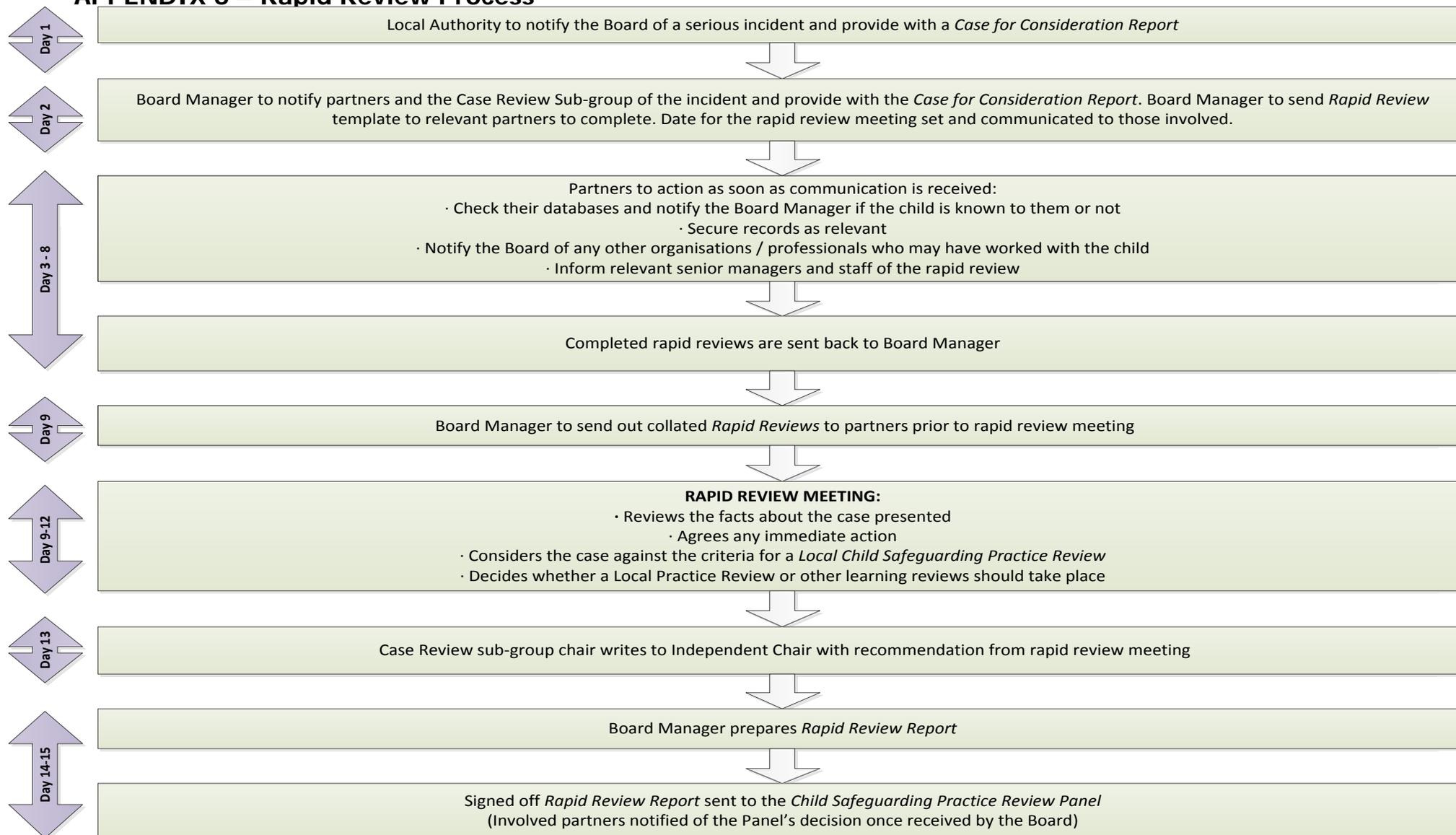
Early Help Sub-group

Responsibilities of this group are to:

- monitor progress by the Partnership against Islington's multi-agency Children and Families Outcomes Plan.
- improve data and information sharing to support the delivery of early help and statutory support to families with multiple needs across children's and adults' services.
- agree how and where to deploy resources to ensure they are targeted effectively across the partnership.
- develop and nurture a children's and adults' workforce that takes a whole family, relationship based, and trauma informed approach to assessment, planning and interventions.
- ensure continuous improvement in the quality of practice, including assessments, plans and interventions.

- ensure consistent and effective monitoring and evaluation systems are in place across early help and statutory family support services that evidence the impact on children and families' lives.
- promote and disseminate research findings and good practice in family support, share service developments and information across partners.

APPENDIX 6 – Rapid Review Process



Reviewed By	
Review Date	
Next Review	



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