

Hartlepool and Stockton-on-Tees Safeguarding Children Partnership New Arrangements 2019



Hartlepool & Stockton-on-Tees
**SAFEGUARDING
CHILDREN
PARTNERSHIP**



Foreword by Statutory Partners

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Foreword

Welcome to the published new safeguarding children arrangements for Hartlepool and Stockton which are in effect from 10th April 2019. This document sets out how we are planning to work ever closer together to keep children safe, and ensure they can reach their full potential.

Partners in these arrangements take their duties very seriously, and the arrangements we are publishing are the result of a long period of development and close working.

Both the Hartlepool and Stockton Local Safeguarding Children Boards had much to commend them. We have a history of effective partnership working, and a real commitment from agencies to keep children safe. We could simply have chosen to continue with these arrangements, or just to merge them over a bigger footprint.

We have taken the opportunity to do more, though, focusing on changing the way we all work together and building on the strong relationships between partners developed in our Children's Hub arrangements. We have taken the decision to extend this way of working to continuously improve the quality of front line practice and making this the heart of the new arrangements. We want to transform the way we listen, evaluate, share, learn and deliver change, with the sole focus of keeping children safe, enabling them to grow up to be successful in life.

We have developed and tested a new way of working over the past three months, based on sharper analysis, active learning, independent challenge and scrutiny and we are confident that this gives us the right model for the future.

We look forward to working on this together, and with all of our partners.

Jean Golightly
Director of Nursing and Quality,
Hartlepool & Stockton
on Tees and South
Tees Clinical
Commissioning
Groups

Sally Robinson
Director, Children's and
Joint Commissioning
Services
Hartlepool Borough
Council

Martin Gray
Director of Children's
Services
Stockton-on-Tees
Borough Council

Adrian Roberts
Assistant Chief
Constable
Cleveland Police

1. Our shared vision and values

In February 2017, partners from Hartlepool and Stockton-on-Tees Clinical Commissioning Group, Hartlepool Borough Council, Stockton-on-Tees Borough Council and Cleveland Police met to consider the implications of the Children and Social Work Act 2017 on local arrangements for safeguarding and protecting Children in Hartlepool and Stockton-on-Tees. From this, a Hartlepool and Stockton-on-Tees Safeguarding Children Partnership project team was established to plan how partners will work together to fulfil their role as set out in [Working Together 2018 \(3.6\)](#).

Our agreed vision for Hartlepool and Stockton-on-Tees Safeguarding Children Partnership (HSSCP) is to ensure:

“Every child in Hartlepool and Stockton feels safe, secure and is protected from harm, enabling them to reach their full potential.”

Part of this agreed vision was an understanding that we did not want to simply provide a more efficient way of doing the same things. Instead, the safeguarding partners want to ensure that we strengthen and deepen the way we work together, based on the Children’s Hub model, to ensure effective multi agency working throughout our whole system. A way of working which is focused on the child, on the way we work together to develop relationships, share information and ultimately, focus on the right support, at the right time.

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.

We will work as a partnership harnessing the importance of working with practitioners via our new ‘Active Learning’ approach, focusing on facilitating and driving action beyond the usual organisational and agency constraints and boundaries. Practitioners developing effective and trusting relationships with families will be at the heart of our methodology. This will ensure we influence front line safeguarding practice as we learn and improve together.

Our agreed objectives are:

- To achieve the best possible outcomes for children and families and provide the right services that meet 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
- 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; and

- To deliver on key elements that inform the basis of effective safeguarding practice i.e.:
 - Effective governance
 - Quality assurance and intelligence; and
 - A culture of learning and improvement

2. The HSSCP Safeguarding 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

The lead representatives are:

| | | |
|-----------------------|---|--|
| Jean Golightly | Director of Nursing and Quality | Hartlepool and Stockton-on-Tees and South Tees Clinical Commissioning Groups |
| Sally Robinson | Director, Children’s and Joint Commissioning Services | Hartlepool Borough Council |
| Martin Gray | Director of Children’s Services | Stockton-on-Tees Borough Council |
| Lisa Orchard | T/Assistant Chief Constable | Cleveland Police |

These lead representatives will form the HSSCP Executive (see section 5). As set out in Working Together 2018, the lead representatives are able to delegate their functions although they retain accountability for any actions or decisions taken on behalf of their agency. In HSSCP, the lead representatives have identified the following senior officers in their respective agencies to be part of HSSCP Engine Room (see section 5). They are:

| | | |
|---------------------------|--|---|
| Joanne Gamble | Designated Nurse Safeguarding Children and LAC | Hartlepool and Stockton-on- Tees Clinical Commissioning Group |
| Danielle Swainston | Assistant Director, Joint Commissioning | Hartlepool Borough Council |
| Rhona Bollands | Assistant Director, Children's Services | Stockton-on-Tees Borough Council |
| Simon Walker | T/Detective Chief Inspector | Cleveland Police |

In addition the safeguarding partners and relevant agencies have identified the following senior managers to represent their organisation within the HSSCP Engine Room (see section 5). They are:

| | | |
|---------------------------|---|---|
| Jane Young | Assistant Director, Children's Services | Hartlepool Borough Council |
| Kim Staff | Service Manager Quality, Practice and Review | Stockton-on-Tees Borough Council |
| Nicki Smith | Named Nurse Safeguarding Children | Tees Esk & Wear Valley (TEWV) |
| Rachel McLoughlin | Named Nurse – Safeguarding & Looked After Children Teams | North Tees and Hartlepool Foundation Trust (NTHFT) |
| Rebecca Stephenson | Head of Quality & Review | Hartlepool Borough Council |

3. Geographical Boundaries

The Hartlepool and Stockton-on-Tees Safeguarding Children Partnership will cover the two local authority areas of Hartlepool and Stockton-on-Tees Borough Councils. The local authorities are already closely aligned and have a willingness to work together; underpinned by a shared Children's Hub which is the front door to Children's Services across both local authorities.

Hartlepool and Stockton-on-Tees also share a co-terminus Clinical Commissioning Group and Police force.

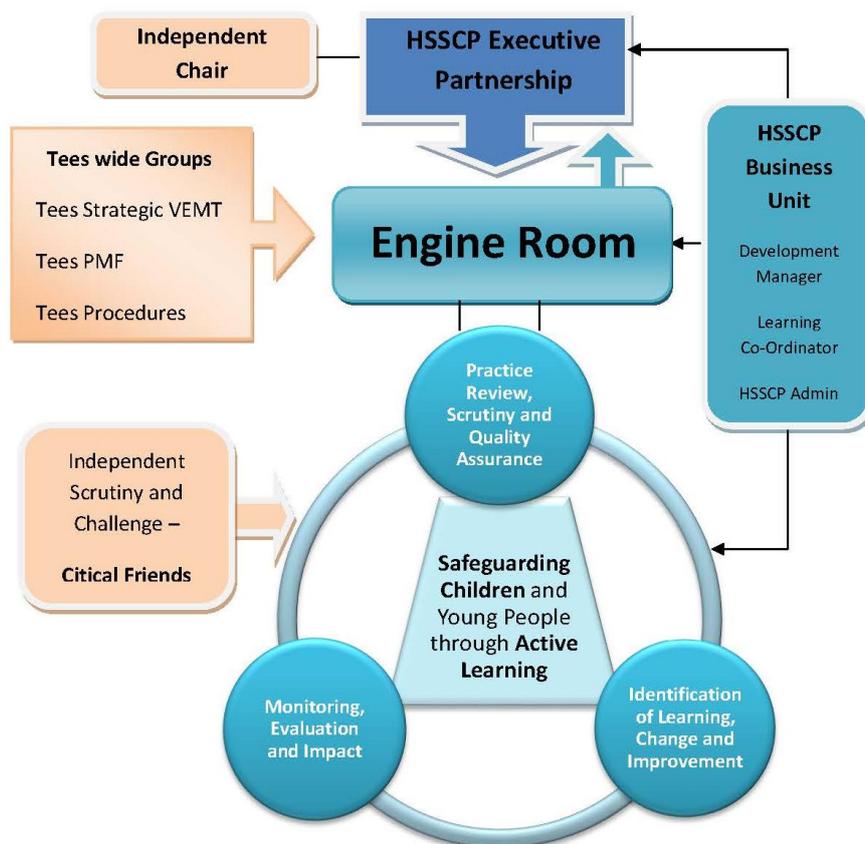
4. Relevant agencies

The safeguarding partners have identified the following local relevant agencies whose involvement is integral to safeguarding and promoting the welfare of children and young people across Hartlepool and Stockton-on-Tees:

| |
|---|
| 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: <ul style="list-style-type: none"> ▪ 0-19 ▪ Housing ▪ Public Health ▪ Sports and Leisure ▪ Youth Offending Team |
| Local Housing providers |
| National Probation Service (NPS) |
| NHS England |
| North Tees and Hartlepool NHS Foundation Trust |
| North East Ambulance Service NHS Foundation Trust |
| Residents of Hartlepool and Stockton-on-Tees |
| Stockton-on-Tees Local Authority: <ul style="list-style-type: none"> ▪ 0-19 ▪ Housing ▪ Public Health ▪ Sports and Leisure ▪ Youth Offending Teams |
| Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV) |
| Teeswide Safeguarding Adults Board (TSAB) |
| The Police & Crime Commissioner |

5. HSSCP Structure

The HSSCP structure is based upon an Active Learning Model in which the Engine Room analyse qualitative and quantitative data, local reviews, national reviews and audit practice across the system to identify themes or key lines of enquiry (KLOE). Critical friends will be commissioned to investigate the themes identified and facilitate learning activity with front line practitioners. This model allows practitioners to learn as they take part in the activity. This learning will be shared with the Engine Room and HSSCP Executive to ensure that the learning is disseminated across the system.



The HSSCP Executive

Functional responsibility of the Executive 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.

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.

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 health care, adult services, early years

settings, youth services and colleges, voluntary and community and specialist support services

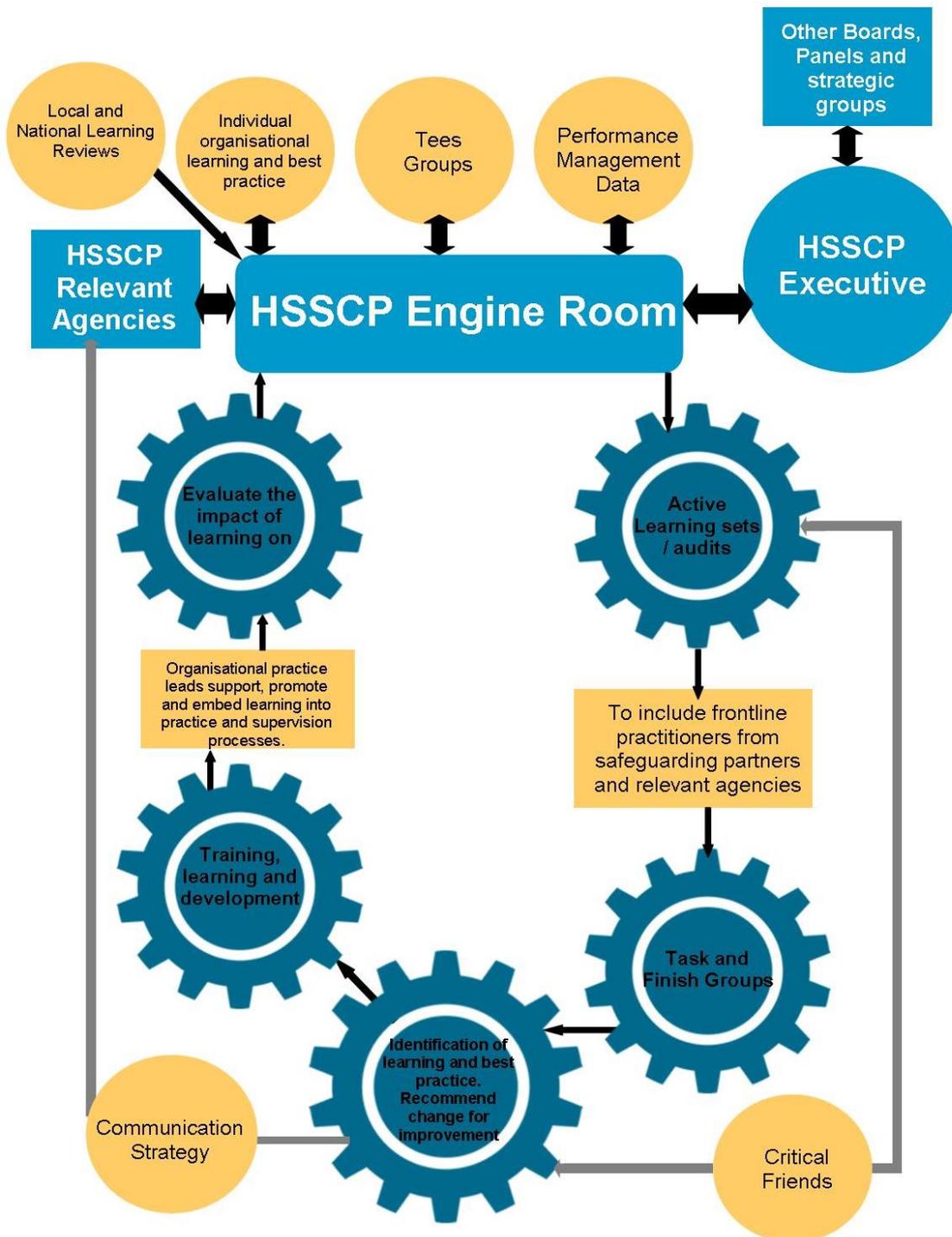
- Oversee core safeguarding functions of the partnership arrangement
- Scrutinise the quarterly reports on learning activity presented to them by the 'engine room'
- Provide further challenge where necessary when seeking assurance, evidencing impact and improvement
- Liaise with other key local partnerships 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; and
- 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

The Executive Partnership meetings will be chaired by an independent chair to provide independent scrutiny and challenge and to ensure that the new arrangements are effective and embedded. This will be reviewed after the first year of the new arrangements.

The Engine Room

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

Additional members will be co-opted onto the group from other agencies as and when appropriate. This group is accountable to the HSSCP Executive 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.



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

- Analysis of data and soft intelligence to identify, scrutinise and determine action required to address any emerging themes;
- Identification of Key Lines Of Enquiry (KLOE) for deep dive analysis;

- Receiving recommendations from relevant Performance Management Framework (PMF) groups and the HSSCP Executive for further exploration
- Commissioning Action Learning
- 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 across wider safeguarding partners
- Impact testing – Monitor and review change for improvement / learning
- Report learning and impact to HSSCP Executive
- Responsible for producing the Annual Report

Active Learning

The HSSCP model is based on an active learning approach. Themes will be identified within the Engine Room through qualitative and quantitative data analysis, local reviews, national reviews and audit practice across the system (single agency and multi agency). Active learning will be commissioned to undertake deep dive scrutiny reviews of identified themes engaging an independent critical friends and front line practitioners from across all safeguarding organisations. This model promotes practitioners engagement in the work of HSSCP and practice learning as practitioners take part in the activity. The findings from the active learning activity will be collated in reports that make clear recommendations for action. The outputs from the active learning will be reported to the Executive to ensure that the learning is promoted at a strategic and practice level and disseminated across the safeguarding system.

Independent Scrutiny

The independent scrutiny function as set out in statutory guidance (Working Together 2018) will provide the critical challenge and appraisal of HSSCP's multiagency safeguarding partnership arrangements in relation to children and young people.

The HSSCP structure sets out two pathways for providing independent scrutiny; the first being within the HSSCP Executive in the form of an independent chair, the second being within the Active Learning in the form of Independent Critical Friends.

HSSCP Independent Chair

- Provide assurance in judging the effectiveness of services to protect children.
- Provide a rigorous and transparent assessment of the extent to which appropriate and effective systems and processes are in place in all partner agencies so as to fulfil their statutory duties and ensure that children are

protected and that appropriate safeguarding strategies are developed and embedded.

- Assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements
- Support a culture and environment conducive to robust scrutiny and constructive challenge.
- Assess whether the safeguarding partners are fulfilling their statutory obligations.
- Evaluate arrangements for the operation of the safeguarding partnership, including the purpose and functions of meetings, and recommend appropriate changes.
- Confirm, or not, that effective performance management, audit and quality assurance mechanisms are in place within partner organisations which will support the safeguarding partners to fulfil their statutory obligations, and which will enable the partnership to identify and measure its success and impact.
- Ensure that the safeguarding partners provide independent, robust and effective challenge to partners.

HSSCP Critical Friends

The independent scrutiny within the active learning arrangements will be provided by the HSSCP critical friend. HSSCP intends to commission a pool of independent partners who will work independently of the safeguarding partners and in liaison with the partnership's Engine Room. The role of the critical friend will be to:

- Work with front line practitioners to develop appropriate learning activity to meet the identified theme.
- Provide assurance in judging the effectiveness of services to protect children.
- Assess how well organisations come together to cooperate with one another to safeguard and promote the welfare of children and to hold each other to account for effective safeguarding.
- Contribute to the content of the partnership's annual report on the effectiveness of safeguarding arrangements, their performance and the effectiveness of local services.
- Assess the effectiveness of the help being provided to children and families including early help.
- Scrutinise any quality assurance activity (including multi-agency case file auditing and processes for identifying lessons to be learned).
- Scrutinise the effectiveness of training, including multiagency training, to safeguard and promote the welfare of children.
- Provide the safeguarding partners with the necessary assurances regarding the robustness and effectiveness of safeguarding arrangements for Hartlepool and Stockton-on-Tees.
- Provide a rigorous and transparent assessment of the extent to which appropriate and effective systems and processes are in place in all partner agencies so as to fulfil their statutory duties and ensure that children are

protected and that appropriate safeguarding strategies are developed and embedded.

- Assist in providing professional input to any findings around existing models of delivery.
- Ensure that the voices of children, young people and their families are appropriately represented and heard in the work of the partnership.
- Support the outcomes of any safeguarding reviews, providing professional input to the development of any changes to existing models of delivery.
- Contribute to the HSSCP annual report.

6. Critical Success Factors

The aim of the safeguarding children partnership is to prevent and reduce harm. This will be achieved through the continuous improvement of practice; taking every opportunity to learn and share using an evidence-based approach.

Successful adoption of this model will deliver a system wide approach, which increases the value of the contribution by individual agencies thus achieving 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;** resulting in improved practice. This may be in the form of changes to processes, policy, procedures and implemented both individually (single-agency) and/or collectively (multi-agency). It will demonstrate that dissemination mechanisms are in place and effective. (Impact-testing via audit, practitioner feedback and training evaluations)
- 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. (Impact-testing via audit and children, young people and family feedback)
- 3. Children and Families receive the right support at the right time**
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. Skilled multi-agency professionals are equipped to identify need and provide the right response at the right time. Families receive a social care intervention that is effective and meets need; ensuring that children and families do not re-present for services. (Impact-testing via performance data and training impact evaluations)

7. Engagement

The Safeguarding Partners will attend the HSSCP Executive and Engine Room and both the Safeguarding Partners and Relevant Agencies will take part in Active Learning on identified themes. In addition, there will be bi-annual open-engagement learning events, regular briefings and a dedicated training and development programme to support engagement of all partners. Both the Active Learning and training and events will have representation from relevant agencies including the Health, Education and Community / Voluntary Sectors.

Schools, colleges and Early Years settings

Schools, colleges and Early Years settings are an important part of our safeguarding system in Hartlepool and Stockton-on-Tees. They have responsibility to identify concerns early, provide help for children and prevent concerns from escalating.

All our schools and colleges have designated safeguarding leads who meet regularly to discuss local issues. Primary and secondary heads also meet regularly with senior social care and education leads to explore and resolve safeguarding issues. Schools will feed in their views via these Designated Teachers Forums and the Head Teachers meetings with standing agenda items for feeding back any relevant information to and from the new Partnership.

8. Voice of Children, Young People and Families

The Active Learning model ensures that children, young people and families are at the heart of all partnership activity. This model includes provision for collecting feedback from children, young people and families facilitated by independent critical friends which will enable children, young people and families to engage in the work of the partnership and offer their views on the support we are providing to them in Hartlepool and Stockton-on-Tees.

In addition, we will:

- Ask our relevant agencies and other partners how they ensure they have captured the voices of children, young people and families in their work as well as identifying other innovative ways to gather this feedback through the partnership
- Where possible, we will involve families in learning reviews, audit activity and events
- Continue links with Participation and Engagement teams and existing forums for children and young people such as the Young Inspectors and the Children in Care Council.

9. Local Child Safeguarding Practice Reviews

The responsibility for how the system learns lessons from any serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel and at local level with the safeguarding partners. The HSSCP Engine Room will be responsible for undertaking rapid reviews of any serious child safeguarding incidents, to consider whether a case meets the criteria for a local review. In accordance with requirements, they will report their decision to the National Panel about whether a local child safeguarding practice review is appropriate, or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate. Where they consider it appropriate for a local review to be undertaken, they will commission and oversee the review of those cases and lead on the development of any improvement plans coming out of the review.

10. Training and Development

As set out in Working Together 2018, the safeguarding partners are responsible for considering what training is needed locally and for monitoring and evaluating the effectiveness of any training they commission. The HSSCP Engine Room will analyse and identify training and development needs arising from Active Learning recommendations. The HSSCP Learning Co-ordinator will explore delivery opportunities, facilitate the commissioning of trainers and training and monitor and evaluate the HSSCP training programme, reporting back to the Engine Room. The training programme will be reviewed annually.

11. Funding

The work of HSSCP will be funded through a pooled budget which the Safeguarding partners contribute to proportionately. The budget for 2019-20 will be at a standstill position as that of the contributions made to Hartlepool and Stockton-on-Tees respective LSCB's.

The budget for future years will be subject to careful consideration in the light of the level of contributions from the partners and any remaining accumulated surplus. The new partnership arrangements may also necessitate a review of the Pooled Budget agreement.

12. Review of the New Arrangements

There will be a six-month initial review of the HSSCP arrangements, with an annual review taking place thereafter. The 6 month initial review will be overseen by the Independent Chair to ensure sufficient scrutiny and challenge. It will include analysis and evaluation of the effectiveness of the new arrangements. The review will consider the appropriateness of membership to key groups such as the Engine Room, the effectiveness of structures and processes including communication and engagement, the appropriate identification of themes and learning; leading to change for improvement and the impact of the above upon front line practice, most importantly on the children and young people of Hartlepool and Stockton-on-Tees.

It is recognised that, over the next two years, HSSCP will work closely with the South of Tees Partnership both in relation to the continuation of the Tees Arrangements already in place and also with a view to determining whether the two partnerships should consider becoming a Tees Partnership in the future.

