

Local Multi-Agency Safeguarding Partnership Arrangements

Our vision is for children and young people in Leicester to be safe, well and achieve their full potential

Safeguarding the most vulnerable children in Leicester has always been a priority for our organisations and all partners. In 2019 we are now strengthening our partnership arrangements to safeguard children.

The Leicester Safeguarding Children Partnership has been established to oversee the new Multi-Agency Safeguarding Children arrangements as required by the government guidance Working Together 2018.

All partners have equal and joint responsibility for local safeguarding arrangements and are committed to the principles that support these arrangements.

As leaders we recognise that safeguarding children cannot be achieved in isolation from other organisations, partnerships, or our communities. As a partnership we will provide leadership and joint accountability to provide protection, support and representation for those in greatest need.

We believe in prevention and that it is better to act before harm occurs, while seeking the least intrusive response appropriate to the risk presented.

We want all agencies to focus on building strength and resilience within families rather than promoting dependency and ultimately this will increase positive outcomes for children, young people and families.

We aim to provide local solutions through services working with their communities, we will promote a child-centred approach and continue to do our best to listen to the views and understand the needs of children and families in Leicester. We will do our best to ensure people are supported and encouraged to make their own decisions with informed consent, but where children need to be protected, we will take decisive action to safeguard them.

Safeguarding is everyone's responsibility and for services to be effective each citizen, practitioner and organisation should play their part.

We ask you the community of Leicester to play your part to help us understand the needs of children and families in our area and help us in preventing harm.

As a Partnership we will be sticking to our principles and aims:

- for clear accountability;
- for clear and demonstrable influence;
- and for equitable and fair contributions from all partners.

We will be continuing to make sure that effective systems are in place to protect children from abuse and to prevent impairment to children's health and development. We want to be sure that children grow up in circumstances consistent with the provision of safe and effective care. We will ensure that action takes place to continue to improve practice and to enable all children to have the best possible outcomes.

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1. Purpose

The purpose of this document is to set out how the safeguarding partners and other organisations will work together to safeguard children and young people in the Leicester. These new arrangements are in response to the Children and Social Work Act 2017 and Working Together 2018 which replaces Local Safeguarding Children Boards (LSCB) with new local safeguarding partnership arrangements.

2. Background

The Children Acts of 1989 and 2004 set out specific duties for local authorities, working with partner organisations and agencies, to safeguard and promote the welfare of all children in their area. Section 17 of the Children Act 1989 puts a duty on the local authority to provide services to children in need in their area; section 47 of the same Act requires local authorities to undertake enquiries if they believe a child has suffered or is likely to suffer significant harm.

These duties can only realistically be discharged with the full co-operation of other partners, many of whom have individual duties when carrying out their functions under section 11 of the Children Act 2004.

Working Together 2018 specifies that in order to safeguard children and to achieve the best possible outcomes, children and families should receive services in a coordinated way. The guidance sets out that a safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as:

- i. the local authority Chief Executive;
- ii. the accountable officer of a clinical commissioning group for an area, any part of which falls within the local authority area;
- iii. the chief officer of police for an area, any part of which falls within the local authority area.

Join-up locally rests with the safeguarding partners, the police, clinical commissioning groups and the local authorities, who have a shared and equal duty to agree and make arrangements to work together to safeguard and promote the welfare of all children in a local area.

Lead officers from each of the safeguarding partners have met to develop these proposals and considered the advice of, and previous reports to the Board, from the current Independent Chair of the LSCB. The new arrangements were agreed and approved by the safeguarding partners' governance bodies in June 2019.

We are therefore very pleased to publish our arrangements in accordance with the requirements and inclusions prescribed in Working Together 2018 (pp 79-80) which are:

- arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area
- arrangements for commissioning and publishing local child safeguarding practice reviews
- arrangements for independent scrutiny of the effectiveness of the arrangements.

3. Principles and Aims

Principles

The principles of the new arrangements are:

- There should be clear governance and leadership from the safeguarding partners which have equal and joint responsibility for local safeguarding arrangements;
- a sharpened focus on a small number of critical identified priorities that maximise the effectiveness of the partnership arrangements;
- appropriate scrutiny of multi-agency frontline practice and evidence of the impact of lessons learned from audits and reviews;
- clarity of accountability and expected contributions of agencies to the arrangements;
- effective processes to ensure statutory requirements for consideration of serious incident notifications, rapid review and local child safeguarding practice reviews including arrangements for funding of these;
- improved efficiency - reduction in duplication of reporting and demand for meeting time;
- clearly defined business support functions with capacity to adequately support the arrangements;
- transparent budget agreements between the statutory partners
- a published description of how independent scrutiny of the arrangements will be ensured;
- consistency and alignment across Leicester, Leicestershire and Rutland area where possible;
- links to other structures across Leicester, Leicestershire and Rutland.

Aims

The strategic aims of partnership are to ensure that effective systems are in place which support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted;
- partner organisations and agencies collaborate, share and co-own the vision as to how to achieve improved outcomes for vulnerable children;
- organisations and agencies challenge appropriately and hold one another to account effectively;
- there is early identification and analysis of new safeguarding issues and emerging threats;
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice;
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

With the intention of:

- Understanding the perspectives of children and young people by asking for their views, listening to them and letting them know what we have done as a result.
- Focusing on the impact of all forms of child abuse and neglect.
- Learning and disseminating learning, from local and national research and case reviews.

- Continuing to identify indicators of the prevalence of all forms of child abuse and neglect in Leicester and to measure progress in tackling this
- Maintaining an overview of the range of provision, services and interventions delivered to reduce the impact of abuse and neglect.
- Supporting and scrutinising steps taken to reduce risk of abuse and neglect.
- Monitoring, supporting and assuring the improvement of the quality of practice and impact across partner agencies
- Improving and integrating performance monitoring
- Supporting communication and information sharing.
- Identifying the barriers to translating lessons learned into improved practice and strategies to overcome these barriers
- Turning findings from learning and quality assurance into measurable action

4. Accountability and Governance

Strong leadership is critical for the new arrangements to be effective in bringing together the various organisations and agencies. It is important therefore that the lead representative from each of the safeguarding partners plays an active role.

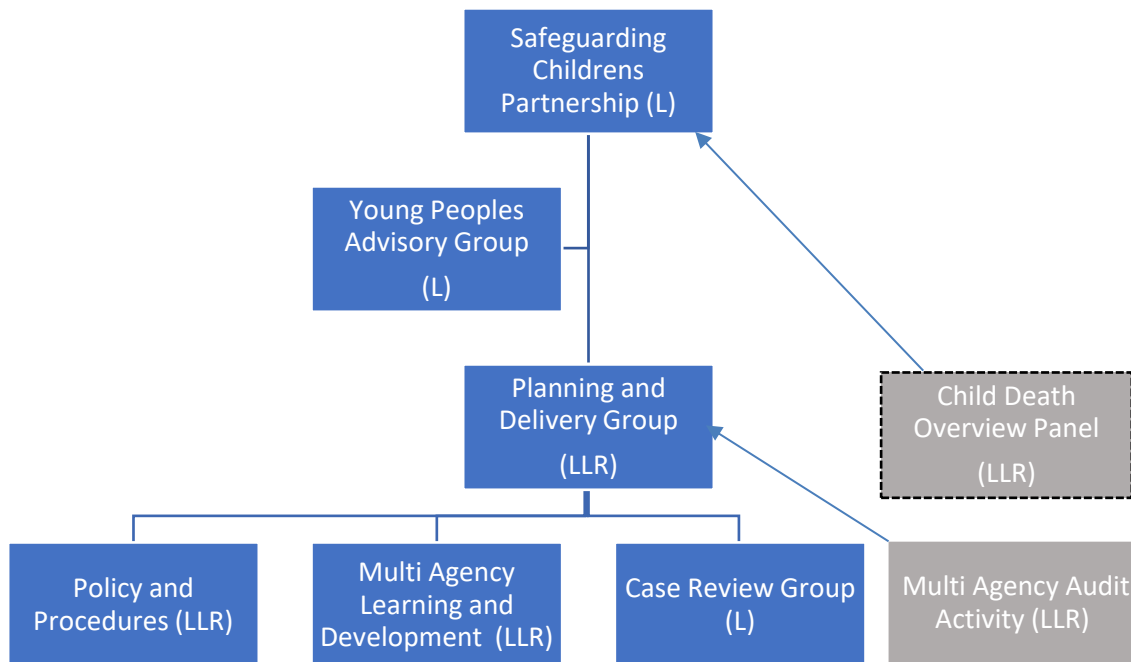
Clear governance is essential, ensuring that where other Boards or bodies have lead accountability for key areas of work, the multi-agency safeguarding arrangements do not duplicate that work, but offer a critical friend/advocacy role.

To be effective these new arrangements will continue to link to other strategic partnership work happening locally to support children and families for example the Health and Wellbeing Board and Youth Offending Service Management Board.

The governance arrangements are further supported by the requirement for the safeguarding partners to publish the local safeguarding arrangements and to report at least once in every 12-month period setting out what has been done as a result of the arrangements, including child safeguarding practice reviews, and how effective these arrangements have been in practice. More detail on the annual report and measuring effectiveness of the arrangements can be found in section 14.

5. Partnership Structure

The structure of the new Leicester Safeguarding Children Partnership is as follows.



The structure of the Partnership was noted and endorsed at the Leicester City Mayor Briefing and agreed at Leicester City, CCG Governing bodies and Leicestershire Police Senior Management Team. The structure has been developed in discussion with Statutory partners for Leicestershire and Rutland and groups marked (LLR) will work across this Partnership and the Leicestershire and Rutland Safeguarding Children Partnership.

The LSCP meets quarterly.

The Planning and Delivery Group also meets quarterly to scrutinise the work of the sub-groups; monitor and respond to assurance reports; agree learning and development arrangements; and carry out the business of the Partnership.

Each sub-group has its own terms of reference and meets between the Planning and Delivery Group meetings.

The Planning and Delivery Group will report the overall actions and the outcomes of all sub-group, and other activity, to the Partnership.

The terms of reference for all groups include details of:

- remit
- membership and
- frequency of meetings

These can be found on the website <http://www.lcitylscb.org/>

The safeguarding partners from the LSCP will continue to meet with the safeguarding partners for the Leicestershire and Rutland for a leadership discussion to include sharing intelligence, reviewing key priorities and strategic commissioning.

In addition to the above structure, task and finish groups will be commissioned as necessary on specific themes in line with in-year priorities and where possible on a Leicester, Leicestershire and Rutland basis.

Business Support

The entire LSCP structure is supported by the Leicester Safeguarding Board Business Unit comprising of:

- Business Office Manager
- Board Officers
- Safeguarding Learning Project Development Officer and Project Officer (shared with Leicestershire and Rutland arrangements)
- Administrative support.

LLR are considering aligning and amalgamating the business unit support provision.

6. Independent Scrutiny of the Arrangements

Working Together 2018 defines independent scrutiny of safeguarding arrangements as:

- providing assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area
- part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.
- objective acts as a constructive critical friend and promotes reflection to drive continuous improvement.
- considering how effectively the arrangements are working for children and families as well as for practitioners, and how well the safeguarding partners are providing strong leadership and agree with the safeguarding partners how this will be reported.

Working Together 2018 identifies that the published arrangements should set out the plans for independent scrutiny; how the arrangements will be reviewed; and how any recommendations will be taken

The local definition for the purpose of this function is scrutiny by persons not employed by any of the statutory partners named in Working Together 2018. Further to that scrutiny of the wider partnership arrangements and relevant agencies contribution should be done by persons not employed by those agencies. The arrangements for independent scrutiny will be reviewed as part of the annual report.

The overall scrutiny of the safeguarding arrangements is, of course, provided by the LSCP. The LSCP requests individual assurance reports from partners on a regular basis.

In terms of independent scrutiny, the Safeguarding Partners have agreed that, for the foreseeable future, the role of Independent Advisor will be retained for LSCP to provide external and independent scrutiny of safeguarding arrangements including decisions relating to local practice reviews and notifications to national bodies. The role of the Independent Advisor is included as Appendix 1. The Independent Advisor will also participate in an annual safeguarding learning and development event for safeguarding partners to promote transparency and participation in statutory inspections as appropriate.

Links to the voluntary sector will be maintained via LSCP reference-group

The Lead Member for Children's Services in local authorities hold 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 doing so, they work closely with other local partners to improve the outcomes and well-being of children and young people. Therefore, the Leicester Lead Member for Children and Education will also attend LSCP meetings, as in the former arrangements, in a participant observer role to maintain their independence to facilitate this.

The 'voice' of children and young people to run through all LSCP business and LSCP Business Plan. A dedicated Young People's Advisory Group reports to the LSCP on the views of children and young people. Young people from the Leicester Youth Council and Children in Care Council are directly involved in the business of LSCP.

The option of commissioning peer reviews of arrangements remains open.

Relevant agencies will also form part of the scrutiny of the arrangement agreed by the statutory partners. This allows for scrutiny questions to be asked of and sought from relevant agencies named in the arrangements on specific matters, as long as this is within their scope of knowledge and understanding e.g. schools may be asked to comment on their experience of the effectiveness of early help arrangements, excluding those which they have a part in delivering.

7. Funding the Arrangements

The arrangements will be funded through equitable contributions from the safeguarding partners.

The budget for 2019/20 has been agreed.

8. Membership and Role of Partnership Groups

The Safeguarding Children Partnership

The LSCP will be the strategic leadership group. It will consist of Director level representatives from the three statutory safeguarding partner organisations. Other organisations will be invited to attend as appropriate. The LSCP will be chaired by the Independent Advisor. In the first year the partnership will meet quarterly following which the meeting frequency will be reviewed.

Membership of the Partnership is defined in the LSCP Terms of Reference as being representatives at senior leadership level with sufficient seniority 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
- Anyone entrusted with attending in their place would need to have similar delegated authority

All partner representatives are expected to take an active part in disseminating information and learning throughout their organisations.

LSCP retains the flexibility to co-opt additional partner representatives at partnership or sub-group level as required.

In an increasingly 'digital' world it is anticipated that an increasing amount of the work of the Partnership will be carried out using electronic and tele-communications between face-to-face meetings. The use of media and virtual technology will increase the capacity of the Partnership and the involvement of partner agencies.

Planning and Delivery Group

The Group will co-ordinate the business of the LSCP and ensure the delivery of the business plan. Membership of this group will be based on the existing LLRSCB Executive Groups but must include Assistant Director level representation, Heads of Safeguarding or Safeguarding leads from safeguarding partners and relevant agencies as outlined in section 8, and chairs of sub-groups. Others will be invited as necessary. The group would be chaired by an independent advisor or senior statutory partner.

The Group, and notably the Chair, will have a significant workload including ensuring delivery of the LSCP business plan, commissioning/managing subgroups, and scrutinising assurance reports and new policy. It will report directly to the LSCP. The Planning and Delivery Group leads on work to evaluate the effectiveness of local safeguarding practice:

- Providing Scrutiny in monitoring the work of LSCP sub-groups.
- Reviewing and acting on performance information and single and/or multi-agency audit findings where they affect safeguarding and promoting the welfare of children.
- Making recommendations to the Partnership in regard to supporting, commending and challenging safeguarding policy and practice across the workforce.

The Planning and Delivery Group ensures that the 'business' agreed at strategic level by the Partnership is carried out effectively.

The Planning and Delivery Group is also charged with the overview of multi-agency inspection activity, preparation and outcomes and for monitoring actions in response to these.

Members of the Planning and Delivery Group will have knowledge and expertise in child protection and safeguarding, plus knowledge and influence regarding performance and practice.

Young People Advisory Group

This will comprise around a dozen members, with flexibility to allow new representatives to join. The group would work with the Planning and Delivery Group to ensure the views of young people help shape the LSCP's priorities, and to give feedback on its work. The group will formally lead a session of the LSCP once each year and will have a standing item on the agenda of the other meetings should it wish to contribute.

Policy and Procedures Group

This group will consist of officers from across the safeguarding partnership, including representatives of the five statutory partners, and would continue wherever possible to be run as a joint group with Leicestershire and Rutland. It will report to the LLR Planning and Delivery Group and will operate as now and be joint with Leicestershire and Rutland. Responsibility for the review and evaluation of the threshold document will be held by the Policy and Procedures Group.

Multi-Agency Learning and Development Group

The LSCP will carry out a Training Needs Analysis each year (as is done at present by the LSCB) to identify what training is required locally. This will be informed by partnership priorities, the outcome of reviews and audits, and other local/national issues.

Training, both face-to-face and online, will be commissioned based on this for the year ahead with a margin of flexibility built in to address any emerging priorities and issues. This will be co-ordinated by the multi-agency learning and development group run jointly with Leicester Partnership. For more information see section 16.

Case Review Group (CRG)

The Case Review Group (CRG) will consider referrals for local Safeguarding Practice Reviews and receive notifications and referrals; ensure rapid reviews are undertaken and reports are prepared to be sent to the National Child Safeguarding Practice Review Panel. The group will commission, and quality assure reviews and consider and disseminate learning from reviews (local, other local authorities and national). More information on these processes can be found in section 13.

This group is already in place and work to achieve a common process and alignment with Leicestershire and Rutland is underway. This will continue in the new arrangements through the Case Review Group. Working Together 2018 requires that there should be independent scrutiny of the arrangements to identify and review serious child safeguarding cases. This will be provided by the independent advisor. Initially the Chair of the group will be the local authority lead from Leicester City Council with responsibility for notifications to the national Child Safeguarding Practice Review Panel. Membership will consist of safeguarding leads from safeguarding partners and relevant agencies as outlined in Section 8.

Child Death Overview Panel

The partnership will link with the Child Death Overview Panel (CDOP) which operates the Child death review arrangements to enable reciprocal reporting of any safeguarding concerns. This will be provided by the Chair of the CDOP. More information on this can be found at section 18.

Multi-Agency Audit arrangements

This will focus activity and emphasis on quality assurance of frontline services through multi-agency audits. The function will provide constructive challenge and gather views of multi-agency practitioners to test assurance reports from statutory partners. These arrangements will be commissioned and managed by the Planning and Delivery Group.

Inter-Board Partnership Arrangements

Of key importance to the new Partnership, is that a focus on children and young people is maintained by all partnerships when addressing contextual safeguarding such as extra-familial threats. These threats can take a variety of different forms and children can be vulnerable to multiple threats, including exploitation by criminal gangs and organised crime groups such as county lines; trafficking and modern slavery, online abuse; sexual exploitation and the influences of extremism leading to radicalisation.

These arrangements have resulted in, among other initiatives, joint training, joint awareness-raising and contribution to each other's plans and strategies.

An opportunity for constructive support and challenge between these partnerships is sustained by this arrangement. The Safeguarding Children Partnership will have key links with, provide information to and seek relevant assurances through the following partnership boards:

- Strategic Partnership Board (including the Vulnerability Executive that leads the strategic overview and delivery of the Leicester, Leicestershire and Rutland response to the exploitation of children);
- Youth Offending Service Management Board;
- Leicester Health and Well Being Board;
- Leicester Safeguarding Adults Board;
- Leicester community safety partnership

9. Involvement of Relevant Agencies

Whilst safeguarding is the responsibility of all agencies a number of agencies have specific responsibilities as outlined in Working Together 2018. Relevant agencies identified by the Partnership will be involved in the LSCP in different ways as follows.

This difference takes account of different roles and is designed to ensure that those who meet face to face have a primary concern in safeguarding children, whilst those organisations which undertake another role are still fully involved in the child safeguarding business of the LSCP, despite other calls on their time and attention.

The following relevant agencies play a key role in safeguarding children through the services they provide in the area and the majority of these operate across Leicester, Leicestershire and Rutland. These will be members of the LLR Planning and Delivery Group and provide representatives on other subgroups as required. They may attend the Partnership meeting or act as 'virtual members' receiving minutes of board meetings and attending as necessary, they will provide assurance directly or through their commissioners as identified in section 14:

- University Hospitals of Leicester NHS Trust (UHL)
- Leicestershire Partnership NHS Trust (LPT)
- Leicestershire Fire and Rescue Service.

And for the LLR wider partnership activity:

- District and Borough Councils in Leicestershire (Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Melton Borough Council, North West Leicestershire District Council, Oadby & Wigston Borough Council)
- Providers of Probation Services: National Probation Service and Derbyshire, Leicestershire, Nottinghamshire & Rutland Community Rehabilitation Company.

District and Borough Councils will normally be represented at meetings by a single individual nominated from across all districts.

Schools and Voluntary and Community Sector agencies play a significant role in the lives of children and young people and have a significant role in safeguarding children. Due to the number and variety of these relevant agencies they will provide assurance and engage with the partnership through specific arrangements.

Arrangements for engagement with schools and early years providers are outlined in section 10.

Voluntary and Community Sector agencies will be engaged through a Voluntary and Community Sector Reference Group for the Partnership shared with the Leicestershire and Rutland Partnership. This will provide a two-way link with the sector to support effective safeguarding in voluntary sector agencies and across the partnership. The reference group will have a representative on the LLR Planning and Delivery Group.

The following relevant agencies provide or commission services that play an important role in safeguarding children and young people. They will be 'virtual members' of the partnership to receive minutes of board meetings and provide assurance and be involved in the partnership as required as they work across the region and issues of capacity may prevent attendance at meetings:

- CAFCASS
- East Midlands Ambulance Service
- NHS England

Other commissioned health service providers operating in the area or providing services to residents of the area will provide assurance through their commissioners and be involved directly in the partnership as required.

10. Involvement of Schools and Early Years Settings

In Leicester there are:

- 92 primary schools (of which 12 is independent)
- 19 secondary schools
- 12 special schools (of which 1 is independent)
- 2 pupil referral units
- 4 School 6th Forms
- 3 Post 16 FE Colleges
- 1 Post 19 FE College
- 2 Universities
- 1 Adult Learning College

In Leicestershire there are:

- 47 secondary schools
- 222 primary schools
- 3 special schools
- 14 independent special schools
- 14 independent schools
- 6 FE Colleges
- 1 pupil referral unit

In Rutland there are:

- 3 secondary schools
- 17 primary schools
- 3 independent schools
- 2 independent special schools
- 1 maintained specialist nursery school
- No FE colleges
- No pupil referral units

At time of publication, academy status has been granted as follows:

- in Leicester, 30 of the primary schools, 9 of the secondary schools and 3 all through schools
- in Leicestershire 138 of the primary schools and 46 secondary schools
- in Rutland 15 of the primary schools and all three secondary schools

Each Local Authority will produce a yearly Safeguarding through Education report for the Safeguarding Partnership highlighting:

- Confirmation that schools and other education providers are adhering to Safeguarding in Education guidance regardless of status
- Ofsted report results published during the year and issues highlighted in reports regarding positive safeguarding practice or concerns
- What action has been taken to address concerns
- Analysis of responses to the Schools Safeguarding Survey/Safeguarding through Education audit carried out by Local Authorities on behalf of the partnership.
- Other key areas identified through the activity of Local Authority Children services in and with schools

- Other training and safeguarding activity undertaken by the local authority education services to support schools

The partnership will seek written assurance from Heads and Chairs of Governors from any schools, including multi academy trusts and independent schools who have not responded to requests for information using the power in Working Together 2018 (s28-29).

There is a programme of training/ updates over the course of the academic year which is on offer to early years settings and schools, including governors. All schools, including the independent sector, are included in the invitation, as are other settings such as out of school clubs and the MoD welfare team working in Rutland.

Education partners in the local authority collate information from schools via a Schools Safeguarding Survey/ Safeguarding through Education audit. The Partnership will use this to ask specific questions each year about priority areas.

Headteachers meetings and Local Authority education briefings and bulletins will also be used as a mode of communication and engagement.

11. Involvement of Youth Custody and Residential Homes

The Youth Offending Team reports to Youth Offending Board and will continue to report to the Partnership via the Local Authority Children's Services representatives on the Partnership.

The Youth Offending Team is represented on the LLR Planning and Delivery Group through Leicester City Council and on other sub-groups as required.

There are no Youth Custody homes within the local authority areas but those which are in the region which house young people from the area will be required to report on arrangements as and when necessary.

Assurance will be sought from providers and the local authorities about the safe and effective running of all independent residential homes and foster care agencies who have a responsibility to notify the local authority of safeguarding issues. This includes children from Leicester City placed in Leicestershire and Rutland and vice versa.

The partnership has procedures for notification of transfer of Children Looked After and safeguarding incidents regarding Children Looked After placed out-of-area and placed in area by other authorities. A partnership network brings together professionals to oversee and address issues with notifications and Local Authorities follow up when notifications have not been made.

The Leicester Corporate Parenting Board has responsibility for all children looked after by the Council, including those placed outside the area.

12. Responding to the Voice of Children and Families

The voice of the child is a recurring thread throughout everything that the Safeguarding Partnership does and the LSCP Business Plan.

Sub-groups are expected to report in every Highlight Report to the Partnership on how the group has considered the voice of children and young people.

Each partner must include an outline in the Agency Assurance Report of how the agency/organisation ensures that they appropriately listen and respond to the voice of children and young people.

Audit work includes a focus on how parents and carers have been included in the planning for children.

Parents and carers who may be involved in cases which are reviewed are informed of the review and asked if they wish to make their own contribution. (Advocates are offered if these would be appropriate.)

Processes

13. Local Child Safeguarding Practice Reviews

The process for serious incident notifications in Leicester, Leicestershire and Rutland has been updated by the Local Authorities in line with the new guidance.

On being informed of a notifiable incident, the LSCP will undertake a Rapid Review in line with published guidance in Working Together 2018 in order to make decisions and to inform the initial recommendation of the LSCP to the Child Safeguarding Practice Review Panel (the Panel) about whether a local practice review is required.

The responsibility for considering cases for Child Safeguarding Practice Review and for informing the Panel lies with the Case Review Group (CRG) Final decision making be will by the independent advisor.

Terms of Reference for CRG will cover all requirements and timescales in Chapter 4 of Working Together 2018 (including notifications of serious incidents.)

A process map is being created with procedures for considering notifiable incidents and non-notifiable, but serious, incidents for Safeguarding Review.

Safeguarding Practice Reviews will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be assessed and selected by representatives of LSCP and the CRG based on previous work and experience, recommendations and via personal interview.

Reviews will be published, as outlined in Chapter 4 of Working Together 2018, on the LSCP website.

Exceptions to publication will be discussed with the national Child Safeguarding Review Panel.

Each Review results in an action plan which will be monitored by the CRG and then actions and outcomes re-reviewed and or/audited to ensure that they are embedded in practice.

Each review results in a plan to disseminate learning across a multi-agency workforce.

Any Serious Case Reviews not completed by the Leicester Safeguarding Children Board (LSCB) by 29 September 2019 will be handed over to the Safeguarding Partners to consider how they are taken forward.

14. Partnership Assurance Framework

The purpose of the assurance framework is for the partnership to:

- be assured of continuous improvement in the safeguarding effectiveness of local arrangements for children
- promote and ensure effectiveness of multi-agency collaboration
- secure and evidence improvement in practice from multi-agency assurance reports, audits, local practice reviews and training and development

At the heart of this assurance framework are five simple questions:

- Are we improving our ability to keep children safe and how do we know?
- What did we do?
- How much did we do?
- How well did we do it? and
- What difference did it make?

The diagram below shows the outline of the framework.

Assurance Framework



For the partnership to achieve a good understanding of the effectiveness of safeguarding arrangements it needs:

- a shared analysis of intelligence about practice which leads to action to improve standards of multi-disciplinary assessment, planning, intervention and review.
- to identify the 'key focus areas' that are a priority.
- to obtain data and information from an appropriately balanced range of sources, using a range of methods.

The process requires a systematic means of the partnership providing opportunities for their staff to:

- reflect on the quality and impact of their practice
- develop their curiosity and enhance clarity of thinking
- access the support to deal constructively with the emotional and psychological impact of the work.

A variety of measures will be used for the evaluation of effectiveness:

A system of reports will ensure that the partnership receives assurance from each organisation on their safeguarding children arrangements. This includes information on how they have addressed the partnership priorities and how the 'lived experience' of children has been considered.

In addition to assurance reports from statutory partners and relevant agencies each subgroup will report to the Planning and Delivery Group via a highlight report on activity, actions and performance and information on the subgroup's work.

A quarterly 'How are we doing?' assurance report will be produced by the Planning and Delivery Group. This will assess impact against agreed outcome statements, draw together analysis of available evidence and be a composite report to the Partnership highlighting what we are doing well, areas for further exploration and actions for the next period.

The Partnership and each sub-group will keep an action log which is reviewed and completion recorded. Actions and outcomes from all case audits and case reviews are reviewed and re-reviewed to ensure that they are embedded in practice.

The Partnership will also seek assurance of safeguarding arrangements and practice from a range of named relevant partners including:

- Early years settings and schools (including independent schools, free schools and academies) via the local authority education lead
- Voluntary Sector
- Health Providers via the commissioners

Safeguarding Assurance Cycle Process

The diagram below outlines the safeguarding assurance cycle for the Partnership:



Gather intelligence - How are we doing?

This phase will include the following elements:

- Each member of the partnership will self-assess whether it is being effective in keeping children safe.
- The self-audit will meet the requirements of the section 11 assurance process and will capture information on safeguarding practices among local organisations. It covers safeguarding policies and procedures; information sharing; recording incidents of concern; recruitment of staff and volunteers, training and safer employment.
- Questionnaires or focus groups to gather the views of professionals on specific gap or focus areas
- A deep dive approach as appropriate to look at one of the key focus areas in depth each year
- Review one key focus area shared by several partners at each meeting
- An annual quality assurance event where the main messages from the agency assurance reports are shared and considered
- Multi-agency case audits: evidence of good practice in safeguarding and early intervention or areas for improvement. This may include large-scale audits focussed on specific parts of safeguarding processes.
- Capture information from parents and carers about their experience of the services they received through making better use of technology
- External peer review – The partnership will explore commissioning of an external peer review of the arrangements from outside Leicester, Leicestershire and Rutland on a thematic basis every three years.

The Independent Advisor will play a role in the assurance framework including participating in an annual safeguarding learning and development event for safeguarding partners and

scrutinising the outcomes from the evaluation of the intelligence gathering to inform the refresh of focus areas. This will also assist with promoting transparency.

Agree focus areas

The Safeguarding Partners have agreed there should be a focus on a small number of defined areas which the organisation/partnership concludes are the most important. From the evaluation of the intelligence the partnership will review the existing focus areas and agree those for the next period.

Determining Outcome Statements

For each of the focus areas the Partnership will determine outcome statements to clarify objectives and what good looks like. Work to review and agree partnership outcome statements will be undertaken each year as part of the assurance process.

Agree, implement and review impact of the Business Plan

The LSCP will develop a Business Plan outlining its priorities for development and assurance. The annual business plan reflects the actions needed to address the key focus areas and have measurable outcome statements. This will also include a plan to disseminate learning. The Business plan will be reviewed each year, and progress on outcomes and actions within the plan will be reviewed during the year.

Forward planning

The Partnership will work to a rolling three-year 'quality assurance timetable' which will be updated annually in the business plan.

There will be an annual evaluation of what practice improvements have been delivered through learning and development activities. The partnership will carry out a Training Needs Analysis each year to identify what training is required locally. This will be informed by partnership priorities, the evaluation of learning and development from the previous year, outcome of reviews and audits, and other local/national issues.

Annual Report

The Safeguarding Partners will publish an Annual Report setting out what has been done by the Partnership, and the partners, to safeguard children and young people during the previous year and how effective the partnership arrangements have been.

This report will include information about:

- Agreed priorities
- Analysis of progress (or lack of progress) against priorities
- Decisions and actions taken by partners
- Feedback from children and young people and how this has been utilised to inform work and influence service provision
- Information on the delivery and impact of multi-agency safeguarding training
- Information on the learning and impact of any Child Safeguarding Practice Reviews.

Any changes to the arrangements described in this document will be outlined in the Annual Report and reasons given for those changes.

The Annual Report will independently scrutinised and be endorsed by the LSCP members.

It will be distributed across all relevant partners for dissemination throughout their organisations.

The LSCP Annual Report will be published on the Partnership website and copies will be sent to other appropriate boards following discussion with the independent advisor, the partnership board and other strategic partners.

15. Data and information transfer

In accordance with Working Together 2018, arrangements are being made for handover of all relevant data and information held by the Leicester Safeguarding Children Board and the Leicestershire & Rutland Safeguarding Children Board to the Safeguarding Partners.

In practice the data will continue to be managed by the Partnership Business Unit, currently hosted by Leicestershire County Council

Due consideration has been given to the Data Protection Act 2018, the General Data Protection Regulation, the Freedom of Information Act and an audit trail is being produced of the information and data to be 'transferred'.

All pertinent historical records, including any that might be relevant to the Independent Inquiry into Child Sexual Abuse, will be retained.

16. Inter-agency training

Working Together 2018 describes how:

Multi-agency training (is) important in supporting (a) collective understanding of local need ... To enable this, the three safeguarding partners should consider what training is needed locally and how they will monitor and evaluate the effectiveness of any training they commission.'

The Safeguarding Partnership will continue to carry out a Learning Needs Analysis each year to identify what multi-agency training is required locally.

The Learning Needs Analysis (LNA) will be compiled with input from Partnership members, Sub-group Members, and from practitioners across Leicester, Leicestershire and Rutland.

The LNA is also informed by Board priorities, the outcome of reviews (including Safeguarding Practice Reviews) and audits, and other issues as they come to light (whether locally or nationally).

Training – both face-to-face and online – is commissioned based on this LNA for the year ahead with a margin of flexibility built in to address any emerging priorities and issues.

Training is evaluated via participant feedback and via a longer-term impact survey for practitioners to understand how they have used what they learnt and the impact it has made.

Attendance figures and feedback is used to adjust, where necessary to the provision of multi-agency training.

All the above is coordinated by the Multi-Agency Learning and Development Group, monitored by the LSCP Planning and Delivery Group and reported to the Partnership.

17. Accessing Services and Help (Thresholds)

Working Together 2018 requires that the safeguarding partners publish a threshold document, which sets out the local criteria for action in a way that is transparent, accessible and easily understood and, as such, enables practitioners to identify the right support for the right child at the right time.

Children's needs should be determined by a robust assessment which should inform the proportionate service response. Clear thresholds and processes, together with a common understanding of them across local partners, will help to ensure that appropriate referrals for support are made. Such a common understanding can only continue to improve the effectiveness of joint work and lead to better outcomes for children and families.

The document is available online at [LLRSCB Procedures](#) and is used in multi-agency training.

The document contains added information about all safeguarding children themes, links to screening tools and links to local and national procedures, policies, guidelines and research.

There is, in addition, extensive information on the safeguarding website about safeguarding concerns, issues and themes and how to make enquires and referrals regarding concerns about children across the spectrum from early help to statutory intervention.

Information with contact details for concerns about children is on all Partnership communications.

The use of the Threshold Document and the impact on the quality of safeguarding enquiries and referrals will be reviewed in 2020.

18. Child Death Review arrangements

The responsibility for ensuring child death reviews are carried out is held by 'Child death review partners,' who, in relation to a local authority area in England, are defined as the local authority for that area and any clinical commissioning groups operating in the local authority area.

Child death review partners will publicise information on the arrangements for child death reviews in the area. This will include who the accountable officials are (the local authority chief executive and the accountable officer of the clinical commissioning group), which local authority and clinical commissioning group partners are involved, what geographical area is covered and who the designated doctor for child deaths is.

The child death review arrangements for Leicester, Leicestershire and Rutland will be carried out by the Child Death Overview Panel (CDOP). The CDOP covers the geographical areas of Leicestershire and Rutland and Leicester City Councils, with learning enhanced by collaboration with other regional neighbours.

The new Safeguarding Children Partnership will maintain a link with the CDOP to enable reciprocal reporting of any safeguarding concerns. It has been agreed by the Child death review partners that CDOP will continue to provide reports on activity to each of the Safeguarding Partnerships and will publish an Annual Report.

The Chair of CDOP will attend the LSCP meetings to provide this link. The CDOP is currently chaired by a Public Health consultant.

The Child Death Review arrangements are published online at [LLRSCB CDOP procedures](#)

19. Resolution of disputes

Working Together 2018 (pp 80) specifies that: Safeguarding partners and relevant agencies must act in accordance with the arrangements for their area and will be expected to work together to resolve any disputes locally.

The Independent advisor or other independent person will support the dispute resolution process. This is part of the current procedure and where the statutory partners cannot come to a unanimous agreement then the advice of the independent advisor should be sought and in coming to a final decision, the response to that advice should be transparent. Each statutory partner retains their own access to legal advice.

The Partnership's Resolution of Disputes process will be clearly outlined on the Partnership's website and in separate guidance which can be downloaded.

The guidance outlines principles and processes and when, and at what stage, concerns should be escalated to the safeguarding Partnership, including the referral of cases for consideration for Child Safeguarding Practice Review.

Partners are reminded regularly face-to-face and in communications, that this process exists and where to find guidance.

Useful links

How to raise a concern about a child: [lrsb.org.uk/child report](http://lrsb.org.uk/child-report)

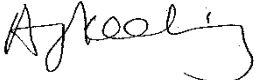


Working Together 2018 guidance: [www.gov.uk working together to safeguard children](http://www.gov.uk/working-together-to-safeguard-children)

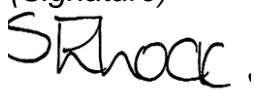

Keeping Children Safe in Education guidance:

[www.gov.uk keeping children safe in education](http://www.gov.uk/keeping-children-safe-in-education)

20. Endorsement of the safeguarding arrangements

The lead representatives from the safeguarding partners responsible for the safeguarding arrangements set out under the Leicester Safeguarding Children Partnership have endorsed the arrangements.

<p>(Signature)</p>   <p>Leicester City Council</p>	<p>(Signature)</p>   <p>Leicestershire Police Protecting our communities</p>
<p>Andy Keeling Chief Operating Officer, Leicester City Council</p>	<p>Simon Cole Chief Constable, Leicestershire Police</p>

<p>(Signature)</p>   <p>NHS Leicester City Clinical Commissioning Group</p>
<p>Sue Lock Managing Director, Leicester City Clinical Commissioning Group</p>

Appendix 1

The role of the Independent Advisor

The Independent Advisor for Leicester Safeguarding Children Partnership will support and advise the safeguarding partners to ensure the multi-agency arrangements are effective in safeguarding and promote the welfare of all children.

The Independent Advisor will independently chair the Leicester Safeguarding Children Partnership.

Through chairing the main Partnership meetings, the Independent Advisor will have oversight of the outcomes of the assurance process.

The Independent Advisor will scrutinise and verify the assurance work and the Annual Report of the Partnership.

The Independent Advisor will make decisions as to whether serious incident cases referred to the to the Child Safeguarding Practice Review Panel or cases referred to the Case Review Group meet the criteria for a local child safeguarding practice review, based upon the information provided by the Case Review Group. The Advisor will identify on what grounds a review should be carried out and will notify the Child Safeguarding Practice Review Panel of these decisions. The Advisor will have regard to any guidance which the Panel publishes.

The Independent Advisor will participate in an annual safeguarding learning and development event for safeguarding partners and scrutinise the outcomes from the evaluation of the intelligence gathering to inform the refresh of focus areas. This will also assist with promoting transparency.

The Independent advisor where appropriate will support the dispute resolution process, providing advice where the Partnership members cannot come to a unanimous agreement.

In addition to the principles, aims and objectives of the Partnership outlined in the safeguarding arrangements document the key considerations of the Independent Advisor in their scrutiny will be:

- How effectively the voices of children and young people are listened to and acted upon.
- How the arrangements are working for children and families, as well as for practitioners, and
- How well the safeguarding partners are providing effective leadership.