



Kirkles **Safeguarding Children** Partnership



Kirkles Safeguarding Children Partnership Arrangements

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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 are focusing on how we engage practitioners, setting ambitious priorities, and considering our 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 pro-moting the strengths in families rather than focusing on their difficulties. We believe it is better to act before harm occurs, while seeking the least in-trusive response appropriate to the risk presented. The responses of the Kirklees system are based on a restorative approach. We have a clear frame-work 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 supports and develops our emerging strengths in safeguarding, and enhances 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
Director of Kirklees Children Services

Penny Woodhead
Chief Quality & Nursing Officer
Kirklees Health and Care Partnership

James Griffiths
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 Partnership 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. 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 have moved from the Safeguarding Board arrangements to the Partnership arrangements. It highlights how we build on emerging strengths and build 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 have had 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

The safeguarding partners and

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, Kirklees Health and Care Partnership, 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.

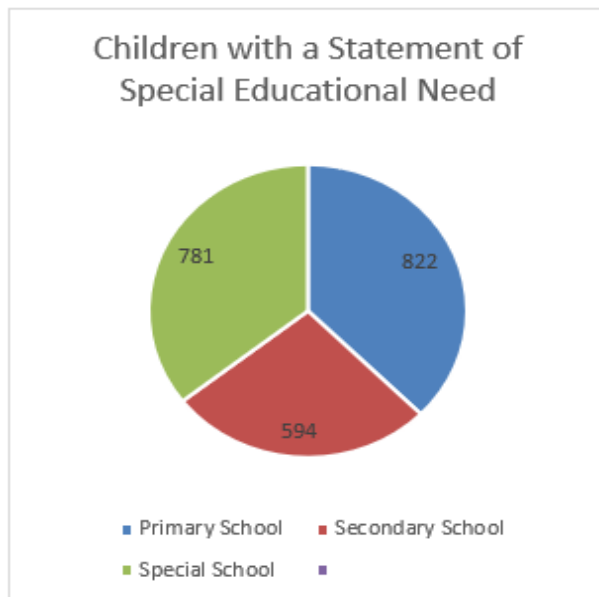
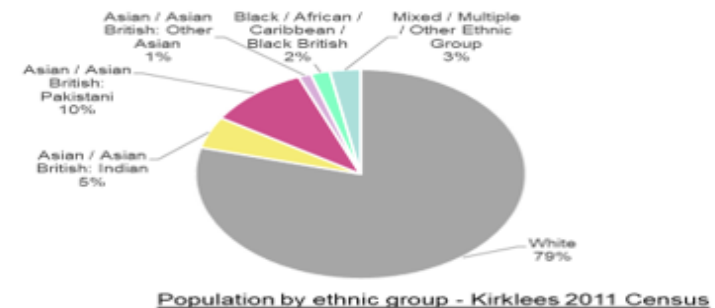
We are committed where it makes sense and in particular improves outcomes, to work across Borough boundaries, as is the case in Child Death Overview arrangements. We are also committed to working across the West Yorkshire footprint, where this adds value and supports local arrangements to keep children 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 partnership arrangements reflects entire system commitment to and prioritisation of improved outcomes for our children and families. These 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 children in care council, this includes work with younger children and with older children and young people. 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 2021/22.

What do we know about Kirklees Children and Young People





574 Early help assessments completed



399 Children who are the subject of a Child Protection Plan



669 Children who are Looked After



4400 referrals made to Children Social Services

MISSING

1730 missing occurrences involving 543 children.

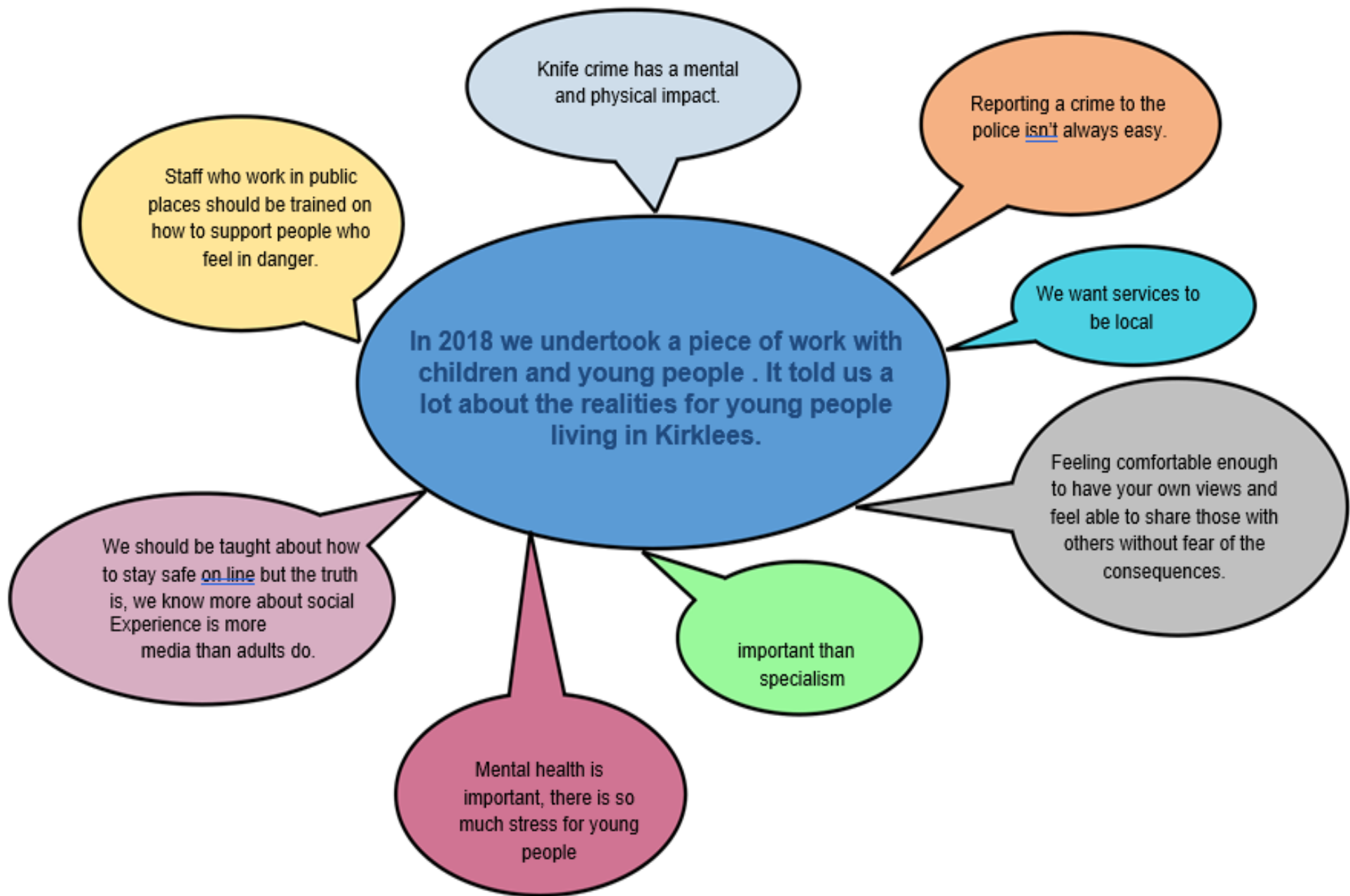
1:3 were involved in more than 1 occurrence

Of the 1730 occurrences involving children:

58.4% involved boys and **41.6%** involved girls (where gender recorded)

12.6% involved under 13, **56.8%** involved aged 13-15, and **30.6%** were aged 16-17

76.1% involved white and **23.9%** involved ethnic minority (where ethnicity recorded)



Full report on website: consultation with young people

The Partnership Vision, Values and Principles

The safeguarding system in Kirklees has vision, values and Principles 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 member 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 represented 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 our work
- * 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 Children Partnership will be characterised by:

- Decisive strategic leadership provided by an Independent Scrutineer 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 Children 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 has been committed to a smooth and effective transition into the new arrangements, the priorities moving forward for 2022/2024 are based on the areas identified for development through Partnership discussions.

These are:

Tackling child exploitation and serious youth violence

Within Kirklees, the objective is to ensure that we work to prevent exploitation and violence before it happens. This stems from the belief that exploitation and violence are preventable, and this works to improve the health and well being of our children, young people, and their families. To achieve this, a whole system, multi-agency approach will be employed, and we will encourage action that shields young people from becoming involved in exploitation and violence. Paramount to this strategy is recognising young people who are at risk of committing violent crimes or those at risk of being a victim of violence and/or exploitation at an early stage and we should have the confidence to be able to intervene at the earliest opportunity.

Enhancing the emotional wellbeing of children and young people

Children and young people who take their own life and or self harm may be attributed to multiple factors, including poor mental health, academic pressures or worries, bullying, social isolation, family environment and bereavement, relationship problems, substance misuse or neglect. Deprivation and poor physical health can also be a contributory factor. A multi-agency response with increasing recognition and awareness around the signs and things to look out for is needed to address this as well as an awareness around how to talk about mental health.

Promoting healthy relationships

As a result of the Ofsted review into sexual abuse in schools and colleges, it was identified that it is not only the responsibility of schools to solve this issue, but that there are wider societal issues that need to be addressed. Findings state that incidents of abuse and harassment have become normalised, with most young people having experienced abuse or harassment in some form. There is a high prevalence of sexual harassment and online sexual abuse, and this has become commonplace for some children and this prevalence is underestimated by schools.

To identify and reduce the impact of domestic abuse on children, young people and their families

We will consider our partnership response to children affected by domestic violence by increased capacity for advocacy for children subject to a plan of protection to be achieved. Engagement work to commence with young people to capture their voice and understanding of domestic abuse recognition and how to report it and develop robust multi-agency training for both adult and children's domestic abuse agenda.

To identify and reduce the impact of Neglect on children and young people and achieve the offer of Early support for children and families

Our Early support offer aims to be a vehicle for lasting change in the way that services are delivered for children and families requiring early support due to circumstances that foster neglect in all areas of their life in children and young people. It will offer an opportunity to bring together key partners to develop system-wide transformation through innovation and changing our approach to working with families with complex needs.

The lived experience of children, young people, and their families

The importance of ensuring the lived experience of children and young people, as well as their families is well highlighted. By ensuring that children, young people, and their families can have their experiences heard, changes to safeguarding systems can be made to ensure their needs are best met, and that systems are influenced by their 'lived experience'

These priorities will be refreshed as a result of the work of the 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 Partnership, the Safeguarding Adults Board, the Health and Wellbeing Board and the Community Safety Partnership have a history of working together underpinned by a strong protocol. These Safeguarding 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 continue to foster strong links and undertake joint groups, work, events, shared learning and training where we 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 is not at the expense of a local safeguarding children system that is assured and effective.

Full engagement with the work of partnership Boards is focusing on coordination and better management of key cross cutting issues that sit in the spaces in between the work of individual partnership Boards. An inter-board protocol, and a Joint Working Protocol with the voluntary sector, support work undertaken across the Board.

This will sit alongside the commitment to young people to co-produce our approach to safeguarding with them, through our Your Voice process.

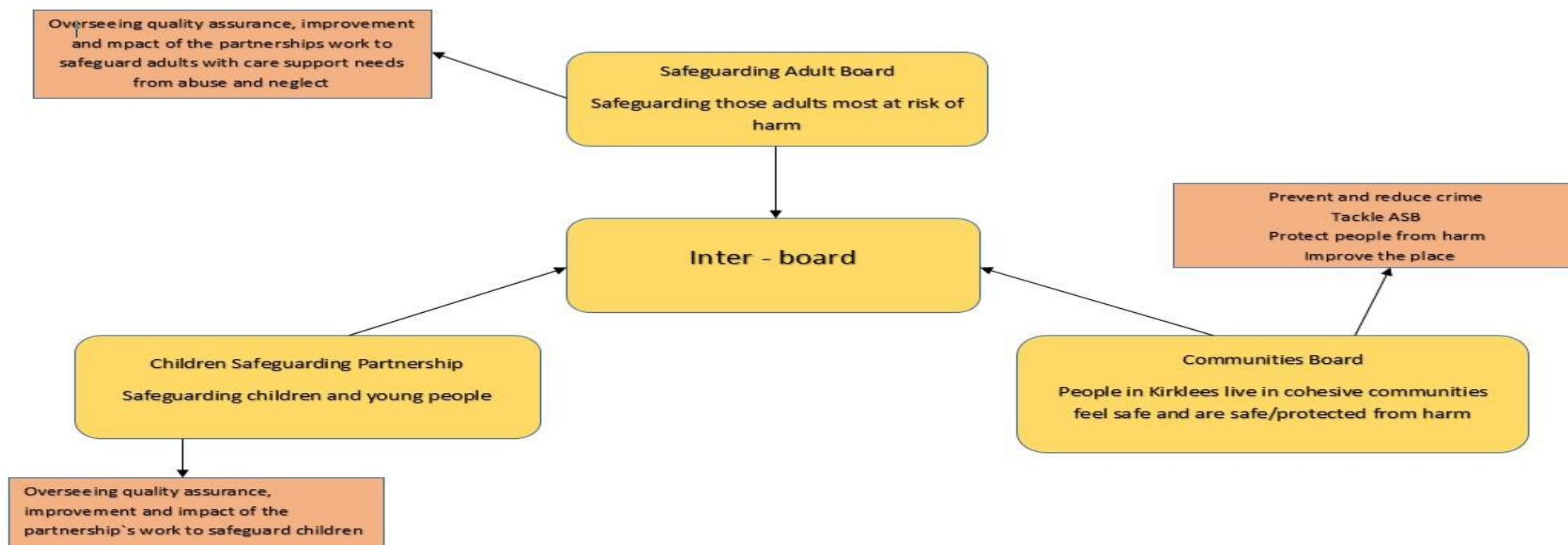
How is the Kirklees Safeguarding Children Partnership organised

Alongside the Kirklees Safeguarding Children Partnership, sits a Safeguarding Inter - board group, bringing together Safeguarding Children, Adults and Community Safety Partnership.

The Safeguarding Children Partnership is structured to provide strong collaboration, scrutiny and assurance, and to drive and enable co-ordination of safeguarding activity. Each Sub group has regularly revised Terms of Reference and an annual work plan which aligns with the 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 Sub groups.

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 Children Partnership will comprise the following Statutory partners:

- a) The Local Authority
- b) Kirklees Health and Care Partnership
- c) The Chief Officer for Police for the area

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

The Kirklees Safeguarding Children 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
- h) Voluntary sector
- i) Adult Social Care
- j) Communities/Safer Kirklees
- k) Cafcass
- l) Lay Members
- m) NHS England

Members must be of sufficient seniority and appropriately delegated 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 and its members need 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 is 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

Kirklees Safeguarding Children 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 Scrutineer. 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 has taken place to consider our approach to performance management, taking into account organisations' own methods, such as the quality assurance approach within the Kirklees Health and Care Partnership 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 have developed this further to an approach that harnesses thematic reviews and not individual cases alone, where this is appropriate. The Child Safeguarding 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 are 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 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 KSCP and the Practice Review Group. Reviews will be published as outlined in Chapter 4 of Working Together 2018 and each review results in an action plan or themed audit 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 are brought together in the Safeguarding Performance and Effectiveness sub-group.

We will need to 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 to 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 our 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 sets 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 that involves young people. These reports will 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.

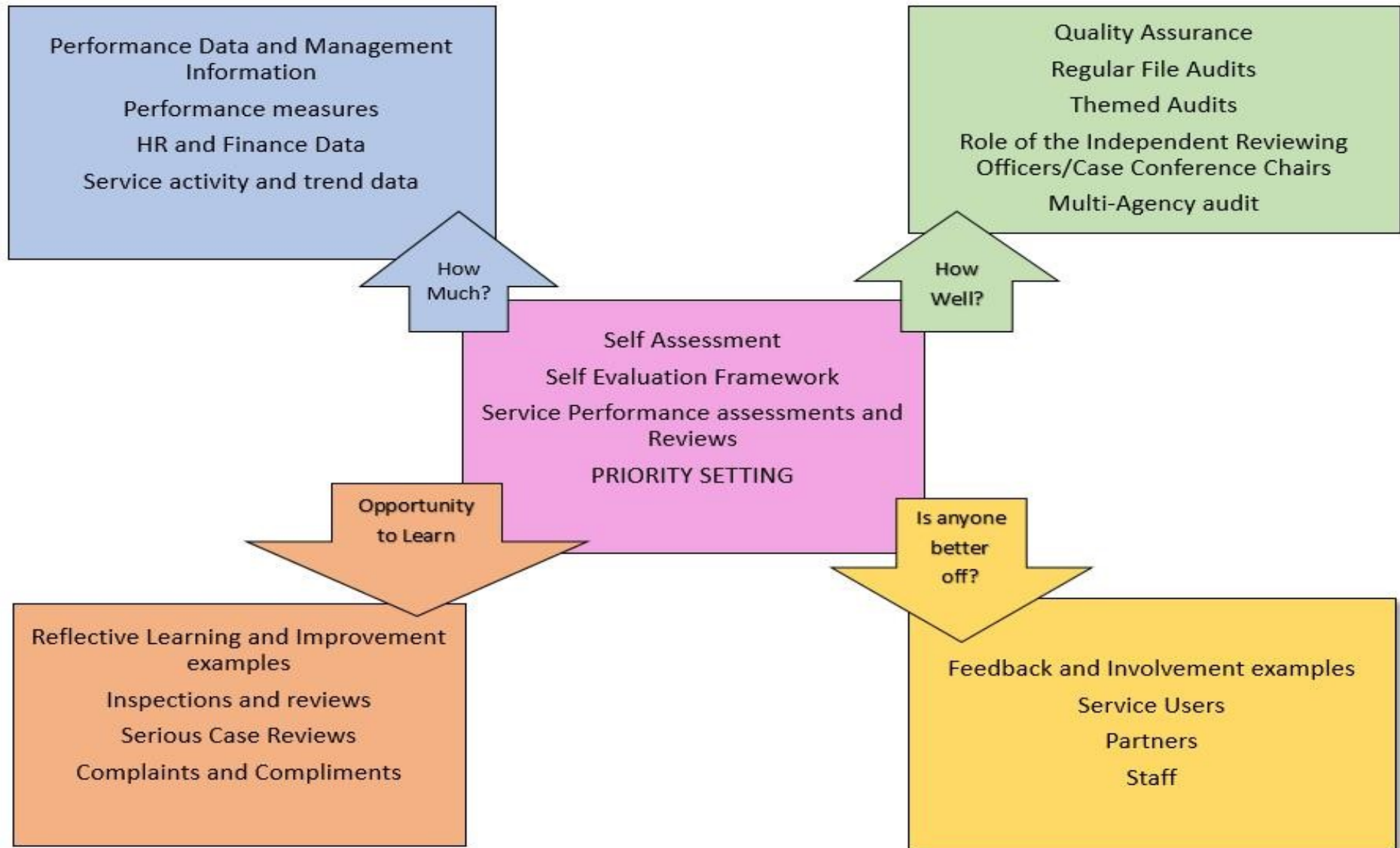
The Safeguarding Effectiveness approach ensures that there is a direct link between safeguarding effectiveness and workforce development.

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 inform our 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 below 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 I draws 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 project worker, our young people and lay members working as a team. We will work to further develop the role of Young People 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 Scrutineer. We know some scrutiny will need to be independently commissioned and we 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 may be 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 affected appropriately.

They will meet as a minimum quarterly 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 Children Executive will be quorate if all statutory partners are present.

Safeguarding Children Partnership (Appendix 3)

This group will meet at least three times a year, and have a more strategic focus, leading sub-groups who will be expected to report on a work plan 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

Core membership will consist of:

- Independent Scrutineer
- A senior officer of the three statutory partners with a responsibility for safeguarding
- National Probation Service representative
- Voluntary sector representative
- Schools representative
- Lay Member
- KSCP 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 Themed sub-groups, for example Neglect, Domestic Abuse, Complex Safeguarding, and Sexual Abuse and Exploitation. The intent is to provide a multi-agency focus and workplans on those themes. A subgroup 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 Children 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 Safeguarding Children 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.

Child Safeguarding Practice Review sub-group and Rapid Review Group

The Child Safeguarding Practice Review sub-group leads 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 Child Safeguarding Practice Review sub-group, for example from the Child Death Overview Panel, ensures 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 has six key functions:

- Consider cases referred to it.
- Oversee the rapid review process through ad hoc Rapid Review panels.
- 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 additional 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 KSCP.

The Child Death Overview Panel is currently joint with Calderdale and Wakefield, and partners are defined as local authorities and the Kirklees Health and Care Partnership for the local area. It remains linked to the safeguarding arrangements and is led by Public Health.

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 brings together a range of evidence outlined in the framework, undertakes Section 11 audits, and report by exception to the partnership. Information is 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 Scrutineer to establish a programme of select 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 and wider families who use services and 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 Leader's 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 under the arrangements to achieve our principles of prevention and partnership, linking closely with the Community Safety Partnership and neighbourhood working.

Involving multi agency practitioners

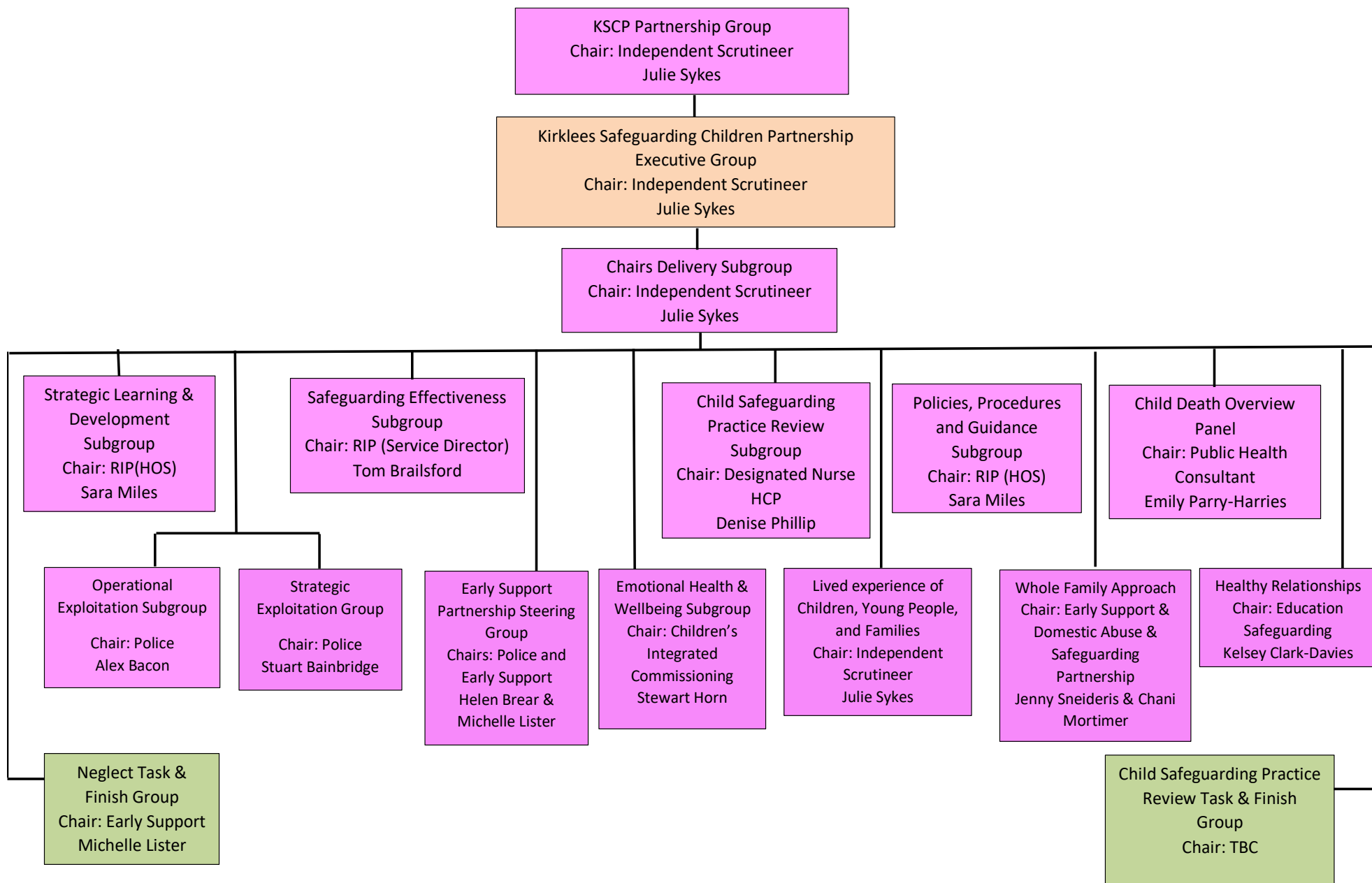
The arrangements will also link more closely to front line multi agency practice. Practitioners are required to be more closely involved in the process of learning from cases, through the Child Safeguarding Practice Review process, but in addition we will convene Practitioner Forums to establish a practitioner 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 we will continue to 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 and allow for a local drive to solve issues

There are plans in place that adopt this approach in relation to learning from the Front line in relation to Contextual and Complex safeguarding and engaging practitioners from all agencies.

What does this look like?



Reporting

The Kirklees Safeguarding Children Partnership publishes an Annual Assurance Report. The report sets out the work that partners have done as a result of the arrangements and how effective the arrangements are in practice. It includes actions in relation to practice reviews and how services have changed as a result. It also includes a summary of young people's 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 is signed off through the Governance structures of all agencies. The approved Annual Assurance 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

Resourcing the Partnership Arrangements

The Safeguarding Executive and its partners has agreed the process to determine the budget for 2022/2023. The budget will be shared and proportional, trans-parent to children and families in the area, and sufficient to cover all elements of the arrangements. In addition to funding, donation of professional's 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 take responsibility for chairing the range of subgroups 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 is 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 will promote good practice and take an appropriate role according to their remit.

For example:

- The Child Safeguarding 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

Business Planning and Annual cycle

We seek to embed an Annual Planning cycle, to build on evidence, to reset priorities and to monitor our performance

April 2022:

- Start of the Business Year
- Sub-group cycle begins
- Executive Group Meeting cycle begins as agreed by the Partnership
- Scrutiny plan with young people developed and assurance through Section 11 Organisational Safeguarding Assessment process begins
- Annual Assurance report preparation commences

June 2022:

- Partnership Meeting/Forward planning of Business plan priorities
- Sub-Group Meeting Cycle Continues

September 2022:

- Kirklees Safeguarding Children Partnership Draft Annual Assurance Report 2021/2022 approved
- Sub-Group Meeting Cycle Continues

October 2022:

- Partnership meeting
- Safeguarding Children Partnership Budget review

February 2023:

Partnership Meeting – Development Day

March 2023:

Annual Agency Peer Reviews - QA & Challenge Meetings led by young people with Independent Scrutineer

June 2023:

- Partnership Meeting
- Annual Independent Scrutiny Process update

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

Appendices

Appendix 1: Safeguarding Children 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 Subgroup Chair is appointed who is not a Partnership Member they will be co-opted to the Partnership. Decisions of the Partnership will be normally made through robust debate and consensus.

Subgroup Chairs may be asked to attend the Executive Group 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
Kirklees Health and Care Partnership	Chief Quality and Nursing Officer, Kirklees Health and Care Partnership (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
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 Partnership, 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 Scrutineer

Purpose of the Role

Working closely with strategic leaders from the three statutory partners to have overall responsibility, as Independent Scrutineer 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 Partnership 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 for gathering a clear picture to provide assurance:

1. To provide independent leadership and strategic vision to the partnership.
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 Scrutineer:

The Independent Scrutineers tasks and responsibilities in relation to the KSCP are to:

To provide strategic leadership to all agencies to secure best practice with 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. The work to enhance the engagement and to embed the experience of young people continues and will be enhanced by the development of Young People collaborating with the Independent Scrutineer to bring enhanced scrutiny. This will involve a clear role in qualitative and quantitative assurance processes. They will work with the Independent Scrutineer 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 Assurance 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 support.
- 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.
- Work with the safeguarding partnership to plan their programme of activity.
- Evaluate arrangements for the operation of the safeguarding partnership, including the purpose and functions of Partnership 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.
- Ensure that the 3 safeguarding partners provide independent, robust, and effective challenge to partners.
- Ensure that the experiences 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.

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 Children 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.