Kirklees Safeguarding Children Partnership

Kirklees Safeguarding Children Partnership Arrangements

v5 Published June 2019

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Foreword

Kirklees is committed to delivering improved outcomes for children and young people across the Borough. Kirklees has made significant improvements to its offer to children, following the Ofsted inspection of 2016. Much of the improvement that we have seen to date has been achievable because of a relentless focus on three key areas: putting children and young people at the heart of plans, focusing on the quality of front line practice as a key agent to promote change and developing and strengthening work across partnerships. We recognise that safeguarding children cannot be achieved in isolation from other partnerships or the communities that we serve and for this reason have sought even greater collaboration particularly on issues of vulnerability and shared learning.

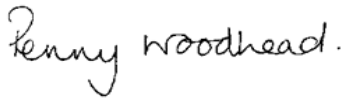
We have been working on the shape of these new arrangements for some time, focusing on how we engage practitioners even more, setting ambitious priorities, and considering independence and scrutiny. This has been in a context of driving improvement with pace and vigour.

In Kirklees we are committed to working alongside and with families, we believe in preventing problems and to support finding solutions and to promoting the strengths in families rather than focusing on their difficulties. We believe it is better to act before harm occurs, while seeking the least intrusive response appropriate to the risk presented. The responses of the Kirklees system are based on a restorative approach. We have a clear framework in place to support our decision making on safeguarding matters, this is on our website.

We want to support children and young people to be safe and to grow up as successful adults. We want them to contribute, not just to the plans for them as individuals but also to the way we shape and develop strategic plans and policies. We want them to contribute to the places where they live and learn, valuing the contribution they make to their communities.

This plan will support and develop our emerging strengths in safeguarding, and enhance innovation and ambition even further. We will also provide more opportunities to engage front line practitioners and the community. We are, through this plan asking the community of Kirklees to play a part in understanding the needs of local children and their families and to support us in preventing harm and reducing risk.

Mel Meggs	Penny Woodhead	Julie Sykes
Director of Kirklees Children Services	Chief Quality & Nursing Officer Clinical Commissioning Group	Chief Superintendent West Yorkshire Police



Introduction

Children who need help and protection deserve high quality and effective support as soon as a need is identified. Families and carers also need support and transparency , ensuring that they have a full understanding of what is happening and why. Professionals working with children and their families in Kirklees should take their responsibility to work in this way and to keep children safe seriously. We believe in a restorative approach as a system, based on conversations about risk and need, and supported by honest and transparent discussions with families about finding the best solutions to keep children safe.

The Kirklees Safeguarding Children Board has been working to support and facilitate strong partnership working; scrutiny of practice through a variety of methods including case and performance reviews, sharing knowledge, developing our workforce, and providing a Borough wide and cross partnership view on key issues. The latest annual report for the Kirklees Safeguarding Children Board outlines the work undertaken in 2017 -18 and its impact on safeguarding outcomes for children and young people and improvement of the system in Kirklees .We have been committed to putting the voice of children and young people right at the centre of safeguarding practice, undertaking work on the voice of young people in the Borough about what keeping safe means and promoting their continued engagement in setting the agenda for a number of key strategic developments going forward . We are keen to ensure that as we move forward we continue to improve and retain these strengths, whilst taking the opportunity to reflect and refresh the approach within the new legislative framework to ensure we achieve a vision that:

Promotes safe and healthy resilient families, building on their strengths rather than focusing on their deficits. We want to manage risk and reduce it. We want families to feel a sense of belonging to the Borough and to live in communities that support them, embrace and value difference and that are safe.

This document sets out how organisations, partnerships and people in Kirklees will move from the existing Safeguarding Board arrangements to a new Partnership. It highlights how we will build on emerging strengths and build new opportunities for scrutiny, support and challenge. We believe that we have created a realistic and sustainable model, which will reduce time being spent on administrative process and systems and enable a continuing focus on critical safeguarding matters to improve outcomes for children, young people and their families. We will begin to operate these new arrangements from June 2019.

National Context

The Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance require all areas to establish local arrangements for safeguarding and promoting the welfare of children. The safeguarding partners for a local authority area in England must make arrangements for

a) The safeguarding partners and

b) Any relevant agencies that they consider appropriate, to work together in exercising their functions, so far as the functions are exercised for the purposes of safeguarding and promoting the welfare of children in the area.

The arrangements must include arrangements for the safeguarding Partners (the LA, CCG, Police) to work together to identify and respond to the needs of children in that area. In addition to legislation, we have used a wide evidence base (from research, experiences of others, and outcomes of case reviews) to understand what works in safeguarding children to support us in developing the arrangements set out here.

The Geographical Area of the Partnership

In accordance With Working Together 2018 , Chapter 3 , paragraph 15, the geographical footprint for the Partnership arrangements is based on the Local Authority area, that is, Kirklees Metropolitan Borough. Measured in population terms Kirklees is one of the larger local authority areas in England and Wales, ranking 11th out of 348 Authorities. The Borough serves a number of towns and rural areas and these are broken down into localities serviced by Borough Committee's: Batley and Spen, Dewsbury and Mirfield, Huddersfield, and Kirklees Rural. These are also the local policing areas in Kirklees.

We are committed where it makes sense and in particular improves outcomes, to work across Borough boundaries, as is the case in Child Death Overview arrangements. We are also committed to working across the West Yorkshire footprint, where this adds value and supports local arrangements to keep children safe.

Local context

Partnership working in Kirklees, has been through a testing time. Following the 2016 Ofsted inspection partners in Kirklees were determined as a system to do more for children. Success and change in children's services needs and relies on strong and effective partnership working. There is a recognition that children and their families need joined up working between local services and that services need to be shaped and funded collectively if they are to succeed. The new partnership arrangements reflects entire system commitment to and prioritisation of improved outcomes for our children and families. These new arrangements support that continuing commitment to do the right things, at the right time. This includes listening to the experience of those at the heart of safeguarding , children , young people , practitioners and managers , and hearing experiences, views, aspirations, ideas and acting on them. Kirklees is a diverse community that brings many strengths and strong community ties. We see this as an asset and want to work closely with our communities to ensure that Kirklees is a place where communities value and respect each other and share expertise. This strong community identity has supported decisions to locate workers directly in communities to foster links and build local networks.

Improvement work has brought strengths to existing practice that we are keen to harness and maximise. Children and young people are at the centre of understanding safeguarding effectiveness and support us to ensure we are doing the right things, at the right time. We want closer links to work in schools , alongside work with the two councils for children and young people in the care system as this will support our continued development. We know from the regular engagement with the young people`s voices at the Improvement Board that they feel it is important they have direct links and a strong voice in strategic partnerships, they want to engage with professionals on topics of interest to both themselves and strategic leaders. We want to strengthen their engagement in scrutiny and challenge and build on the priorities they helped us to shape for 2019/20.

In making the transition from a Local Safeguarding Board to a Local Safeguarding Partnership, we have sought to move forward building on the strengths of our existing partnerships and the relentless focus on improving outcomes.

What do we know about Kirklees

Children and Young People

(Data as at April 2019)

Around 440,000 people live in Kirklees

22% aged under 18
62% aged 18-64
16% aged 65 and over

The majority of the population are of White British ethnicity

Over half of births (57%) are to White British mothers

One in ten people are of Pakistani ethnicity

One in five births are to Pakistani mothers; one in five primary school children are Pakistani

One in four primary school pupils has a first language other than English

18,020
children in Kirklees are in poverty (18%)

1 in 9 children

have a special educational need or disability

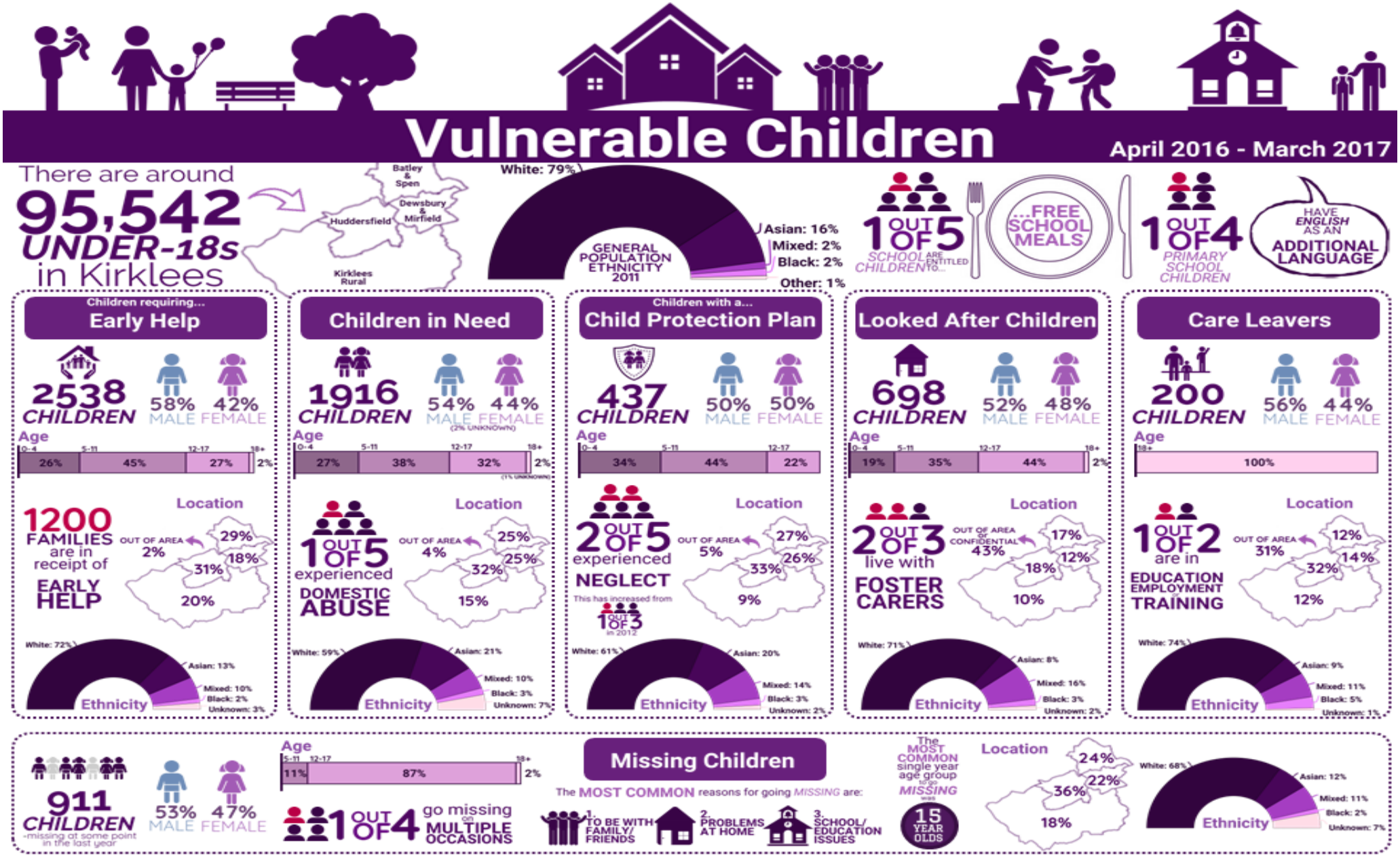
Inequalities & Vulnerable Groups

We gained some insight into the lives of LGBT+ young people in Kirklees for the first time in 2018 through the Young People's Survey...

Key: LGBT+ | Kirklees Overall

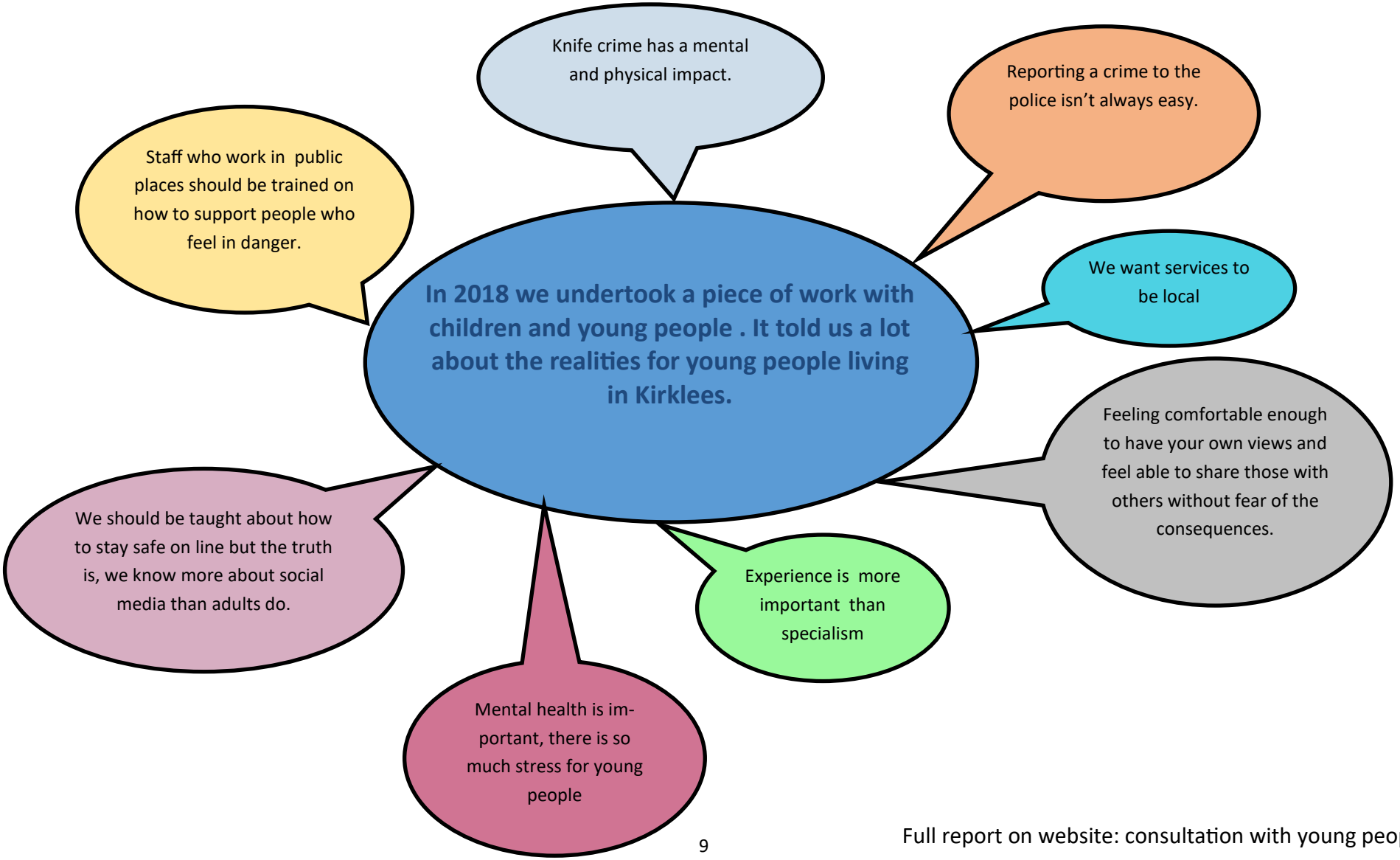
There were some significant differences between Young People overall and those who identified as being LGBT+

40%	WORRY most days	64%
5%	current SMOKER	17%
34%	BULLIED in last 6 months	57%
52%	feeling in GOOD HEALTH	76%
19.1	mean WELLBEING score	22.2
57%	have SOMEONE TO SPEAK TO at home	79%



* Figures are due to be updated Summer 2019

What do our Young People say



Full report on website: consultation with young people

The Partnership Vision, Values and Principles

We want a safeguarding system in Kirklees that:

Promotes safe and healthy resilient families, builds on their strengths rather than focusing on their deficits. We want to manage risk and reduce it. We want families to feel a sense of belonging to the Borough and to live in communities that support them, embrace and value difference and that are safe. We want children and young people to feel supported and empowered to develop the skills and access the learning they need to reach their potential.

In order to do this Statutory partners, relevant agencies and Co-opted members are all clear that safeguarding children and protecting their welfare is every-body's business: all partners are committed to working Together and to share responsibility to keep children and young people safe and to reduce risk

In accordance with Section 14 of the Children Act 2004 , the core purposes of the Partnership are to **Coordinate** what is done by each person or body repre-sented for the purposes of safeguarding and promoting the welfare of children in the area: and, to **ensure the effectiveness** of what is done.

In addition we want our new partnership to enable:

*Partners to hold each other to account
*Whole system learning - together and with other partnerships
*Horizon scanning that considers and responds to new and emerging risk and vulnerability
* greater engagement with front line practice to encourage and develop learning across the whole system
*Excellent practice that builds on strong multi agency working

The overarching Principles that underpin the work of the partnership are as follows:

*To ensure that the voice of children and young people is central to the work we do
*To recognise the key role of family and to Think Family in our work
*To understand the community in which the Partnership operates
*To listen to and Learn from practice
*To support and enable the highest standards of practice
*To lead continuous improvement
*To promote Early intervention and prevention
*To coordinate activity and be effective

Building on our improvement work the Kirklees Safeguarding Partnership will be characterised by:

- Decisive strategic leadership provided by an independent person who will serve as Chair
- Children at the heart of the Partnerships work, driving priorities, contributing to scrutiny and informing service design and delivery
- A strong culture of holding each other to account, and improvement in practice as a consequence
- Effective and consistent engagement of senior leaders
- Collaborative and effective working relationships both in meetings and between meetings
- Valued contributions by lay members, voluntary sector and co-opted members
- The delivery of outcomes for children, young people and families
- Priorities informed by evidence, intelligence and insight
- A system that is strong in its culture of learning across all levels and that as a result delivers quality practice
- Clear lines of sight to the front line of practice

The Kirklees Safeguarding Partnership will be a robust multi agency partnership that enables the Boroughs children and young people to be safe in their homes and communities and to fulfil their potential.

Priorities

The Partnership is committed to a smooth and effective transition into the new arrangements, the priorities moving forward are therefore based on the priorities developed with young people in 2018/19.

These are:

Keeping Children and young people safe from harm inside the home, outside the home and online

- A focus on contextual safeguarding that considers exploitation, vulnerability and risk

Children and young people having access to the right help, at the right service at the right time and in the right place

- Developing effective early support, available locally
- Understanding the impact of Adverse Childhood Experience and equipping professionals to effectively plan, assess and support to reduce trauma

Effective partnership working and accountability to improve safeguarding outcomes for children, young people and their families

- Improving intelligence and understanding of performance, assurance and impact
- Improving a shared response to Domestic Abuse

These priorities will be refreshed as a result of the work of the new partnership, informed by the JSNA, learning from practice reviews, system wide development and the views of our young people

Partnerships in Kirklees

Working in partnership across the local area

We recognise that safeguarding children and achieving our priorities can only be achieved by inter-agency and community partnership working and not by operating in isolation. This has been an area of focus in Kirklees following the Ofsted inspection and the improvement work. In the CQC Review in 2018 and in monitoring visits conducted by Ofsted during the same year, partnership working was highlighted as delivering good outcomes for children, with emerging strengths.

The Safeguarding Children Board, the Safeguarding Adults Board and the Community Safety Partnership has a history of working together underpinned by a strong protocol. These Safeguarding Children Partnership Arrangements seek to build and develop this even further, supporting us in recognising that:

- Children, young people and adults live in families and local communities, these can be sources of support and of danger and risk. Our focus is on safeguarding and protecting where people live and with whom, as well as safeguarding individuals.
- Working with other authorities across West Yorkshire and with other partnerships in Kirklees, we will continue to foster strong links and undertake joint groups, work, events, shared learning and training where we can to enable the Safeguarding Children Partnership to be more efficient, support a whole-systems approach and ensure safeguarding children is everybody's business at the highest level. However, this will not be at the expense of a local safeguarding children system that is assured and effective.

We will formalise the work of the three partnership Boards to support us in managing cross cutting, wicked issues that sit in the spaces in between the work of individual partnership Boards. Work that we undertake across the three Boards is supported by an inter-board protocol, and a Joint Working Protocol with the voluntary sector.

This will sit alongside the commitment to young people to co-produce our approach to safeguarding with them, through our Youth Participation Strategy.

How is the Kirklees Safeguarding Children Partnership organised

Alongside the Kirklees Safeguarding Children Partnership, will sit a Safeguarding Three Board group, bringing together Safeguarding Children, Adults and community Safety.

The Safeguarding Children Partnership is structured to provide strong collaboration, scrutiny and assurance, and to drive and enable coordination of safeguarding activity. Each workstream will have revised Terms of Reference and an annual work plan which aligns with the new arrangements and clearly demonstrates golden threads to priority areas and the impact on the lives of children and young people. Agendas and facilitative discussions at all meetings focus on safeguarding practice, impact and improvement and the safeguarding children system as a whole. The Partnership Business Support Unit will undertake the management and support function of the workstreams.

Task and Finish Groups will be established as necessary. This model allows partnership group meetings to focus on practice, clear multi-agency strategy and focused outcomes that are time bound.

It also supports action on cross cutting issues in a focused and timely way .

Membership (Appendix 1)

The Kirklees Safeguarding Partnership will comprise the following Statutory partners:

a) The Local Authority

b) Clinical Commissioning Groups

c) The Chief Officer for Police for the area

However we seek to be an inclusive partnership and will involve others when necessary to support improved outcomes.

The Kirklees Safeguarding Partnership's other relevant agencies will include:

d) Schools , colleges and other educational providers

e) Acute Trusts, health providers including community and Mental Health

f) Housing

g) Probation and CRC

h) Voluntary sector

i) Adult Social Care

J) Public Health

k) Community Safety

l) Cafcass

m) Lay Members

n) NHS England

Members must be of sufficient seniority and appropriately delated by their organisation to speak with authority, to make decisions and commit resources on behalf of their organisation

Members can be co-opted onto the Partnership to contribute to the business if they have expertise that is relevant to safeguarding and promotion of children's welfare.

To be successful the Partnership needs its members to contribute to its work, it needs commitment, consistency and continuity. The role of each member is to provide constructive challenge and support both in meetings and between meetings.

The Kirklees safeguarding partnership will be characterised by the clear line of sight that its membership has to the experience of how services are perceived by those who use them. We will be active in our engagement of

•Children and young People

•The parents and carers who receive services

•The community and voluntary sector

Kirklees Safeguarding Partnership Structure and Governance Appendix 2

As a Safeguarding Partnership, Kirklees partners aim to promote high standards of safeguarding work and to foster a culture of continuous improvement, underpinned by ambition and innovation. Whilst each partner retains its own existing line of accountability for safeguarding and performance monitoring , how we work as a whole system, is of crucial importance. We are committed to a strengths-based approach, learning from work that has been successful in safeguarding children and risks they face, as well as reviewing and reflecting on poor practice to facilitate improvements.

As part of the independent scrutiny of the Partnership, the partnership will appoint an Independent Person. This person will have considerable experience at a senior level in the strategic coordination of multi agency services to promote the welfare of children and deliver effective safeguarding. This person will work closely with all agencies and with young people to provide assurance on the effectiveness of arrangements.

We will evaluate practice and its impact to ensure professionals and organisations within Kirklees keep all children safe. We will do this through a range of quality assurance activities and we will monitor performance of the system and the impact on outcomes for children and young people, to provide an assurance that our systems and people are working as effectively and efficiently as they can, to identify areas for improvement, and to celebrate success. We will bring together processes and learning from a range of different types of reviews and audit across all partnerships in Kirklees. Underpinning this approach will be a revised approach to Safeguarding Effectiveness.

Quality Assurance: Applying our principle of proportionality, the Safeguarding Partnership does not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. Work is already underway to consider our approach to performance management, taking into account organisations' own methods, such as the quality assurance approach within the CCG and Local Authority and using the local Authority visual performance framework to connect the 'lived 'experience of children to the communities in which they live. We will gather and utilise existing evidence, support agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits and thematic engagement with practitioners, linked to priorities

Reviews of Practice: Policies and processes are in place for a range of practice reviews, we will develop this further to an approach that harnesses thematic reviews and not individual cases alone, where this is appropriate. The Practice Review sub-group has the remit for considering all cases where a referral for any type of review of practice may be made, we are keen to ensure that this includes cases of good practice for moderation and to share learning. The type of review and most appropriate person to undertake the review will be determined by the sub-group. Not all instances where scrutiny is required will need an external independent reviewer, and we expect that a range of senior professionals in Kirklees will be able to undertake impartial scrutiny. We also expect greater involvement of front line workers from all agencies in reflective case practice.

Rapid Reviews (Appendix 5):

All Rapid Reviews under the new legislation will adhere to our Arrangements for Notification of Serious Incidents. Where the sub group determines that an external independent reviewer is required, for example for a Safeguarding Practice Review, they will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be selected by representatives of KCP and the Practice Review Group. Reviews will be published as outlined in Chapter 4 of Working Together 2018 and each review will result in an action plan which will be monitored to ensure that they are embedded in practice, and appropriate methods of learning applied.

Monitor performance: We expect all sub-groups to take a role in monitoring performance of their specialist area and to determine impact of the work we, and our partners are undertaking and how we can do better. A high level multi-agency dataset; a planned series of 'deep dives'; listening to a range of people and qualitative information obtained through audits, case reviews and other methods will be brought together in the Safeguarding Performance and Effectiveness sub-group.

We will be **assured** that safeguarding is as effective as possible, using a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people. We will ensure that the approach we use assess both need and risk are well understood across the partnership and through the monitoring processes will take action if there are concerns regarding either the application of consistency in decision making or the actions of any agency through an established escalation process. There is, in addition, extensive information on the safeguarding website about safeguarding concerns, issues and themes, including making enquires and referrals regarding concerns about children.

The approach we take will set out other assurance methods such as:

• Expectations regarding assurance reports from the statutory partners and designated relevant agencies where these are deemed necessary. These will be requested annually and form the basis of a challenge event involving young people. These reports should provide evidence of what is working well, what is not working well and actions in place to improve where appropriate.

• External audits and inspection reports of safeguarding or related issues from bodies such as HMIs, Ofsted and CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified during the above processes.

• Request single agencies to carry out quality audits or 'deep dives' on themes where performance is considered to be a significant risk.

We seek to learn from every opportunity and ensure we have a skilled workforce who have access to up to date, relevant information to help them to keep children safe and happy. Training and investing in our front line staff is important, we want to recruit and retain confident , innovative and effective people.

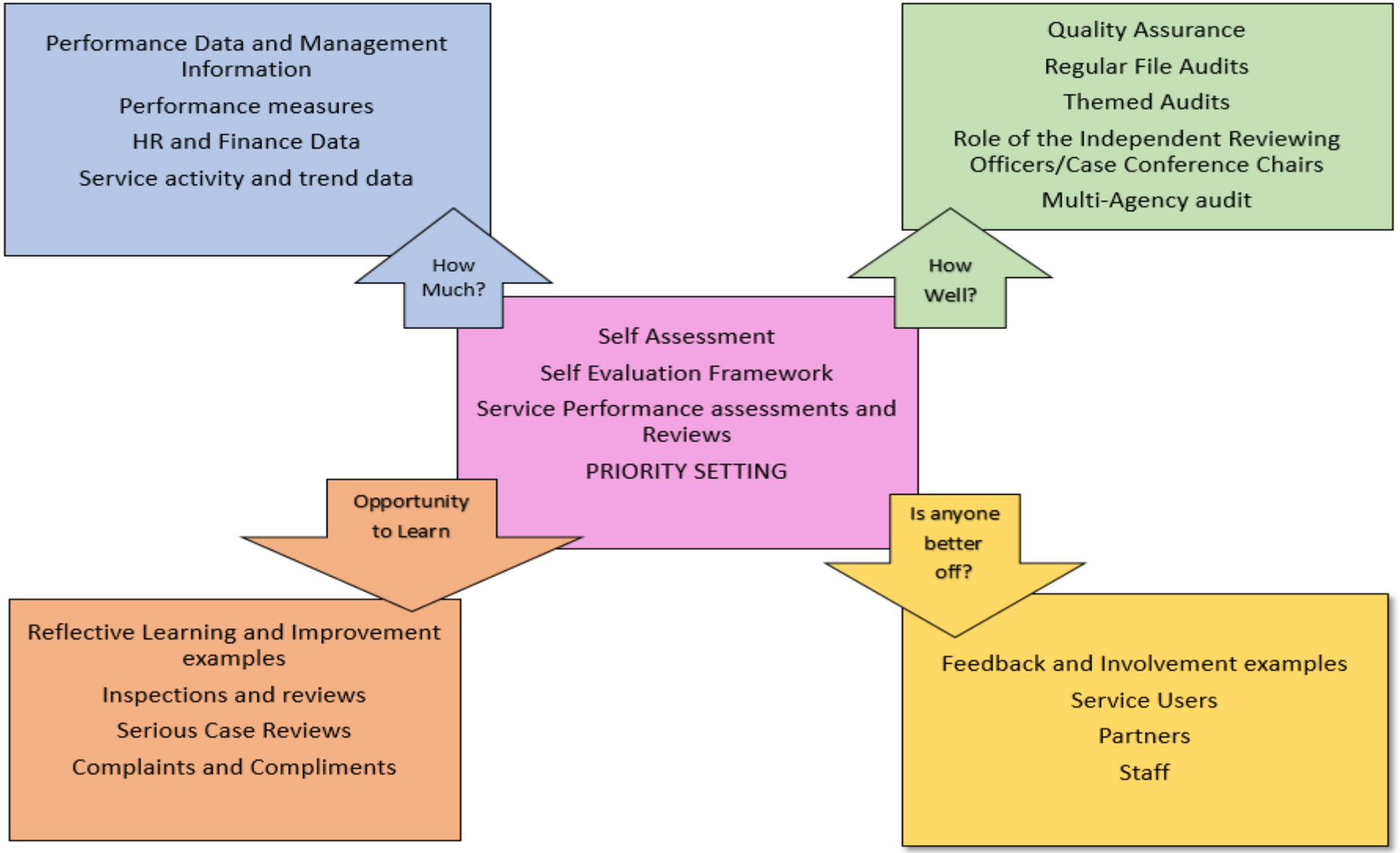
The Safeguarding Effectiveness approach ensures that there is a direct link between safeguarding effectiveness and workforce development.

We want Front line staff to be involved in drawing learning from casework, when things have gone well as well as when they have gone less well. We want to build on a strong and effective process of sharing across the whole system as well as ensuring that, changes made to policy, process and practice are done swiftly where appropriate and there is follow up assurance that this has had an impact.

Learning needs captured through the safeguarding assurance process of the partnership as well as an annual learning needs analyses will inform workforce development and linked to the monitoring of performance and progress against priorities will form the basis for an Annual partnership Conference - promoting a conversation with professionals and young people on key themes. Opportunities for professionals to develop knowledge and skills are varied, with a proven track record in Kirklees of delivering the skills, knowledge and support that is needed, opportunities such as training courses, newsletters, briefings, learning events, improved supervision including group supervision, social media and the website which form part of our communications strategy to ensure there are opportunities for learning.

The diagram overleaf illustrates how these come together as part of our approach.

Safeguarding Effectiveness Approach



Independent scrutiny will:

• Be Children and young people focused. (**Appendix 4**)

• Based on clear standards of behaviour and conduct

• Be based on evidence, impartiality and will draw on multiple sources, including Children and young people

• Consider the effectiveness for children and families as well as for professionals

• Provide challenge and as well as a strengths-based approach to additionally recognise good practice

• Be cost effective and proportionate

• Include service users and the public (lay members, children and families)

• Be subject to moderation if required, overseen and reviewed by the Safeguarding Effectiveness sub-group.

We see scrutiny as coming from a number of sources, our independent young person, our young people and lay members working as a team. We will work to further develop the role of young People and link to the Peer Reviewing work already underway and develop the role of lay members . This will include the development of 'scrutineers ' to ensure these people have the skills set required to deliver the most effective scrutiny and contribute to learning and improvement. This will include a key role in the Annual challenge day, where all partners are held to account. The local authority Lead Member for Children's Services (LMCS) also provides a wider perspective and link to local authority scrutiny. The LMCS holds key political accountability for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers are addressed, in effect, acting as a Children's Advocate. The lead member will meet regularly with our independent person. We know some scrutiny will need to be independently commissioned and will ensure that this is impartial and transparent/

Professional Challenge and Escalation

Safeguarding partners will work together to resolve any professional challenges and disputes locally. Whilst every effort will be made to work across the partnership in a strengths-based way, there maybe occasions where necessary agreement cannot be reached after escalation to the Partnership. Independent support through the escalation policy will support a restorative approach to finding solutions and to make recommendations. This partnership policy does not negate any single agency policies and it is expected that organisations will adhere to their own whistle-blowing policies as appropriate. Nor does it provide for the normal management escalation routes to be circumvented .

Accountability Roles and Responsibility

Our partnership is structured to provide strong collaboration, scrutiny and assurance and to drive improved outcomes.

The Safeguarding Children Executive

The Safeguarding Children Executive is the key decision-making body and consists of the executive leads of the three statutory partners. Other partners from relevant agencies will be invited to ensure that business is effected appropriately.

They will meet as a minimum twice a year and will agree:

⇒ The local safeguarding arrangements

⇒ Approve the annual report

⇒ Agree the independent scrutiny arrangements and delegations

⇒ Set the budget

⇒ Agree priorities for the annual business plan

⇒ Monitor progress mid-year

⇒ Provide leadership to promote a culture of learning.

This group will also ensure that other local area leaders promote these arrangements.

In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise and if functions or decisions are delegated, the Safeguarding Executive members remain accountable. The representatives, or those they delegate authority to, should be able to:

⇒ Speak with authority for 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 or agency to account on how effectively they participate and implement the local arrangements.

The safeguarding Executive will be quorate if all statutory partners are present.

Safeguarding Children Partnership (Appendix 3)

This is the body that replaces the Kirklees Safeguarding Children Board, this group will meet at least four times a year, and have a more strategic focus, leading sub-groups who will be expected to report on a workplan for their area. A thematic approach throughout the year will continue, with a least twice a year joint interactive learning workshops with the Adult Safeguarding Board and Community Safety Partnership. For 2019/20, the Partnership will be chaired by an Independent Adviser to support transitional arrangements .

Core membership will consist of:

- Independent Person
- A senior officer of the three statutory partners with a responsibility for safeguarding
- National Probation Service representative
- Voluntary sector representative
- Schools representative
- Lay Member
- KCP Business Manager
- Chairs of the sub-groups (some of whom will be the same as above).
- Other partners may be involved, receive papers or attend for specific items only.

Focus on specific safeguarding areas

There may be opportunities, in line with emerging themes and business priorities to develop a Themed sub-groups, for example Neglect, Domestic Abuse, Complex Safeguarding, and Sexual Abuse and Exploitation. The intent would be to provide a multi-agency focus and workplan on those themes. A sub group is only established with the agreement of the Executive. Where appropriate and feasible these sub-groups, or short term task and finish groups, will be joint with other partnerships and Boards. For example, with the Adult Safeguarding Board or Community Safety Partnership.

Education Advisory Partnership

The new safeguarding Partnership recognises the contribution of partners in schools and colleges and is determined to maintain and strengthen this relationship . Early years settings, schools, college and educational settings are a central part of life for nearly every child and young person. The Kirklees existing networks with Head Teachers provides an opportunity to strengthen the link not just through representation in the safeguarding partnership but by being invited to present to the safeguarding arrangements at regular intervals on key issues. Our Stakeholder Directory lists all settings in Kirklees, ensuring that staff receive the latest information and are able to access learning opportunities.

Health Advisory Partnership

The new Safeguarding Partnership recognises the contribution of partners across the Health sector and is determined to maintain and strengthen this relationship. The Health Advisory Group provides an opportunity to bring Health professionals from the myriad of health groups and providers together to ensure their input into safeguarding practice and to increase learning opportunities.

Practice Review sub-group, Rapid Review Group

The Practice Review sub-group will lead on co-ordination of all reviews of practice (including case reviews and audits), in line with our outcomes and link into the Safeguarding Effectiveness sub-group. Information into the Practice Review sub-group, for example from the Child Death Overview Panel, will ensure there is a central point where quality of practice, critical analysis and learning is combined to feed into understanding safeguarding effectiveness, and into workforce development. The sub-group will have five key functions:

- Consider cases referred to it, oversee the rapid review process through ad hoc Rapid Review panels, and ensure immediate safeguarding action is taken if required , including disseminated any immediate learning quickly
- Report findings to the National Child Safeguarding Practice Review Panel within 15 working days or as required if addition guidance becomes available
- Commission and oversee local case reviews. Leadership of practice reviews should be independent of the agencies involved.
- Identify learning themes from reviews, monitor implementation of review actions and report progress to the KSP.

The Child Death Overview Panel is currently joint with Calderdale and Wakefield, and partners are defined as local authorities and any clinical commissioning groups for the local area. It will remain linked to the new safeguarding arrangements and led by Public Health until new regional arrangements are confirmed in response to the new national guidance.

Strategic Learning and Development sub-group

The joint Strategic Workforce Development sub-group will provide strategic leadership to commission, design, deliver and monitor both attendance and impact of training and development. The group at present covers children's safeguarding partnership, but we seek to bring this together with other partnerships, including Adult Safeguarding and Community Safety Partnership where feasible to ensure that professionals working in Kirklees have opportunities to learn and network together.

Safeguarding Effectiveness sub group

Whilst every sub-group is expected to understand performance and assurance within its own remit, detailed multi-agency performance scrutiny across and within the system should take place in the Safeguarding Effectiveness sub-group. With responsibility for implementing the Safeguarding Effectiveness Framework, the group will bring together a range of evidence outlined in the framework, undertake Section 11 audits, and report by exception to the partnership. Information will be received from other sub-groups and agencies in the form of assurance reports, and areas for learning passed to the Strategic Learning and Development sub-group.

Involving children, young people , parents and citizens

Kirklees is developing work with young People and we are keen to strengthen and grow that role moving forward, particularly in relation to challenge and scrutiny referred to earlier. We want young people to work with our Independent person to establish a programme of Select committee events during the year, focusing on key themes and Assurance. This cycle will contribute to learning as well as providing scrutiny.

We are working to develop closer links to the parents and carers who use services and to this end in the next year will develop work with the Family Rights Group to establish clear mechanisms to achieve this.

Through the voluntary sector, and Healthwatch there is evidence of what citizens and communities say about the system and how it meets their needs, we are keen to hear this voice.

We will continue to engage with the voluntary sector and communities, who will:

- Have representation on the Safeguarding Children Partnership, contributing to the strategic work of the partnership and providing a critical challenge role
- Work with the VCS organisations to set safeguarding priorities linked to the Business priorities on an annual basis to be addressed in Third sector Leaders meetings and through other agreed representation and contributions to partnership task and sub groups
- Receive challenge and support from the Kirklees Safeguarding Children Partnership including through the provision of strategic safeguarding speakers at Third sector meetings
- Promote good practice in safeguarding to the VCS, through policy, procedures and training
- Report to scrutiny and Health and Well Being Board at least once a year when an annual report will be presented.

Neighbourhood forums will be utilised more under the new arrangements to achieve our principles of prevention and partnership , linking closely with the CSP and neighbourhood working .

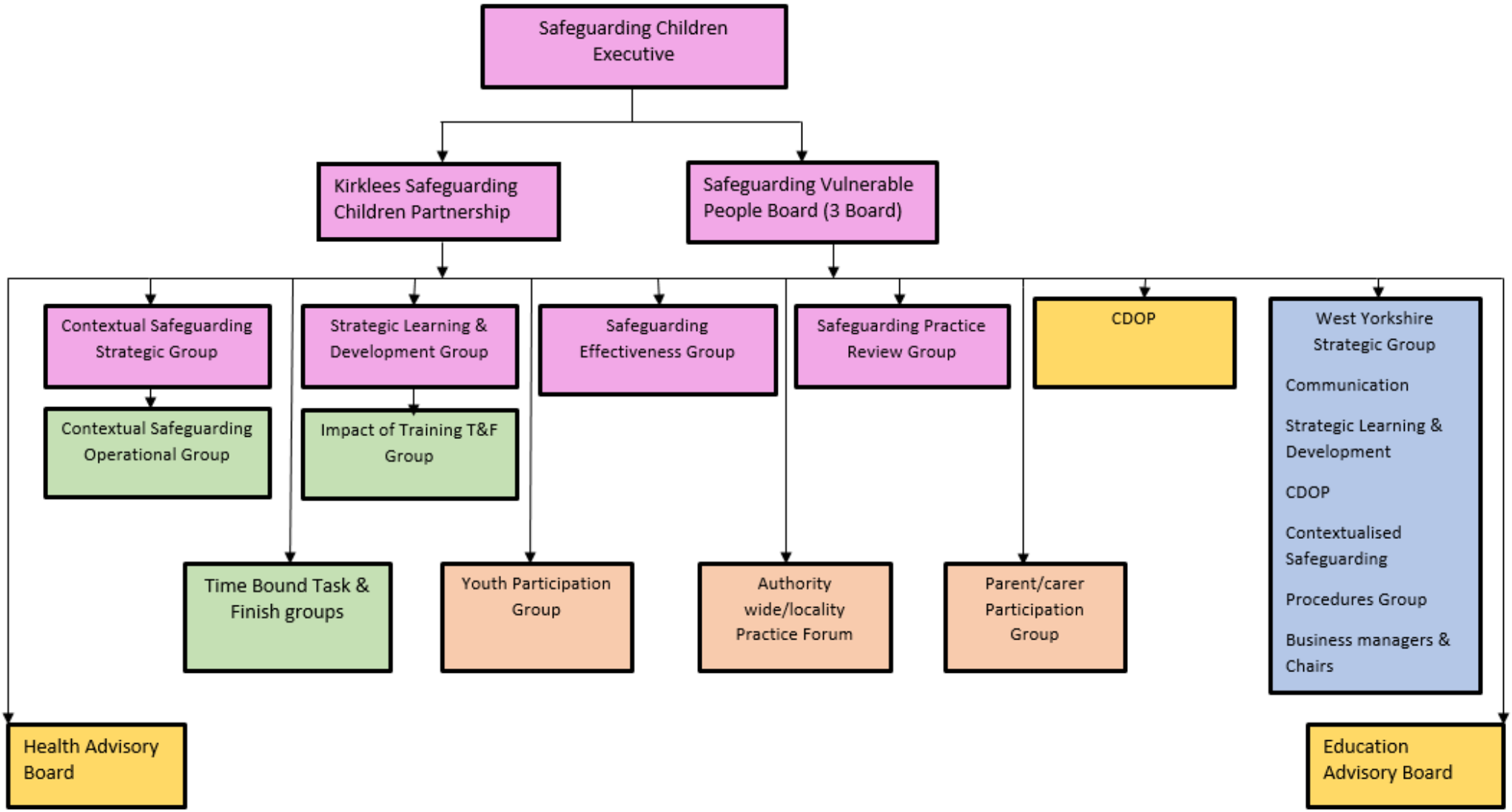
Involving multi agency practitioners

The new arrangements will also link more closely to front line multi agency practice. Practitioners will be more closely involved in the process of learning from cases, through the Safeguarding Practice Review process, but in addition we intend to convene Practitioner Forums to establish a practitioner voice in relation to the priorities of the Safeguarding Partnership. As part of the improvement work Children's Services, Early Support and Schools have established a move to locality working and over the next year will develop Practitioner Forums to fit with that locality footprint. The objectives of this will be to:

- Engage practitioners in learning and development
- Involve practitioners in priority setting , monitoring and improvement
- Strengthen multi agency working
- Allow for locality differences to be considered and where appropriate allow for a local drive to solve issues

There are already plans in place to adopt this approach in relation to learning from the Front line in relation to Contextual and Complex safeguarding, engaging practitioners from all agencies in an autumn learning and development event.

What will this look like?



Reporting

The Kirklees Safeguarding Partnership will publish an Annual Report. The report will set out the work that partners have done as a result of the arrangements and how effective the arrangements are in practice. It will include actions in relation to practice reviews and how services have changed as a result. It will also include a summary of young peoples work as scrutineers and the challenges presented by them to the multi agency network . The report will consider:

- Evidence of impact
- Assurance statements from individual agencies
- A summary of the work contributed by young people towards the priorities.

The Annual report will be signed off through the Governance structures of all agencies. The approved Annual report will then be published and forwarded to the Secretary of State for Education, the DfE, Ofsted and the National Panel.

Supporting the partnership arrangements

The statutory partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the arrangements.

Partnership Business Support Unit

The Partnership Business Support Unit, led by a Partnership Business Manager, helps to provide the infrastructure for successful operation of the Safeguarding Children Partnership. This will be hosted by the Local Authority. Duties will be varied, but will include the following:

⇒ Maintain and update policy and procedures, including links with Kirklees Arrangements

⇒ Maintain communications and knowledge sharing including briefings and web presence, including communicating learning and key messages to all agencies

⇒ Maintain partnership plans such as a forward plan, business plan and support subgroup work plans

⇒ Preparing agendas, administer and minute meetings of all groups that sit within the arrangements

⇒ Support a range of multi-agency practice reviews including coordination management of action plans

⇒ Coordinate and administer multi-agency audits

⇒ Collate performance information reports and draft annual reports

⇒ Support the development of practice forums

⇒ Maintain links with training and development to ensure workforce needs are being addressed

⇒ Maintain links and joint working with other partnerships and Boards

We will seek to merge this support unit with that of the Adults Safeguarding Board and Community Safety in year 2 to establish a Partnership Hub. This will support more effective and efficient ways of working and a shared intelligence base

Resourcing the Partnership Arrangements

The Safeguarding Executive and its partners has agreed the process to determine the budget for 2019/20, and that the overall budget for the first year will be maintained at the 2018/19 level subject to confirmation in the formal budget setting process. The budget will be shared and proportional, transparent to children and families in the area, and sufficient to cover all elements of the arrangements. In addition to funding, donation of professionals time to the training pool, supporting sub-group activity and no-cost venues for training and meetings are provided by a range of partners. Partner agencies will take responsibility for chairing the range of sub groups to ensure that there is leadership across disciplines.

Shared intelligence and information sharing

Safeguarding partners will adhere to relevant legislation in using data and intelligence. As the partnership business support unit is hosted within the local authority, they are designated data controllers on behalf of the partnership. A data transfer agreement for the new Partnership, which includes Kirklees with archiving historical information and Freedom of Information requests will be in place and documents such as the information sharing agreement updated.

Each statutory partner will need to respond individually to any information requests and consider exemption under current legislation. The Operational sub-group will lead on information sharing, but it is a critical element across the partnership and all sub-groups who will promote good practice and take an appropriate role according to their remit.

For example:

•The Practice Review sub-group will consider effectiveness of information sharing in audits and case reviews

•The Safeguarding Effectiveness sub-group will ensure intelligence is shared appropriately to understand current performance

• The Strategic Workforce Development sub-group will be responsible for delivering training that includes guidance and support on information sharing as appropriate

Transitional Plan

We recognise that change requires clear objectives and communication and having the right people and processes in place during transition are critical to achieving successful change. Transition from the Kirklees Safeguarding Children Board to the new Safeguarding Children Partnership arrangements, and further improvement thereafter, is supported by a clear additional resources; a communications strategy, briefings for professionals; and identification and management of risks. A forward plan for 2019/20 is already in place.

We intend to:

•Publish new arrangements June 2019

•Transfer KSCB data and documents to new partnership April – June 2019

•Final Safeguarding Children Board meeting June 2019

•New arrangements commence June 2019

•Inaugural Safeguarding Children Partnership meeting June 2019

•Review first six months of new arrangements including Independent Adviser Role December 2019

•Publication of initial partnership report April 2020

During the transition period there will need to be flexibility to respond to developing national expectations, regulations and changes in inspection regimes. We intend to review arrangements in December 2019. The Safeguarding Executive will also review the effectiveness of the arrangements annually to ensure they are fit for purpose and meet statutory requirements, to be updated in our Annual Report with proposed timescales for improvement.

Our aspiration for the next phase of our new arrangements is to continue to work to identify where further efficiency can be made, while at the same time improving quality of outcomes . This is particularly important with our work with Adult safeguarding arrangements and Community Safety, where we are keen to reduce duplication of effort and the number of meetings across partnerships, and greater access to support.

We will know that we have successfully implemented the new arrangements when:

- Outcomes improve
- Children, families and communities tell us they feel safer and able to contribute to the work of the partnership
- Professionals tell us they feel supported, know where to go for information, and they have opportunities to learn and network
- Policies, procedures and tools for undertaking all types of reviews of practice are revised based on evaluation project, are implemented and users report an improvement in outcomes
- The Partnership and sub-group chairs have clear work plans in place. Actions are undertaken, monitored and achieve the desired impact
- The Safeguarding Executive tells us they are assured
- We can evidence that the budget allocated has been managed effectively to implement priorities agreed

Business Planning and Annual cycle

As the Partnership moves through the transitional year we will seek to embed an Annual Planning cycle, to build on evidence, to reset priorities and to monitor our performance

- **April**: Start of the Business Year
- Sub-Group Meeting Cycle Begins
- **May**: Executive Group Meeting
- Scrutiny plan with young people developed and assurance through Section 11 process begins
- Annual report preparation commences
- **June:** Partnership Meeting
- Annual Independent Scrutiny Process (from June 2020)
- Sub-Group Meeting Cycle Continues
- **July**: Executive Group Meeting
- **Sept**: Partnership Meeting
- Kirklees Safeguarding Children Partnership Annual Report approved
- Sub-Group Meeting Cycle Continues
- **Oct:** Annual Agency Peer Reviews - QA & Challenge Meetings led by young people with Independent person .
- **Nov:** Executive Meeting Safeguarding Children Partnership Budget review / forward planning of priorities for referral to other partnerships & agencies for next year's planning cycle
- **Jan (mid):** Partnership Meeting
- **Feb:** Executive Group Meeting – to plan March development time

Meetings will be scheduled to avoid school holidays where possible and to prevent clashes with other Strategic Partnerships

Appendices

Appendix 1: Safeguarding Partnership membership, including Statutory Partners, relevant agencies and co-opted members

This adheres to the statutory guidance Working Together 2018 Chapter 3 page 73 and pages 76-77

SP----- Statutory Partner

RA----- Relevant Agency

C------- Co-opted/Community Members

A -------Advisors

B------- Board Support

SGC ----Sub-Group Chair

All Statutory Partners will nominate a deputy to represent their agency, they must be of sufficient seniority and able to take decisions on their agency's behalf

Relevant Agencies will nominate a deputy to represent their agency, they must be of sufficient seniority to take decisions on their Agency's behalf.

Where a Sub Group Chair is appointed who is not a Board Member they will be co-opted to the Board. Decisions of the partnership will be normally made through robust debate and consensus.

Sub Group Chairs may be asked to attend the Executive if the business of their sub group is on the agenda.

Kirklees Safeguarding Children Partnership	
The Independent Person (Chair)	
Statutory Partners	
Agency	**Representative**
Kirklees Council	The Chief Executive of the Local Authority, (or their nominated deputy) children & Families and supported by Public Health
Kirklees Council	Executive Director, Director of Children's Services
NHS North Kirklees CCG & NHS Greater Huddersfield CCG	Chief Quality and Nursing Officer, Clinical Commissioning Group (or their nominated deputy) Supported by advice from the designated Nurse or Doctor (or both)
West Yorkshire Police Service Borough Command	District Commander, (or their nominated deputy)
Relevant Agencies	
Acute Trust/Health Provider	CHFT Chief Nurse, Designated Doctor
Acute Trust/Provider	Locala Community Partnership Head of Safeguarding
Acute Trust/Provider	SWYFT Assistant Director Nursing
Acute Trust/Provider	Mid Yorks NHS Trust – Head of Safeguarding
NHS England	Senior Nurse
Kirklees Neighbourhood Housing	Head of Community Support services
NPS	Head of Probation
Community Rehabilitation Company Ltd	Assistant Chief Officer (or their delegated Representative)
Kirklees Education Partnership	Special School Representative
Kirklees Education Partnership	Primary School Representative
Kirklees Education Partnership	Secondary School Representative
College Representative	Safeguarding Lead
Kirklees Public Health	Consultant in public Health (children)
CVS Representative	Head of service
CAFCASS	Service Manager
Co-opted Members	
Kirklees Council	Lead member Children's Services
Community Representative	Lay member
Kirklees Council	Head of Service performance and Quality CSC
Kirklees Council	Assistant Director (Education)
Kirklees Council	Director of Adult Services
Business Support	

Appendix 2: Link to other strategic partnerships and governance

There is a strong working relationship with Adult Safeguarding and Community Safety, underpinned by a Working together protocol.

There is a commitment to quarterly meetings and work on cross-cutting issues..

These will report on progress to the Health and Wellbeing Board

Appendix 3: Role of Independent person

Purpose of the Role

Working closely with strategic leaders from the three statutory partners to have overall responsibility, as Independent Person for the Kirklees Safeguarding Children Partnership (KSCP) for promoting the Partnership's ability to independently fulfil its statutory objectives of:

- Co-ordinating what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area
- Ensuring the effectiveness of what is done by each such person or body for those purposes: and
- Gathering a clear picture to provide assurance:

1. To provide independent leadership and strategic vision to the partnership, particularly during the first year of transition.
2. To chair meetings of the partnership and any extraordinary meetings as required
3. To ensure that the partnership has an independent, objective and authoritative voice and identity
4. To ensure that the partnership operates independently, and any conflicts of interest are managed appropriately
5. To provide assurance that the partnership operates effectively with good collaboration between Statutory Partners and Relevant Agencies.
6. To facilitate the Dispute Resolution process.

Key Tasks & Responsibilities of the Independent Person:

The Independent Person's tasks and responsibilities in relation to the KSCP are to:

To provide strategic leadership to all agencies to secure best practice with particular regard to child protection, safeguarding and best outcomes for vulnerable children and young people in Kirklees. This will ensure effective inter agency challenge and highest performance in the safeguarding of children and young people and promoting their welfare.

Manage all aspects of KSCP meetings, including agenda setting, chairing of meetings, agreeing minutes and monitoring actions to be taken;

⇒ In conjunction with relevant officers, ensure that key national, regional and local issues are brought to the attention of the KSCP;

⇒ In conjunction with relevant statutory officers, to formulate needs-led objectives for the KSCP and ensure the KSCP achieves them;

⇒ In conjunction with relevant statutory officers, ensure that the KSCP is meeting its core responsibilities;

⇒ In conjunction with relevant statutory officers, ensure processes are in place to lead, monitor, and review and evaluate all safeguarding practices within the geographical area of Kirklees;

Appendix 4: Role of Young People as scrutineers

Kirklees has been working towards a greater role for young people in its safeguarding arrangements. As we move into the new Safeguarding Partnership, the work to enhance the engagement and to embed the voice of young people will continue but will be enhanced by the development of Young People collaborating with the Independent Person to bring enhanced scrutiny. This will involve a clear role in qualitative and quantative assurance processes. They will work with the Independent Person and lay person to support the partnership to:

• Assess how well organisations come together to cooperate with one another to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding.

• Contribute to the content of the partnership's annual report on the effectiveness of safeguarding arrangements, their performance and the effectiveness of local services.

• Assess the effectiveness of the help being provided to children and families including early help.

• Assess whether the 3 safeguarding partners are fulfilling their statutory obligations. Scrutinise any quality assurance activity (including multi-agency case file auditing and processes for identifying lessons to be learned).

• Scrutinise the effectiveness of training, including multiagency training, to safeguard and promote the welfare of children.

• Provide the 3 safeguarding partners with the necessary assurances regarding the robustness and effectiveness of safeguarding arrangements for the borough.

• Work with the safeguarding partnership to plan their programme of activity.

• Provide a rigorous and transparent assessment of the extent to which appropriate and effective systems and processes are in place in all partner agencies so as to fulfil their statutory duties and ensure that children are protected and that appropriate safeguarding strategies are developed and embedded.

• Evaluate arrangements for the operation of the safeguarding partnership, including the purpose and functions of board meetings, and recommend and implement appropriate changes.

• Support the implementation of the findings and outcomes of any safeguarding reviews, providing professional input to the development of any changes to existing models of delivery.

• Confirm, or not, that effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will support the 3 safeguarding partners to fulfil their statutory objectives, and which will enable the partnership to identify and measure its success and impact.

• Ensure that the 3 safeguarding partners provide independent, robust and effective challenge to partners.

• Ensure that the voices of children, young people and their families are appropriately represented and heard in the work of the partnership.

• Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.

• Support the development of innovation in the system in respect of relationship based practice.

Appendix 5: Arrangements for Serious Incidents

In accordance with Working Together (2018) guidance, any partner should refer to the Safeguarding Partners details of any incident which they think should be considered for a child safeguarding practice review. The local authority remains responsible for notifying the Child Safeguarding Practice Review Panel (CSPRP), through the partnership Business unit. Within five days of becoming aware of a serious incident:

Kirklees Safeguarding Partners will:

⇒ Conduct a Rapid Review of any such serious incident , within fifteen working days, as required, and notify the CSPRP of the outcome, including any recommendations for a national review.

⇒ Work collaboratively with other investigations, such as coroners' or criminal investigations; Domestic Homicide Reviews; Multi-Agency Public Protection Arrangements (MAPPA); or Safeguarding Adults Reviews; and with professional body disciplinary procedures.

⇒ Commission and oversee local Child Safeguarding Practice reviews where appropriate. The methodology, scope, involvement of professionals and family members; arrangements for sharing learning; and publication, will reflect current national guidance.