



Multi Agency Safeguarding Arrangements (M.A.S.A.)

The vision of the Safeguarding Children Partnership is 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.

The Safeguarding Adults Board's vision is for Hillingdon citizens, irrespective of age, race, gender, culture, religion, disability, or sexual orientation to be able to live with their rights protected, in safety, free from abuse and the fear of abuse.

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1 Hillingdon Safeguarding Partnership: Safeguarding Arrangements

This document sets out how the Safeguarding Partners in Hillingdon coordinate their safeguarding services and how they will work together with relevant organisations and agencies to safeguard and promote the welfare of children and adults with care and support needs, with regard to local need.

Children

The Children and Social Work Act 2017 and its accompanying guidance Working Together to Safeguarding Children 2026 place a shared and equal duty on the statutory safeguarding partners to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

Adults

The Care Act 2014 requires that every local authority must set up a Safeguarding Adults Board (SAB), whose main objective is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who meet the criteria for safeguarding.

As defined in the Working Together to Safeguarding Children 2026 and the Care Act 2014, the lead representatives of the safeguarding partnership are:

Safeguarding Partner	London Borough of Hillingdon	Metropolitan Police Service	West and North West London ICB	Education
Lead	Tony Zaman, Chief Executive	Matthew Twist Assistant Commissioner	Katie Fisher, Chief Executive Officer	Antonio D’Onofrio Head Teacher
	Julie Kelly, Director of Children’s Services	Jill Horsfall, Chief Superintendent	Jennifer Roye, Chief Nurse Officer	
Delegated				

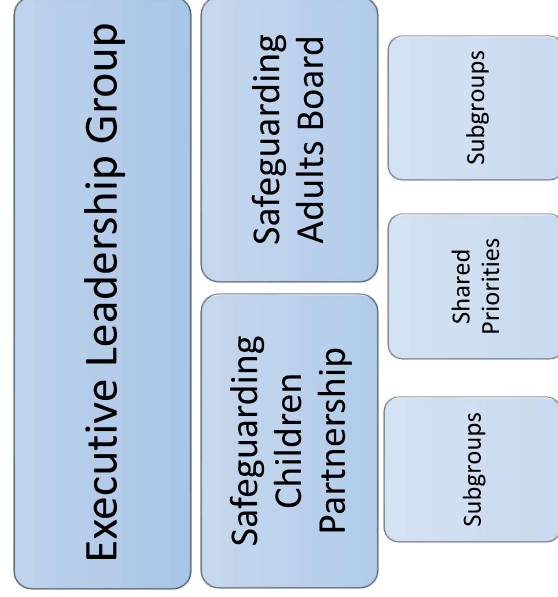
The Lead Safeguarding Partners have equal and joint responsibility for local safeguarding arrangements. This is underpinned by equitable and proportionate funding, with a tripartite agreement in place in respect of statutory reviews. The current financial contribution of the Partners is set out in the adjacent table.

Agency	Contribution
London Borough of Hillingdon (including staffing cost)	£332,800
Metropolitan Police Service	£50,000
North West London ICB	£67,200

The Safeguarding Partners are supported by the Safeguarding Partnership Team which is comprised of a Head of Safeguarding Arrangements, three Advanced Practitioner Social Workers and a Project Support Officer. The team is employed, and line managed by the London Borough of Hillingdon on behalf of the Safeguarding Partners.

The Delegated Safeguarding Partners have the responsibility and authority for ensuring full participation with the safeguarding arrangements. Although the Lead Safeguarding Partners have delegated their responsibilities to those named above, they remain accountable for any action or decisions taken on behalf of their respective agency.

2 Implementation



The main engine of the safeguarding arrangements for children is the Safeguarding Children Partnership Board and, for adults, the Safeguarding Adults Board. The Boards have oversight of safeguarding practice and performance, resolving issues as they arise. Where this is not possible, the issue will be escalated to the relevant organisation(s) via the Safeguarding Partnership Team and if the individual organisation(s) still cannot resolve the matter, it is escalated to the Executive Leadership Group.

To ensure the success, coordination, and impact of the arrangements we have a shared Executive Leadership Group (ELG) that provides governance, leadership, oversight and challenge to both Boards.

The ELG consists of the Local Authority's Chief Executive, the Chief Nurse of Hillingdon NHS Integrated Care Partnership, a representative Primary and Secondary Head Teacher and the Metropolitan Police Service BCU Commander.

To reflect the vision of joint and equal responsibility the Boards are chaired by a representative of the three statutory partners. The Boards steer learning and development for the safeguarding environment across the London Borough of Hillingdon, and are informed by independent scrutiny, quality assurance activities, and subgroups. Each Board has a standalone Business Plan, this is reviewed annually to monitor progress with decisions taken about future priorities.

The Safeguarding Partnership Team provides support and drive to both the Adults and Children's Partnerships. This includes the coordination of multi agency subgroups, the multi agency quality assurance schedule and the delivery of multi agency training and practice development activity. A key focus of the team is to facilitate, develop and maintain links between the Safeguarding Children Partnership and the Safeguarding Adults Board. The team also seeks to develop links and coordinate delivery with the other relevant strategic boards across Hillingdon and Pan-London.

Each partner is subject to internal scrutiny in accordance with their internal governance structures. In addition to this, the ELG will continue to commission regular independent scrutiny of our safeguarding arrangements for both children and adults to provide reassurance of the effectiveness of the arrangements and independent critical challenge and appraisal that supports learning and future development.

3 Hillingdon Safeguarding Partnership Membership

In line with both Working Together 2026 and the Care Act 2014, Hillingdon Safeguarding Partnership will include as members all organisations, agencies and individuals that enable it to be effective in safeguarding children and adults.

The Safeguarding Partnership will comprise of the named statutory safeguarding partners and those relevant agencies and organisations listed below, each of whom has been chosen because they have varying degrees of contact with children and/or adults with care and support needs and those who care for them

- Central and North West London NHS Foundation Trust
- The Hillingdon Hospital NHS
- Circle Health Group
- Chelsea and Westminster

- General Practitioners and Primary Care Professionals
- Healthwatch
- North West London Coroner’s Office
- Housing providers
- Residential Care Homes and providers
- Clearsprings
- London Ambulance Service
- London Fire Brigade
- Border Force
- British Transport Police
- The National Probation Service
- H4All
- Charitable and Voluntary Organisations
- Education Providers, including Early Years, childcare settings and adult education
- Where appropriate, other services commissioned by any of the above

Representatives will promote the effectiveness of the partnership through their responsibility and accountability for the services their agency delivers to children & adults with care and support needs and through their ability to influence the effectiveness of their agency’s contribution to multi agency safeguarding.

The voice of children and adults with care and support needs is central to the work of the Partnership thus their involvement in the development of services and multi agency responses to their needs will be threaded through strategic safeguarding activity.

4 Core Strategic Documents

Hillingdon Safeguarding Partnership is committed to ensuring that all our activities are underpinned by equality of opportunity, celebrating, and valuing diversity, eliminating unlawful discrimination, harassment, and victimisation, and promoting good relations. The Safeguarding Partnership **Equality and Diversity Statement** sets out how we will achieve this.

Our **Communication and Engagement Strategy** sets out how the Safeguarding Partnership interacts with individuals in receipt of services, the wider community, and professionals. One of the cornerstones of our local arrangements is an emphasis on understanding the lived experience of children, adults, their families, and carers. The Safeguarding Partnership works directly with children and adults with lived experience, coproducing where appropriate and consulting on the development

of strategies and policies. This ensures that we understand the impact of our work and provides a steer for future areas of priority and focus.

Safeguarding children and adults is a complex process requiring collaborative working across a range of professions and disciplines. At times there may be disagreement about the best course of action to take, and the need to resolve professional differences through proportionate use of escalation. The purpose of our **Escalation: Resolving Professional Differences** is to provide a framework for practitioners and managers across all relevant agencies within Hillingdon Safeguarding Partnership, including statutory and non-statutory partners. This can include private and voluntary providers of any type of health or social care or education.

In addition to the core strategic documents there are a range of published partnership policies and strategies to inform specific areas of practice:

- Contextual Safeguarding Strategy
- Safeguarding Children with Disabilities
- Child Neglect
- Adult Neglect
- Adult LADO
- Modern Slavery and Trafficking

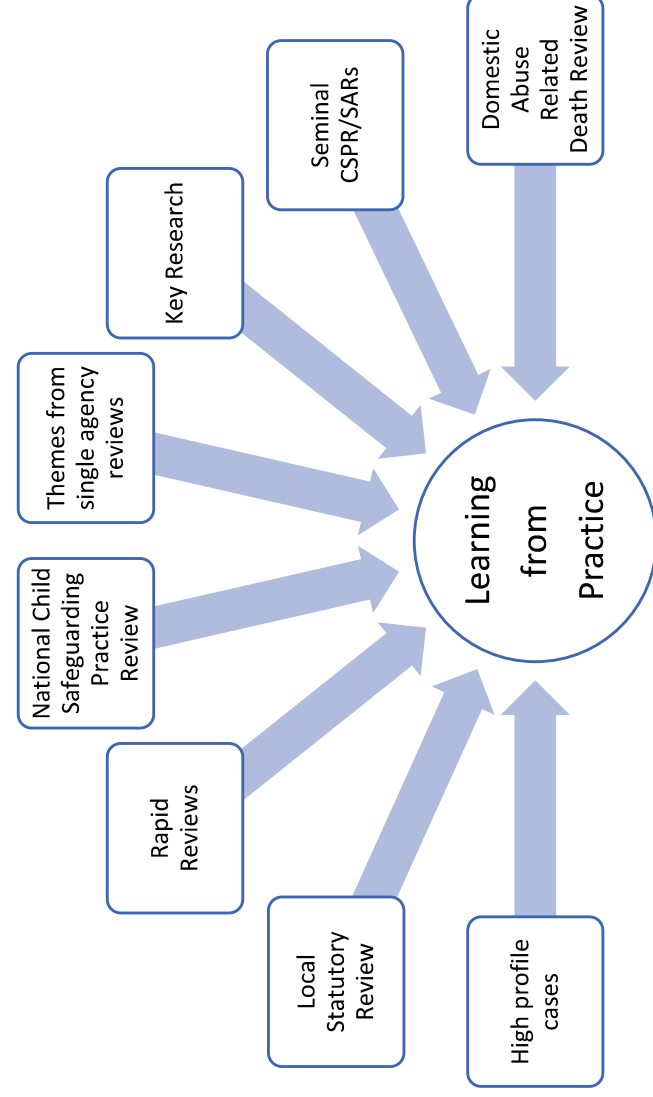
5 Learning from Practice

A central function of the Safeguarding Partnership is to quality assure local safeguarding practice. This includes meeting statutory duties in respect of the review of serious incidents, as set out in Working Together to Safeguard Children (2026), The Care Act (2014) and the Care and Support Statutory Guidance (updated 2020). The statute places a duty on safeguarding agencies to provide information to the Safeguarding Adults Board and Safeguarding Children Partnership to enable these reviews to take place.

Hillingdon Safeguarding Partnership is committed to the development of a learning culture that:

- is open and honest
- is proportionate and avoids hindsight bias
- identifies and addresses systemic practice issues
- supports and challenges safeguarding partners to make continuous improvements to practice

It is acknowledged that the review of serious incidents is a complex and multifaceted process. The Child and Adult Learning from Practice Frameworks set out the arrangements for review of serious incidents, and for those circumstances where serious harm has not occurred but there is believed to be system learning.



High profile cases are identified through the Safeguarding Partnership. This element provides a framework for identifying learning from those circumstances where the criteria for a Serious Incident Notification or consideration at Safeguarding Adults Review Panel are not met. Any member of the Task and Finish Group can put forward a case for discussion using an agreed template. These are reviewed by the group as a whole, and where there is believed to be the potential for learning for the Safeguarding Partnership a reflective review can be completed.

Discussion at Learning from Practice is not an alternative route for escalation, the focus is on practice development and wider system learning. By exception there may be a request to progress a learning review from another subgroup.

A proportionate approach is taken within Learning from Practice, dependent on the need, complexity, and circumstances of the case, this can include:

- the development and progression of an incident specific action plan
- a formalised learning review

- single or multi agency audit
- the dissemination of learning through briefings

This approach broadly mirrors the NHS Patient Safety Incident Response Framework.

The Task & Finish Group reports issues of thematic learning to the Practice Development Forum. The Practice Development Forum leads on the planning, delivery and quality assurance of training and service development across the Hillingdon Safeguarding Partnership.

6 Practice Development

The Practice Development Forum leads on the planning, delivery and quality assurance of training and service development across the Hillingdon Safeguarding Partnership. The purpose of the Safeguarding Partnership training programme is to ensure that practitioners have the most relevant and up to date opportunities for ongoing professional development. To promote accessibility, practice development activity is delivered using a scaffolded approach. This includes newsletters to provide a regular summary of key issues and information, topic specific practice briefings and resources, webinars and commissioned training. Training delivered by our children and young people is in person.

The core members of the Forum stem from both the adult and child safeguarding networks. This reinforces the Partnership commitment to Think Family and ensures that areas of commonality across the sectors are recognised. The Forum identifies learning from significant cases, identifying themes and areas of focus for multiagency quality assurance activity, and for targeted awareness raising activity.

7 Subgroups

Local priorities are set by the Safeguarding Children Partnership Board and the Safeguarding Adults Board in line with their respective Business Plan. Each priority area will have a linked subgroup, or task and finish group.

All subgroups are structured using a simple framework of:

- Prevention
- Identification
- Response

The specific objectives for the subgroup vary according to a multiagency analysis of need. Responsibility for chairing subgroups is shared across the Partnership with commitment to ensuring leadership across the range of available expertise. Representatives of the three statutory partners attend each subgroup, with wider membership set according to the area of focus.

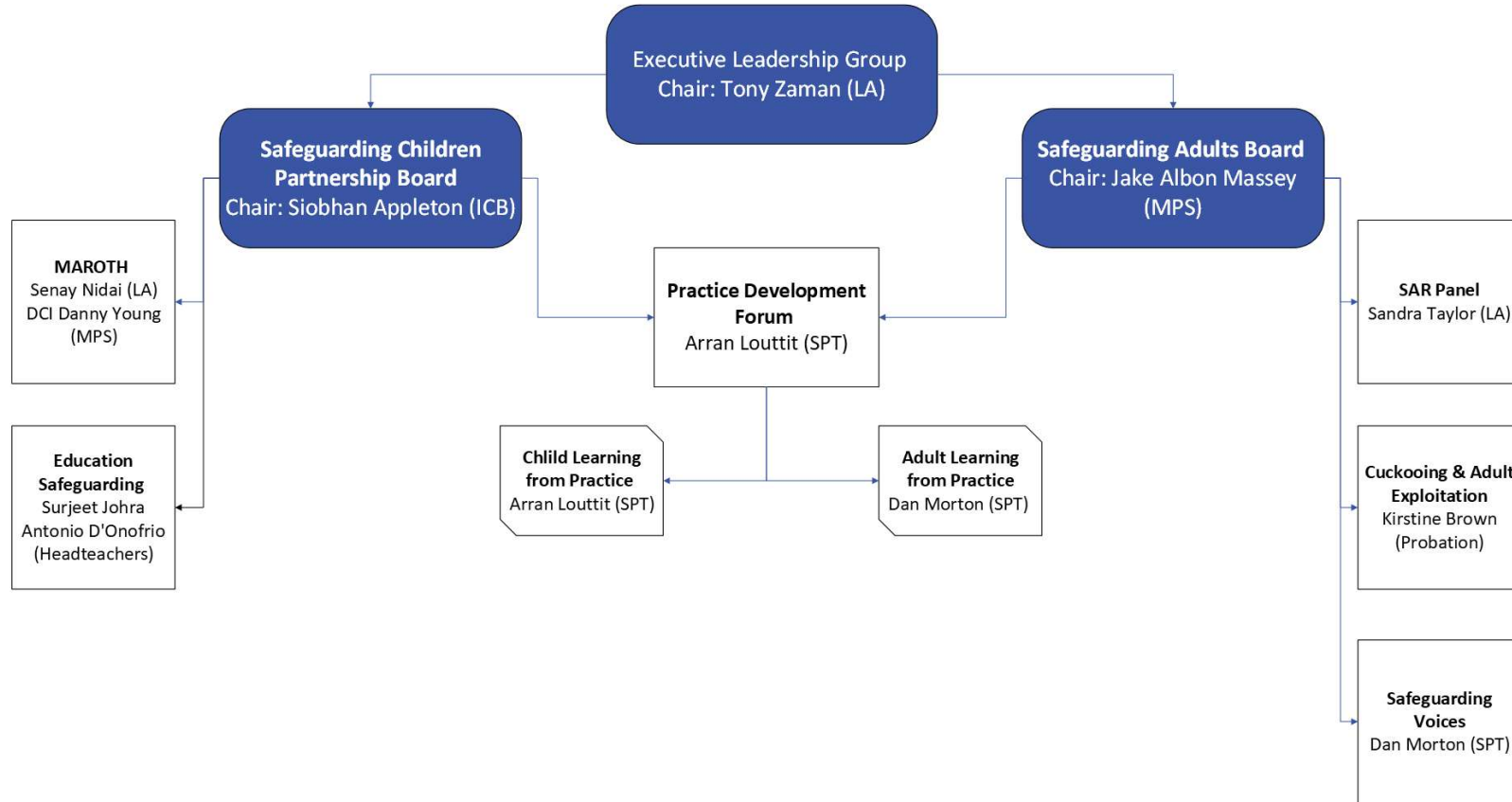
Subgroups provide quarterly updates to the Safeguarding Children Partnership, Safeguarding Adults Board and Executive Leadership Group. This enables the escalation of any intractable issues and ensures appropriate governance and oversight by the senior strategic groups.

Hillingdon's Safeguarding Partnership

Safeguarding Children

Joint Functions

Safeguarding Adults



¹As at June 2026 Education Network Map

