

## HARTLEPOOL AND STOCKTON-ON-TEES SAFEGUARDING CHILDREN PARTNERSHIP BUSINESS CASE

### 1. INTRODUCTION

- 1.1 The Children and Social Work Act 2017 and Working Together 2018 set out the requirement to replace Local Safeguarding Boards with safeguarding partnerships. The Act defines safeguarding partners as:

*“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:*

*(a) the local authority*

*(b) a clinical commissioning group for an area any part of which falls within the local authority areas*

*(c) the chief officer of police for an area any part of which falls within the local authority area”*

- 1.2 Working Together requires the three safeguarding partners to agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.
- 1.3 The following document sets out the proposal to develop a Hartlepool and Stockton-on-Tees Safeguarding Children Partnership.

### 2. VISION, OBJECTIVES AND PARTNERS

#### 2.1 Vision

##### 2.1.1 Our vision:

**“Every child in Hartlepool and Stockton to be safe from harm, and to feel safe, secure, well cared for and able to reach their full potential.”**

- 2.1.1 Our aim as a partnership is to understand what is working well, what needs further development in our collective safeguarding practice to achieve this vision and how to address areas that do not meet the required standards.
- 2.1.2 We will work as a partnership recognising the importance of working with practitioners via our new ‘Active Learning’ approach, focusing on facilitating and driving action beyond the usual institutional and agency constraints and boundaries. Practitioners developing lasting and trusting relationships with families will be at the

heart of our methodology. This will provide an opportunity to influence front line safeguarding practice as we learn and improve together.

2.1.3 We will support active learning by the establishment of a pool of independent 'Critical Friends' to facilitate learning and challenge practice with a view to embedding this within our partnership and sharing it with other local strategic partnerships that work with children and families.

## 2.2 Objectives

- To achieve the best possible outcomes for children and families and provide targeted services that meet their need in a co-ordinated way.
- To improve safeguarding practice across all partners thus impacting positively on the lives of children
- To improve multi agency working, early identification and analysis of issues and threats / barriers to improve safeguarding practice
- To enable shared learning with front line staff across all partners in a 'positive error culture' where we accept that mistakes will be made, and we hold each other to account for the learning we gain from learning from mistakes
- To establish and embed peer challenge as a process for learning and improvement
- To embrace a culture of challenge with organisations and agencies holding one another to account.
- To share information effectively to facilitate more accurate and timely decision making for families.
- To deliver on key elements that inform the basis of effective safeguarding practice:
  - Effective governance
  - Quality assurance and intelligence
  - A culture of learning and improvement

## 2.3 Partners

The partners in Hartlepool and Stockton on Tees Safeguarding Children Partnership include the following in accordance with Working Together 2018 (and Children and Social Work Act 2017).

- a) Hartlepool Borough Council
- b) Stockton-on-Tees Borough Council
- c) Hartlepool and Stockton-on-Tees Clinical Commissioning Group
- d) Chief Officer of Cleveland Police

In addition, the three statutory safeguarding partners must set out how they will work together, and with, any relevant agencies. Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children with regard to local need. These are:

- Adoption Tees Valley

- British Transport Police
- Children and Family Court Advisory and Support Service (CAFCASS)
- Children, young people and families
- Cleveland Fire and Rescue Service
- Colleges, schools and Early Years settings
- Community / Voluntary Sector Organisations
- Durham Tees Valley Community Rehabilitation Company (CRC)
- Faith organisations
- Hartlepool Local Authority:
  - Housing
  - Sports and Leisure
  - Youth Offending Team
- Local Housing providers
- National Probation Service (NPS)
- NHS England
- North Tees and Hartlepool NHS Foundation Trust
- Residents of Hartlepool and Stockton-on-Tees
- Stockton-on-Tees Local Authority:
  - Housing
  - Sports and Leisure
  - Youth Offending Teams
- Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV)
- Teesside Safeguarding Adults Board (TSAB)
- The Police & Crime Commissioner

The contributions to be made by the above named non-statutory partners will be outlined within a Memorandum of Understanding which is to be developed as part of the transition plan for the new arrangements. Models of involvement will be tested within the transition period and used to inform the agreed contributions. Agencies will be involved in the work of the partnership through the following:

- Involvement in multi-agency audits
- Involvement in action learning activities
- Involvement in multi-agency training
- Attendance at Safeguarding Forums
- Attendance at Engine Room meetings
- Submission of Section 11 audit returns or equivalent (internal review)
- Amendments to policy, processes or procedures in light of learning
- Joint meetings with the Teeswide Safeguarding Adults Board (TSAB)

### **3. STRATEGIC FIT/ BUSINESS BENEFITS**

#### **3.1 Strategic Fit**

The development of a new safeguarding arrangement across Hartlepool and Stockton on Tees fits with the existing effective collaborative working across North

Tees. This collaborative working is already evident across Tees, including with Tees Safeguarding Adults Board (TSAB), Adoption Tees Valley and The Children's Hub.

The Partnership will continue to work collaboratively across Tees, and will strengthen links with TSAB through a focus on collaboration on the most vulnerable children and adults, especially those with mental health needs and learning disabilities, as well as on 'high impact' families well known to services including those in or on the edge of the criminal justice system.

### 3.2 Business Benefits

We have identified a number of business benefits associated with our new partnership:

- A reduction in time spent in meetings
- Minimising duplication across the two local authority areas
- A clearer line of accountability to the named safeguarding partners
- Clearer links between operational practice and strategic oversight – faster, more responsive decision making
- The opportunity to work more collaboratively across key agencies
- The opportunity to release savings from year 2 onwards
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### 3.3 System benefits

We have also identified key system benefits from these proposals

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- An enhanced focus on the quality of practice at the front line and the impact on outcomes for children and young people.
- The opportunity to focus on early intervention and prevention
- Enhanced ability to implement change and drive forward learning across teams
- The ability to extend the benefits of high quality multi agency information sharing and practice beyond the Children's hub
- The enhanced scope to co-design and commission services for maximum benefit across partners
- System assurance around the quality and effectiveness of service delivery and impact on CYP outcomes.

In Year 1, we have identified four key thematic priorities, which will provide a focus for our learning activity, and which represent the key initial priorities for action. These are drawn from our existing PMF, and local intelligence. Each priority will be led by one of the safeguarding partners:

1. The impact of drugs and alcohol – Hartlepool Borough Council
2. parental mental health – Stockton-on-Tees Borough Council
3. Emotional health and wellbeing – HAST Clinical Commissioning Group

4. Vulnerable, exploited, missing trafficked – Cleveland Police

For each priority we will: scope and define; analyse; engage; make recommendations for change.

3.4 Critical Success Factors

The aim of the safeguarding children partnership is to prevent and reduce harm. This will be achieved through the promotion of high quality front line practice, taking every opportunity to learn and share using an evidence based approach.

Successful adoption of this model will ensure a system wide approach, thus increasing the value of the contribution by individual agencies to achieve improved outcomes for children and young people.

The Hartlepool and Stockton-on-Tees Safeguarding Children Partnership will measure success using performance data, audit and feedback from children and young people, families and practitioners. To demonstrate this success and impact partners would expect to see that:

**1. Recommendations from identified learning are implemented**

This may be in the form of changes to processes, policy, procedures or practice and implemented both individually (single-agency) and/or collectively (multi-agency) and will demonstrate that dissemination mechanisms are in place and effective. (Audit and practitioner feedback)

**2. Multi-agency Safeguarding practice is co-ordinated**

The child and family should experience a coherent process of support which will demonstrate that partners are co-operating and communicating effectively to co-ordinate the commissioning of integrated services. (Audit and Children young people and family feedback)

**3. An increase in the effectiveness of Early Help**

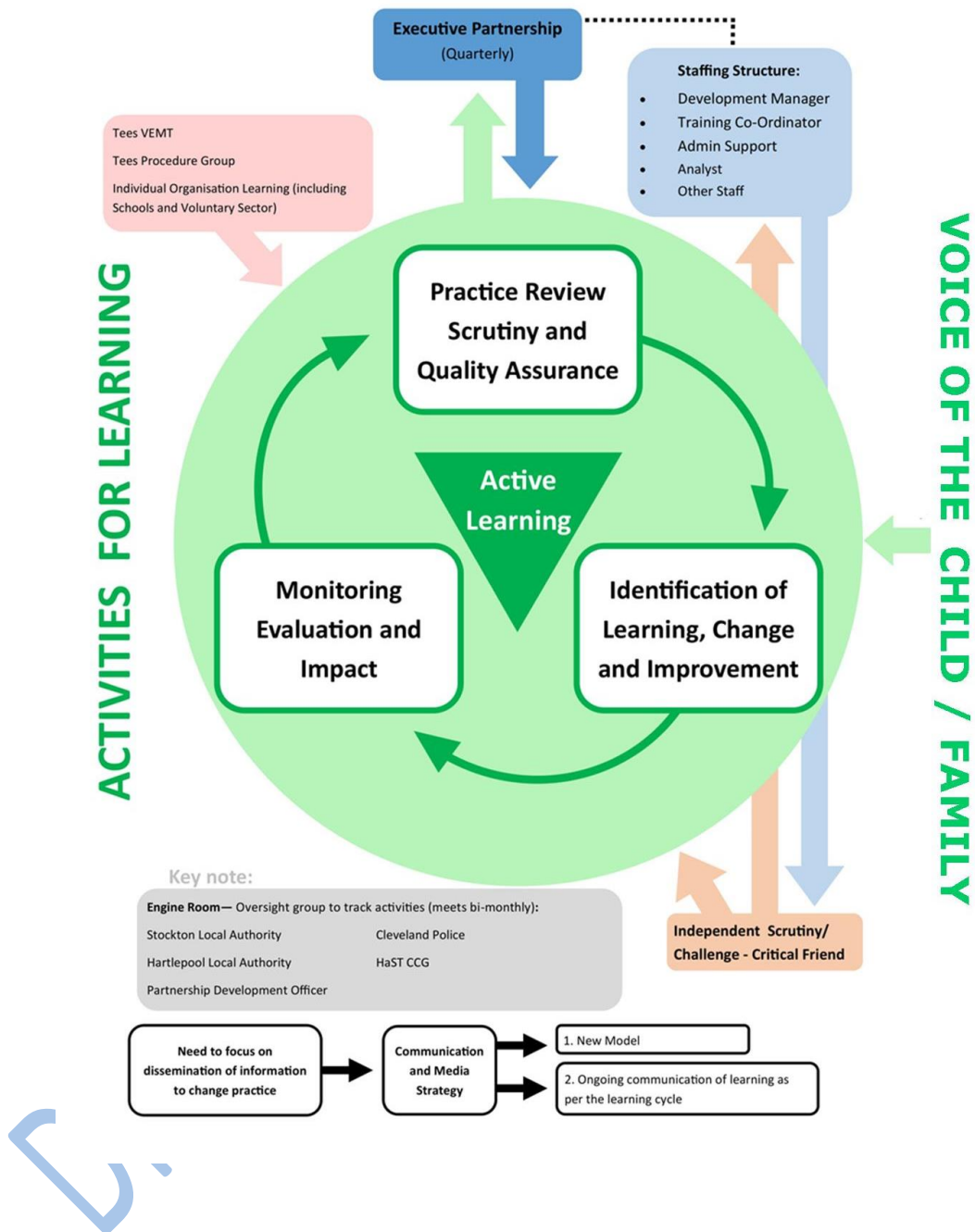
The number of children and young people who are supported at the earliest opportunity through Early Help (across all partners) should increase; which will demonstrate that partners have in place effective ways to identify emerging issues and potential unmet needs and are providing targeted and co-ordinated services to address these needs. (Performance data)

**4. A reduction in the number of children and young people needing to be supported through Children's Social Care**

The number of children and young people needing to be supported through Children's Social Care should reduce which will demonstrate the effectiveness of evidence-based, needs-led targeted and co-ordinated services. (Performance data)

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#### 4. HARTLEPOOL AND STOCKTON-ON-TEES SAFEGUARDING CHILDREN PARTNERSHIP MODEL



The model is based on an active learning approach. Themes will be identified through qualitative and quantitative data, local reviews, national reviews and audit practice across the system (single agency and multi agency). Action learning will be commissioned to look at the themes identified which will involve front line practitioners. This model allows practitioners to learn as they take part in the activity. This learning will also be shared with the executive group to ensure that the learning is disseminated across the system.

## 5. GOVERNANCE ARRANGEMENTS

### 5.1 Executive Partnership

- 5.1.1 Functional responsibility of the Executive Partnership will be shared between the key agencies identified in the Children and Social Work Act (2017) and include executive level members of Cleveland Police, Hartlepool & Stockton-on-Tees Clinical Commissioning Group (HAST CCG) , and both Hartlepool and Stockton-on-Tees Local Authorities.
- 5.1.2 Ultimate responsibility and accountability will lie with the lead representatives for the safeguarding partners which are: the Local Authority Chief Executive, the Accountable Officer of the Clinical Commissioning Group, and the Chief Police Officer.
- 5.1.3 Delegated responsibility can be conferred to named officers who will form the Executive Partnership. The lead representative will however remain accountable for any actions or decisions taken on behalf of their agency in accordance with the statutory functions and regulations.
- 5.1.4 All four partners will have equal and joint responsibility for local safeguarding arrangements and will meet formally each quarter to review and determine how the safeguarding arrangements are progressing; to celebrate good practice, identify areas for learning and improvement, provide direction as appropriate and receive exception reports from the Engine Room. Informal discussion will take place between meetings when the necessity arises.
- 5.1.5 The Executive Partnership will:
- Promote effective multi agency working to safeguard children and promote their welfare
  - Share and co-own the vision for how to achieve improved outcomes for vulnerable children
  - Ensure that services are commissioned in a co-ordinated way; through liaison with other key partnerships and Boards
  - Promote co-operation and integration between universal services such as schools, primary and secondary care, adult services, early years settings, youth services and colleges, voluntary and community and specialist support services
  - Oversee core safeguarding functions of the partnership arrangement
  - Scrutinise the quarterly reports on learning activity presented to them by the 'engine room'
  - Provide further challenge where necessary when seeking assurance, evidencing impact and improvement
  - Liaise with other key local partnerships and boards; feeding back any relevant information to the 'engine room'
  - Propose any relevant lines of enquiry for learning activity
  - Ensure all statutory function and requirements are met.
  - Approve the appointment of reviewers for local case reviews



- Publish a threshold statement in liaison with the Hartlepool & Stockton-on-Tees Children's Hub Management Board which sets out the local criteria for action required to safeguard and promote a child's welfare in a way that is transparent, accessible and easily understood

5.1.6 The Executive Partnership meetings will be chaired by an independent chair for the first year to ensure that the new arrangements are established and embedded. This will be reviewed after the first year of the new arrangements.

## 5.2 Engine Room

5.2.1 The Engine Room will initially meet monthly, moving to bi-monthly, and will be supplemented by the activity and active learning sets. The engine room will include representatives from Hartlepool & Stockton-on-Tees CCG, Cleveland Police, Hartlepool Children's Services, Stockton-on-Tees Children's Services, and the Partnership Development Manager. Additional members will be co-opted onto the group from other agencies as and when appropriate. This group is accountable to the Executive Partnership and will therefore operate for and on behalf of them. Individual Members of the Engine Room will also engage with other colleagues on behalf of the group when undertaking or leading on a key function.

5.2.2 In addition it is proposed there will be two open Engagement Sessions a year that will include representatives from the Education and Community / Voluntary Sectors and other relevant Safeguarding Agencies.

5.2.3 The functions of the Engine Room carried out on behalf of the Executive Partnership include:

- Identification of Key Lines Of Enquiry (KLOE)
- Receiving recommendations from relevant Performance Management Framework (PMF) groups and the Executive Partnership for further exploration
- Analysis of data and soft intelligence to identify, scrutinise and address any themes arising
- Commissioning Action Learning Sets
- Identification of training and commission training following findings from action learning sets
- Quality assurance
- Multi Agency Audits
- Consider requests for National and Local Child Safeguarding practice reviews
- Identifying and ensuring dissemination of good practice, in order to celebrate and learn
- Establish and implement the Communication Strategy
- Impact testing – Monitor and review change for improvement / learning
- Report learning and impact to Executive Partnership
- Responsible for producing the Annual Report

5.2.4 *On behalf of the Executive Group, the Engine Room will analyze and identify training and development needs and associated delivery opportunities. This will include existing and emerging challenges and also include the effective evaluation of delivery.*

5.2.5 The Engine Room will be chaired by a statutory partner on a rota basis.

5.2.6 Each member of the Engine Room will attend all meetings and where this is not possible will send a person to deputise who has been briefed on the nature of the meeting to allow for contribution and the appropriate level of decision-making to the meeting.

### 5.3 Independent accountability and scrutiny

5.3.1 The Safeguarding partnership will be in the first instance chaired by an independent chair. This will ensure that all safeguarding partners are held to account and are contributing to the new arrangements as per the governance agreement.

5.3.2 An independent “critical friend” will be appointed to each of the learning action activities to ensure that challenge and scrutiny is central to the work undertaken. The critical friend will offer expertise and scrutiny to the operational elements of the new arrangements.

5.3.3 The safeguarding partnership will also publish an annual report which will set out:

- Effectiveness of partnership in relation to critical success factors
- Findings and impact from action learning activity
- The partnership will undertake a review of its arrangements within 12 months.

### 5.4 Links to Tees Safeguarding groups

5.4.1 Tees Procedures and Tees Strategic Vulnerable Exploited Missing and Trafficked (VEMT) will continue to function as Tees groups. Recommendations from these Tees groups will be considered by the Engine Room; leading to active learning on particular themes being commissioned where needed.

5.4.2 It will also be the responsibility of the Engine Room to report any relevant findings back to these Tees Groups to ensure that learning can be shared across Tees.

5.4.3 It is expected that the data currently collected within the Tees PMF framework will continue to be gathered. There will be a more explicit focus on analysis. We will explore the options to achieve this in year 1, whether through the existing Tees PMF contract or through dedicated analytical capacity. It will be the responsibility of the engine room to look at the analysis to determine if there is learning activity that needs to take place to further dive into the issues that the data is presenting.

**6. STAFFING**

- 6.1 Current staffing dedicated to the two boards consist of:  
2 x full time Business Managers  
1 x full time Joint Training Co-ordinator  
1 full time admin (0.5 x2)  
Stockton currently commission their admin function internally (equivalent to 1 full time post)
- 6.2 Proposed staffing structure will consist of:  
1 full time Partnership Development Manager  
1.5 x full time Admin  
1 x full time Joint Training Co-ordinator  
1 x part time development officer/ data analyst  
Commissioned independent 'Critical Friends'  
(NB: These will be subject to review in the first year.)
- 6.3 It is proposed that Hartlepool Borough Council will host the employees for the new safeguarding partnership due to all existing LSCB staff currently being employed by Hartlepool Council. All SLSCB staff are no-longer in post.

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## 7. FINANCIAL IMPLICATIONS

7.1 The proposed budget for 2019/2020 is: (at this stage I have assumed standstill position)

<b>INCOME</b>		Standstill
Cleveland Police		31,372
Generated Income		5,000
Hartlepool Borough Council		73,459
Hartlepool & Stockton Clinical Commissioning Group		84,574
Misc. Income		
Other Partners Contributions !>		
	<i>CAFCASS</i>	
	<i>Community / Voluntary Sector Forums</i>	
	<i>Education Establishments / Forums</i>	
	<i>HM Prison &amp; Probation Service</i>	
Stockton-on-Tees Borough Council		68,075
Sub Total		262,480
Income - Expenditure Balance Brought Forward from 2018 / 19		56,477
<b>Total Receipts</b>		318,957
<b>EXPENDITURE</b>		
Staffing		152,000
	<i>Development Manager</i>	58,000
	<i>Business Support Admin</i>	33,000
	<i>Training Co-ordinator</i>	41,000
	<i>PMF Analyst</i>	20,000
	<i>Other Posts TBD</i>	
Staff Training & Conferences		750
Travel and Transport		2,500
AILC Fee, Grants & Subscriptions		2,000
Multi Agency Training / Events		50,000
Serious Case / Learning Reviews		20,000
Invest to Save: Action Learning / Scrutiny Impact Checks / Transition/ Critical Friends		40,000
Supplies and Support Services		
a) Tees Safeguarding Web Based Procedures		1,500
b) General Running Costs		3,000
c) Safeguarding Events Campaigns		1,500
d) Room Hire		3,000
e) Other / Misc.		
<b>Total Payments</b>		276,250
Balance: Income – Expenditure		42,707

## 8. CONSULTATION

8.1 The following consultation has been undertaken with partners:

Stakeholder group	Purpose of engagement/ consultation
Individual discussions within organisations	To develop model of delivery and scope of the model – North Tees approach.
LSCB Executives	To develop model of delivery
Boards	Board meetings to consider: Initial proposals which included principles of working Outline proposals which set out delivery model  Joint consultation meeting to explore detail
Staff	Formal staff consultation for changes in delivery model and joint work between local authorities
Discussion with chair	To further develop model with particular reference to Tees current shared arrangements e.g. Tees PMF and to explore interaction with partners not considered a formal partner in the new arrangements e.g. schools.
Elected members/ CCG Executive/ Cleveland Police Executive	For final approval of delivery model

## 9. OPTIONS CONSIDERED

9.1 Options

Option	Advantages	Disadvantages
Develop safeguarding partnerships (as per Children and Social Work Act 2017) on the current LSCBs footprint	<ul style="list-style-type: none"> <li>Limited change needed</li> <li>No additional costs</li> </ul>	<ul style="list-style-type: none"> <li>Duplication of reports presented at sub-groups / other Boards and committees</li> </ul>
Tees Safeguarding Partnership	<ul style="list-style-type: none"> <li>More efficiencies for partners</li> </ul>	<ul style="list-style-type: none"> <li>Potential for loss of local learning for front line practitioners</li> </ul>
Hartlepool and Stockton-on-Tees Safeguarding Partnership	<ul style="list-style-type: none"> <li>Current collaborative working across the two areas is successful (Children's Hub)</li> </ul>	<ul style="list-style-type: none"> <li>Potential disruption associated with the move to a different geography and different working arrangements</li> </ul>

	<ul style="list-style-type: none"><li>• Efficiencies for partners (incl human / financial resources)</li><li>• Reduction of duplication</li><li>• Greater focus on active learning and impact on frontline practice</li></ul>	
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