

Suffolk Safeguarding Partnership Arrangements from September 2019

(Version Final – June 2019)



Summary

This plan of arrangements for the Suffolk Safeguarding Partnership (SSP), sets out how we as safeguarding partners will work together and with other agencies, to identify and respond to the needs of children, their families and adults at risk in Suffolk.

Our ambition is to develop an equitable and robust partnership and this plan outlines the way we will be working and the rationale for the arrangements.

Timescales for Implementation

| Task | Date |
|--|----------------|
| Any further comments on the MASA proposals from partners. | 31 January |
| Rewrite the arrangements to ensure they meet requirements e.g. include relevant partners, links to thresholds, case review process, review sub groups etc. | 28 Feb |
| Updated arrangements - Agree with SAB partners at Board. | 27 March |
| Updated arrangements - Agree with LSCB partners at Board. | 23 April |
| Notify all relevant partners of their role in new arrangements. | 31 May |
| Publish arrangements | 29 June |
| Review of subgroups completed for new arrangements | 29 Sept |
| Implement new arrangements | 29 Sept |

Lead Partner Agreement

| | | |
|----------------------|--|---|
| Sue Cook | Executive Director People Services – Suffolk County Council |  29 June 2019 |
| Steve Jupp | Chief Constable – Suffolk Constabulary |  29 June 2019 |
| Ed Garrett | Chief Officer – Ipswich and East and West Suffolk Clinical Commissioning Groups | <i>Ed Garret</i> 29 June 2019 |
| Melanie Craig | Chief Officer – Great Yarmouth and Waveney Clinical Commissioning Group | <i>Melanie Craig</i> 29 June 2019 |

Contents

1. Background and Legislation
2. How the Suffolk Model was Developed
3. Principles of the New Partnership Arrangement
4. The Governance Structure for the Partnership
5. Partnership Governance Arrangements
6. Proposed Safeguarding Partnership Subgroup Structure
7. Independent Scrutiny Arrangements
8. Relevant Agencies
9. Thresholds
10. How the arrangements will include the voice of children and families
11. Dispute Resolution
12. The Child Death Review Process
13. How the safeguarding partners will use data and intelligence to assess effectiveness
14. How any youth custody and residential homes for children will be included in the safeguarding arrangements

Appendix 1 – Safeguarding Boards funding arrangements

Appendix 2 – The Suffolk Rapid Review process

1. Background and Legislation

1.1 Children and Young People

Following statutory guidance, Working Together to Safeguard Children 2018, the three safeguarding partners (Local Authority, Police, and Clinical Commissioning Groups) will work together with relevant agencies to safeguard and protect the welfare of children in Suffolk.

All three partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise.

These safeguarding arrangements must include:

- 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.
- Who the three local safeguarding partners are, especially if the arrangements cover more than one local authority area.
- Geographical boundaries (especially if the arrangements operate across more than one local authority area).
- The relevant agencies the safeguarding partners will work with; why these organisations and agencies have been chosen; and how they will collaborate and work together to improve outcomes for children and families.
- How all early year's settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements.
- How any youth custody and residential homes for children will be included in the safeguarding arrangements.
- How the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help.
- How inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits
- How the arrangements will be funded.
- The process for undertaking local child safeguarding practice reviews, setting out the arrangements for embedding learning across organisations and agencies,
- How the arrangements will include the voice of children and families.
- How the threshold document setting out the local criteria for action aligns with the arrangements.

1.2 Adults at Risk

There are no changes to the statutory requirement for Local Authorities to have a Safeguarding Adults Board (SAB) and all the current guidance about the accountabilities of the SAB in the Care Act guidance remain.

There are opportunities for joint working across Children and Adult Services and to Think Family, these will be explored where the opportunity arises in Suffolk.

2. How the Suffolk Model was Developed

There was considerable discussion between senior representatives of the three safeguarding partners to develop these new arrangements.

The lead partners were:

- Director of Children's Services Suffolk County Council (SCC).
- Director of Adult Services SCC.
- Chief Constable Suffolk Police.
- Suffolk Police and Crime Commissioner.
- Chief Nurse Ipswich and East Suffolk and West Suffolk Clinical Commissioning Groups (CCGs).
- Chief Nurse, Great Yarmouth and Waveney CCG.

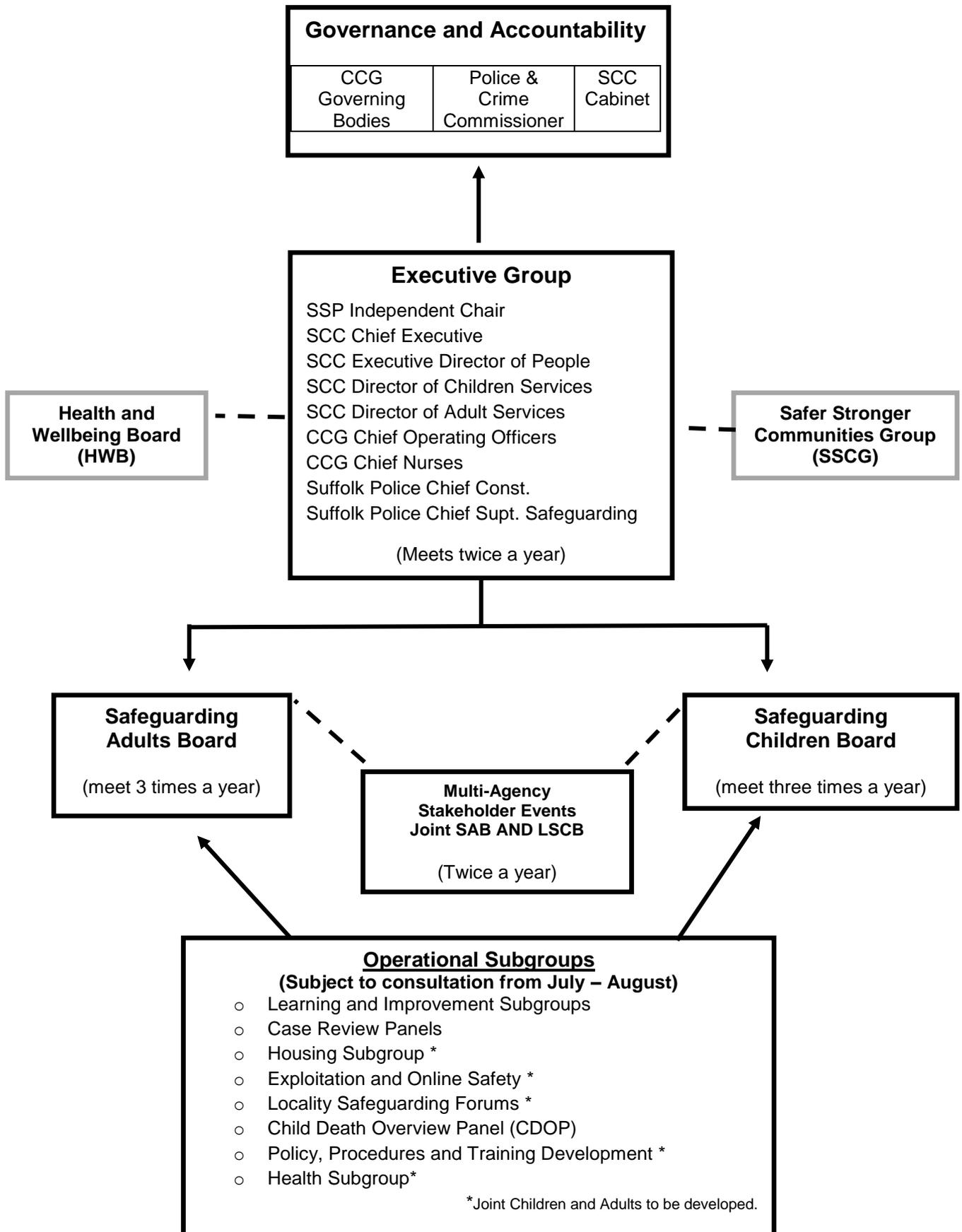
The Safeguarding Children and Adults Boards were also consulted on the arrangements.

3. Principles of the New Partnership Arrangement

The following principles were identified as essential in the new arrangements.

- Suffolk will be the geographical area for these arrangements.
- There will be strong senior leadership oversight and governance.
- There will be more joint working between safeguarding children and adult services.
- There will be a clear focus on performance evaluation, support, challenge and independent scrutiny.
- Resources will be reviewed regularly to ensure the arrangements are effective and give value for money.
- We will maintain the current high level of engagement from all relevant partners.
- Both Boards will be streamlined, and more opportunities put in place for wider stakeholder discussion and in-depth thematic analysis.
- Operational sub-groups and task and finish groups must focus on detail and drive forward actions from the Boards.
- Locality forums will continue to develop local relationships, share learning and hear the views of practitioners.
- A comprehensive strategy will be developed for the involvement of children, young people, adults at risk, and families in the work of the new arrangements.

4.The Governance Structure for the Partnership



5. Partnership Governance Arrangements.

Political/Board level governance will be provided by presenting an annual report to the PCC, SCC Cabinet, Health and Wellbeing Board and CCG Governing Bodies.

The Partnership will provide **an annual report** in September each year for the previous twelve months, the first report will be produced in September 2020.

5.1 The Role of the Executive Group

The Executive Group has strategic links with the Health and Wellbeing Board and the Stronger, Safer Communities Group. They would identify joint priorities and opportunities for joint working and funding.

The main functions of the Executive Group would be to:

- Agree annual priorities for the SSP.
- Approval of annual reports.
- Holding partners to account across both Boards.
- Evaluation of Safeguarding arrangements across the authority.
- Allocating resources and funding.
- Agreeing the budgets of the SSP.
- Horizon scanning.

5.2 Standing Membership of the Safeguarding Children Board

Membership of the Safeguarding Children Board will be reviewed and with the aim of reducing the number of partners attending.

Core membership would consist of the following Senior Officers (**subject to further discussion**):

| Role/Organisation | Representing |
|---|--|
| Independent Chair | Suffolk Safeguarding Partnership |
| Corporate Director for Children and Young People | Suffolk County Council |
| Assistant Director Children's Social Care | Suffolk County Council |
| Head of Safeguarding Children | Suffolk County Council |
| Asst Director for Adult and Community Services | Suffolk County Council |
| Senior Operational Support Manager | National Probation Service |
| Detective Superintendent Safeguarding | Suffolk Constabulary |
| Senior Service Manager | Norfolk and Suffolk Cafcass |
| Chief Nursing Officer | Ipswich & East Suffolk CCG and West Suffolk CCG |
| Chief Nursing Officer | Great Yarmouth and Waveney CCG |
| Senior Consultant in Public Health | Public Health, Suffolk County Council |
| Deputy Director | Norfolk & Suffolk Community Rehabilitation Company Ltd |
| Deputy Director of Nursing | NHS England |
| Director of Services, Community Action Suffolk | Voluntary CYPS Sector in Suffolk |
| Community Lay Persons | Community Representatives |
| Governor | Suffolk Schools Forum |
| Head Teacher Representative | Suffolk Independent Schools |
| Head Teacher Representative | Suffolk Primary, High and Special Schools |
| Strategic Director, Babergh and Mid Suffolk District Councils - Working Together | Babergh and Mid Suffolk District Councils |
| Area Commander | Suffolk Fire and Rescue |
| Cabinet Member for Children's Services | Suffolk County Council |
| Designated Doctor | Suffolk CCGs |
| Designated Nurse | Suffolk CCGs |
| Business Manager | Suffolk Safeguarding Partnership |

5.3 Standing Membership of the Safeguarding Adults Board.

Membership of the Safeguarding Adults Board will be reviewed and with the aim of reducing the number of partners attending.

Core membership would consist of the following Senior Officers (**subject to further discussion**):

| Role/Organisation | Representing |
|---|--|
| Independent Chair | Suffolk Safeguarding Adults Board |
| Director for Adult and Community Services | Suffolk County Council |
| Asst Director Children and Young People | Suffolk County Council |
| Head of Adult Safeguarding | Suffolk County Council |
| Senior Operational Support Manager | National Probation Service |
| Detective Superintendent Safeguarding | Suffolk Constabulary |
| Senior Service Manager | Suffolk Healthwatch |
| Safeguarding Lead, Church of England | Diocese of Suffolk |
| Lead Officer, Safeguarding | Trading Standards, Suffolk County Council |
| Chief Executive, Age UK Suffolk | Age UK |
| Senior Officer (Safeguarding) | Suffolk Association of Independent Care Providers |
| Senior Manager (Safeguarding) | East of England Ambulance NHS Trust |
| Chief Nursing Officer | Ipswich & East Suffolk CCG and West Suffolk CCG |
| Chief Nursing Officer | Great Yarmouth and Waveney CCG |
| Senior Consultant in Public Health | Public Health, Suffolk County Council |
| Deputy Director | Norfolk & Suffolk Community Rehabilitation Company Ltd |
| Deputy Director of Nursing | NHS England |
| Head of Patient Safety and Safeguarding | Norfolk and Suffolk NHS Foundation Trust |
| Named Doctor | Norfolk and Suffolk NHS Foundation Trust |
| Director of Services, Community Action Suffolk | Voluntary CYPS Sector in Suffolk |
| Community Lay Persons | Community Representatives |
| Strategic Director, West Suffolk District Councils | West Suffolk District Council |
| Area Commander | Suffolk Fire and Rescue |
| Cabinet Member for Adult Services | Suffolk County Council |
| Designated Nurse | Suffolk CCGs. |
| Designated Doctor | Suffolk CCGs |
| Business Manager | Suffolk Safeguarding Partnership |

5.4 Frequency of Board Meetings

The Boards will meet three times a year, with one of the quarterly meetings being used as a multi-agency stakeholder event.

5.5 Multi-Agency Stakeholder events

Wider stakeholder events that include service leads would be held twice a year, in place of one of the quarterly Board meetings.

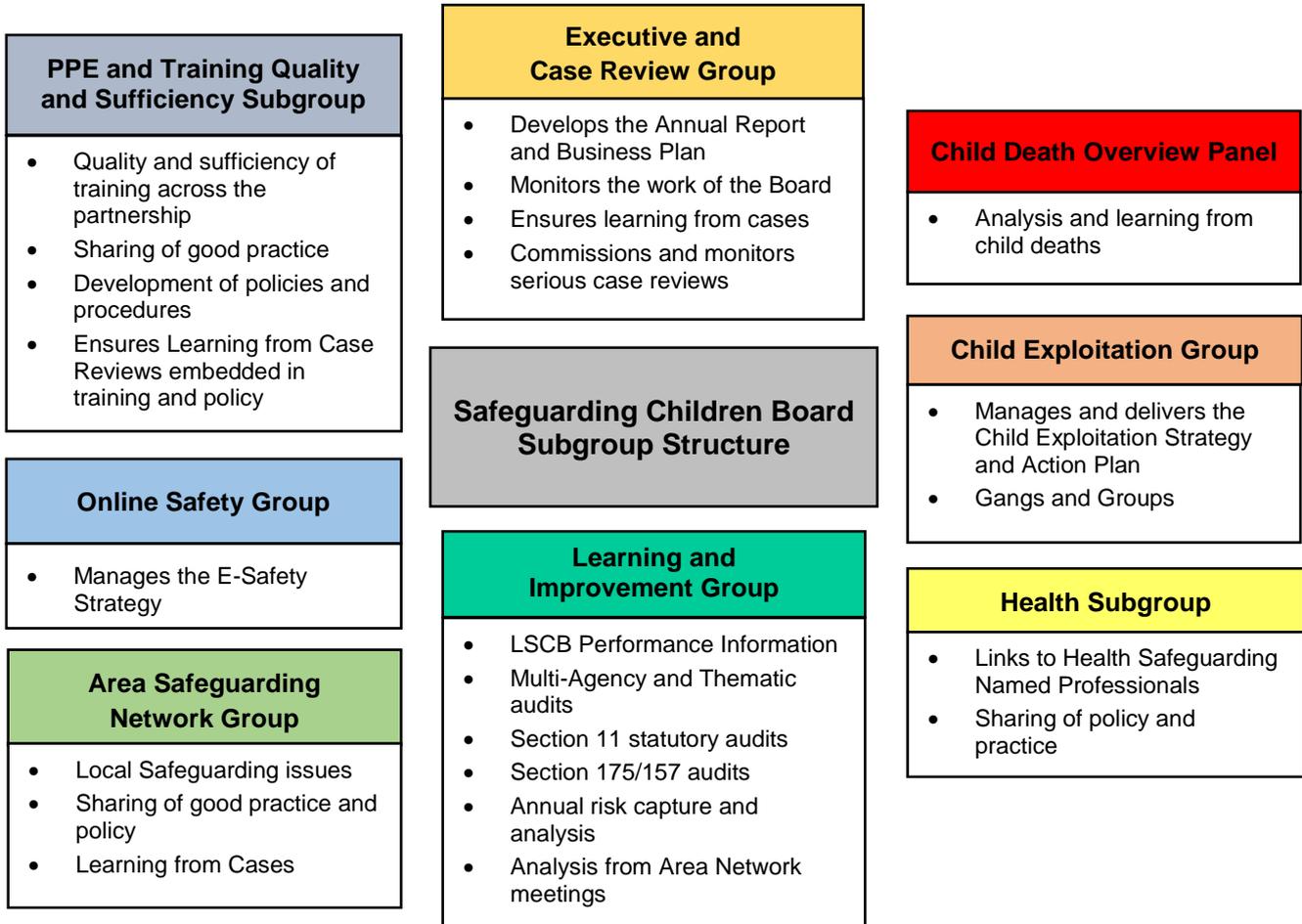
These would focus on themes linked to the SSP's priorities or local need, as identified by the Executive Group or the Independent Chair.

Standing members of the Boards will identify which members of their respective agencies will be relevant to attend the stakeholder events, depending on the theme.

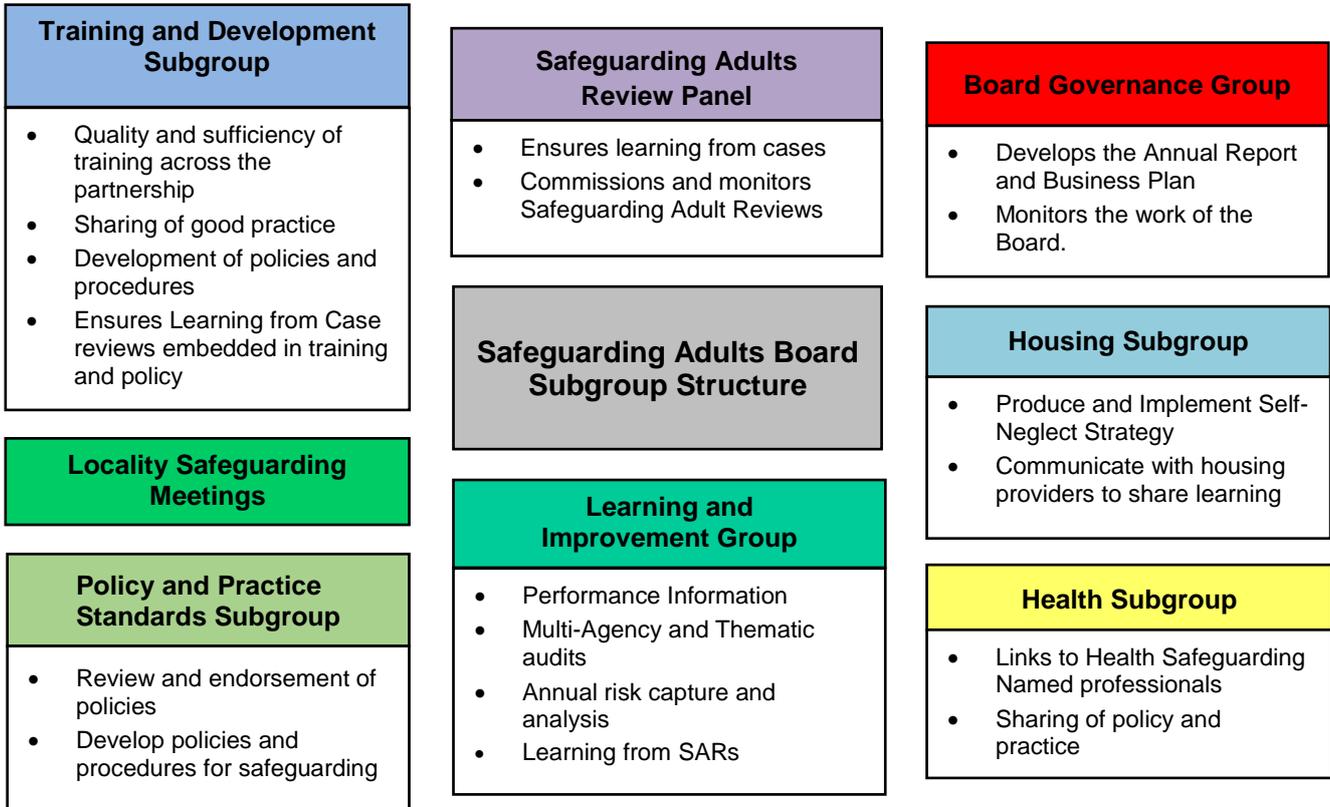
6. Proposed Safeguarding Partnership Subgroup Structure

(Subject to agreement by Board and terms of reference being agreed)

6.1 Safeguarding Children Board – current subgroup structure

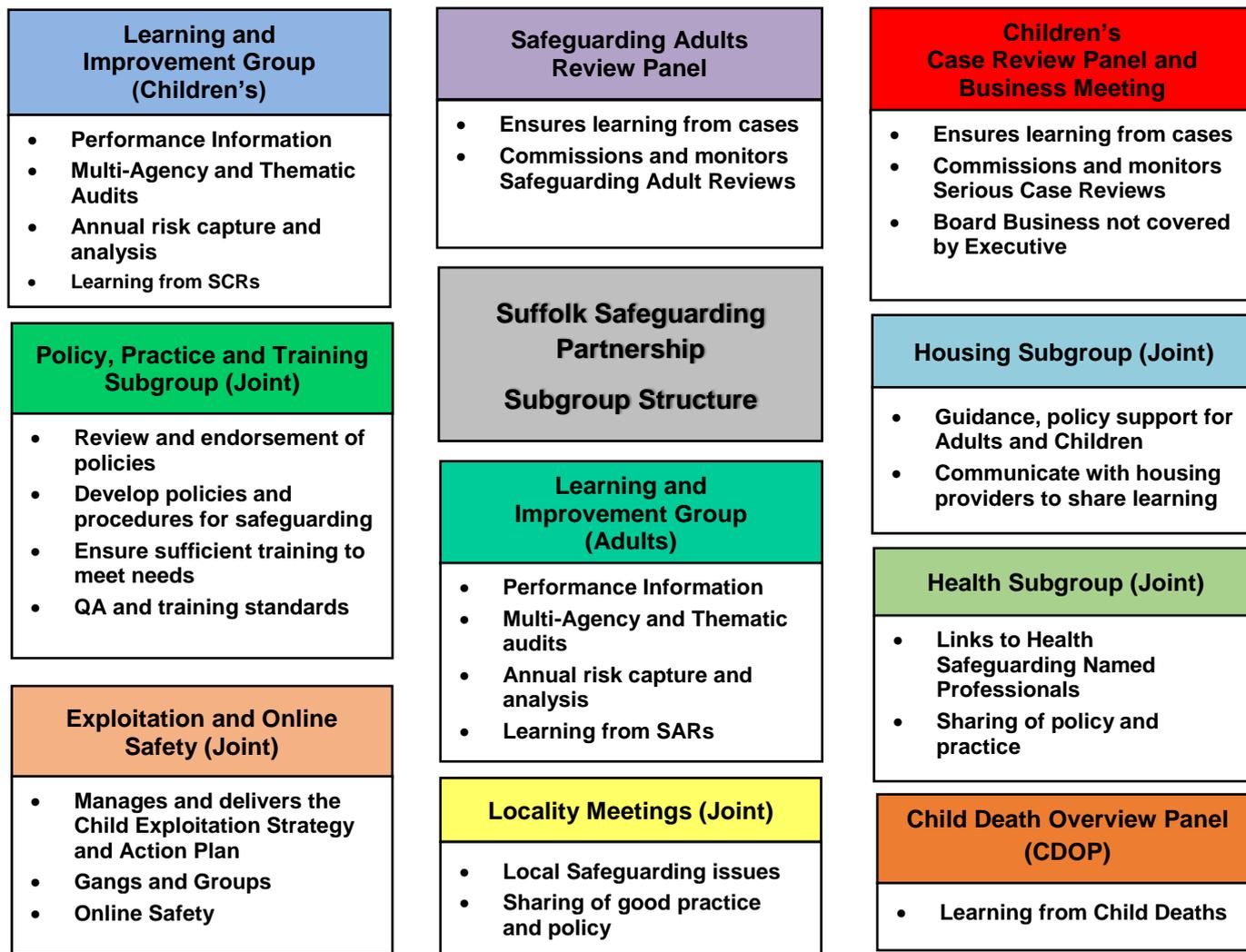


6.2 Safeguarding Adults Board – Current subgroup structure



6.3 Proposed Subgroup Structure for the Partnership from 1 October 2019

(Subject to agreement and development of revised Terms of Reference)



| Suffolk Safeguarding Partnership Subgroups | Frequency | Meetings per year |
|--|------------|-------------------|
| Child Death Overview Panel (CDOP) | Bi-M | 6 |
| Learning and Improvement Group x 2 | M and Bi-M | 18 |
| Training, Policy and Procedures (Joint) | Q | 4 |
| Child Exploitation and Online Safety | Q | 4 |
| Case Review Groups x 2 | 6 wkly | 16 |
| 3 x Area Network Meetings (Joint) | Q | 12 |
| Housing (Joint) | Q | 4 |
| Health Subgroup (Joint) | Q | 4 |
| Total | | 68 |

7. Independent Scrutiny Arrangements

Working Together 2018 states:

“Independent scrutiny is critical to provide assurance in judging the effectiveness of services to protect children. Independent scrutiny can also assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements. The safeguarding partners must ensure there is independent scrutiny of the effectiveness of the arrangements...Safeguarding partners should also agree arrangements for independent scrutiny of the report they must publish at least once a year.”

Care Act 2014 states:

Although it is not a requirement, the local authority should consider appointing an independent chair to the SAB who is not an employee or a member of an agency that is a member of the SAB. The chair has a critical role to lead collaboratively, give advice, support and encouragement but also to offer constructive challenge and hold main partner agencies to account and ensure that interfaces with other strategic functions are effective whilst also acting as a spokesperson for the SAB. An independent chair can provide additional reassurance that the Board has some independence from the local authority and other partners.

7.1 Independent Chair

Suffolk will retain the services of an Independent Chair who will chair the executive, both boards and the case review panels.

The chair will bring scrutiny at the most senior levels of the partnership, assist in dispute resolution. Final decision making on commissioning Safeguarding Adult Review (SAR) or Local Learning Review (LLR) will be delegated to the chair.

The Chair will ensure the agendas cover all priorities and national and regional developments, hold partners to account and have an independent view of effectiveness of both Boards.

They will work closely with their Regional peers to share good practice and peer scrutiny where required.

7.2 Other Methods of Scrutiny

7.2.1 Lay people (Community representatives)

There are Independent Lay people on both the Adults and Children Boards from April 2019. They bring a level of scrutiny, user engagement and are representatives of the local community.

7.2.2 Peer Reviews

There is a well-developed Eastern Regional Safeguarding Boards network that has agreed to conduct peer reviews when required. Individual local authorities will negotiate with their peers as required.

7.2.3 External Audits

External auditors will be contracted as required, for example to conduct thematic audits.

8. Relevant Agencies

The strength of local partnership working is dependent on safeguarding partners working collaboratively together with relevant agencies.

In addition to the three main statutory safeguarding partners, a number of other relevant agencies will also work as part of the Suffolk Safeguarding Partnership, reflecting the strong partnership relationships already built up in Suffolk.

The relevant agencies in Suffolk will be:

Schools and Education settings

Including Community, Private and Independent, Free Schools, Colleges and Higher Education providers and other alternative provision across Suffolk. All key partners in the new arrangements.

Will be represented by Senior Education Officer on the Board and at the three locality safeguarding network meetings

Early Years Settings

Including private and voluntary sector providers, childminders and after school clubs, this is a large but important sector to include in the Partnership. Will be represented by the Director of Children Services on the Board and at the three locality safeguarding network meetings

Norfolk and Suffolk Probation Services

Both National Probation and the CRC will continue to be key partners within the new arrangements.

District and Borough Councils

The four joint councils across Suffolk. The District Council Chief Executive lead will sit on the both Boards and be represented at locality network meetings where appropriate.

CAFCASS – will remain a partner within the new arrangements

Suffolk Foundation Trust Hospitals – Other Health partners outside of the CCGs.

NHS England - Suffolk Area Team.

Suffolk County Council Public Health.

Police and Crime Commissioner – Part of the governance arrangements/political accountability.

Community Action Suffolk – will continue to be involved in all partnership arrangements and represent the voluntary sector.

Suffolk Ambulance Service

Suffolk Healthwatch

Suffolk Residential Children's Homes

9. Thresholds

The current thresholds guidance documents currently in place for Safeguarding Children and Adults will be used in the new arrangements.

Here is the link to the Safeguarding Children's Threshold document:

<http://suffolkscb.org.uk/assets/Working-with-Children/Policies-Guidance-and-Protocols/Thresholds-Guidance/2017-10-16-Suffolks-Threshold-of-Need-Guidance.pdf>

Here is the link to the Safeguarding Adults Threshold Framework:

<https://www.suffolkas.org/assets/Working-with-Adults/Review-of-Multi-Agency-SG-Services/2019-02-12-Adults-Safeguarding-Framework-5727-V5.pdf>

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

The voice of children, families and adults at risk is at the heart of the Partnership.

Involving them is vitally important to safeguarding in Suffolk both in contributing to delivering the partnership's vision and in helping to scrutinise and review the partnership arrangements themselves.

The Partnership will make use of the many existing arrangements in place across Suffolk to regularly involve children, families and adults at risk in its work and hear their voices.

These include:

- Children in Care Council
- Health Watch
- Service User Panels
- Suffolk Youth Parliament
- Young People represented on the LSCB
- An Adults Board User Involvement Strategy

11. Dispute Resolution

Both Adults and Children's Boards have professional disputes policies which will be used in the first instance.

Here is the link to the Safeguarding Children Board policy:

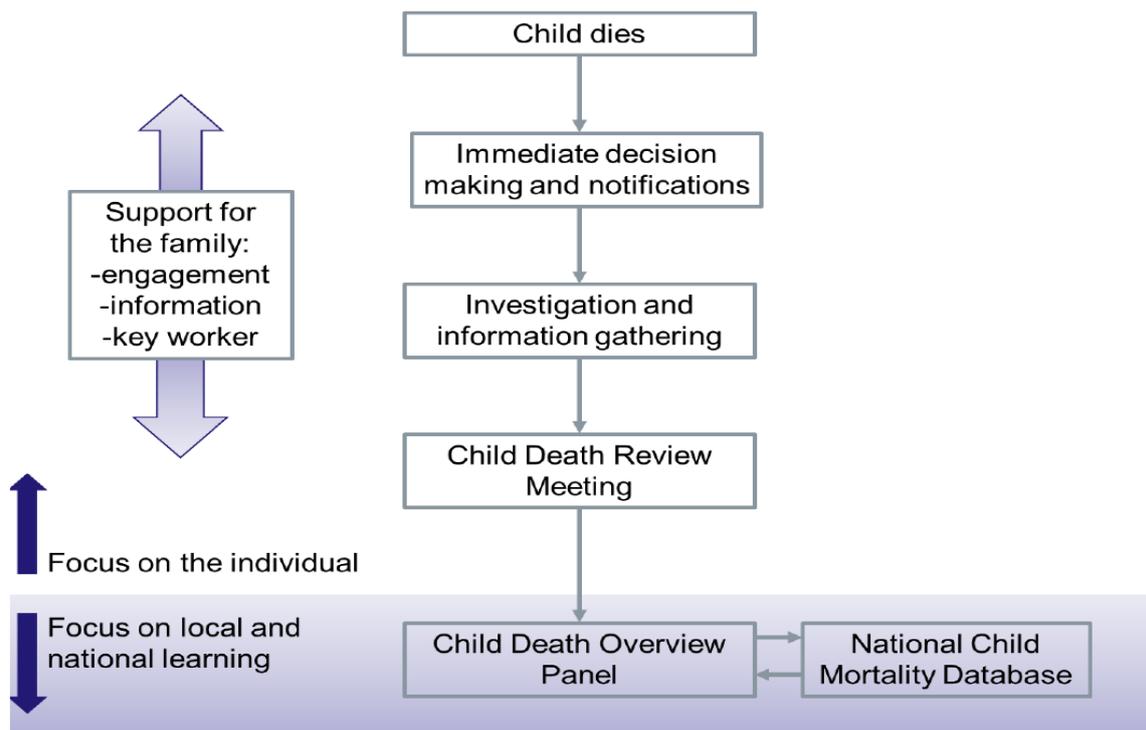
<http://suffolkscb.org.uk/assets/Working-with-Children/Policies-Guidance-and-Protocols/Escalation-Policy/2017-08-01-Quick-Guide-7-Working-Together-to-Resolve-Professional-Disputes.pdf>

Here is the link to the Safeguarding Adults Board policy:

<https://www.suffolkas.org/assets/Working-with-Adults/Policies-and-Procedures/2018-09-21-SAB-Managing-Professional-Disputes-Policy.pdf>

The Independent Chair will also assist in the event of a disagreement between the safeguarding partners and/or relevant agencies involved in the partnership and will form part of the escalation process.

12. The Child Death Review Process



There are three elements to the Child Death Review process in Suffolk.

12.1 Child Death Overview Process (CDOP)

Suffolk CDOP will remain under the governance and be funded by the Suffolk Safeguarding Partnership for the 12 months from April 2019.

We will work in partnership with Norfolk CDOP to review the learning from cases with twice yearly meetings to co-ordinate this.

The eCDOP system will be implemented from April 2019, again in partnership with Norfolk, and the training, good practice and learning on the system will be shared.

12.2 Suffolk's Child Death Review and Rapid Response Team (CDR RRT)

The new CDR process ensures all child deaths to be reviewed at a CDR meeting prior to the CDOP meeting. This CDR meeting will happen within 3 months of the death and will include all those professionals involved with the family in life and immediately after death and include the views of the family.

These meetings will gather information for the CDOP and LeDeR, where the child has a disability

The outcomes the new Suffolk Rapid Response Team will deliver from June 2019 are:

- To coordinate the health response following all child deaths for Suffolk, including coordination of child review meetings, information gathering following a child death, where appropriate complete a LeDeR review, and information sharing to the CDOP.
- Deliver the rapid response service following the unexpected death of a child.
- Where appropriate act as the key worker for the family.
- To provide training on the CDR process and learning from child deaths across the health economy.
- To support the Designated Doctor and Nurse for Child Deaths.
- To carry out LeDeR reviews for all under 18's identified as meeting the criteria.
- Support for the family throughout the CDR process.
- Ensure families' are accounted for throughout the CDR process.
- Reduce pressure on paediatric and safeguarding services in Suffolk.
- Offer consistency throughout the CDR process.
- Ensure the family have the opportunity to input their views throughout the CDR process.
- Have a single point of contact for police, health, social care and families following the death of a child.

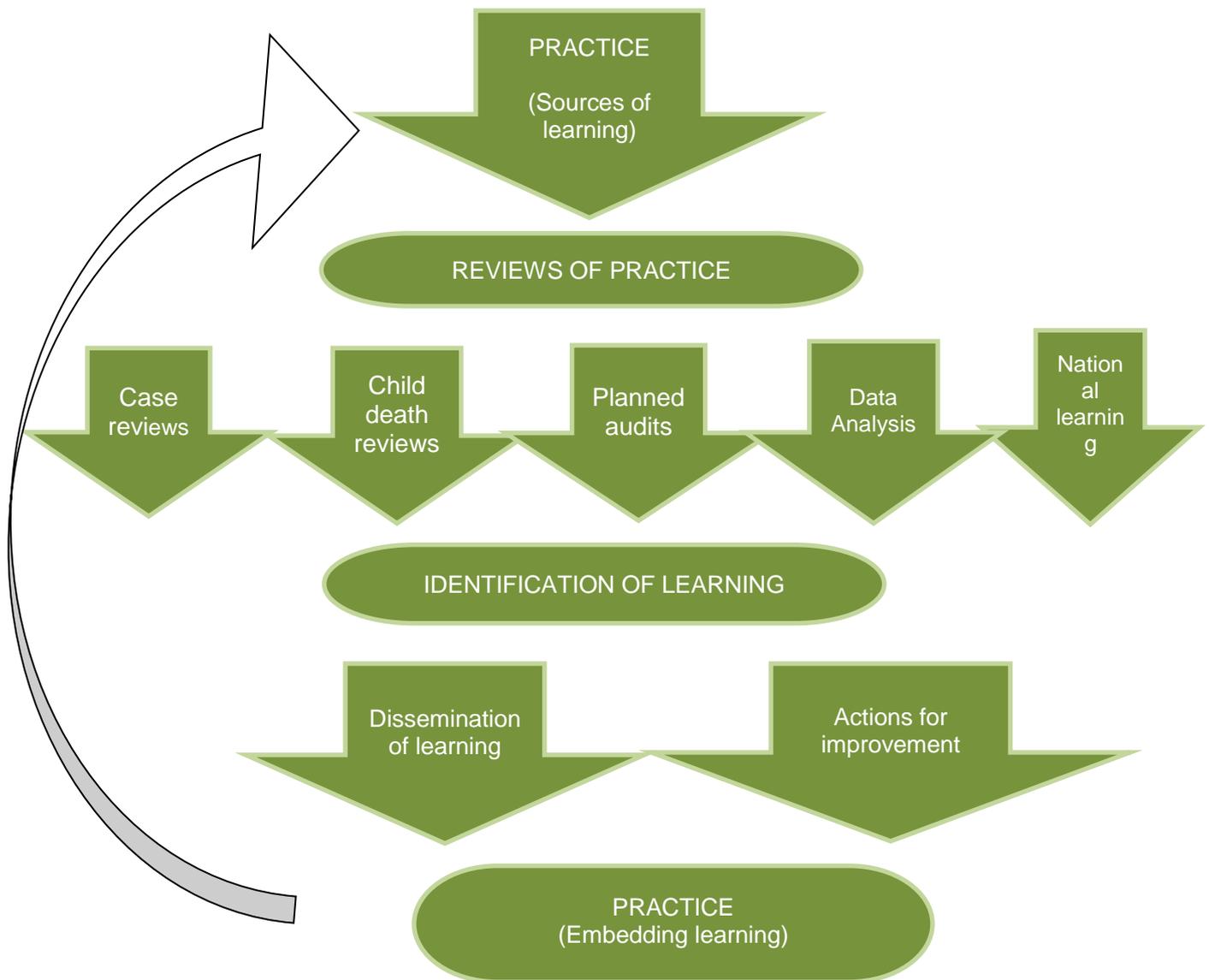
12.3 Rapid Response Process for the National Panel

Suffolk has developed a system, with regional colleagues, to ensure we meet our duties to notify the National Panel within 15 days of a Notifiable incident.

See Appendix 2 for the Suffolk process chart and guidance

13 How the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help and how inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits

Suffolk has a culture of continuous improvement which is underpinned by a Learning and Improvement Strategy for both Safeguarding Adults and Children Boards.



Link to Learning and Improvement strategies:

<http://suffolkscb.org.uk/working-with-children/policies-guidance-and-protocols/>

<https://www.suffolkas.org/assets/Working-with-Adults/Policies-and-Procedures/2018-11-19-Learning-and-Improvement-Framework.pdf>

14 How any youth custody and residential homes for children will be included in the safeguarding arrangements

There are no youth custody facilities in Suffolk.

Residential children's homes are named as relevant partners and have been informed of their role in the new arrangements.

Specific safeguarding training has been developed for children's homes in Suffolk. This will remind them of their responsibilities and set out how to participate in the arrangements.

Children's homes will be invited to the three locality safeguarding network meetings and be represented on the Children's Board by the Director of Children Services.

Appendix 1 - Funding the New Arrangements

It was agreed by both Boards that the current (2018-19) funding arrangements will continue for 2019-20 in an integrated budget and then be reviewed during the next year by the newly formed Executive group.

The tables below indicate how the Partnership will be funded for the financial year April 2019 -April 2020.

| 2019-20 Partner contributions to current LSCB Budget: | Income As at 31st March 2019 |
|--|--|
| Mid Suffolk and Babergh District Council | 10,000 |
| West Suffolk District Council | 10,000 |
| Ipswich Borough Council | 5,000 |
| East Coast District Council | 10,000 |
| Suffolk County Council | 100,865 |
| CAFCASS | 550 |
| Suffolk Constabulary | 23,500 |
| Suffolk CCGs | 47,000 |
| Norfolk and Suffolk CRC | 2,500 |
| Norfolk & Suffolk Probation | 2,100 |
| Total Income: | £211,515 |

| 2019-20 Partner contributions to the current SAB Budget: | Income |
|---|----------------|
| Mid Suffolk and Babergh District Council | 2,000 |
| West Suffolk District Council | 2,000 |
| Ipswich Borough Council | 1,000 |
| East Coast District Council | 2,000 |
| SCC, ACS Budget | 40,000 |
| Suffolk Constabulary | 30,000 |
| CCGs | 40,000 |
| Total Income: | 117,000 |

Appendix 2 - The Suffolk Rapid Response Process.

Process for 'Rapid Review' of cases (as per Working Together 2018 and National panel guidance)

This process allows the SSP to meet its obligations under the WT2018 guidance regarding serious incidents for review within 15 days.

| Day | SSP Action | Lead |
|------------|--|-----------------------|
| 1-2 | The Local Authority must notify the SSP at the same time as they make a notification of a serious incident to the National Panel and Ofsted On receipt the SSP Business Manager should send the notification to the Chair of the Case review group and review group members for initial views on whether case should proceed to a local review. | Central team |
| 3 | Send referral to all members of the Case Review Group (including leads for key agencies - L.A, CCG & Police) advising of referral and request a brief summary of involvement with the family (information required within 3 days) - see the form in Appendix 3.1 | Central team |
| 6-7 | Collate initial information regarding agency involvement in the case and send composite to Case Review Group requesting views on whether the case meets the criteria for a local review based on the information known at that point (information required within 3 days). | Central team |
| 10 -13 | Discussion and decision by Chair of Case Review group, local authority Head of Safeguarding, SSP Business Manager including identification of any immediate or urgent actions for agencies. | SSP Independent Chair |
| 14-15 | Notification of rapid review decision to National Panel by SSP together with justification of decision (copied to nominated leads and Chair). | SSP Business Manager |
| Next Steps | At the next scheduled panel:- <ul style="list-style-type: none"> • Identify reviewer if appropriate. • Convene review panel. • Await National Panel decision. | |

Points to note:

- In absence of a nominated lead from a partner agency – then a nominated deputy will carry out the role.
- In absence of the SSP Chair, the Vice Chair will oversee the process.
- Potential decisions for the Rapid Review are:
 - Local Child Safeguarding Practice Review – however recommending that the National Panel take over the case as being of national importance.
 - Local Child Safeguarding Practice Review – no apparent national importance issues to recommend to the Panel.
 - Alternative local process e.g. Partnership Review
 - No further action.

Appendix 2.1

Suffolk Safeguarding Partnership - Referral Child

Childs name, address

Agency Involvement Summary Template

(Completed form must be returned to the LSCB within 3 days of receipt)

Name of Agency:

Name of Respondent:

Position within organisation:

Date:

1. Family Composition.
2. Briefly describe your agency's involvement with the subject and/or the family. (Please include a brief summary of any relevant information that may assist the Case Review Group in deciding whether the case meets the criteria for a Serious Case Review or an alternative review. Once a decision is made, a further request for more detailed information may be sent to involved agencies)
3. Please identify any particular strengths or concerns in relation to multi agency working.
4. Are you aware of a further organisation not included on the list of agencies that may have relevant information to this case?

PLEASE RETURN YOUR COMPLETED SUMMARY TO:

secure email: