Local Safeguarding Arrangements Plan
For children and young people
2020/2021

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SAFEGUARDING CHILDREN PARTNERSHIP

North East Lincolnshire
Clinical Commissioning Group
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1. Foreword

Prior to becoming a Safeguarding Children Partnership (SCP) in June 2019, the North East Lincolnshire Local Safeguarding Children Board through its leadership coordinated and ensured the effectiveness of safeguarding activity in the area. This was supported by strong local partnership working and mechanisms for scrutiny of practice through audit and case reviews and sharing knowledge and learning with the partnership. The LSCB Annual Report 2018/19 outlines the work undertaken and its impact in safeguarding and improving outcomes for children and young people in North East Lincolnshire.

During 2019/20 the SCP has built on the work of the LSCB and has sought to strengthen arrangements so they are proactive, effective and robust by introducing new ways of working in order to meet the requirements of Working Together 2018. We achieved this by setting out our 2019/20 plans for working together with relevant agencies to identify and respond to the needs of children in North East Lincolnshire.

The SCP Local Arrangement Plan 2020/21 sets out how we will further embed our safeguarding arrangements and ensure through our local threshold arrangements that help and support is offered at the earliest point to enable children, young people and families to have positive outcomes, where they reach their full potential.

North East Lincolnshire Safeguarding Children Partnership is fully committed to keeping children and young people at the heart of all of our activities through involving them and their families in the decision-making, planning, commissioning, design, development, delivery and evaluation of services that affect their daily lives. This will include our independent scrutiny arrangements in which children and young people’s experiences will be fundamental in quality assurance.

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Chief Operating Officer
North East Lincolnshire Council

Jan Haxby
Director of Nursing and Quality Assurance
North East Lincolnshire Clinical Commissioning Group

Darren Wildbore
Chief Superintendent
Humberside Police
NEL SCP Chair
2. Background - National and Local Context

The ‘Working Together 2018’ government guidance (resulting from the Children and Social Work Act 2017) specified the three organisations identified as key safeguarding partners as the Local Authorities (LAs), Chief Officers of Police and Clinical Commissioning Groups (CCGs). The three organisations became responsible for making arrangements to work together with relevant agencies to safeguard and protect the welfare of children in the area.

The new statutory arrangements required health, local authorities and the police to make clear their leadership responsibility for multi-agency arrangements, to include the identification of a chief officer in each of the agencies to have responsibility and authority for ensuring full collaboration with those statutory arrangements. For North East Lincolnshire the three safeguarding partner representatives are:

- Humberside Police – the Chief Superintendent South Bank Divisional Commander
- NHS North East Lincolnshire Clinical Commissioning Group – the Director of Quality and Nursing
- North East Lincolnshire Council – the Director of Children’s Services

In addition the Local Authorities and Clinical Commissioning Group are identified as child death review partners responsible for setting up child death review arrangements.

The NEL SCP was established on the 29th June 2019. From this point the three safeguarding partner organisations became responsible for the partnership arrangements for keeping children and young people safe. The local arrangements were developed in full consultation with relevant agencies which is a shared responsibility to ensure children are safeguarded, achieve their best outcomes and for children and families to receive services in a co-ordinated way.

This plan sets out the local safeguarding arrangements NEL SCP will focus on including:

- How safeguarding partners will work jointly to identify/respond to the needs of children in NEL.
- The strategy for information and data sharing, including identification of vulnerable children in need of early help.
- Mechanism to assess outcomes of multi-agency practice, including intervention where performance falters, and how ‘independent’ external assurance/scrutiny will be utilised.
- The authorising vision for multi-agency arrangements and partnership commitment.
- Process for responding to safeguarding incidents including child safeguarding practice reviews.
- Implementing the multi-agency Safeguarding Children Communication Strategy.
- Ensuring arrangements engage with children and young people.
- Risk strategy, identifying/adapting to challenges and establishing a core intelligence capacity.
- High-level oversight of workforce planning, e.g. gaps in skilled areas.
- Child death review arrangements

3. Working in Partnership in North East Lincolnshire

The arrangements have been agreed through the decision-making processes of the three Safeguarding Partners, Humberside Police, NHS North East Lincolnshire Clinical Commissioning Group and North East Lincolnshire Council. All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

Geographical Area

The partnership covers the geographical area of North East Lincolnshire as defined by the local authority boundary. The geographical area corresponds with that of the NHS Clinical Commissioning Group for North East Lincolnshire and is part of the area covered by Humberside Police. The NEL SCP will fulfil our statutory duties to safeguard and promote the welfare of children and young people. This includes those who live in the area, those who are placed in the area from other authorities and those who are from our area but placed outside of it.

Local Safeguarding System

The three safeguarding partners must set out how they will work with relevant agencies. Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children with regard to local need. The purpose of the local arrangements is to support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted.
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve shared outcomes for children.
- Children and families receive targeted services that meets their needs in a coordinated way in order to achieve the best possible outcome.
- There is early identification and analysis of new safeguarding issues and threats.
- Learning is promoted and embedded in a way that local services for children become more reflective and implement changes to practice.
- Organisations and agencies challenge appropriately and hold each other to account effectively.
- The effective protection of children is founded on practitioners developing lasting and trusting relationships with children and families.

Links to Wider Strategic Partnerships

We recognise that to be most effective we need to drive action that goes beyond the usual constraints and boundaries of the individual organisations involved. To achieve this we will work closely with other partnerships which have a key role in the health and wellbeing of children, young people and their families as shown in the chart below.
4. How We Developed Our Plan

The initial 2019/20 Local Arrangement Plan was developed in consultation with relevant agencies and children and young people and was based on a full review and restructure of the functioning and structure of the partnership in meeting its statutory requirements. It was informed greatly by the review of the progress made by the ‘early adopters’ group of councils, and from learning from the findings of inspections and case reviews.

In developing the 2020/21 plan we have built on existing strengths and have also reviewed and strengthened data analysis and scrutiny and assurance arrangements. Robust challenge has been provided by a commissioned Independent Scrutineer which has informed the plan. The plan has been developed by the SCP Executive and is consistent with the requirements of Working Together 2018 and the Sir Alan wood review of LSCBs 2016. The plan is closely aligned to the SCP’s;

- Strategic delivery plan
- Scrutiny and Assurance Framework
- Core Data Set
- Safeguarding Communication Plan
- Voice and influence Strategy
- Risk Register

5. Vision, Values and Principles

Our Partnership’s vision is to work together to ensure safeguarding arrangements within our place are proactive, robust, effective and clear and for help and support to be offered at the earliest point to enable children, young people and families to have positive outcomes, where they reach their full potential. We commit to the following shared values and principles that will underpin everything we do as a partnership;

- To actively listen.
- To be child focussed.
- To work in a strength based way.
- To be a learning partnership.
- To focus on practice improvement.
- To be accountable.
- To value and support our workforce.
- To undertake engagement and co-production.
- To always ask the ‘so what?’ question and ensure what we do makes a difference.
6. Outcomes and Thematic Areas for 2020/2021

The overarching outcome that we are working towards as part of the NEL Outcomes Framework is that all people in our area feel safe and are safe, which is one of five outcomes of the NEL Place Board.

In addition the NELSCP will annually identify key outcomes it is working towards. The outcomes are clear statements of our intentions for the desired population and are limited to a small number; each having a number of clear desired outcome statements underneath to clarify what work the NEL SCP will focus on to achieve the overall outcome.

The NELSCP has identified two outcomes and focused outcome statements that it aims to achieve during 2020/2021:

**The safeguarding partnership is robust and effective**
- We understand the needs of the population and act to deliver on unmet need.
- Practitioners tell us they are confident in local processes and understand what is out there to support children and their families.
- Agencies and individuals understand their respective roles, thresholds and collective responsibilities.
- We learn when things go wrong and embed changes to improve practice across the system.
- There is a high level of support and challenge in the multi-agency system.

**Children are and feel safe.**
- Children in NEL receive services that are designed to ensure timely, safe and effective care and support.
- The Children’s Safeguarding Partnership is apprised of significant events.
- Children tell us they feel safe.

We will seek assurances through the SCP data set and through the Scrutiny and Assurance Framework and SCP groups in order to chart progress against the Outcomes. The NELSCP will describe in a statement what Good looks like for each of the Outcomes. These statements will set out the vision and ambition in terms of quality and outcomes and which will help to contextualize and understand our current performance against.

The outcomes are complex and multi-faceted and the partnership must adopt a full range of methodologies to address them. Each year we will pick a number of thematic areas to focus our attention on. During 2020/2021 these include: 1) Vulnerable groups; 2) Specific risk issues; 3) Partnership working; 4) Workforce; 5) Safeguarding process, practice, supervision, standards; 6) Use of resources; 7) Organisational culture issues and 8) Connections with poverty and poor housing.
7. Arrangements for the Safeguarding Partners

The local arrangements create an architecture that enables the NELSCP to deliver on its outcomes, ensuring the three statutory partners are able to demonstrate risks, progress and impact. The NELSCP Executive Group will provide strategic leadership across the area.

The arrangements as set out in the Strategic Delivery Plan will be delivered through the three Strategic Delivery Groups, the Intelligence and Performance Group Executive Group, the Safeguarding Assurance and Improvement group and the Safeguarding Review Group. A small number of sub/ task and finish groups will continue to deliver functions relating to specific vulnerability.

SCP Executive and Full SCP Board

The function of the SCP full board is to coordinate and oversee the effectiveness of safeguarding arrangements. It will utilise data and intelligence to make decisions, review progress, assess strengths, identify areas for development and evaluate the impact of safeguarding arrangements.

The SCP Full Board meets on a quarterly basis to drive forward the work of the NELSCP, ensuring the vision is upheld and the outcomes are delivered. The representation includes the three safeguarding partner agencies, relevant partner agencies including, Director of Public Health, Designated professionals, educational establishment and the Strategic Delivery Group chairs and the professional Scrutiny officers.

The function of the SCP executive is to focus on specific areas of work where development or assurance are required by the full SCP. The core membership of the Safeguarding Children Executive Board is representative of the three safeguarding partners, Director of Children and Family Services, North East Lincolnshire Council, Director of Nursing and Quality, NHS North East Lincolnshire Clinical Commissioning Group and Chief Superintendent, Humberside Police. The Portfolio Holder for Children, Education & Young People, NELC is an active member. The Executive Group meets on a Bi- monthly basis.

Strategic Delivery Groups

Intelligence and Performance Group – The function of the group is to have full oversight of the analysis of performance against the SCP Core Data Set in order to produce intelligence, identify areas of risk, development, assurance and makes recommendations on practice improvement. The group is responsible for the delivery of the scrutiny and assurance framework action and associated assurance activity. Representation is made up of the three safeguarding partner Professional Scrutiny Officers and the SCP manager.

Safeguarding Assurance and Improvement Group – The function of the group is to oversee the impact of assurance activity, to raise standards through practice improvement and evidence the impact of assurance activity on improving Practice and communicates this to children’s workforce. Representation is made up for relevant agencies across the partnership.

Safeguarding Review Group – The function is to oversee the safeguarding practice review process on behalf of the three safeguarding partners in ensuring that learning leads to improvement in front line practice. In the event of a Serious Child Safeguarding case, a rapid review meeting is undertaken, overseen by the Safeguarding Review Group (SRG), which is made up of the three safeguarding partner representatives. The SRG make a recommendation to the safeguarding partners about whether a local, national or no review should be undertaken and oversee all aspects of the review.

Wider Partnership Sub Groups

The Intelligence and Performance Group, Safeguarding Assurance and Improvement group and Safeguarding Review Group will be supported to deliver the agreed outcomes through a number of partnership sub groups.

- Risk management group
- Domestic Abuse One System
- Multi Agency Child Exploitation (MACE)
- Operational Vulnerability Group (OVM, CSE, CCE, Missing)
- Safeguarding Education
- Stakeholder Network communication forum/ events
- Voice and Influence task and finish
- Young inspectors work
- Assurance Activity task and Finish

Relevant Agencies

Relevant agencies as set out within the Child Safeguarding Practice Review and relevant Agency Regulations 2018 are those organisations whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children. (NEL SCP Relevant Agencies). Named relevant agencies are represented on the above groups and are fully involved in scrutiny and assurance activity as set out in the two year SAF action plan. It is vital for the NEL SCP to maintain the full engagement of other partners in the business of safeguarding children, even if those partners are not attending face-to-face meetings on a regular basis.

Educational Establishments

Schools/academies and colleges are represented in our NELSCP partnership arrangements. Early years providers including child minders and nurseries also play a crucial role in safeguarding and promoting the welfare of children, as defined by their duties under Section 40 of the Childcare Act 2006. There are established, collaborative relationships with schools/academies and colleges. This includes the school child protection coordinators forum and the safeguarding education sub group and associated safeguarding audit frameworks and the primary and secondary heads forum.
8. **Child Safeguarding Practice Reviews**

The purpose of a local Child Safeguarding Practice Review is to identify and inform improvement in safeguarding practice. The responsibility for how the safeguarding system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Review Panel and at a local level with the three safeguarding partners. In NEL it is overseen at a local level by the Safeguarding Review Group (SRG) which reports directly to the SCP Executive. The Local Authority (LA) have a duty to notify the National Panel where a child dies or is seriously harmed in the LA area. When serious incident becomes known to the safeguarding partners they must consider whether it meets the criteria for a serious child safeguarding review which are cases where abuse or neglect of a child is known or suspected and the child has died or been seriously injured.

On being informed of a notifiable incident, the NEL SRG will undertake a Rapid Review, in line with published guidance in Working Together 2018, in order to make decisions and to inform the initial recommendation of the NELSCP to the National Panel about whether a local practice review is required. Decision-making will be scrutinised by an independent advisor. The SRG are responsible for commissioning a reviewer with the relevant expertise. The SRG will oversee the process and ensure that learning leads to improvement in front-line practice. A clear plan for disseminating and sharing the learning from the review with all ‘relevant agencies’ is developed for each case. Reviews will be published as outlined in Chapter 4 of Working Together 2018 on the SaferNEL website. Exceptions to publication will be discussed and agreed with the Panel. Child safeguarding practice review guidance and the referral process has been published. The Local Safeguarding Review arrangements are aligned to the local child death review arrangements.

9. **Child Death Reviews**

Locally the local Child Death Review Partners responsible for ensuring child death reviews are undertaken is the NELC Chief Executive and North East Lincolnshire Clinical Commissioning Group Chief Clinical Officer. As NEL have a joint child death review arrangement with North Lincolnshire this will be undertaken jointly through the Northern Lincolnshire child death arrangements. Locally, the lead representatives have delegated their functions to the Director of Public Health, North East Lincolnshire Council and Director of Quality and Nursing, North East Lincolnshire Clinical Commissioning Group.

A report of the activity of the Northern Lincolnshire Child Death Arrangements will be presented to the NEL SCP on an annual basis. The learning from the child death review panel will feed into the NEL Safeguarding Assurance and Improvement Group (SAIG).

10. **Thresholds**

The local threshold model and guidance was reviewed and revised as part of the development of the NEL SCP new safeguarding arrangements. The model applies to children up to the age of 18 years regardless (as detailed under the Children Act 1989) and includes unborn children and young people with a disability up to the age of 24 years. The approach details how and when to take action to help children if the need arises.

This multi-agency guidance seeks to:-

- Describe levels of vulnerability and the appropriate response at differing levels.
- Make explicit the crossing points between early help, safeguarding and child protection.
- Focus on getting in early with the right help as outlined in the Prevention and Early Help Strategy.
- Provide clear indicators of need across the four levels to support agency assessment.
- Set out the principles that underpin the way we will work with children, young people and families.
- Make clear the thresholds for action/intervention and referral pathways.
- Provide a consistent approach to assessment through Signs of Safety.
11. Use of Data and Intelligence

The NEL SCP have reviewed and greatly strengthened its arrangements for using data and intelligence in assessing the effectiveness of the help being provided to children and families, including early help. The SCP core data set incorporates a wide range of performance measures and compliance data from a variety of agencies across the spectrum of need and levels of intervention and across the local threshold of need. The data set is aligned to the SCP vision, the two outcome statements and the nine areas of focus. Performance data against the data set is provided on a quarterly basis and analysed by the three partner agency data analysts. The three partner agency Professional Scrutiny Officers will then translate the data and intelligence into meaning for practice and identify and report current need and any new and emerging threat to the SCP to inform decision making.

The SCP Scrutiny and Assurance Framework and action plan is integral to the effective delivery of the SCP strategic delivery plan and the two outcome statements in assessing the effectiveness of the safeguarding system and evidencing improvements to practice and children's outcomes and includes:-

- Mechanisms for direct line of sight to practice.
- Take account of independent scrutiny which helps determine the effectiveness of arrangements.
- Audit/ benchmarking activity.
- Young inspectors' arrangements.
- Independent scrutiny.
- Peer review arrangements.
- Stakeholder events including voluntary and community sector.

The NEL SCP will publish a report annually giving details of activity and the impact of that activity across the Safeguarding Partnership.

12. Embedding the Learning and Multi-Agency Training

As outlined in Working Together to Safeguard Children 2018, multi-agency training is important for supporting our collective understanding of local need and for practitioners to be effective in universal services and across the safeguarding pathway. The premise of multi-agency training is that it provides ‘added value’ and it is ‘better together’ in providing a collective understanding of the local needs of children and families the new and emerging threats.

The NEL SCP Learning and Evaluation strategy seeks to ensure safeguarding training/learning activities are based on local need, and meet the needs of practitioners, in being able to recognise and respond to need and risk. In addition it aims to measure the impact of safeguarding training on practice and improving outcomes for children and young people. We will ensure that through the partnership structure and functioning that learning from Safeguarding Practice Reviews, Voice of the Child, findings/ improvement from audits and national research and best practice is embedded into training and informs local practice and continuous learning. The Professional Scrutiny Officers (PSO) will be key to this function alongside the Safeguarding and Improvement Group (SAIG)

Continuous learning is key to improving outcomes for our children, young people and families. Through our approach to analysis of data, assurance activity and voice of children and practitioners we will form a collective understanding of new and emerging threats, trends and issues, familiarising ourselves with evidenced based practice about what works, utilising research. This will inform an ongoing review of provision and availability of safeguarding children training and workforce development opportunities and the identification of gaps which will inform development to meet the needs of the workforce.

In addition to the comprehensive SCP training offer, practice forums and conferences will be held aligned to the two SCP outcomes and the areas of focus. These have previously included restorative practice, parental conflict, voice of the neglect child and trauma informed practice. These development activities promote putting theory and research into practice, developing evidence-based practice and expertise, sharing perspectives and learning and enhancing confidence in helping and protecting children and young people. Publications that support learning will also be made available and published on the SAFER NEL website.

NEL SCP our assessment model includes the Signs of Safety framework as a methodology of practice across the threshold of need. Signs of Safety is a strengths based solution focused model which enables assessment of risk and concerns allowing identification of solutions. In addition the SCP acknowledge that good quality supervision is fundamental to support safe and effective practice.

13. Youth Custody and Residential Homes

The Youth Offending Service reports to the NELSCP through the Local Authority Children’s Services representative on the Partnership. The Youth Offending Service is represented on our NELSCP wider subgroups. There are no Youth Custody homes within the local authority but those which are in the region will be required to report on arrangements as and when necessary.

There is representation from residential homes, which are in the area of the local authority, on our NELSCP Multi-Agency Child Exploitation Panel (MACE). All residential homes for children within the area, including those provided by NEL Council and private sector organisations, are selected by the safeguarding partners as relevant agencies. There are mechanisms in place to engage residential homes in local arrangements which will include the section 11 process and the local provider forum.
North East Lincolnshire aspires to be a place in which healthy and constructive challenge is seen as a positive and not a threat; where we learn from one another and respect others views and opinions; and where we always strive to resolve differences. The NELSCP have established a multi-agency dispute resolution agreement for the resolution of concerns and disputes at a strategic level with a clear process and timescales.

When a range of professionals and agencies are undertaking assessments and providing services for children, there will inevitably be times when perspectives differ and conflicts of opinion or views give rise to challenge and or disagreement. The NEL Partnership Escalation Procedure provides a timely and straightforward way of seeking resolution at an operational level in the event of any disagreement between practitioners involved in the NELSCP arrangements relating to multi-agency practice. This is to enable the best outcome for the child and to support effective inter agency working.

16. Dispute Resolution and Escalation Process

The NELSCP safeguarding policies and procedures were revised and are consistent with Working Together 2018 and are published on the SaferNEL website https://www.safernel.co.uk/nelsafeguarding-children-partnership/policies-and-procedures/. The procedures will be reviewed on an annual basis in line with national and local changes.

17. Policies and Procedures

The NELSCP safeguarding policies and procedures were revised and are consistent with Working Together 2018 and are published on the SaferNEL website https://www.safernel.co.uk/nelsafeguarding-children-partnership/policies-and-procedures/. The procedures will be reviewed on an annual basis in line with national and local changes.
18. Reporting Annually

The NELSCP will publish an annual report setting out work undertaken by the Partnership and relevant agencies to safeguard children and young people during the previous year and the effectiveness of arrangements. The report will include:

- Agreed priorities.
- Evidence of the impact of the work on outcomes for children and families.
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities.
- A record of actions taken by the safeguarding partners in the reporting period (or planned to be taken) to implement the recommendations of any child safeguarding practice review.
- Ways in which the partners have sought and utilised feedback from children, young people and families to inform their work and influence service provision.

Our annual report will be endorsed by the Safeguarding Children Partnership on behalf of the NEL Council Chief Executive, NEL Clinical Commissioning Group Accountable Officer and Chief Officer of Humberside Police. Following endorsement, the report will be distributed through relevant governance and accountability routes across the three safeguarding partners (via NELC’s democratic functions, the Clinical Commissioning Group’s Governing Body and Office of the Police and Crime Commissioner). It will also be distributed across relevant partnership and governance arrangements as required. Our annual report will be subject to independent scrutiny prior to final publication.

19. Resources and Infrastructure

The NELSCP is committed to an agreed equitable split of the costs associated with the new arrangements. A three year finance & resourcing plan has been agreed consistent with meeting the two identified outcomes and areas of focus. The plan outlines the three safeguarding partner contributions, and those by wider agencies and resources identified for commissioning independent scrutiny. Details of funding will be published in the Partnership Annual report.

The previous support arrangements from the LSCB transferred to the NELSCP including the Board Manager and Business Specialist Support role. The three safeguarding partner organisations have each identified a data analyst who provide and analyse their respective agency data. In addition, Professional Scrutiny Officers from each of the safeguarding partner agencies have been provided for a period of 25 days a year in order to bring expertise and capacity and to deliver the scrutiny and assurance framework action plan.

20. Review and Governance

The NEL SCP local Arrangement Plan has been developed by the partnership in consultation with relevant agencies and endorsed by the SCP Executive and Full Board. It will be reviewed on a biannual basis; the review will be recorded in the SCP forward plan. Should there be any significant changes required to the Local arrangement Plan these will be agreed with the three safeguarding partner agencies.

Progress against the delivery of the plan will be monitored through the SCP Strategic Delivery Plan and Scrutiny and Assurance Framework.