

Hillingdon Safeguarding Children Partnership Arrangements



Hillingdon's Safeguarding Children Partnership

Foreword

Safeguarding in Hillingdon is everybody's business. We owe it to vulnerable children and young people, their families and carers living in the Borough to work together to provide them with the support they need to keep them safe and help them to thrive.

This Plan sets out the Safeguarding Partnership arrangements for Hillingdon. It has been agreed by the Chief Executive of the Local Authority, the Borough Commander (West Basic Command Unit) and the Managing Director of the NHS Clinical Commissioning Group - who, together, have joint and equal responsibility for developing these safeguarding arrangements.

We recognise that the needs of children and young people must be at the heart of everything we do and we will only get the best outcomes for them if we work collaboratively to manage the risks.

The governance arrangements and the aims of the Hillingdon Safeguarding Partnership are therefore set out in this document; which are based upon the principles of 'Working Together to Safeguard Children (2018)'. We will keep the arrangements under review annually so that we can learn any lessons by listening to children and young people, analysing data and emerging themes, take account of innovation and best practice and challenge ourselves to improve our performance.

Once we have established this new partnership approach for children and young people, it is our intention to further develop and extend these arrangements to safeguard and protect the interests of vulnerable adults.

We know that for safeguarding to be effective, it depends upon the active involvement of a wide range of partners and agencies, both statutory and in the private and voluntary sector and we welcome your commitment, creativity and engagement at all levels so that, together, we can deliver the best outcomes for children and young people in our Borough.

June 2019

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OUR SHARED VISION AND VALUES

We strive for every child and young person to be and feel safe, enjoy good physical, emotional and mental health, have pride in their unique identities, feel that they belong and have opportunities to thrive.

In order to achieve this we have agreed these shared priorities:

- To hear the voice of the child throughout practice and service development.
- To work alongside families to support family resilience and achieve better outcomes.
- To work in partnership (taking a 'whole system approach') by intervening as early as possible to protect the safety of unborn babies, children and young people through -
 - The early identification of neglect indicators
 - Collaborative working to identify contextual risk factors of abuse
 - An Innovative Early Intervention and Prevention approach to minimise the need for statutory intervention.
 - Effective multi-agency risk identification, intervention and prevention to protect victims of domestic abuse and their children
 - Promoting independence and achievement for children with special educational needs and disabilities
 - Ensuring that the needs of home educated children and young people are met
- To evidence the effectiveness of single agency and multi-agency safeguarding arrangements and satisfy the Hillingdon Safeguarding Partnership that children and young people, their families and our communities are as safe as possible.
- To scope community creativity and innovation and include community initiatives in the Borough Safeguarding arrangements.

BACKGROUND

Review of the role and function of Local Safeguarding Children Boards

In 2015, the Secretary of State for Education and the Minister of State for Children and Families commissioned Alan Wood to lead the review of Local Safeguarding Children Boards (LSCBs). The review recommended a fundamental reform of safeguarding arrangements, placing equal responsibility and freedom on the Local Authority, the Police and the Clinical Commissioning Group to organise their local arrangements according to local need.

Children and Social Work Act 2017

The Children and Social Work Act 2017, Section 30, makes these recommendations statutory. Sections 16 to 23 introduce an equal duty on Local Authorities, Police and Clinical Commissioning Groups to make safeguarding arrangements for children within their geographical areas of responsibility.

Working Together 2018

Working Together to Safeguard Children 2018 sets out the requirements for safeguarding partners, allowing the freedom to determine how they organise collaborative working to meet statutory requirements and improve outcomes for children locally.

NEW ARRANGEMENTS

The Chief Executive of the London Borough of Hillingdon, the Borough Commander of the West Basic Command Unit (Metropolitan Police Service) and the Managing Director of the Clinical Commissioning Group (CCG) agreed to develop a new structure for future safeguarding arrangements. This document will be revised each year in order to track year on year adjustments which may occur as the new arrangements embed and develop.

GEOGRAPHICAL BOUNDARY

These Safeguarding Partnership arrangements cover one Local Authority area; the London Borough of Hillingdon.

HILLINGDON'S SAFEGUARDING ARRANGEMENTS

Introduction

The new statutory responsibility under The Children and Social Work Act 2017, is discharged by the agreement between the London Borough of Hillingdon, the NHS Hillingdon CCG, and the Metropolitan Police to take joint and equal responsibility for safeguarding in the Hillingdon area and the establishment of the Hillingdon Safeguarding Partnership Arrangements.

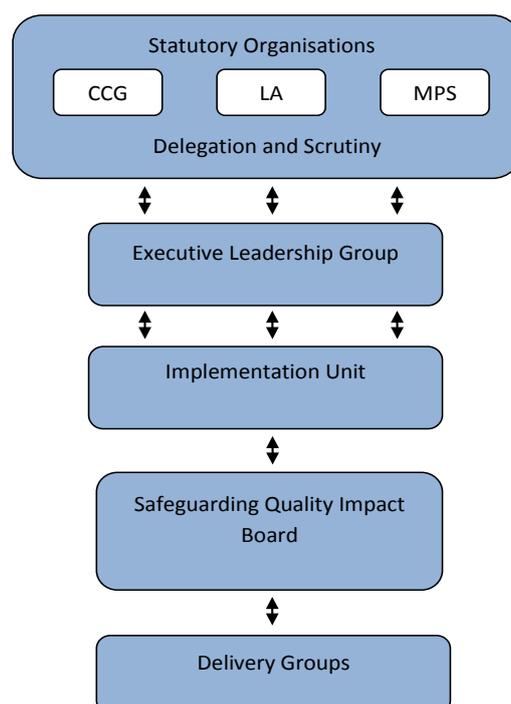
Each organisation retains their own statutory obligation and responsibility to safeguard children, however, this responsibility is delegated through their designated officers, namely, the Local Authority Chief Executive, the CCG Director for Nursing and Quality and the Metropolitan Police Service Borough Commander, who together form the Executive Leadership Group (ELG). This group has joint and equal responsibility for Safeguarding in Hillingdon and their role is one of oversight challenge and governance. Given each partner within this arrangement retains a statutory duty, each organisation also reserves the right, through its identified delegation (such as Board or Cabinet Member), to attend any aspect of these arrangements to scrutinise and hold to account any officer or function within them.

The statutory duty further extends when a child comes into care, the Council then becomes the Corporate Parent. 'Corporate Parent' means the collective responsibility of the Council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for the children who are looked after. As corporate parents, it's every councillor's responsibility to make sure that the Council is meeting these duties towards children in care and care leavers. Hillingdon has a Corporate Parenting Panel linked with the Social Care, Housing and Public Health Policy Overview Committee, which affords Hillingdon Elected Members the opportunity to exercise their responsibilities and provide challenge to safeguarding arrangements.

Delivery Model

The Local Authority Chief Executive, the CCG Director for Nursing and Quality and the Metropolitan Police Service Borough Commander, having their organisational delegated authority, together form the Executive Leadership Group (ELG). This group has joint and equal responsibility for Safeguarding in Hillingdon; their role is one of delivery oversight challenge and governance.

The main engine of the arrangement is the Safeguarding Quality Impact Board where issues will usually be resolved. Where this is not possible, the issue will be escalated to the relevant organisation(s) via the Implementation Unit and if the individual organisation(s) still cannot resolve the matter, then it is escalated to ELG to unblock. The Safeguarding Quality Impact Board has oversight of safeguarding practice and performance, resolving issues as they arise. The Board



will steer learning and development for the safeguarding environment and be informed by a number of subgroups, as well as task and finish groups, as required.

EXECUTIVE LEADERSHIP GROUP

Purpose

The Executive Leadership Group oversees the multi-agency plan to protect children and safeguard their welfare and delegates this operationally to the Safeguarding Quality Impact Board to discharge; meeting around the Board's schedule to scrutinise their progress. ELG will provide robust scrutiny and challenge to local safeguarding arrangements and take action when operational personnel are unable to resolve issues, or the matter in question is system-wide. ELG will take recommendations to and from the Safeguarding Quality Impact Board in order to respond to priority areas or advise of priorities from a strategic level. ELG will also agree and sign off the annual published Safeguarding Partnership Report, agree the key priorities and annual work plan.

Membership

ELG is:

Chief Executive, London Borough of Hillingdon
Director for Nursing and Quality, Hillingdon NHS Clinical Commissioning Group
Borough Commander, Metropolitan Police Service

This group is chaired on an annual rotating basis. The lead representatives will be supported by their Senior Leaders with strategic and operational decision making powers in each organisation.

Where any of the 3 core members cannot attend the ELG meeting, it is a requirement that any substitute will attend with all of the delegated authority and decision making of the core member and organisation they represent.

There may be occasions when the ELG will co-opt members to attend, where very specialist advice or input is required; such as the Director of Public Health or the Chief Executive of a Hospital Trust, depending upon the issue.

Frequency of Meetings

ELG will initially meet quarterly, to be reviewed. The group will additionally convene if a particular incident or circumstance requires it. The agenda will be dependent on strategic priorities and reporting by exception from the Safeguarding Quality and Impact Board or from priorities emerging from a strategic level.

Reporting Arrangements and Accountability

Partners will report progress through their own internal management arrangements and quality assurance processes to satisfy themselves of their own safeguarding responsibilities; evidence of

which will be shared with the Executive. There will be an external annual review of the collective multiagency safeguarding arrangements to inform an annual report.

SAFEGUARDING QUALITY IMPACT BOARD

Purpose

The Safeguarding Quality Impact Board scrutinises the work of all safeguarding partners and subgroups and holds them to account for safeguarding practices. The Board will draw analyses and identify unassessed or developing risks to children, using performance and audit data and reports from safeguarding partners. The Quality Impact Board agrees multi-agency strategies to protect Hillingdon's children and promote ambitious outcomes for them.

The Board is the 'think-tank' of the Safeguarding Partnership. They will amongst other things:

- Improve decision making and outcomes, analyse MASH performance and interagency collaboration at the front door, including the effectiveness of Strategy Meetings, Child Protection Investigations, Child Protection Conferences and the voice of the child.
- Hold partners to account through case work audit activity.
- Arrange Safeguarding Learning Events to learn lessons and develop increasingly effective frontline practice.
- Analyse relevant performance data to draw out any emerging themes and hold partners to account.
- Analyse relevant partner annual reports to measure the outcomes for children against set objectives.
- Analyse inspection reports to learn lessons, agree and monitor multiagency actions.
- Analyse audit information to learn lessons, agree and monitor actions.
- Cross reference areas of interest with the Youth Offending Management Board in order to see the breadth of risk and vulnerability in the Borough.

Membership

The Safeguarding Quality Impact Board consists of relevant Safeguarding Partnership agencies and will be chaired on an annual rotating basis, mirroring the chairing of the ELG, by each of the three organisations which form the ELG and supported by the Safeguarding Partnership Implementation Unit Manager. Representatives must be at a senior level with authority to represent their agency and make decisions. Members are:

- Children's Social Services (Local Authority)

- Police Borough representative
- Designated Safeguarding Doctor Clinical Commissioning Group
- Designated Safeguarding Nurse Clinical Commissioning Group
- Head of Youth Offending Service
- Named Nurse The Hillingdon Hospitals Trust
- Probation Service
- Community Rehabilitation Company
- Named Nurse NHS Central and North West London Foundation Trust (CNWL)
- CAMHS lead from CNWL
- Designated Safeguarding Cluster Lead for Primary Schools
- Designated Safeguarding Cluster Lead for Secondary Schools
- Designated Safeguarding lead for further Education
- Deputy Borough Commander of the London Fire Brigade
- Safer Hillingdon Partnership Representative
- Hillingdon Domestic Abuse Steering Executive
- Corporate Parenting Board Representative
- Professional representative to the Service User Group
- Others as appropriate

Frequency of meetings

Meetings will convene at least quarterly and complete written reports, addressing themes, learning and recommendations for practice improvement to the Executive Leadership Group.

Reporting Requirements and Accountability

The Safeguarding Quality Impact Board will prepare an annual Safeguarding Partnership report, to be agreed and signed off by the Executive Leadership Group for publication. This will include a self-assessment of services and the functioning of the Safeguarding Partnership, key performance indicators to evidence the areas of strength and improvement requirements and recommendations to ELG.

SAFEGUARDING LEARNING EVENTS

Purpose

Safeguarding Learning Events will take place to help develop collaborative partnership relationships and find creative and innovative solutions to achieve better outcomes for children.

The aim of Safeguarding Learning Events is to analyse lessons from practice, locally and nationally, to improve practice and achieve ambitious outcomes for all children, including those who use universal services.

Safeguarding Conferences will use service user feedback and the voice of the child in practice to challenge and promote practice growth and continuous professional development.

Safeguarding Learning Events will:

- Brief frontline staff across the partnership on emerging themes affecting children and develop practitioner led interventions to reduce the impact.
- Consult on and contribute to changes to policy and procedure.
- Brief frontline practitioners on national policy, procedure and legal changes and develop local strategies to incorporate changes to practice.
- Analyse collaborative working through multi-agency audit and service user feedback, learn lessons, increase interagency review and assessment and agree creative and innovative ways of working to reduce the number of touch points for families.
- Identify and celebrate good practice.
- Identify barriers to good practice and develop innovative and creative solutions to break barriers down.
- Learn from children, young people and their families to strengthen practice
- Own the learning of Child Safeguarding Practice Reviews and Domestic Homicide Reviews to change and strengthen authentic partnerships and prevent further mistakes.

Membership

The Safeguarding Learning Event membership is fluid. Relevant management representatives and frontline staff from statutory agencies (Local Authority, Police and Health), representation from schools, the voluntary sector and service user group when required will be mandated depending on the agreed topic of the event.

Accountability and Reporting Arrangements

The Safeguarding Learning Events are accountable to the Board. The Safeguarding Implementation Unit will complete a child and family impact analysis following each event, outlining key learning and actions to strengthen authentic safeguarding practices to address priorities and need.

Frequency of Safeguarding Conference

A minimum of four Safeguarding Conferences will take place every year. Local priorities, needs and key learning may necessitate further conferences.

DELIVERY GROUPS

The delivery groups report directly to the Safeguarding Quality and Impact Board and provide quarterly progress reports. The membership varies in accordance to the priority needs identified. ELG and/or the Board will direct delivery groups - with clear objectives and timescales. Once objectives are achieved, the group dissolves. Each Delivery Group will have its own terms of reference, outcomes plan and evaluation.

SERVICE USER PARTICIPATION

Purpose and Objectives

The Safeguarding Partnership recognises the importance of the balance and local knowledge and experience that service users bring to safeguarding arrangements. Several different service user groups exist across partners and depending on key priorities and delivery streams, representatives will be encouraged to participate to ensure that priorities meet local needs.

Membership

Membership is fluid and dependent on key priorities and delivery streams, for example, -Health watch will contribute to childhood obesity programmes and the Children in Care Council to issues that affect their wellbeing.

Frequency of meetings

There will be no set additional meetings; instead, delivery groups will consult with service users in their existing participation groups wherever possible.

Accountability and reporting arrangements

The accountability will remain with delivery groups, who report to the Safeguarding Quality Impact Board.

CHILD SAFEGUARDING PRACTICE REVIEW PANEL

Purpose

When a child suffers a serious injury or death as a result of child abuse or neglect, the Safeguarding Partners must consider the need for a local Child Safeguarding Practice Review. Working Together to Safeguard Children 2018, gives the Safeguarding Partnership responsibility to determine if a review is appropriate to identify gaps in practice. The decision to undertake reviews must be transparent and the rationale communicated to partners and families.

Membership

Hillingdon Children Services Assistant Director for Safeguarding will chair the Child Safeguarding Practice Review Panel alongside a senior member of the relevant Police Unit and Designated Safeguarding Lead within the Clinical Commissioning Group. The Safeguarding Implementation Unit supports the arrangements. In case of serious injury and death, the Safeguarding Practice Review Panel will mandate participation relevant to the serious incident.

Frequency of Child Safeguarding Review meetings

The group will meet quarterly to review national and local practice and monitor implementation and action plans. In cases of serious injury or death, the Child Safeguarding Review Panel will agree the frequency of meetings whilst a review is ongoing; at a minimum after three months of commissioning the independent review to review the report for publication. A Safeguarding Conference must convene within six months of publication.

Accountability and Reporting Arrangements

The Child Safeguarding Practice Review Panel will publish an annual report. The Child Safeguarding Practice Review Panel will provide feedback and updates throughout a child safeguarding practice review and implementation of action plans.

CHILD DEATH REVIEW PANEL

Purpose

The Child Death Review Panel undertakes comprehensive, multidisciplinary reviews of all child deaths in Hillingdon. The Panel gathers and assesses data on the deaths of all children and

young people from birth (excluding those babies who are stillborn) up to the age of 18 years who are normally resident in Hillingdon. Cross border arrangements exists for children who live in Hillingdon but die elsewhere or children from different local authority areas who die in Hillingdon. The work plan will depend on lessons from local and national child deaths to implement action, stop further preventable deaths and improve the health and safety of our children.

Membership

The Director of Public Health will chair the Child Death Review Panel. The panel has a core membership represented in the Safeguarding Partnership. Other members may be co-opted to contribute to the discussion of certain types of death when they occur.

Frequency of meetings

The Child Death Review Panel will meet quarterly with ad-hoc meetings as necessary. There must be a minimum of three agencies in attendance for the meeting to take place.

The Child Death Review Panel supply data to the Department of Education and Skills for national learning. The Child Death Review Panel is accountable to the Safeguarding Quality Impact Board. The Panel produces an annual report with analysis of lessons and the impact of action plans.

JOINT STRATEGIC SAFEGUARDING AND TRAFFICKING GROUP (JSSAT)

Purpose

To ensure that children and vulnerable adults are safeguarded from the point of entering Hillingdon at Heathrow Airport and that there is a rapid response to any potential threats to community safety.

Membership

The Assistant Director UK Border Force chairs the group supported by the Hillingdon Safeguarding Implementation Manager. Membership consists of a cross section of Heathrow Safeguarding leads, Adult Care, Children Social Care, the Boarder Force, Immigration, PREVENT, voluntary agencies and Clinical Commissioning Group.

Frequency of meetings

The joint strategic safeguarding and trafficking group meets quarterly. Additional meetings will convene in case of heightened risk requiring an immediate, coordinated response.

Accountability and Reporting Arrangements

The group will report any relevant needs, emerging themes, heightened risk factors and the impact of operations to the Safeguarding Quality Impact Board. The group prepares an annual report analysing lessons and impact.

HIGH RISK AND VULNERABILITY PANEL

Purpose and Objectives

The High Risk and Vulnerability Panel develops a collaborative strategic response to children at risk of contextual risk factors. The overarching objectives are to prevent, intervene and disrupt criminal child exploitation. The Panel is responsible for cross border partnership with neighbouring Local Authorities.

Membership

Hillingdon Children Social Care's Head of Partnership and Quality and Met Police Service co-chair the group. The permanent core membership includes key organisations represented in the Safeguarding Partnership. Additional members can be co-opted to add value prevention, intervention and disruption.

Accountability and Reporting Requirements

The Panel will provide quarterly briefings to the Safeguarding Quality Impact Board on patterns and trends of child sexual and other criminal exploitation, grooming gangs and other exploitation groups functioning in Hillingdon. They will provide an impact analysis, identify gaps in services and make recommendations for joint commissioning and Safeguarding Conferences.

Frequency of Meetings

Meetings take place bi-monthly, until there is a consistent strategic response to children exposed to contextual risk factors. Thereafter, the frequency can reduce to no less than quarterly meetings.

INDEPENDENT SCRUTINY

Each partner is subject of internal scrutiny in accordance with their internal governance structures. The appendices show the safeguarding overview approach for each of the executive organisations. The Safeguarding Quality Impact Board will agree outcomes and measurements

for delivery groups, Safeguarding Learning Events and commissioned work. The Board will report on outcomes by exception to Executive Leadership Group.

ELG will invite an annual independent peer and/or review of specific delivery groups to provide critical challenge and appraisal of the safeguarding arrangements in Hillingdon.

The independent reviewer and ELG will agree the requirements and terms of reference prior a commissioned review.

SAFEGUARDING PARTNERSHIP IMPLEMENTATION UNIT

The Hillingdon Safeguarding Partnership Implementation Unit will support the business of the Safeguarding Partnership, Safeguarding Adult Board and Child Death Review Panel. The Implementation unit will support the functioning of the approach including adding drive to groups and coordinating linkages between the groups and coordinating learning and development. The Implementation Unit Structure is set out at appendix 3.

LEARNING AND DEVELOPMENT

The Safeguarding Partnership will commission training depending on local need. The Safeguarding Quality Impact Board will agree outcomes and measures to evaluate the effectiveness of any training commissioned.

FUNDING

Safeguarding Partners are equally responsible for funding. The Executive Leadership Group will enter into a formal funding agreement; reflecting local need and commissioned services. Safeguarding Partners have agreed to the contributions set out in the financial schedule presented at appendix 2 and that any SCR, SAR, DHR other practice review required will be funded in equal thirds, irrespective of any prima facie indication of primary responsibility.

ESCALATION POLICY

Each agency has internal its own escalation policy for disputes. Each delivery group will escalate professional discord to the Safeguarding Quality Impact Board, who will report to ELG if necessary. London Child Protection procedures professional conflict resolution procedures should be used as appropriate, see:

www.londoncp.co.uk/chapters/profess_conflict_res.html

APPENDICIES

APPENDIX ONE - ORGANISATIONAL SAFEGUARDING ARRANGEMENTS

London Borough of Hillingdon Safeguarding Governance Arrangements

Safeguarding is a priority for the Council and as such there are a range meetings and processes where there is oversight and scrutiny of safeguarding matters; both politically and managerially.

Council Leader

The Leader of the Council meets regularly with the Cabinet Member for Education & Children's Services (who has portfolio responsibility for these services). The Leader separately meets monthly with the Chief Executive and with the statutory Director Adults, Children and Young People's Service; where any significant practice or strategic matters of a safeguarding nature are discussed.

Cabinet Member for Education & Children's Services

The Cabinet Member for Education & Children's Services (portfolio holder) meets monthly with the statutory Director Adults, Children and Young People's Service. Within this, strategic, operational and case related matters are discussed and where required, a political steer received.

Through the enduring statutory responsibility (Children Act 2004) the Elected Member with responsibility for Children's Services at the London Borough of Hillingdon, retains their role, through their membership of governance bodies such as the Cabinet of the local authority or through their attendance at a scrutiny committee or a governance board, to hold their organisation and its officers to account for their contribution to the effective functioning of the arrangements for safeguarding children. In order that this scrutiny can be fully exercised the Cabinet Member reserves the right to attend and hold to account any officer or function within these arrangements.

Cabinet

As a minimum, the annual safeguarding report is taken to the Cabinet; as well as any focussed reviews undertaken through the relevant Policy and Overview Committees.

Social Care, Housing and Public Health Policy Overview Committee (POC)

The Policy Overview Committee receives general updates on safeguarding and also undertakes in-depth policy reviews on specific issues and provide the opportunity to hear from elected Members and expert witnesses. Reviews make recommendations to the Cabinet on how the Council could improve its work. They perform an important role in opening up the policy-making process to a wider audience and hold policy and processes to account.

Corporate Parenting Panel

The Corporate Parenting Panel sits within the POC process (in order to improve scrutiny) and oversees the effective delivery of corporate parenting and safeguarding responsibilities to children in care and care leavers.

Children's Performance Management Board

The Children's Performance Management Board is a monthly meeting chaired by the Cabinet Member and includes the Chief Executive, the Corporate Director Adults, Children and Young People's Service and the Children's Services senior leadership team (representing social care, early support, youth offending and education). This provides oversight, scrutiny and challenge and focuses on improving performance and practice. It provides the executive and political leadership of the Council with updates on performance, emerging themes, presenting needs and any cases of concern.

Health and Well-being Board

The Hillingdon Health and Wellbeing Board governs the strategic partnership between Social Care and Health to improve health and wellbeing and reduce inequalities, invest in prevention and early intervention and safeguard the residents of Hillingdon. The Board receives the safeguarding annual report and hears updates on related themes from the health community, CAMHS and Healthwatch, including Young Healthwatch.

Youth Justice Management Board

The Youth Justice Management Board monitors the operation of the youth justice system and the provision of youth justice services. This Board also cross references with the Safeguarding Quality Impact Board; particularly in relation to themes of risk and vulnerability.

Safer Hillingdon Partnership

The Safer Hillingdon Partnership receives the safeguarding annual report and also informs and is informed by practice updates from youth offending and children's social care. The Safer Hillingdon Partnership is the statutory Community Safety Partnership This is a multiagency partnership which is concerned with matters relating to:

- community safety, crime and disorder
- the knife crime strategy
- anti-social behaviour
- behaviour affecting the environment
- reducing re-offending
- substance misuse
- domestic violence strategy and commissioning domestic homicide reviews, when required.

The Safer Hillingdon Partnership comprises representatives at an executive level of the 'responsible authorities': the Local Authority Chief Executive, the Borough Commander (Metropolitan Police), and the Borough Commander for Fire Services and representatives from

the Youth Offending Service the Probation Service and Community Rehabilitation Company). In addition, the meeting is attended by, the Cabinet Member responsible for community safety at the Council, the Chairman of the Domestic Abuse Steering Executive (elected Member), the Director of Public Health, and the independent Chairman of Hillingdon's Safer Neighbourhood Board.

Domestic Abuse Steering Executive

The Domestic Abuse Steering Executive oversee the effective safeguarding of victims of domestic abuse and also has representation from children's services in order that policies, procedures and actions can be informed by the impact of this area in safeguarding within social care.

Chief Executive

The Director Adults Children and Young People's Service meets at least monthly with the Chief Executive to report on the performance of safeguarding services and consider any strategic matters of a safeguarding nature.

Corporate Management Team (CMT)

The Corporate Director for Adult, Children and Young People Services is a member of CMT and therefore provides when required, updates related to safeguarding law, policy, practice or cases.

Internal Audit

Internal Audit provides an independent opinion on the effectiveness of the Council's procedures for controlling its financial, operational, risk management and governance systems.

NHS Hillingdon Clinical Commissioning Group (CCG) Safeguarding Governance Arrangements

Safeguarding (Children and Adults) is a high priority for NHS Hillingdon CCG and there is a strong commitment to discharge its statutory responsibilities as regards safeguarding the health and welfare of children, young people and their families. This is done by ensuring that the appropriate robust structures and governance arrangements are in place.

The CCG also ensures that organisations commissioned to provide services have in place, safe systems that safeguard children in accordance with Section 11 of the Children Act 2004.

Accountability for Safeguarding, in accordance with the document, 'Safeguarding Vulnerable People in the NHS: Accountability Framework (2015) sits within the portfolio of the Accountable Officer for the North West London collaboration of CCGs. However this responsibility has been delegated to the Chief Nurse/Director of Quality within whose portfolio Safeguarding sits.

The Chief Nurse/Director of Quality has regular meetings with:

- The Accountable Officer and the Managing Directors (CCGs Leads) of the 8 CCGs that make up the collaboration of NWL CCGs.
- Designated Professionals, who in turn have regular meetings with the CCG MD; and the Provider Services Safeguarding Leads, individually and together as a Health Economy group.
- The Designated Safeguarding professionals also meet quarterly with GP safeguarding GP Practice leads and/or deputies.

The Chief Nurse/Director of Quality sits on/is represented on a number of CCG Committees and the CCG Governing Body.

Safeguarding Policies/Reports relating to the CCG and Organisations from which the CCG commissions services are presented to a minimum of two of the CCG's Committees (including the Quality, Safety and Clinical Risk Committee) prior to being signed off by the CCG Governing Body.

The CCG has the required Designated Professionals in post and is assured that there is Health representation as required at relevant safeguarding meetings.

Provider Services

There are monthly Contract Quality Meetings held with Service Providers during which the quality of service provision is monitored. The safeguarding element of the Contracts is scrutinised by the Designated Professionals through the Safeguarding Health Outcome Framework (SHOF) with the expectation that there is a robust plan to mitigate any gaps/risks. The SHOF is shared with the Children and Adults Safeguarding Boards.

All of the Provider Organisations have the necessary Policies in place, including Safeguarding, Allegations against staff, Safer Recruitment, Safeguarding Clinical Supervision, Serious Incidents and Escalation Policies. There are robust arrangements for Serious Incidences and any

unresolved local escalated safeguarding issues are taken either to the Safeguarding or CCG Board as required.

Partnership Working

The CCG reports into the Local Authority Scrutiny Panel on Safeguarding issues as requested and is represented a number of Partnership groups such as the Safeguarding Children and Safeguarding Adults Boards; Corporate Parenting Panel; Health and Wellbeing Board; Safer Hillingdon Partnership Board; Domestic Abuse Steering Group; Child Death Overview Panel; and any other group where vulnerable children or adults are discussed.

Metropolitan Police Service Borough Command Unit (BCU) Safeguarding Governance Arrangements

Safeguarding cuts across all our business and business groups. Vulnerable children often become vulnerable adults, and some may be drawn into criminal activity, which adds to the reasons why this is a priority for us.

This provides our local and central governance; however, this may be subject to change following consultation with National Police Chief's Council (NPCC).

West Area Base Command Unit (BCU) Commander

The Commander (Chief Superintendent rank) meets regularly with the Safeguarding Lead (Detective Superintendent) who has overall responsibility for Safeguarding. In addition there are bi-weekly meetings with the whole Senior Leadership Team that cover the five strands of policing to ensure there is a strategic oversight of safeguarding and everyone takes responsibility for driving this forward in their area of business.

Performance Board

The Performance Board is a monthly meeting with the Senior Leadership Team from the West Area to review performance across all strands including Safeguarding, with a view to identifying areas of concern and emerging themes, then to task them into the Tactical Tasking and Co-ordination Group.

Safer Hillingdon Partnership

The Safer Hillingdon Partnership receives the safeguarding annual report and also informs and is informed by practice updates from youth offending and children's social care. The Safer Hillingdon Partnership is the statutory Community Safety Partnership This is a multiagency partnership which is concerned with matters relating to:

- community safety, crime and disorder
- the knife crime strategy
- anti-social behaviour
- behaviour affecting the environment
- reducing re-offending
- substance misuse
- domestic violence strategy and commissioning domestic homicide reviews, when required.

The Safer Hillingdon Partnership comprises representatives at an executive level of the 'responsible authorities': the Local Authority Chief Executive, the Borough Commander (Metropolitan Police), and the Borough Commander for Fire Services and representatives from the Youth Offending Service the Probation Service and Community Rehabilitation Company). In addition, the meeting is attended by, the Cabinet Member responsible for community safety at the Council, the Chairman of the Domestic Abuse Steering Executive (elected Member), the Director of Public Health, and the independent Chairman of Hillingdon's Safer Neighbourhood Board.

Head of Profession for Safeguarding

The Metropolitan Police Service has a Commander who holds the role of Head of Profession for Safeguarding. The Commander has oversight of all areas of Safeguarding with the MPS and links into the London wide boards and MOPAC.

Child Protection and Vulnerability Delivery Board

This is a monthly meeting chaired by the Commander/Head of Profession. All 12 BCU Safeguarding Superintendents attend the meeting to review performance, identify themes across London, share good practice and look ahead at emerging issues.

Lead Responsible Officers (LROS's)

There are twelve strands of safeguarding and twelve Lead Responsible Officers (LROs) to lead each one. These are split into themes. The LRO's are responsible for developing policy and best practice across the whole of the MPS to ensure better outcomes for those at risk of harm, and focussing on supporting our frontline in this work. This is then fed back into the Child Protection and Vulnerability Board.

Dedicated Inspection Team

The Dedicated Inspection Team (DIT) sits under the Child Safeguarding Delivery Group. The DIT is intended to provide scrutiny of cases where police have contact with children, and promote organisational learning and improvement. They review cases across all 12 BCU's on a monthly themed basis.

Appendix Two - Financial Schedule

Contributions:

LBH:	£156,600
CCG:	£ 61,200
Probation Service	£ 1,000
Metropolitan Police Service:	£ 5,000
CAFCASS	£ 550

Appendix Three - Implementation Unit



The new Safeguarding Partnership Quality & Implementation Manager role will collaborate and work with practitioners and managers from all Board Partner Organisations, to develop and deliver on a strategy to co-ordinate and maximise learning from practice in respect of the help, protection and care of children and vulnerable adults. They will analyse and assess the strategic impact of emerging national, regional and local priorities, trends and legislation, making recommendations to the Board/Director/Partners as required. This post will report into the Head of Partnership and Quality Assurance in Children's Services and the Head of Safeguarding in Adult Services.

The Practice Review Manger role is tasked with the provision of professional leadership to social work colleagues through demonstrating exemplary practice, sharing knowledge and positively managing the interface between practice and education / training. They also provide professional consultation to all teams within the directorate and other agencies, and develop and maintain professional networks across the range of partner organisations and sectors.

The LSB Project & Support Officer role provides support to the proposed arrangements as required.