



SHROPSHIRE SAFEGUARDING PARTNERSHIP

2019-2020

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1. Introduction.

This document sets out how the safeguarding partners in Shropshire, working with our wider partners known as relevant agencies, will keep local children and young people safe from abuse and neglect and how we will promote their welfare.

These are our published arrangements meeting the requirements to do so of Working Together to Safeguard Children 2018 (Working Together 2018). These arrangements will be implemented by 29th September 2019.

Agreed by Shropshire Safeguarding Partnership (SSP) members:

| | | |
|------------------|---------------------------------|-----------------------------------|
| Karen Bradshaw | Director of Children's Services | Shropshire Council |
| Kevin Purcell | Chief Superintendent | West Mercia Police |
| Christine Morris | Chief Nurse | Shropshire & Telford & Wrekin CCG |

Date: 20th June 2019

Review Date: June 2020

2. Background

In 2017 following the “Review of the role and functions of Local Safeguarding Children Boards”, the Government Response and in anticipation of the changes to legislation (Children and Social Work Act 2017), Shropshire Council and its partners commissioned a review of the Local Safeguarding Children Board and relationship with other partnership boards.

The review considered:

- The function and effectiveness of the Shropshire Safeguarding Children Board (SSCB). This included reviewing the governance arrangements of SSCB and all related documents, including the constitution, sub group terms of reference, business plan and risk register.
- The function of all the partnership boards within Shropshire. This took into account cross cutting issues, shared understanding, and the opportunities for improved efficiency through joined up and complimentary working and business and administrative support.

The review led to the establishment of the Shropshire Strategic Partnership (SSP) which has strategic oversight of the safeguarding arrangements for adults and children, and places Shropshire in a strong and advanced position to respond to the requirements of Working Together 2018.

The SSP gives strategic direction to, oversees and drives forwards the business of both adult and children safeguarding activity, supported by a Business Manager and dedicated business unit and an Independent Chair.

The legislative framework The Children Act 2004 section 10, requires each local authority to make arrangements to promote co-operation between the authority, each of the authority’s relevant partners and such other persons or bodies who exercise functions or are engaged in activities in relation to children in the local authority’s area as the authority considers appropriate.

Detailed guidance is contained within Working Together 2018. The duty to make arrangements to safeguard and promote the welfare of all children in the local area rests with the three safeguarding partners, who should also consult and work with other agencies known as ‘relevant partners’ to help and support children and families in need. Education partners also have a vital role to play in the multiagency arrangements.

3. Local Safeguarding Arrangements - Shropshire's Safeguarding Partnership (SSP)

The 'Safeguarding Partners' are defined by the Children Act 2004 (as amended by the Children and Social Work Act 2017) as the Local Authority, the CCG and a Chief Officer of Police, each having 'joint and equal responsibility for local safeguarding arrangements'.

The Shropshire Safeguarding Partners are:

1. Shropshire Council
2. Shropshire Clinical Commissioning Group
3. West Mercia Police

The SSP membership consists of the most senior representatives from each of the above, and is:

1. Director of Children's Services, Shropshire Council
2. Director of Adult Services, Shropshire Council
3. Chief Nurse, Shropshire & Telford & Wrekin Clinical Commissioning Groups
4. Chief Superintendent, Telford and Wrekin and Shropshire, West Mercia Police
5. Independent Chair
6. SSP Business Unit Manager.

Whilst the SSP has strategic oversight of both adults and children's safeguarding this document focusses on the local safeguarding arrangements for children, the 'published arrangements' as required by Working Together 2018.

The SSP and the comprehensive range of relevant agencies (see section 7) will continue to work together as the Shropshire Safeguarding Children's Network (SSCN). The SSP is supported by a business delivery sub structure as shown in diagram 1.

4. Independent Scrutiny

Working Together 2018 states that the role of independent scrutiny is 'critical to provide assurance in judging effectiveness of services.

The SSP collectively agreed to retain an Independent Chair with chairing functions, but with emphasis on the scrutiny and challenge roles.

The key functions of the Chair are:

- To Chair the SSP meetings to provide scrutiny and challenge through objective agenda setting with the SSP business manager and observation and questioning.
- To work with the business unit to develop the structure of assurance reporting to challenge days to scrutinise the effectiveness of safeguarding arrangements.
- To develop an environment of robust scrutiny and effective challenge.
- To represent SSP at other meetings and events locally, regionally and nationally and to feedback on matters for local consideration and development.
- To speak with authority on safeguarding including representing SSP with the media.
- To scrutinise recommendations, decision making and terms of reference with regard to Child Safeguarding Practice Reviews.
- To provide holistic leadership and parity to the safeguarding of children and adults with care and support needs.
- To provide a significant role on maintaining communication with the SSCN and to inform development day agendas.

The Chair will also be challenging the effectiveness of agencies by:

- Ensuring the voices of children, young people and their families inform the work of the partnership.
- Working with safeguarding partners to develop a robust performance monitoring framework, which includes contextual narrative against data where required.
- Contribute to the SSP's annual report on the effectiveness of the safeguarding partnership.
- Assessing whether the safeguarding partners are fulfilling their statutory duties.
- Reviewing membership of the SSCN and making recommendations regarding the relevant agencies.
- Supporting and ensuring leadership by the safeguarding partners on action plans from reviews.
- Ensure appropriate working relationships with key partnerships including the Community Safety Partnership, Keeping Adults Safe in

Shropshire Board, Early Help Partnership Board and Health and Wellbeing Board.

- Engage with the Local Authority Scrutiny Committee.
- Ensure that the SSP takes account of relevant learning from any Domestic Homicide Review, MAPPA serious case review or Safeguarding Adult Review.

5. Geographic Boundary

These safeguarding arrangements apply to the area defined by the local authority, Shropshire Council. It is acknowledged that whilst one safeguarding partner, West Mercia Police, cover four local authority areas, these arrangements apply only to the local authority area of Shropshire.

It is however acknowledged, that there may be cross cutting themes with neighbouring authorities and these will be explored where appropriate.

6. SSP Business Delivery

The SSP is responsible for setting strategic direction and providing leadership, to services and professional groups to ensure effective working and co-operation to safeguard children throughout Shropshire and, for making sure that arrangements work effectively to promote better outcomes for children.

The SSP will hold agencies to account through quality assurance and performance information. It will scrutinise the effectiveness of what is done by all partners individually and collectively to safeguard and promote the welfare of children and young people.

The SSP will seek assurance that the safest possible practices are in place in relation to the recruitment and selection of all those who work with children in a statutory and voluntary capacity; that all agencies adopt safe working practices and; that any allegations against adults who work with children are properly investigated.

The SSP does not commission or deliver direct front line services. Each partner organisation retains its own existing lines of accountability and responsibility.

The SSP strategic plan is based upon local needs assessment and robust scrutiny of performance and case audit information; current priorities are Neglect and Exploitation. The strategic plan is delivered through annual

business plans which are progressed through the work of sub groups and overseen by the Executive Group, which reports directly into the SSP.

The SSP will also support the Director of Children’s Services in coordinating the partnerships’ approach to Ofsted Inspections and Joint Targeted Area inspections (JTAI) and will support the embedding of any learning that arises from these.

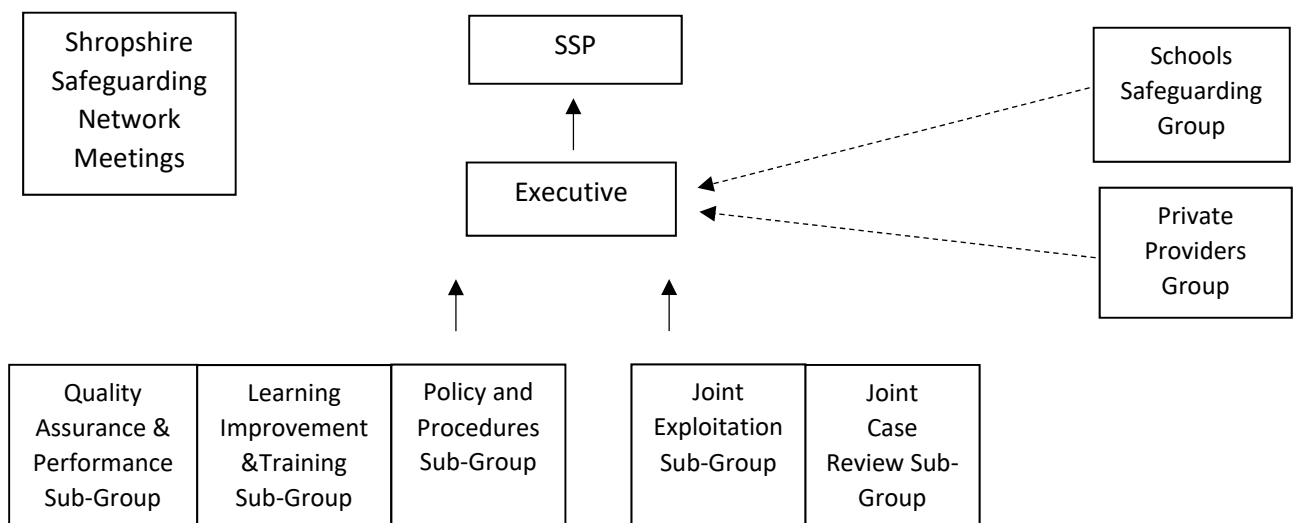
The SSP will also oversee any media responses in relation to learning reviews.

The SSP holds four members only meetings and two challenge days per year.

Business Delivery Sub Structures

The SSP is supported by a business delivery sub structure as outlined below.

Diagram 1



Executive Group

The Partnership Executive Group has responsibility for reviewing the progress against the SSP priorities through a business plan.

The Executive Group identifies issues to be scheduled for the SSP agenda. The SSP Business Manager, on behalf of the chair of the Executive Group, provides a report to the SSP for reflection, discussion and consideration of any recommendations for strategic decision making or direction.

The group meet four times per year and report directly to the SSP.

Members of the Executive Group also form part of the wider network meetings held twice a year.

Quality Assurance and Performance Sub-group

This group meets four times per year and through a designed performance framework which collates data and intelligence from across the broader safeguarding partnership, informs progress or identifies areas for challenge on the SSP priorities.

This group also carries out and tracks progress of quarterly multi-agency audits to objectively scrutinise, evaluate practice and provide assurance reporting or recommend areas for further challenge to SSP. The group is currently chaired by the Service Manager for Quality Assurance and Performance (PSW) from Shropshire Council. The chair updates the Executive Group of the work progress and any issues that need escalating to the SSP. The group also coordinates and provides the s.11 response on behalf of the SSP.

Policy and Procedures Sub-group

This group operates in conjunction with the regional procedures group¹. The group adopts regional policy and coordinates local feedback to ensure this is suitable at a local level. It also reviews policies at the appropriate time, ensuring appropriate multi agency procedures, pathways and guidance are in place in response to legislation, government guidance and local needs. The group meets twice per year and is currently chaired by the Children's Safeguarding Lead for the CCG.

Learning, Improvement and Training Sub-group

This group co-ordinates the delivery and quality assurance of safeguarding training in Shropshire for all those working with children, or within safeguarding, or child protection. It is also responsible for the dissemination of any learning and provision of related training that arises from Child Safeguarding Practice Reviews or learning reviews.

The group is currently chaired by Shropshire Council's Children's Workforce and Learning Manager and meets four times per year.

¹ The regional procedures group consists of 9 of the 14 local authorities within the West Midlands region who work together to produce regional procedures which are then supported by local pathways.

Exploitation Sub-group

In recognition of the fact that the SSP and the Keeping Adults Safe in Shropshire Board have agreed Exploitation as a joint priority this sub-group brings together representation from agencies working with children and adults. The sub-group focusses on the agendas of sexual exploitation, missing, human trafficking, criminal exploitation, county lines and modern-day slavery. The group does not have operational responsibility for this, but reports to the Executive Group on the effectiveness of agencies safeguarding children in these circumstances. The group works closely with the Community Safety Partnership (CSP) and receives direct updates from the Serious Organised Crime Joint Action Group (SOCJAG). The group is currently chaired by a Chief Inspector from West Mercia Police.

Safeguarding Training

The SSP Training Strategy along with SSP Training Schedule is designed to assist all employers, voluntary organisations and partner organisations to meet the minimum requirements for the provision of safeguarding children training.

This strategy sits within SSP Learning and Improvement Framework and applies to the training and development necessary for both staff and volunteers for them to develop the right knowledge and skills to enable them to effectively safeguard and promote the welfare of children.

SSP has a training pool of 90 trainers multi-agency in it's make up. The training pool members assist in the development and delivery of SSP targeted multi-agency training. Membership includes Shropshire Community Health Trust, Clinical Commissioning Group, SaTH NHS Trust, Education settings (Early Years, Primary, Secondary, Academy, Maintained, Independent, Special schools, and FE Colleges), Shropshire Council (Targeted and Early Help Children's Services, Education Improvements, Learning and Skills, Independent Review Unit, Joint Training, Family Information Service), Enhance, Young Addactions, Shropshire Youth Association, Shire Services, Public Protection, Independent Care Providers, SERCO.

Safeguarding training is reviewed regularly and is responsive to emerging national and local safeguarding themes, publications, statutory frameworks, research and legislation. All training includes how to identify and respond early to the needs of all vulnerable children.

Training reviews are informed by:

- Post course initial and impact evaluations;
- Learning from SSP activity, multi-agency case file audits;
- Safeguarding and post course conversations;
- Trainers feedback – observations;
- Emerging local and national safeguarding themes;
- SSP Quality Assurance and Performance (QAP) Sub Group and the SSP Learning & Improvement & Training Sub-group (LIT)

7. Relevant Agencies

The latest Ofsted Inspection in 2017 highlighted that Shropshire Council has consolidated and built ‘effective partnerships to address key local issues’.

The SSP recognises the need to maintain the existing and strong partnership arrangements in Shropshire by identifying the following key relevant agencies:

- Shropshire Council - (incorporating children’s services; adult services, and Public Health)
- West Mercia Police
- National Probation Service
- Community Rehabilitation Company
- Youth Justice Service
- Health –Shropshire Community NHS Trust; Shropshire and Telford Hospital Trust; Robert Jones & Agnes Hunt Orthopaedic Hospital, Midlands Partnership Foundation Trust
- Shropshire’s Clinical Commissioning Group (CCGs)
- NHS England
- CAF/CASS
- Local school representation from a primary, secondary, and college
- The Voluntary Sector.

The SSP and these relevant agencies work together as the SSCN. These agencies are integral to the safeguarding arrangements in Shropshire, in particular through attendance at business delivery groups, contributing to multi agency audits and by the provision of performance information.

In addition, two SSCN meetings will be held per year; a September meeting which will focus on the Annual Report feedback, updates and awareness

raising and a development session will be held in February to inform the priorities for the forthcoming financial year.

8. Early years settings, schools and other educational establishments

SSP have identified education partners as relevant agencies, recognising the importance of education in the welfare of children and young people. SSP has a strong legacy of working with the Schools Safeguarding Group (SSG) and is determined to retain these established links. The group is currently chaired by the Education Access and Safeguarding Officer.

The SSG is made up of representatives from primary, secondary and independent schools. The SSP Business Manager attends the Schools Safeguarding Group, and reciprocally the chair of the Schools Safeguarding Group is the educational representative on the SSP Executive Group.

This provides a regular and seamless system of updating both the SSG and SSP on Shropshire's safeguarding arrangements within education. It also provides an opportunity for two-way dialogue between early years and school setting and the SSP to discuss concerns and feedback.

The Independent Schools Safeguarding Group (ISSG) is also aligned to the SSP and will provide updates to representatives from Independent Schools, but report to the SSP via the SSG.

Schools also have access to the training courses offered by SSP and educational partners are also part of the training pool, delivering consistent safeguarding training across Shropshire.

9. Youth custody and residential homes

Shropshire currently has in excess of 80 residential care homes run by private providers and as a consequence has a significant number of out of county looked after children placements. The local authority has positive working relationships with private providers including a private provider forum chaired by the DCS. At an operational level there is a combined Police and Children's Services team specifically focussed on children who go missing. This work focusses on reducing missing episodes and reducing the likelihood of these children being exploited or coming to harm.

Similarly, Youth Justice, which includes supervision of children subject to detention in youth custody, have been identified as a 'relevant agency' and

forms an integral part of the wider partnership arrangements. They too provide assurance reporting to the SSP.

10. Child Safeguarding Practice Reviews (CSPRs)

Shropshire has adopted the regional practice guidance on commissioning and undertaking CSPRs.

Members of the safeguarding partners or wider SSCN will notify the SSP Business Unit of any serious incident they feel may meet the criteria for review.

It will be the responsibility of the Local Authority to notify Ofsted of any such serious incident in Shropshire, as required by Ofsted. The Local Authority will share that notification with the other safeguarding partners via the SSP Business Unit.

A meeting of the Joint Case Review Sub-group (JCR Sub-group) will be convened on each occasion to consider the information provided by individual agencies in line with the regional rapid review process; co-ordinated by the SSP Business Unit.

The sub-group will provide a recommendation to the Independent Chair, who on behalf of the SSP, will scrutinise the recommendation and make the final decision on whether or not a CSPR should be commissioned.

The terms of reference for such a review will be set by the panel and the Independent Chair on behalf of SSP.

If a CSPR is to be commissioned, this will be done via the West Midlands regional process. Decisions to publish any such report will be made by the SSP and any published reports will be placed on the SSP website.

Any decision not to recommend a review by the case review panel will also be subject to review by the Independent Chair.

The JCR Sub-group will have oversight of the review process, the reviews being delivered and managed by convened CSPR panels.

The JCR Sub-group will be responsible for sharing the learning from reviews with the Learning, Improvement and Training sub group, who in turn have responsibility for ensuring learning is disseminated, training flexed accordingly and oversight of learning becoming embedded in practice.

The JCR Sub-group is currently chaired by the Head of Strategic Safeguarding from Midlands Health Partnership Foundation Trust.

11. Resourcing

SSP is supported by a business unit with a dedicated manager, two development officers, an inter-agency training coordinator and three administrators. Whilst the development officers are dedicated to adults and children's safeguarding work they undertake cross cutting thematic work where necessary. The SSP training coordinator also supports the adult social care training provider, Joint Training, where opportunities arise for cross cutting themes, for example; Domestic Abuse Awareness training. This ensures consistent messages are delivered on issues that affect the whole family.

The three statutory safeguarding partners in Shropshire have agreed a budget which identifies proportionate contributions. This is agreed in October of the preceding financial year and is reviewed annually. The wider partners (relevant agencies) are also provide an agreed contribution to the children's proportion of the budget. Full details of the budget will be published with the Annual Report. The SSP also generates income through the training offer.

12. How the arrangements will include the voice of children and families

SSP will continue to gather evidence of hearing the voice of children and families through the work of its sub-groups and partner agencies. Some examples of this include:

- Multi-agency audits – there is current evidence of practitioners hearing the voice of children and families; this will be strengthened through direct engagement with children and families as part of the audit process.
- Section 11 audits – Standard 7 focusses on agencies' safeguarding arrangements in 'Listening to Children and Young People'.
- Child Safeguarding Practice Reviews and Local Case Reviews – the voice of children and families is gathered as part of the review process to inform learning across the partnership safeguarding system.
- Return Interviews – intelligence is shared with relevant partners and contributes to both the Missing and Exploitation profiles across Shropshire.

13. Threshold Framework

[Shropshire's threshold framework 'Accessing the Right Service at the Right Time'](#) is a guide for practitioners and managers who work with or are involved with children, young people and their families. It is a tool to help them ensure that the needs of all children, young people and families are being met, for those who may require low levels of support to those who are at risk of significant harm.

This framework is designed to support professional practice and is not a substitute for professional judgement. The threshold matrix contained within this document is to be used as guidance only, they should be used in conjunction with single and multi-agency safeguarding children procedures, best practice guidance and protocols for specific issues. They do not replace children's assessments but they can be used to aid the identification of strengths and protective factors for a child at an early stage, as well as any additional unmet needs or welfare concerns. The framework is designed to help everyone to:

- Focus on the lived experience of the child and hear their voice
- Understand the child and young person in the context of their family and the wider community
- Think clearly and achieve a holistic approach
- Develop relationship based practice
- Be non-discriminatory on the grounds of age, ethnicity, religious belief, faith, culture, class, sexual orientation gender or disability.

When thresholds are understood by all professionals and applied consistently this will ensure that the right help is given to the child at the right time.

14. Annual Report

The safeguarding partners will publish an annual report outlining what we have done as a result of these new arrangements, our progress against our identified priorities and any child safeguarding practice reviews we have undertaken.