



**Cheshire
Constabulary**



Halton Children and Young People Safeguarding Partnership Local Arrangements 2019/20

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Foreword

Welcome to the new Halton Children's multi-agency safeguarding arrangements, known locally as the Halton Children and Young People Safeguarding Partnership (HCYPSP) arrangements, which explains how the three safeguarding partners will work together and with other agencies, to identify and respond to the needs of children and young people in Halton.

In responding to change, we, the safeguarding partners along with local agencies and organisations continue to be committed to the transformational journey to help and protect children, young people and families.

The intent of the HCYPSP arrangements is to:

- Co-produce with children, young people and families using their strengths and assets to develop services to meet their individual needs.
- Provide robust independent scrutiny and assurance to the partnership in relation to safeguarding and the welfare of children and young people in Halton.
- Make children's safeguarding personal and swift so they remain in families, in school.
- Build children, young people and families' resilience.
- Drive an even stronger partnership with schools, colleges and local agencies.
- Ensure children and young people are safeguarded in their wider community from exploitation

The Safeguarding Executive Group will be one of the key mechanisms for change. It will bring partners together at a strategic and operational level to deliver a focused, co-ordinated response, innovate system change, deliver efficiencies and drive up multi-agency practice.

The launch of the HCYPSP arrangements signals Halton's ambition to develop an 'equitable and robust partnership' and the plan outlines a new way of working across the safeguarding system. It also reaffirms the local commitment to working collaboratively across local agencies and organisations to improve outcomes for children, young people and families in Halton. This ensures a proactive and responsive approach to the needs of children, young people and families in the area and drives opportunities to shape and influence policy development leading to improved practice and outcomes.

Halton's ambition is to offer help and support at the earliest point and to enable children, young people and families to have positive outcomes, where they reach their full potential and become independent from additional services. Where help is required, it should be provided in the least intrusive way and build on strengths and assets.

Across the HCYPSP arrangements, we, the safeguarding partners will:

- Work collaboratively and creatively with children, young people and families using their strengths and assets;
- Lead on engaging with relevant agencies to ensure collective responsibility for building children's resilience and safeguarding;
- Further develop and promote the best of what already exists in Halton and think innovatively about multi-agency practice to improve outcomes relating to children's resilience and safeguarding;

- Lead on system change and work across the wider policy and partnerships landscape to develop and implement new ways of working and to identify opportunities to co-locate services that reduces duplication, improves practice and outcomes for children across the safeguarding pathway;
- Continue to develop our independent scrutiny framework to provide high levels of assurance across the children's safeguarding pathway.



David Parr
Chief Executive, Halton Borough Council



Andrew Davies
Accountable Clinical Officer, NHS Halton Clinical Commissioning Group



Darren Martland
Chief Constable, Cheshire Constabulary

1. Introduction and Context

What is Halton Children and Young People Safeguarding Partnership (HCYPSP)?

The HCYPSP replaces Halton's Local Safeguarding Childrens Board. This is because the law changed in the Childrens and Social Work Act 2017. The statutory guidance on how the new safeguarding arrangements should work and be delivered are outlined in [Working Together to Safeguard Children \(2018\)](#).

Helping and protecting children through a co-ordinated approach to safeguarding children is everyone's responsibility. Through collaborative working across organisations and agencies who work with children, young people and families, including those who work with parents/carers, the ambition of our arrangements is that everyone is able to recognise, respond and fulfil their responsibilities to children, young people and families in order to build their resilience and ensure that they are safeguarded.

HCYPSP Local Arrangements outline our plans for helping and protecting children. They emphasise that to effectively build children's resilience and safeguard them how this can be achieved by putting children at the centre of the system and by every individual and agency playing their full part.

Organisations, agencies and practitioners should be aware of, and comply with these arrangements set out by the three safeguarding partners.

Legislative Context

The legislation relevant to safeguarding and promoting the welfare of children is set out below.

- Children Act 2004
- Education Acts including Education Act 2002, Education and Skills Act 2008 and Education Act 1996
- Children Act 1989
 - Provision of services for children in need, their families and others
 - Co-operation between authorities
 - Emergency protection powers
 - Exclusion requirement
 - Police protection powers
 - Legal Aid, Sentencing and Punishment of Offenders Act 2012
 - Police Reform and Social Responsibility Act 2011
- Childcare Act 2006
- Crime and Disorder Act 1998
- Housing Act 1996
- NHS Act 2006 and amended Health and Social Care Act 2012
- NHS Constitution 2018
- Data Protection Act 2018/GDPR

This legislation should be read in conjunction with Working Together to Safeguard Children 2018, which clarifies that the three safeguarding partners in relation to a local authority area are defined under the Children Act 2004 (as amended by the Children and Social Work Act 2017) as:

- ❖ The local authority;
- ❖ A clinical commissioning group for an area any part of which falls within the local authority area;
- ❖ The chief officer of police for an area any part of which falls within the local authority area.

These partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

To fulfil this role, the three safeguarding partners must set out how they will work together and with any relevant agencies. Relevant agencies are those organisations we have named and whose involvement the safeguarding partners consider will be required to safeguard and promote the welfare of children with regard to local need. However, all agencies who work with children still have a duty to co-operate under s11 of the Children Act 2004 to safeguard children. Relevant agencies must comply and co-operate with these published arrangements specifically. Locally we will build upon the Halton's Everyone Early Help approach and the [Halton Level of Need Framework](#) which outlines our collective commitment to find solutions at the earliest point and via the agency working with the child.

Purpose of the arrangements

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- Organisations and agencies challenge appropriately and hold one another to account effectively
- There is early identification and analysis of new safeguarding issues and emerging threats
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- Information is shared effectively to facilitate more accurate and timely decision making for children and families
- Local data from all agencies is developed to strategically identify and respond to the underlying conditions and factors that lead to the need for help and protection. In order to work together effectively, safeguarding partners with other local organisations and agencies should develop processes that:
- Facilitate and drive action beyond usual institutional and agency constraints and boundaries
- Ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families

To be effective, these arrangements should link to other strategic partnership work happening locally to support children and families. This will include other public boards including Health and Wellbeing Boards, Halton Adult Safeguarding Boards, Pan-Cheshire Channel Panels, Improvement Boards, Halton Community Safety Partnership, Multi-Agency Public Protection Arrangements (MAPPA) and the Local Family Justice Board. Section 2 outlines our local partnerships structure.

The HCYPSP arrangements reflect the fundamental legislative changes to the Children Act 2004 (as amended by the Children and Social Work Act 2017) which are covered within Working Together to Safeguard Children 2018.

Local Context

HCYPSP arrangements focusses on building resilience and safeguarding and conveys our responsibilities for safeguarding and promoting the welfare of children, with the change in language highlighting our commitment to the protection, prevention and promotion of children's resilience.

This brings to the foreground two aspects:

- Contextual safeguarding – as well as threats to the welfare of children from within their families, children may be vulnerable to abuse and exploitation from outside their families
- Children's resilience is promoted and developed when their strengths interact with the people and environment around them and when they have a belief in their own ability to effect change, are encouraged to develop their aspirations, have peer support and trusted relationships with adult.

HCYPSP arrangements are set to transform us to be more strengths based, aspirational and optimistic for children. The inclusion of the voice of parents/significant others in how we protect children will also be central to our arrangements to maintain a close and understood partnership with parents. The arrangements encompass all aspects towards enabling and empowering children, young people and families to be more resilient and safeguarded within their environment, peer groups, schools and communities and to find resolutions for themselves.

Halton's multi-agency partners will work together in a system where:

- Children, young people and families' views and experiences are at the centre of everything we do;
- Excellent practice is the norm;
- Partner agencies hold one another to account effectively;
- There is early identification of 'new' safeguarding issues;
- Learning is promoted and embedded;
- Information is shared effectively;
- The public can feel confident that children are protected from harm.

Our ambition is to develop an equitable and robust partnership that has a strong and committed overarching strategic approach which can quickly respond to identified needs, provide cohesive agency responses, achieve early intervention and improve outcomes for children, young people and families. We will be able to meet the requirements to identify, evaluate, plan, implement, review and assure effective multi-agency practice. This partnership will deliver effective practice within the context of wider strategy and policy development within Halton.

Halton Levels of Need Framework

The model reflects the ambition to provide early help to enable children and families to have positive outcomes and reach their full potential independent from additional services. The challenge for all is to offer help and support swiftly, by reducing 'process' so that children and families with emerging need can be supported within the context of the service being delivered at that time. Where help is necessary, this should be timely and provided in the least intrusive way, building on the strengths of children, young people and families to ensure they are resilient and safeguarded.

The expectation is that children, young people and their family will be supported to become more independent and resilient. The model below represents a framework to describe the level of need a child, young person or family may have and the nature of support that is available at each level.

As part of the consultation for the new arrangements, the Levels of Need Framework is well understood and embedded across all partners and so this will remain for the HCYPSP. However, the indicators need refreshing to reflect the impact of exploitation in particular and the safeguarding framework for vulnerable young people and this will be a key priority for the first year of the HCYPSP.

Halton Levels of Need Framework



Example Possible Indicators

	Definition	Possible Indicators
UNIVERSAL SERVICES	Contact, assessment and support for all children and young people undertaken by any agency involved within Universal Services.	<ul style="list-style-type: none"> Entitlement for all children and young people from services such as Health and Education, children's centres and other early years and youth settings. Support received from family, friends and community networks.
LEVEL 1 – UNIVERSAL PLUS	<p>What? – To provide first level of early additional support.</p> <p>Why? – To ensure appropriate support, such as brief intervention or longer term input at the earliest stage, subject to on-going review.</p>	<ul style="list-style-type: none"> Health issues which may impact on child's development and wellbeing. Child may display behaviour inappropriate to age and stage of development. Requiring support to develop parenting skills to meet the child/children's needs. Family unable to access effective support services to meet specific needs, including environmental factors. Children/young people starting to have absences from school and prevent further escalation.
LEVEL 2 – MULTI-AGENCY PLANNING	<p>What? – Enhanced multi-agency support and planning.</p> <p>Why? – To address identified, more complex needs.</p>	<ul style="list-style-type: none"> Despite intervention, child not making consistent progress. Parenting impacting on child and family life causing instability and inconsistency. Children/young people's risk taking behaviour impacting on other areas of their life. Child/young person has caring responsibilities that are having a negative impact on their lives. Child/young person with mental health and emotional well-being and/or behavioural issues.
LEVEL 3 – MULTI-AGENCY PLAN TO PROTECT FROM HARM	<p>What? – Statutory multi-agency planning and support.</p> <p>Why? – Child has high level needs, may have suffered from harm or is at risk of harm, or could be encountering issues of compromised care. There is no option but to intervene.</p>	<ul style="list-style-type: none"> Child/young person considered to be a 'Child in Need', due to complex problems and/or risk taking behaviour which result in significant risk of harm. This requires statutory support to maintain a reasonable standard of health and development. Children/young people with severe or complex needs, in relation to disability. Parent/carer has complex issues that significantly compromise care and impact on providing a safe environment for the child.

For more information please contact
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2. Structure of the HCYPSP

Following consultation, the structure of the HCYPSP will ensure that the partnership is equipped to ensure that it is able to focus on the priority areas of need for Halton. It embeds a robust model of learning and development and scrutiny that is able to evidence impact and improved outcomes and also be able to demonstrate the effectiveness of the partnership.

Geographical area

The geographical footprint for the HCYPSP arrangements is the Halton Borough Council local authority area.

The geographical footprint corresponds with that of the NHS Halton CCGs footprint. Cheshire Constabulary covers the Halton Borough Council local authority area and three other local authority areas.

The safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of children from Halton who live or are placed outside of our local authority area.

Likewise, the safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of all children who live within the Halton Borough Council local authority area including looked after children placed in Halton by other local authorities or those who move into our local area.

Leadership

In Halton, the safeguarding partner organisations and the lead representatives are:

- **Halton Borough Council – Chief Executive**
- **NHS Halton Clinical Commissioning Group – Accountable Officer**
- **Cheshire Constabulary – Chief Constable**

All three safeguarding partners have **equal and joint responsibility** for local safeguarding arrangements underpinned by an equitable and proportionate partnership funding formula including contributions from relevant agencies.

Locally, the lead representatives have delegated their functions to the:

- **Strategic Director People, Halton Borough Council**
- **Chief Nurse, NHS Halton Clinical Commissioning Group**
- **Chief Superintendent/Superintendent, Cheshire Constabulary**

The three safeguarding partners have the responsibility and authority for ensuring full participation with the HCYPSP arrangements, though the lead representatives remain accountable for any actions or decisions taken on behalf of their respective agency.

The lead representatives and those they have delegated their authority to, are able to:

- Speak with authority for the safeguarding partner they represent;
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters;
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

More detail regarding safeguarding partners' roles and responsibilities is explained in the **HCYPSP Memorandum of Understanding**.

Reporting Structure

The HCYPSP will deliver its priorities through the following structure of groups and activities.

HCYPSP

The three accountable officers (or their delegates) will meet formally every 6 months to:

- Assure each partner of the effectiveness and impact of the safeguarding arrangements;
- Set the priorities for the partnership based on the analysis of need and performance;
- Determine service development and responses to identified need across the partnership.

Safeguarding Executive Group

This group oversees the work of the subgroups and receives performance reports and analysis and will make recommendations on the effectiveness of the arrangements and the priorities for the HYS CP.

Contextual Safeguarding – Strategic Group

This group sets the strategic direction for services and support for vulnerable young people at risk of exploitation – those who are missing, sexually exploited, criminally exploited and at risk of trafficking and modern slavery.

Contextual Safeguarding - Operational Group

This group oversees the multi-agency operational co-ordination of risk management for vulnerable young people.

Safeguarding Practice Group

This group oversees the effectiveness of operational delivery of services to children and young people at Levels 2 and 3 of the Halton Levels of Need Framework through multi-agency and single agency audits, identification through performance reports of themes and trends, will make recommendations for training.

Specific Themed Sub-Groups

Health Sub-Group

This is a joint sub-group of children and adult health providers, which ensures engagement with safeguarding across the health economy.

Safeguarding Education Sub-Group

This sub-group will ensure engagement with schools designated safeguarding leads and support training, development and scrutiny (e.g. s175 audits) and intelligence reporting on emerging themes and trends within schools. This will also include 6th Form and FE Colleges.

Thematic Task and Finish Groups as required

As themes emerge, the HCYPSP can set out specific themed task and finish groups to review an area of safeguarding and make recommendations for developments, training, learning and changes in service delivery.

Links to other Strategic Partnerships/Groups

The HCYPSP arrangements have been established in the context of existing Strategic partnership arrangements across Halton that support children, young people and families, including the Health and Wellbeing Board, Halton Safeguarding Adults Board, the Pan-Cheshire Channel Panel, Halton Community Safety Partnership, Local Family Justice Board and the Multi-Agency Public Protection Arrangements (MAPPA). The local arrangements also link to other underpinning and associated partnership forums.

3. Policy and Procedures

The [Pan-Cheshire Safeguarding Online Procedures](#) which is also available from the existing Halton Safeguarding Children Board (HSCB) website provides the local policies, procedures, guidance, toolkits and other key documents and this will transition as part of the new arrangements.

In addition to the existing procedures, HCYPSP is currently producing the following as revised policies and procedures:

- Assessing Need and Providing Help;
- Relevant Agencies - Organisational Responsibilities;

- Multi-agency Safeguarding Arrangements;
- Improving Child Protection and Safeguarding Practice;
- Child Death Reviews;
- Managing Allegations against People who Work with Children;
- Standards for Safer Recruitment;
- Legal Statutory Framework;
- Transitional Arrangements Guidance;
- Scrutiny and Performance Framework;
- Information Sharing Guidance and Agreement.

A new HCYPSP website will be developed shortly, this will replace the HSCB website following the end of the transitional arrangement period.

4. Safeguarding Partners and Relevant Agencies

Relevant Agencies

The strength of local partnership working is predicated on safeguarding partners working collaboratively together with relevant agencies, whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of children. HCYPSP arrangements will engage local organisations and agencies to collaborate and provide targeted support to children and families. The local approach also enables joint identification of, and response to, existing and emerging needs, and to agreeing priorities to improve outcomes for children.

Working Together to Safeguard Children 2018 sets out the list of relevant agencies that are required to work under the auspices of multi-agency safeguarding arrangements.

The three safeguarding partners have selected and named the relevant agencies in Halton based on those that are evident in the built environment, those with whom safeguarding partners have a relationship with and those who have responsibility for and who can actively contribute to helping and protecting children in Halton.

For some services that are commissioned by any or all of the three safeguarding partners, they are not named individually as it is expected that their contract is amended or when re-issued that their contracts specifies that they must comply with the local arrangements. However, some organisations who are commissioned are so significant and key to the effectiveness of the safeguarding partnership that a decision has been made to name them formally as relevant agencies.

The list of locally selected relevant agencies may change over time to reflect those present in our local footprint. The **List of Relevant Agencies**, provides the full list of selected relevant agencies and other agencies included in the HCYPSP arrangements.

Organisations and agencies who are not named in the relevant agency regulations, whilst not under a statutory duty, should nevertheless cooperate and collaborate with the safeguarding partners particularly as they may have duties under section 10 and/or section 11 of the Children Act 2004. For example, voluntary, charity, social enterprise sector who provide activities, support and services for children and families, private sector organisations, faith-based organisations and other health providers.

Expectations of Relevant Agencies

Relevant agencies must comply with the following requests of the HCYPSP:

- Provide data and performance information as required about child/young person safeguarding for their agency, in line with the timetable that is provided;
- Provide case details on individual cases as part of multi-agency audits;
- Provide staff and support as required to be part of any multi-agency audit process;
- Undertake s11 and s175 audits as required and provide evidence of actions taken and impact of any changes;
- Provide information as requested about their workforce profile, levels of skills, training and analysis of capacity to meet their safeguarding responsibilities;
- Release staff to attend core mandatory training as required by the HCYPSP and to fund such training as required;
- Allow the HCYPSP to quality assure any single agency safeguarding training they deliver or commission for their workforce so it can be confirmed this meets the learning expectations of the HCYPSP;
- Engage with the Local Safeguarding Practice Learning Review, Safeguarding Rapid Review, Serious Case Review or National Panel Serious Case Review processes where the criteria has been met and to meet the statutory requirements as part of these processes;
- Provide evidence of impact for their workforce of training or any actions that have been identified as a result of audit, Local Safeguarding Practice Learning Review or Safeguarding Rapid Review, Serious Case Reviews for their agency;
- Attend Learning Events and feedback to their workforce key learning and developments;
- Provide representation as requested by the HCYPSP at any of its groups or sub-groups and also at any task and finish groups that are established;
- Complete the revised Information Sharing Agreement as required by the HCYPSP;
- To financially contribute to the management and administration of the HCYPSP if requested.

Further details can be found in the **List of Relevant Agencies and Relevant Agencies – Organisational Responsibilities**.

Where a relevant agency has a national remit, such as the national Probation Service, Community Rehabilitation Service, Youth Justice Service and Cafcass the safeguarding partners will collaborate and take account of that agency's individual responsibilities and potential contributions towards a number of local safeguarding children arrangements. The three safeguarding partners have secured the clinical

expertise of designated health professionals for safeguarding and looked after children within their arrangements.

The list of selected relevant agencies and other organisations and agencies is flexible as new organisations or agencies can be included if they set up in the area. At these times, the list will be revised and republished as appropriate.

Failure to comply

All relevant agencies must comply with information requested by the HCYPSP to enable or support the HCYPSP to perform its functions; failure to do so will mean the HCYPSP may contact their relevant regulator or commissioner and ultimately, the HCYPSP may make an application for a County or High Court injunction to compel the relevant agency to comply.

Early years settings, schools, colleges and other education providers

Early years providers play a crucial role in safeguarding and promoting the welfare of children, as defined by their duties under Section 40 of the Childcare Act 2006. There are robust arrangements in place at a strategic and operational level to engage with early years providers to ensure they are fulfilling their safeguarding responsibilities, for example through annual safeguarding audits and termly line of sight meetings focusing on safeguarding.

Safeguarding partners also acknowledge the pivotal role that schools, colleges and other educational providers play in safeguarding and promoting the welfare of children, as detailed in the statutory guidance Keeping Children Safe in Education 2018. There are established, collaborative relationships with schools and colleges, which are built on open and transparent partnership arrangements and well-embedded, innovative mechanisms for young voice.

It is therefore proposed that the Safeguarding Children in Education (SCIE) Officer (who is funded by schools), chairs a Safeguarding Education Sub-Group of the HCYPSP to ensure there are effective working relationships for learning and development, scrutiny and challenge and two-way feedback on themes and trends with the designated safeguarding leads. The SCIE Officer will represent the sector at the Contextual Safeguarding and Safeguarding Practice Groups and be responsible for collected information and feedback from those groups. If requested by the HCYPSP or by individual schools, consideration will also be given to representation from the sector more directly.

Residential homes for children

All residential homes for children within Halton, including those commissioned by Halton Borough Council and private sector organisations, are selected by the safeguarding partners as relevant agencies. There are mechanisms in place to engage residential homes in local arrangements for example, through the section 11 process and the local provider forum.

The Safeguarding Executive Group will continue to engage with residential homes through the existing mechanisms to ensure ongoing engagement with all residential homes in the new HCYPSP arrangements.

5. Safeguarding Practice Learning Reviews and Rapid Reviews

The responsibility for learning the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel (the Panel) and at local level with the three safeguarding partners (HCYPSP).

HCYPSP arrangements must have due regard to National guidance published by the Panel. When further guidance is issued, it will be incorporated into the HCYPSP Policy and Procedures.

Serious child safeguarding cases are those in which:

- abuse or neglect of a child is known or suspected and;
- the child has died or been seriously injured.

When a serious incident becomes known, Halton Borough Council must notify the Panel within five working days of becoming aware that an incident has occurred. The Council should also report the event to the safeguarding partners in their area (and in other areas if appropriate) within five working days.

The Safeguarding Executive Group will be responsible for making the decision to undertake a Safeguarding Rapid Review and any Safeguarding Practice Learning Reviews, in line with any guidance published by the Panel.

Safeguarding Rapid Review

This is to enable safeguarding partners to:

- gather the facts about the case, as far as they can be readily established at the time;
- discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately;
- consider the potential for identifying improvements to safeguard and promote the welfare of children;
- decide what steps they should take next.

The decision and rationale process should be transparent and communicated appropriately including to families.

The Safeguarding Rapid Review must take no longer than 15 working days to be completed and a copy of the Safeguarding Rapid Review report should be sent to the Panel. The Safeguarding Rapid Review will consider if it is appropriate to undertake a Local Safeguarding Practice Learning Review.

Local Safeguarding Practice Learning Review and Publication of the Report

The Safeguarding Executive Group must commission and oversee this process to ensure they:

- Have clear processes for how they will work with other investigations and work collaboratively with those responsible for carrying out those reviews;
- Agree with the reviewer(s) of Local Safeguarding Practice Learning Reviews, the method by which it is to be conducted;
- Seek to ensure that practitioners are fully involved in the Local Safeguarding Practice Learning Reviews and that families, including surviving children, are invited to contribute;
- Ensure the final report of a Local Safeguarding Practice Learning Review includes a summary of recommended improvements and an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered in the report;
- Consider carefully how best to manage the impact of the publication of Local Safeguarding Practice Learning Reviews on children, family members, practitioners and other closely affected by the case;
- Send a copy of the full report to the Panel, the Secretary of State and Ofsted no later than seven working days before the date of the publication. If it is decided to publish information only relating to the improvements to be made then in addition to a copy of the full report, a copy of this improvement information should also be sent;
- Depending on the nature and complexity of the case, the report/improvement information should be completed and published as soon as possible and no later than six months from the date of the decision to initiate a review;
- Where other proceedings may have an impact on or delay publication, for example an ongoing criminal investigation, inquest or future prosecution, the safeguarding partners should inform the Panel, the Secretary of State and Ofsted of the reasons for the delay;
- Safeguarding partners should set out for the Panel, the Secretary of State and Ofsted the justification for any decision not to publish either the full report of information relating to the improvements;
- Safeguarding partners should have regard to any comments that the Panel, the Secretary of State and/or Ofsted may have in respect of the publication;
- Every effort should also be made, both before the review and while it is in progress, to (i) capture points from the case about improvements needed, (ii) take corrective action and (iii) disseminate learning.

Child Death Review Process (CDOP)

Revised [statutory and operational guidance](#) has been issued, the key changes include:

- The CDOP is led centrally by the Department of Health.
- Local arrangements will be undertaken by the Pan-Cheshire Child Death Rapid Review;
- Halton Health and Wellbeing Board will receive an annual report as the majority of child deaths are not safeguarding related (subject to agreement that this will be the local accountable body);

- The Pan-Cheshire Policy/Protocol is still to be developed. This will explain the relationship between the Safeguarding Rapid Review and the Child Death Rapid Review.

Further details including how lessons are learnt and embedded in practice are outlined in the HCYPSP Learning and Improvement Framework.

6. Scrutiny and Assurance

The HCYPSP arrangements have been developed to create an environment that is conducive to robust scrutiny and constructive challenge. Arrangements include opportunities to proactively catch local agencies before they fall as well as a partnership approach to learning and improvement across the multi-agency children's safeguarding system.

Locally, there is a culture of challenge and holding partners to account. There are embedded systems and processes for professional challenge across the safeguarding system and there is evidence of scrutiny and assurance arrangements in place at all levels across our safeguarding partner organisations.

There is an ongoing drive and commitment to ensure continuous improvement leading to better outcomes and experiences for our children, young people and families. Through the HCYPSP Learning and Improvement Framework, a range of mechanisms are in place to ensure scrutiny and assurance including independent scrutiny, which are:

- Multi-agency Audits;
- s11 and s175 Audits;
- Practice Learning Reviews;
- Thematic Events and Training.

These mechanisms provide opportunities for quality assurance, case tracking and deep dives into specific agencies, themes, cohorts and areas of focus.

In the spirit of continuous learning and a responsive approach, there will be an annual/ongoing review of the HCYPSP Learning and Improvement Framework, including independent scrutiny arrangements. This reinforces the local ethos of being forward thinking and outward looking and the ongoing drive towards 'breaking the mould', while ensuring the approach to scrutiny and assurance continues to be transparent and inclusive.

Learning and Improvement

Overall, the learning will contribute to further strengthening the safeguarding system, multi-agency practice and the nuanced approaches that services can develop.

Through the Safeguarding Practice Group (SPG), the three safeguarding partners will have an ongoing commitment to continuous learning and improvement leading to enhanced practice and improved outcomes and experiences.

The SPG will ensure the HCYPSP arrangements continue to take account of the findings from all local and national reviews with a view to considering how identified

improvements should be implemented locally. This includes the way in which agencies work together to safeguard and promote the welfare of children. Findings from local reviews undertaken in Halton will be shared with relevant parties locally and there will be regular auditing to ascertain progress on the implementation of recommended improvements.

The sustainability of these improvements will be monitored regularly and followed up by SPG, to ensure that there is a real impact on improving outcomes for children, young people and their families.

SPG will be responsible for co-ordinating the outcomes of multi-agency audits, learning and improvement and will monitor, implement and review areas for development to ensure we positively impact on our commitment towards continuous improvements across frontline practice.

SPG will also conduct non-statutory local practice learning reviews and disseminate learning from these and local and national child safeguarding practice reviews, other national reports and research.

Learning events will be held on a quarterly basis to share the learning from audits, performance analysis and practice learning and serious case reviews.

Independent Scrutiny

- Thematic audit themes and Peer Review themes to be agreed by the Safeguarding Executive Group on an annual basis;
- Independent audits to be commissioned to promote reflection and drive continuous improvement of HCYPSP arrangements;
- Agree and make arrangements for an independent person to write the annual report;
- The report will outline what has been done as a result of the arrangements, including practice learning reviews, and how effective these arrangements have worked in practice;
- Ensure that the report is widely available and published on the new HCYPSP website once developed;
- Provide progress updates to the published arrangements in their yearly report and the proposed timescale for implementation.

7. Multi-Agency Training

Halton's safeguarding training arrangements will be reviewed and refreshed on a multi-agency basis, during the first 12 months of the new local arrangements being introduced.

Locally, there is an ongoing commitment to developing a consistent approach to multi-agency training, which is underpinned by robust evaluation processes to ensure that the training programme is clearly focused on the needs of partners to deliver effective services. In addition to needs analysis, the training programme is informed by case

audit processes, safeguarding rapid reviews, local safeguarding practice learning reviews, national case reviews and research. Through the Multi-agency Safeguarding Unit, there will be further developments to enhance the commissioning, delivery, monitoring and evaluation of the effectiveness and impact of multi-agency training. The outcomes will be fed into partnership processes and this information will also be included in the annual report.

Within the HCYPSP arrangements, the safeguarding partners will:

- Review what core training is needed locally and agree how any training is commissioned;
- Monitor and evaluate the effectiveness of training commissioned;
- Identify how the training that is provided by agencies working with children, will be quality assured.

All safeguarding partner organisations and the locally selected relevant agencies will be required to contribute. The HCYPSP training programme is to be produced and made available on the website, this will be updated on an annual basis and published through the HCYPSP website. Training is available at a basic, intermediate and masterclass level. The training programme will be flexible, updated and republished as required to reflect local need.

Continuous learning, a collective understanding of new and emerging threats, trends and issues, familiarising ourselves with evidenced based practice about what works, utilising research and ultimately providing the children's workforce with the knowledge, skills and mind-sets to transform the rhetoric of training into day to day practice is key to improving outcomes for our children, young people and families.

As outlined in Working Together to Safeguard Children 2018, multi-agency training is important for supporting the collective understanding of local need and for practitioners to be effective in universal services and across the safeguarding pathway. This spans from early help through to targeted and specialist services including looked after children and care leavers. To be effective practitioners need to continue to build their knowledge and skills and be aware of the new and emerging threats.

Individual agencies are required to ensure that their workforce is sufficiently trained and competent in safeguarding children and to meet the needs of the children, young people and their families. The premise of multi-agency training is that it is 'added value' and 'better together' to provide a collective understanding of the local needs of children and families.

In addition to training activities, there will also be development opportunities under the auspices of the HCYPSP arrangements focused around information sessions, practice forums and conferences. These development activities promote putting theory and research into practice, developing evidence-based practice and expertise, sharing perspectives and learning and enhancing confidence in helping and protecting children and young people.

Publications that support learning and that may be of interest will also be made available through communications routes and published on the HCYPSP website.

8. Funding Arrangements and Responsibilities

Working in partnership means organisations and agencies should collaborate on how they will fund their arrangements.

The three safeguarding partners will agree the level of funding secured from each partner, which should be an equitable and proportionate contribution from each relevant agency to support the local arrangements.

The three safeguarding partners will make payments towards expenditure incurred in conjunction with the local arrangements for safeguarding and promoting the welfare of children. Funding allocations are agreed by safeguarding partners through the HCYPSP.

The three safeguarding partners have agreed their funding contributions for 2018/19 and 2019/20 which is via direct funding or in-kind support as deemed appropriate. This funding will contribute to the costs associated with the implementation and ongoing development of HCYPSP arrangements.

In addition, individual safeguarding partners will contribute to the development and delivery of the training programme, communications, marketing, events and child safeguarding practice learning reviews and funding of independent scrutiny.

Specific relevant agencies have agreed their funding contributions for 2018/19 and for 2019/20. This funding will contribute to the costs associated with the implementation and ongoing development of the HCYPSP arrangements. In the future, relevant agencies will be expected to contribute to the scrutiny and assurance arrangements and also training delivery.

Funding arrangements will be subject to an annual review and there will be further consideration and discussion regarding future funding rounds. If any safeguarding partners do not fulfil their funding responsibilities as identified in the HCYPSP arrangements, the dispute resolution process below will be deployed.

9. Voice and Engagement

The three safeguarding partners and other relevant agencies across Halton have established mechanisms in place, to gather the views of children, young people and families, either directly through services, via independent voice representatives or via established groups and networks.

HCYPSP's approach will acknowledge individuals as the experts in their own lives and manage risk-taking behaviour in a positive way. Agencies will make sure that the

information, help, protection and services are available at the right time and the right place leading to better outcomes where children and young people are resilient and safe.

These existing systems provide opportunities for children, young people and their families to share their views, experiences, challenge, support local decision makers, shape and influence Halton's strategic planning and be directly involved in commissioning and service provision at an individual, service and strategic level. For example, these include:

- Halton Children's Trust;
- Children in Care Council;
- Halton Youth Cabinet;
- Halton Healthwatch;
- Routine feedback and surveys from children and young people involved with services;
- Staying Safe Conferences;
- Involvement of young people in commissioning, recruitment and the scrutiny and assurance framework;
- 'Make Your Mark' annual youth ballot where young people get to vote on issues that matter to them.

Emerging issues, themes, impacts and outcomes of engagement will be fed into the HCYPSP arrangements. The impact of engagement with children and young people will:

- Systematically shape priorities, service development, delivery and individually support children, young people and their families;
- Enable information that is being developed for young people is co-produced with them;
- Enable young people to have more awareness of local issues, a greater understanding of what information, services and support is available, be more empowered to help keep themselves safe and make positive choices;
- Promote and encourage child and adolescent resilience;
- Improve children and young people's confidence, skills and future outcomes;
- Promote supportive relationships and safeguarding arrangements between young people, their families, peers, schools, colleges, practitioners and senior leaders.

10. Performance Data and Intelligence

HCYPSP uses data and intelligence to assess the effectiveness of the help being provided to children and families across the safeguarding system, from early help to looked after children and care leavers and is focused around the journey of the child.

We are confident that there is a wealth of performance data and intelligence that is used across the partnership. Through the SPG there are opportunities to further develop our performance data and intelligence across the partnership and bring together one multi-agency dataset to orientate our analysis towards measuring

collective interventions and outcomes across the safeguarding system. The group will facilitate further work to develop our approach to inform our monitoring, evaluation and next steps planning.

A culture of continuous learning and improvement, with both challenge and support for leaders at all levels, has set high standards and expectations for systems leaders, safeguarding and service leaders and practice leaders, safeguarding partner organisations and selected relevant agencies/other agencies included in our arrangements. At the same time, it enables the workforce to be confident that decisions and 'risks' are shared and helps to ensure that high quality and safe practice, based on achieving the most positive outcomes for children and families is the norm.

A wide range of performance, activity and compliance data is regularly used across the workforce to aid ongoing management oversight and ensure best practice. This is a key feature of the HCYPSP Learning and Improvement Framework, which also incorporates case audit, quality assurance, practice observations and service user feedback and views. Performance data and intelligence is collated and fed into key partnership arrangements as detailed below.

Halton Children and Young People Safeguarding Partnership	<ul style="list-style-type: none"> • Agree recommendations regarding HCYPSP priorities; • Receive assurance on impact; • Executive of arrangements.
Safeguarding Executive Group	<ul style="list-style-type: none"> • Key priorities based on performance data and intelligence; • Key patterns and themes to make recommendations on training, policy and practice; • Set Multi-agency Audit themes; • Oversee Learning and Improvement Framework, Practice Learning Reviews, Rapid Reviews and referrals to the National Panel.
Safeguarding Practice Group	<ul style="list-style-type: none"> • Data <ul style="list-style-type: none"> ○ Ofsted Children's services Analysis Tool (ChAT); ○ Child Protection Plan Details; ○ Single and Multi-Agency Audit Outcomes; ○ Key patterns and themes to inform scrutiny and effectiveness of HCYPSP arrangements.
Contextual Safeguarding Operational Group	<ul style="list-style-type: none"> • Bespoke performance report <ul style="list-style-type: none"> ○ CSE, Numbers, Feedback on commissioned service; ○ Performance and impact of training, policy and procedures; ○ Key patterns and themes to inform scrutiny and effectiveness of HCYPSP arrangements.

This is not exhaustive of all the opportunities for oversight, but does take account of the performance and intelligence monitoring across the key HCYPSP arrangements partnership structure. There will be a flexible approach to monitoring performance and intelligence to ensure that the information collated relates to current need and any new

and emerging threats to inform decision-making and strategic direction leading to better outcomes.

11. Annual Report and Review

HCYPSP will commission an independent person to write the annual report which will set out what has been achieved by the new Partnership arrangements and how effective the arrangements have been in practice. The annual report will also include actions relating to any local child safeguarding practice learning reviews or national child safeguarding practice reviews as relevant and what safeguarding partners have done as a result.

In addition, the report will also include:

- Evidence of the impact of the work of the safeguarding partners and relevant agencies on outcomes for children and families;
- An analysis of any areas where there has been little or no evidence of progress on agreed priorities;
- A record of actions taken by the safeguarding partners in the report's period (or planned to be taken) to implement the recommendations of any child safeguarding practice learning reviews;
- Ways in which the partners have sought and utilised feedback from children, young people and families to inform their work and influence service provision.

The annual report will be endorsed by the HCYPSP on behalf of the Halton Borough Council Chief Executive, NHS Halton Clinical Commissioning Group Accountable Officer and Chief Constable Cheshire Constabulary.

Following endorsement, the report will be distributed through relevant routes across the three safeguarding partners (via Halton Borough Council's democratic functions, the NHS Clinical Commissioning Group's Governing Body and Office of the Police and Crime Commissioner).

It will also be distributed across relevant partnership arrangements.