

UNION BOARD AGENDA
Tuesday, 19th March, 2019, 12.30 – 2.30pm
Banqueting Room, Grimsby Town Hall, Grimsby, DN31 1HU

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|----|--|-------------|
| 1. | <p><u>Apologies for Absence</u></p> <p>To record any apologies for absence.</p> | |
| 2. | <p><u>a) Declarations of Interest – Elected Members</u></p> <p>To record any declarations of interest by an Elected Member of the Union Board in respect of items on this agenda.</p> <p>Members declaring interests must identify the Agenda item and the type and detail of the interest declared.</p> <p><u>(A) Disclosable Pecuniary Interest</u>; or
 <u>(B) Personal Interest</u>; or
 <u>(C) Prejudicial Interest</u></p> <p><u>b) Declarations of Interest – CCG Union Board representative</u></p> <p>To record any declarations of interest made by a CCG Union Board representative in respect of items on this agenda.</p> | |
| 3. | <p><u>Minutes of the previous meeting</u></p> <p>To record the approval of the draft minutes of the previous meeting.</p> | 1 |
| 4. | <p><u>Tracking of Actions</u></p> <p>To receive an update on actions agreed at the previous meeting (copy attached).</p> | 4 |
| 5. | <p><u>Commissioning Priorities (Decision CCG/LA)</u></p> <p>To receive a report from Joanne Hewson and Helen Kenyon (Paper to follow).</p> | - |

- | | | |
|-----|--|-----------|
| 6. | <u>2019/20 Financial Planning (Discussion Item)</u> | 5 |
| | To receive a report from Laura Whitton and Sharon Wroot (copy attached). | |
| 7. | <u>New Safeguarding Arrangements (Discussion Item)</u> | 11 |
| | To receive a report from Jan Haxby and Steve Kay (copy attached). | |
| 8. | <u>SEND Inspection (Discussion Item)</u> | - |
| | To receive a verbal update from Steve Kay. | |
| 9. | <u>Urgent Business</u> | - |
| | To receive any business which, in the opinion of the Chair, is urgent by reason of special circumstances which must be stated and minuted. (Any attendee wishing to raise an item of urgent business should raise this with the Chair prior to the meeting.) | |
| 10. | <u>Public Questions</u> | - |
| | To receive any questions from members of the public relating to matters within the remit of this Board. | |

ROB WALSH
JOINT CHIEF EXECUTIVE - NELC/CCG

Please note: These minutes remain in draft form until the next meeting of the Union Board on 19 March 2019

**UNION BOARD
MINUTES OF THE MEETING HELD ON MONDAY 28TH JANUARY 2019 AT 3.00PM
TOWN HALL, GRIMSBY**

PRESENT:

Mark Webb	NEL CCG Chair
Dr Peter Melton	Chief Clinical Officer, CCG
Councillor Oxby	Leader of the Council
Councillor Hyldon-King	Portfolio Holder for Health, Wellbeing and Adult Social Care, NELC
Councillor P Wheatley	Portfolio Holder for Regeneration, Skills, Housing and Assets, NELC
Councillor Patrick	Portfolio Holder for Environment and Energy, NELC

APOLOGIES:

Anne Hames	Community Representative, CCG
Dr Thomas Maliyil	GP Representative/ Chair Council of Members, CCG

IN ATTENDANCE:

Rob Walsh	Chief Executive NELC/CCG
Joanne Hewson	Chief Operating Officer, NELC
Laura Whitton	Chief Financial Officer, CCG
Stephen Pintus	Director of Health and Wellbeing, NELC
Sharon Wroot	Director of Resources and Governance, NELC
Helen Kenyon	Chief Operating Officer, CCG
Simon Jones	Chief Legal and Monitoring Officer, NELC
Paul Windley	Democratic and Scrutiny Team Manager
Helen Askham	PA to Executive Office (Minutes Secretary)

1. APOLOGIES

Apologies were noted as above.

2. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting were approved, and the following outstanding actions discussed below.

Members noted that the final S75 agreement had been finalised. It will be added to the Work plan for a discussion at a future Union Board workshop.

Action: The final S75 Agreement will be discussed at a future Union Board workshop.

The Humber Acute Services Review will be added to the work plan for discussion at the next Union Board meeting in March.

Action: The Humber Acute Services Review will be an agenda item for the March Union Board meeting.

Members were updated that with regards to the SEND inspection, a letter had been received from OFSTED confirming that the statement of action is fit for purpose. NHS England and NHS Improvement are happy with the agreed direction of travel.

Action: The SEND will be an agenda item for the March Union Board meeting.

Please note: These minutes remain in draft form until the next meeting of the Union Board on 19 March 2019

3. DECLARATIONS OF INTEREST

No conflicts of interest were recorded or interests declared by the Elected members, or the CCG Union Board representatives.

4. FINANCE REPORT

The Union Board were provided with a presentation regarding the financial challenges facing the development of the Union, and the opportunities for integration.

Key financial drivers and critical success factors of the Union were outlined, along with the key challenges facing both organisations regarding the integration of our financial systems.

Members discussed the financial responsibilities of each organisation, their funding resources, along with how finances flow within each organisation.

The management of the NLAG contract was discussed in terms of its significant pull on resources, and how this could be controlled, reducing the drivers of cost and ensuring that treatment was provided in the most cost effective way.

Members discussed the format of future financial reporting and requested that a high-level strategic view be provided which would provide assurance about how resources are being managed and areas of material risk.

The Chair noted that there is a major opportunity to shift the whole system, redirect resources, consider long term and prevention methods, and achieve more together. Members were informed of the work being progressed by officers regarding the approach of the Union to develop a single commissioning approach and set of priorities, to be the subject of a future workshop discussion and Board meeting.

Action: Future reporting principles to be discussed at a future Union Board meeting.

5. ADULT SERVICES REVIEW

The Board received an update on the conclusions of the Adult Services Review, an outline of the next steps and implications for the Union.

The priority is now to share and discuss the review findings. The role of the Union Board is to ensure the key elements of the emerging action plan are "owned" by the most appropriate part of the system and that there is a process in place to provide assurance that the action points are being followed through to delivery.

Members agreed that the report would be discussed in detail at a future Union Board Workshop as part of the planned session on priorities.

Action: Adult Services Review will be added to a future Board Workshop agenda.

6. STRATEGIC FRAMEWORK FOR WELLBEING IN NORTH EAST LINCOLNSHIRE

A paper was delivered by the Director of Health and Wellbeing regarding the Strategic Framework for Wellbeing.

Members noted that an engagement process will take place shortly, across the Place system to allow time for consideration of and comment on the Framework. Members noted further engagement is to take place within the Council and the CCG. Work is commencing on a more accessible version for the public, with the intention of making this available to all organisations.

Please note: These minutes remain in draft form until the next meeting of the Union Board on 19 March 2019

The aim is to seek final approval of the framework by May 2019.

Action: That any comments on the framework be forwarded to the Director of Health and Wellbeing within one week of this meeting.

7. LONG TERM PLAN

The Board received the NHS Long Term Plan which had been developed by health and care leaders to make the NHS fit for the future.

The Board noted that the Long Term Plan outlines a shift in policy towards how North East Lincolnshire are currently working, by the establishment of the Union, Primary Care Networks, and bringing together health and social care. This includes working with ICP's in delivering services locally, and if this is not viable, then the STP will be utilised. It is hoped that these policies, by being included in the Long Term Plan, will add weight to North East Lincolnshire's direction of travel.

The Long Term Plan determines that all regions must have ICP's in place by 2021.

The Union discussed the current commissioning arrangements with NLAG and the proposed changes to how NHS England's national central funding resource is allocated amongst the Trusts, and CCG's. Members agreed to discuss this further as there are potential risks associated with the changes. With regards to the current funding allocations, the Chief Finance Officer, agreed to investigate further and bring back to the Board.

The Chair noted the importance of developing the ICP and the Union, to strength our position, in order to provide services for this region and the people we serve. The Chair urged all Board members to read the Summary, along with chapter seven of the Long Term Plan, which outlines new models of provision, in preparation for further discussion at the next Union Board Workshop. The Board agreed to provide a formal response to NHS England, after consideration of the implications of the Long Term Plan.

Action: Members to discuss NHSE centrally funding arrangements further.

Action: Further discussion will take place at a future Union Board Workshop, and a formal response to NHS England will be drafted.

Action: The Chief Finance Officer is to investigate current funding allocations.

8. URGENT BUSINESS

The Chair opened up the meeting to allow for questions from the public.

Action: A "Questions from the Public" item will be added to future Union Board meeting agendas.

Summary of Matters Arising from the Union Board Meeting held on 28 Jan 2019

Item		By	On Forward Agenda	Completed/ Comment
2.	The final S75 Agreement will be discussed at a future Union Board workshop			Completed – agenda item added to the Forward Plan
2.	The Humber Acute Services Review will be an agenda item for the March Union Board meeting			Completed – agenda item added to the Forward Plan
2.	The SEND will be an agenda item for the March Union Board meeting			Completed – agenda item added to the Forward Plan
4.	Future reporting principles to be discussed at a future Union Board meeting			Completed – agenda item added to the Forward Plan
5.	Adult Services Review to be added to a future Board Workshop agenda.			Completed – agenda item added to the Forward Plan
6.	That any comments on the framework be forwarded to the Director of Health and Wellbeing within one week of this meeting.	All		
7.	Members to discuss NHSE centrally funding arrangements further.	All		
7.	Further discussion will take place at a future Union Board Workshop, and a formal response to NHS England will be drafted.	Laura Whitton		
7.	The Chief Finance Officer is to investigate current funding allocations	Laura Whitton		
8.	A “Questions from the Public” item will be added to future Union Board meeting agendas.			Completed – the item will be added to the agenda.

Agenda Item 6

Report to: Union Board
 Date of Meeting: Tuesday 19th March 2019
 Subject: Financial outlook
 Presented by: Sharon Wroot / Laura Whitton

STATUS OF THE REPORT (auto check relevant box)

For Information
 For Discussion
 For Approval / Ratification
 Report Exempt from Public Disclosure No Yes

PURPOSE OF REPORT:	This report provides key information and analysis of the financial performance of the Union and outlook for the forthcoming planning period.
Recommendations:	Members are recommended to note the findings from the report and discuss the implications for the Union
Sub Committee Process and Assurance:	Corporate financial performance and budgets are routinely considered through board and committee structures of both the Council and CCG.
Implications:	
Risk Assurance Framework Implications:	Financial risks are considered through the risk assurance frameworks of both the Council and CCG. Each party is expected to undertake risk assessments in relation to the delivery of the commissioning plans they are leading on.
Legal Implications:	N/A
Equality Impact Assessment implications:	<p>An Equality Impact Analysis/Assessment is not required for this report <input checked="" type="checkbox"/></p> <p>An Equality Impact Analysis/Assessment has been completed and approved by the EIA Panel. As a result of performing the analysis/assessment there are no actions arising from the analysis/assessment <input type="checkbox"/></p> <p>An Equality Impact Analysis/Assessment has been completed and there are actions arising from the analysis/assessment and these are included in section ____ of the enclosed report <input type="checkbox"/></p>
Finance Implications:	As detailed within the report
Quality Implications:	<p>This report details a positive impact on quality. <input type="checkbox"/></p> <p>The proposal put forwards, if agreed, would have a positive impact in terms of enabling providers to meet safe staffing targets. The review is also centred on improving the quality of experience for service users.</p>

	<p>This report details a neutral impact on quality. <input checked="" type="checkbox"/></p> <p>The report will not make any impact on experience, safety or effectiveness.</p> <p>This report details a negative impact on quality. <input type="checkbox"/></p> <p>The report details the need for budgets to be significantly reduced. It is clear that the report summarises that quality will be negatively impacted by this as decisions to remove services/provide a lower level of provision to solely meet the 'must do's' of provision in terms of meeting people's needs has to be made. It is forecast that service user experience will be negatively impacted by this position.</p>				
Procurement Decisions/Implications (Care Contracting Committee):	The procurement processes and procedures of the relevant lead commissioner will be followed.				
Engagement Implications:					
Conflicts of Interest	<p><i>Have all conflicts and potential conflicts of interest been appropriately declared and entered in registers which are publicly available</i></p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>				
Links to Strategic Objectives	<table border="0"> <tr> <td><input checked="" type="checkbox"/> Sustainable services</td> <td><input checked="" type="checkbox"/> Empowering people</td> </tr> <tr> <td><input checked="" type="checkbox"/> Supporting communities</td> <td><input checked="" type="checkbox"/> Delivering a fit for purpose organisation</td> </tr> </table>	<input checked="" type="checkbox"/> Sustainable services	<input checked="" type="checkbox"/> Empowering people	<input checked="" type="checkbox"/> Supporting communities	<input checked="" type="checkbox"/> Delivering a fit for purpose organisation
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<input checked="" type="checkbox"/> Supporting communities	<input checked="" type="checkbox"/> Delivering a fit for purpose organisation				
Appendices / attachments	None				

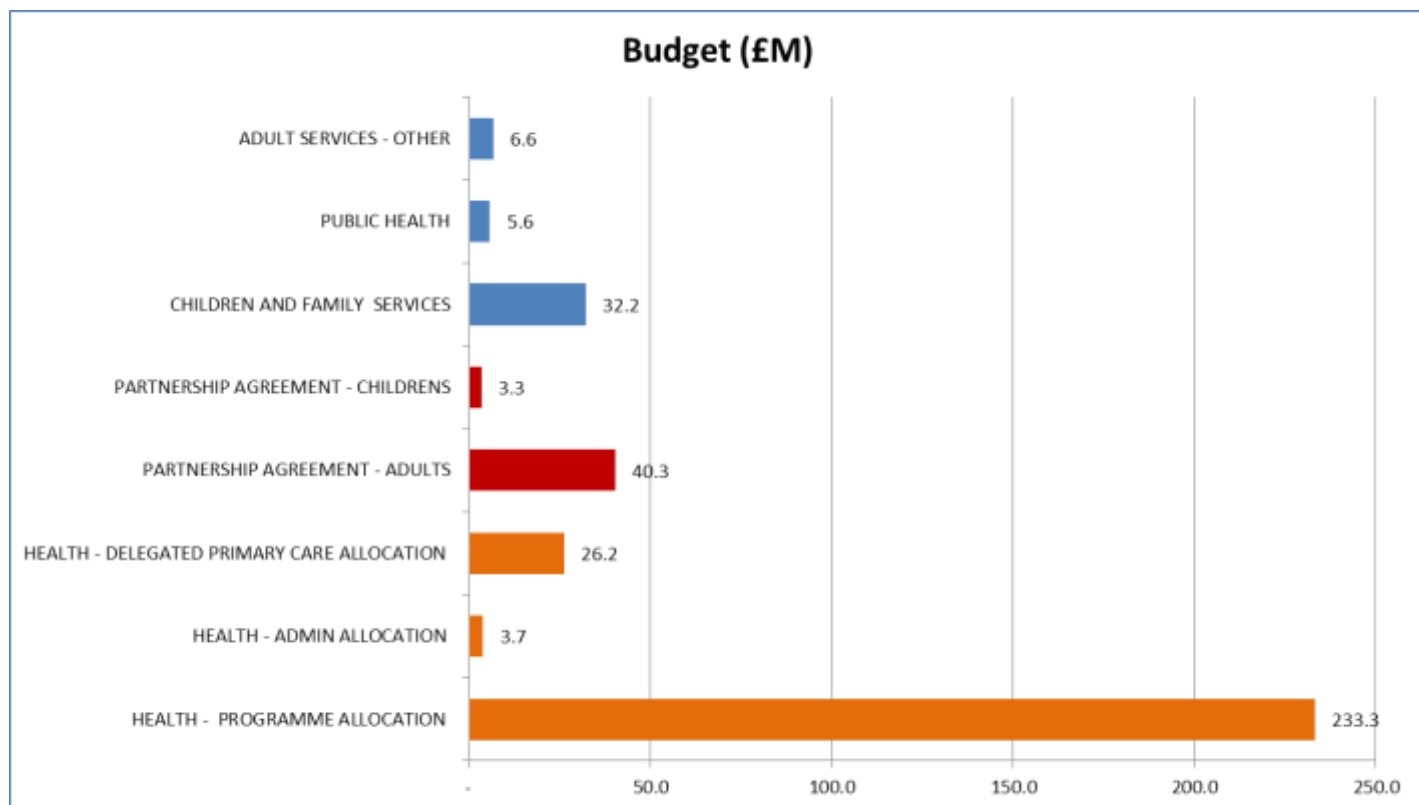
Background

As two of the largest commissioning organisations within North East Lincolnshire, the Council and CCG are well placed to influence the health and wellbeing agenda through their joint spending power and economies of scale. Key financial drivers and critical success factors of the Union include:

- Improving health and wellbeing outcomes for the place
- Achieving organisational and financial sustainability
- Accelerating value for money opportunities and achievement of key financial and quality targets
- Making best use of resources (assets, people, finances)
- Maximising the funding available to the Partners through collaborative commissioning initiatives and the management of reserves
- Improving the efficiency of service delivery and ensuring that the principle of "continuous improvement" is evident in all services delivered

Corporate financial overview

Detailed below is a summary of the total resource available to the Union in 2018/19. This analysis includes all Council budgets in relation to children's, public health and adult services and all health programme and administrative allocations.



NB. Total Public Health Grant is £11M with allocations across a range of areas including children's and adult services.

2018/19 Corporate Financial Performance

At the present time, both the NHS and Local Government face well-documented ongoing financial challenges.

As at the end of Quarter 3 of the 2018/19 financial year, the Council is forecasting a year end overspend of £0.3M with further actions being taken to bring spend back in line with budget. Demand pressures are being faced relating to looked after children, SEN placements and environmental services and there is utilisation of earmarked reserves to support transformation programmes in these areas. It is also being reported that there has been slippage against the in-year capital programme.

The CCG is forecasting a year end balanced position although there are a number of risks that need to be managed in the remainder of the year. The main risk is in relation to the NLG contract and in particular non-elective (emergency) demand. The level of overall risk the CCG faces has been assessed as £2.9m and this will be managed in year through the release of earmarked reserves and contingency funding.

2018/19 Pooled budgets

Both the Adult and Children's Pooled budgets are anticipated to maintain spending within the agreed partnership agreement in 2018/19. In terms of the Adult pool, the original budget assumed drawdown of £1.0M of non-recurrent funding. Based upon the current position it is anticipated that only £0.8M of non-recurrent funding will be required to be drawn down in year.

ADULTS	Budget £M	Outturn £M	Variance £M	
Community	16.4	17.0	0.6	← Impact of high cost clients partially offset by additional income from Direct Payment audits.
Care plus	3.7	3.7	0.0	
Focus	4.7	4.7	0.0	
Navigo	2.9	2.9	0.0	
Running Costs	1.6	1.6	0.0	
Development & Service Delivery	-0.5	-0.3	0.2	← Reduced number of clients supported compared to budget plan, along with a reduced forecast on respite activity.
Residential	14.5	13.5	-1.0	
Universal Service	1.4	1.4	0.0	
TOTAL	44.5	44.3	-0.2	← The forecast outturn within the table above assumes drawdown of £980k non recurrent funding from reserves held at the Council. Underspend means full drawdown not required
Partnership Agreement	-40.3	-40.3	0.0	
Better Care Fund	-4.2	-4.2	0.0	
NET	0.0	-0.2	-0.2	
CHILDRENS	Budget £M	Outturn £M	Variance £M	
CAMHS	2.2	2.2	0	
Complex care	0.3	0.3	0	
Palliative care	0.1	0.1	0	
Contribution to admin	0.1	0.1	0	
Transformation	0.5	0.5	0	
Eating disorders	0.1	0.1	0	
TOTAL	3.3	3.3	0	
Partnership Agreement	-3.3	-3.3	0	
NET	0	0	0	

NB. CAMHS is contribution towards total budget of £2.7M

Financial planning – 2019/20 onwards

A balanced financial position has been established for the forthcoming planning period. However the level of risk within the 2019/20 budget position is considered to be high. As a consequence the Council and CCG will be required to revisit financial plans on a more regular basis. Through the risk and opportunity management frameworks of both the Council and CCG, the significant risks impacting on the budget have been recognised. These include rising levels of demand within health and social care and the delivery of challenging efficiency plans.

Indicative pooled budget envelopes for 2019/20 are as follows:

- £43.8M adult social care
- £3.4M childrens

A range of key actions will contribute towards delivery of a sustainable financial position in 2019/20. Further details are provided within the Council's medium term financial plan as approved in February 2019.

Budget Envelope	Service Area	Opportunity	Year	
			2019/20 £'000	2020/21 onwards £'000
Adult Services	Adult Social Care	Review of rehabilitation and re-ablement service support to reduce the cost of short stay residential placements, reduce the likelihood of short stay placements becoming long stay, improve individuals' mobility, independence and reduction in dependency on home care services.	100	150
		Work collaboratively with children's services pre- transition to reduce high cost learning/physical disability placements and consider alternative packages of care	0	300
		Incentivise collaborative working within the ICP through the application of an efficiency target	200	500
		Negotiate via Union arrangements NHS contribution to adult social care services	1,000	1,000
		Negotiate drawdown of reserves and use of additional funding via the Union arrangements	500	500
	Review of fairer charging policy	0	40	
	Home Options	Housing related support review	300	300
	Family Hubs	Co-location of children's community services to reduce the number of localities buildings	250	500
Corporate and Democratic Services	Union development	Review of combined operating model, including proposals for a Union leadership team revised management arrangements, exploring options for further integration and making best use of digital opportunities to support system change.	375	700
Public health	Public Health/Wellbeing Service	More targeted approach to NHS health check scheme.	50	50
		Reduction in wellbeing service provision.	26	26
TOTAL			2,801	4,066

The CCG plans to deliver its 2019/20 control total of breakeven against its in-year allocation, as well as all of the commissioner business rules. This is reliant on delivery of an efficiency programme of £5.5m.

The CCGs efficiency plans will focus on the following:-

- continuation of schemes started in 2018/19
- Demand Management
- schemes agreed as part of QIPP 4 (National CCG Savings Support Initiative)
- Right Care (National Tool which supports pathway model redesign)
- Other e.g. Move from Day Case to Outpatient, Primary Care Prescribing, Productivity improvements linked to the development of the NEL Integrated Care Partnership

Investments (Capital)

There are a series of planned investments in Union related activities incorporated into the financial planning process. These investments are of a capital nature and will contribute towards Union priorities.

Detailed below is a summary of planned investments in Union related activities as incorporated within the Council's medium term financial plan. These investments are of a capital nature and will contribute towards Union priorities.

Scheme	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
Disabled Facilities Grants	1,900	3,559	1,900	1,900
Housing Assistance Grants and Loans	370	855	200	0
Social Care - Better Care Fund	535	200	0	0
Drug & Alcohol Recovery	200	81	0	0
Supported Housing Scheme	0	1,833	0	0
Community Housing	50	153	0	0
Total	3,055	6,681	2,100	1,900

As the Union relationship matures there will be an opportunity to revisit these plans to support developing Union priorities.

Future outlook and opportunities

Detailed below are the key challenges and opportunities facing the Union:

- There is a major opportunity to shift the whole health and social care system by redirecting resources and in the process achieving more together
- At present there are a lot of social enterprises within North East Lincolnshire; this position provides both funding opportunities (outside of the NHS) and challenges to accessing NHS capital allocations.
- Greater flexibility for local decision making within Local Government can be used to facilitate investments
- In addition there is the ability/flexibility for more commercially minded investments via Local Government
- In order to do this there is a need to obtain political and clinical buy in for significant investments and proposals.
- Current models of delivery which tend to be reactive and high cost need to be challenged.

Report to: (Board/Sub-Committee): Union Board

Date of Meeting: 19th March 2019

Subject: New Safeguarding Arrangements

Presented by: the Director of Children & Family Services (North East Lincolnshire Council), and the Director of Nursing and Quality (NHS North East Lincolnshire Clinical Commissioning Group)

STATUS OF THE REPORT (auto check relevant box)

- For Information
- For Discussion
- For Approval / Ratification
- Report Exempt from Public Disclosure No Yes

PURPOSE OF REPORT:

This report explains the changes in national requirements for local safeguarding arrangements that come into effect this year. It outlines the work undertaken to date and what more needs to be done to achieve the changes by the deadline that has been set.

1.1 In June 2018 new statutory guidance was published by the government, setting the framework within which all practitioners should operate in order to protect children from abuse and neglect and promote their best interests. This was the revised Working Together to Safeguard Children statutory guidance; and the Local Safeguarding – Transitional Arrangements statutory guidance:<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

1.2 The revisions were needed to reflect the changes in the law in the Children and Social Work Act 2017, in particular the reform of the arrangements for multi-agency safeguarding, serious case reviews and child death reviews. It will now be the equal responsibility of North East Lincolnshire Council (NELC), Humberside Police and North East Lincolnshire Clinical Commissioning Group (CCG) to ensure adequate processes and practice for safeguarding.

1.3 To comply with the guidance we have to make the transition from having a Local Safeguarding Children’s Board (LSCB) to a new working arrangement of safeguarding partners and child death review partners. To do this we need to ensure that there is no disruption in these critical arrangements. The transitional arrangements that we decide on must be published by 29th June 2019 and be delivered by 29th September 2019.

1.4 The main aim of these reforms is to have a stronger but more flexible statutory framework - one that will support local partners to work together more effectively in protecting and safeguarding children.

1.5 Every local authority area has its own LSCB. This operates on a multi-agency level and is often the first point of contact for any non-emergency safeguarding

concerns that might occur in a school, workplace, at home, or elsewhere. The LSCB is responsible for publishing important safeguarding guidance, policies, and procedures for the local area, in line with current government guidance. It plays a central role in any local safeguarding incident and the team who support the LSCB handle a lot of confidential documentation and information relating to ongoing child protection cases.

- 1.6 Under the new arrangements North East Lincolnshire will no longer have a LSCB and will move to the new safeguarding arrangements as outlined in Working Together 2018 and Children and Social Work Act 2017. The safeguarding partners who are defined as the local authority (NELC) the clinical commissioning group for the local authority area (NELCCG) and the Police for the local authority area (Humberside Police) will work collaboratively to strengthen the child protection and safeguarding system. The three safeguarding partners should agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.
- 1.7 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
 - safeguarding arrangements take into account the voice of the child and ensure that co-production is at the heart
 - 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.
- 1.8 In order to work together effectively, the safeguarding partners with other local organisations and agencies must 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.
- 1.9 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 such as the Health and Wellbeing Board, Adult Safeguarding Board, Channel Panel, Improvement Board, Community Safety Partnership, the Local Family Justice Board and Multi-Agency Public Protection Arrangements. The Safer NEL 'brand' brings together the LSCB, Safeguarding Adults Board and the Community Safety Partnership.
- 1.10 The three safeguarding partners have to set out how they will work together and with any relevant agencies. Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider may be required to

safeguard and promote the welfare of children with regard to local need.

- 1.11 Work is well under way on designing the new arrangements. The nominated leads for the three safeguarding partners are the Director of Children & Family Services (North East Lincolnshire Council), the Director of Nursing and Quality (NHS North East Lincolnshire Clinical Commissioning Group) and the Chief Superintendent (Humberside Police). The main work areas have been divided up between the three partners to lead on:
Humberside Police – data quality and performance, finance and resources
North East Lincolnshire Council – workforce development and learning, voice and influence, child death reviews
North East Lincolnshire CCG – scrutiny and quality assurance, partnerships, governance.
We are fortunate in that some local authority areas were nominated as ‘early adopters’ and our neighbouring area in North Lincolnshire was one of these. The Chief Superintendent is currently the chair of this partnership and has worked through the preparation for the transition with them, so can offer excellent insight and advice.
- 1.12 So far work has focused on the following areas:
- Terms of reference for the Safeguarding Board and local safeguarding arrangements have been drafted
 - Workshops with partners have been held
 - A draft structure for the new working arrangements has been designed, and will be consulted on with the wider partners during April
 - Plans are being put in place for the officer support that the safeguarding partners will need
 - Updates are being given to the Council’s scrutiny panels, Crime and Disorder Partnership and the leadership team for the NELC/CCG Union Board
 - Plans are being put in place for wider communication of the changes.
- 1.13 Appended to this report is the draft proposed Safeguarding Children Board Local Arrangements document.
- 1.14 It is of great importance that we fully engage with children, young people and their families, to hear their views and to co-produce some of this work. Arrangements to do this have already started, and will continue into the implementation phase.
- 1.15 It is anticipated that the final arrangements will be endorsed by the Council/CCG Union Board on the 21st May 2019 and the Council’s Cabinet and on the 5th June 2019, prior to publication and notification to the Secretary of State for Education. The LSCB has to continue to carry out all of its statutory functions, including commissioning Serious Case Reviews, where the criteria are met, until the point at which safeguarding partner arrangements begin to operate in a local area. They must also continue to ensure that the review of each death of a child normally resident in the LSCB area, is undertaken by the established child death overview panel (CDOP), until the point at which new child death review partner arrangements are in place. At the latest the new safeguarding and child death review arrangements must be in place by 29 September 2019.
- 1.16 Detailed planning and actions will continue through this period of time, to ensure that all current requirements are met as usual and that there is a smooth transition to the new arrangements. Communication of these changes is key to success, as is

	<p>engagement with all partners. This will be the focus of activity once the new approach has been designed in more detail. Of particular importance is the establishment of robust independent scrutiny arrangements so that the activity of the partners can be held to account.</p> <p>1.17 It is an ambition to use the learning from this transition to develop similar arrangements for adult safeguarding and for the work of the Crime and Disorder Partnership.</p>
Recommendations:	The Union Board to consider the proposed new local safeguarding arrangements Plan and make any recommendations to the Director of Nursing and Quality of the NHS North East Lincolnshire Clinical Commissioning Group and the Director of Children and family Services of North East Lincolnshire Council, ahead of final arrangements being presented back to the Union Board on 21 st May 2019.
Sub Committee Process and Assurance:	For this report no other sub-committees have been required to be involved.
Implications:	
Risk Assurance Framework Implications:	<p>The main risks are that there is a discontinuity in service in the transition period, and that organisations and individuals do not understand and participate in the new arrangements. Plans are in place for extensive engagement and communications to mitigate these risks.</p> <p>The main opportunities are those offered by the need to review the way that safeguarding arrangements work, and the impetus for rigorous performance management and scrutiny.</p>
Legal Implications:	There are no legal comments at this point.
Equality Impact Assessment implications:	An Equality Impact Analysis/Assessment is not required for this report <input checked="" type="checkbox"/> The assessment will be undertaken once plans are firmed up.
Finance Implications:	<p>The report is providing an update and information on the changes to the national requirements for local safeguarding arrangements that come into effect this year and as such, there are no direct financial consequences arising from the report itself.</p> <p>The current budget for the Local Children’s Safeguarding Board (LSCB) in 2018-19 includes the Council (107k, either recurrently or through an earmarked reserve), CCG (31,400) and police (15,000). Other contributions are made by CAFCASS £550, CRC £1,100, Probation £1,148.</p> <p>Work is still ongoing to consider and finalise the resourcing requirements to service the new arrangements, once the LSCB no longer exists. These requirements are not expected to be significantly higher than the current level and costs will be shared between the safeguarding partners. There is an expectation in Working Together that safeguarding partners match-fund safeguarding arrangements and this will require further discussions.</p> <p>Early understanding is that there may be new financial implications due to the requirement of new roles for Child Death – e.g. Designated Doctor Child Death, however overall safeguarding spend within health is currently being looked at.</p>
Quality Implications:	This report details a positive impact on quality. <input checked="" type="checkbox"/> The proposal put forwards, if agreed, would have a positive impact in terms of enabling providers to meet safe staffing targets. Retention and recruitment is forecast to be improved, which would have

	a positive impact on the safe delivery of local services.
Procurement Decisions/Implications (Care Contracting Committee):	There are none arising directly from this report.
Engagement Implications:	See above.
Conflicts of Interest	<p><i>Have all conflicts and potential conflicts of interest been appropriately declared and entered in registers which are publicly available?</i></p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
Links to CCG's Strategic Objectives	<input checked="" type="checkbox"/> Sustainable services <input checked="" type="checkbox"/> Empowering people <input checked="" type="checkbox"/> Supporting communities <input checked="" type="checkbox"/> Delivering a fit for purpose organisation
NHS Constitution:	https://www.gov.uk/government/publications/the-nhs-constitution-for-england
Appendices / attachments	Draft Local Arrangements Plan



LOCAL ARRANGEMENTS 2019/2020

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Appendix 1 – List of selected relevant agencies and other agencies included in the Children’s Safeguarding Children’s Board arrangements

Appendix 2 – Agencies and Organisations with a duty under Section 11 of the Children Act 2004

Welcome

Welcome to the new North East Lincolnshire multi-agency safeguarding arrangements, known locally as the Children's safeguarding Board arrangements. This plan of arrangements, known hereafter as the plan, sets out the arrangements for the safeguarding partners to work together and with other agencies, to identify and respond to the needs of children in North East Lincolnshire.

In responding to change, 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 Children's Safeguarding Board 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 welfare of children and young people in North East Lincolnshire
- 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

The new safeguarding arrangements will bring partners together at a strategic and operational level to deliver a focussed co-ordinated response, innovate system change, deliver efficiencies and drive up multi agency practice. A new Safeguarding Partners Multi Agency Innovation Hub will be one of the key mechanisms for affecting this change.

The launch of the Children's Safeguarding Board arrangements signals North East Lincolnshire'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 the context of the 'place' of North East Lincolnshire. 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.

North East Lincolnshire'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.

North East Lincolnshire has a proven track record of working in partnership to improve outcomes. The Children's safeguarding Board arrangements have been developed from a position of strength, North East Lincolnshire is aspirational for the children, young people and families in this area and there continues to be a drive and commitment across local agencies and organisations to work collaboratively to improve outcomes for children.

Across the Children's Safeguarding Board arrangements, 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 accountability for building children's resilience and safeguarding
- further develop and promote the best of what already exists in North East Lincolnshire 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.

This plan will be published by the 29th June 2019 and implemented by the 29st of September 2019. This plan will be refreshed prior to 29th June 2019 to provide an opportunity to further refine and reshape it in consultation with wider partner agencies and key stakeholders and to take account of local learning from the early adopter innovations and as local arrangements become more embedded.

The Children's Safeguarding Board arrangements and this plan will be launched in early July 2019 following publication, where safeguarding partners and representatives from relevant agencies will be invited to sign up to our new arrangements for helping and protecting children in North East Lincolnshire.

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1 Introduction and Context

Introduction

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.

This plan sets out the Children's Safeguarding Children's Board arrangements for helping and protecting children. This plan emphasises that effectively building children's resilience and safeguarding them is 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, this plan set out by the safeguarding partners.

Legislative Context

Working Together to Safeguard Children 2018 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 police authority for an area any part of which falls within the local authority area

and that they 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 and agencies whose involvement the safeguarding partners consider may be required to safeguard and promote the welfare of children with regard to local need. This approach will build upon the **North East Lincolnshire Family support pathway and Threshold of Need Child Concern Model** which outlines our collective commitment to find solutions at the earliest point and via the agency working with the child.

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, Adult Safeguarding Boards, Channel Panels, Improvement Board, Community Safety Partnerships, the Local Family Justice Board and Multi-Agency Public Protection Arrangements. Section 2 outlines our local partnership and governance structure.

The Children's Safeguarding Board 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

Our local Children's Safeguarding Board arrangements, which focus on building resilience and safeguarding 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 adults.

Our local Children's Safeguarding Board 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 also communicate and contribute to our focus on enabling and empowering children and young people and families to be more resilient and safeguarded within their environment, peer groups, schools and communities and to find resolutions for themselves. The plan will be aligned to the North East Lincolnshire Outcomes Framework

Under the auspices of our local Children's safeguarding Board arrangements, agencies will work together in a system where:

- children, young people and families views and experiences are at the centre of all 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' and to develop one overarching strategic approach that can respond to identified needs, provide cohesive agency responses and achieve early intervention and improved outcomes for children. Through the innovative partnership, 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 the 'place' of North East Lincolnshire. We will also drive opportunities to shape and influence policy development beyond the local geographical footprint leading to improved practice and outcomes for children.

Safeguarding Partners Multi Agency Innovation Hub

A Safeguarding Partners Multi-Agency Innovation Hub (Multi Agency Innovation Hub) will be created to support the development and implementation of the Children's safeguarding Board arrangements and the child death review arrangements. The Multi-Agency Innovation Hub will be responsive to need and demand and therefore take responsibility to ensure a collective delivery of the arrangements and prioritise developments agreed by the Children's Safeguarding Board.

The Multi-Agency Innovation Hub, will bring people together to:

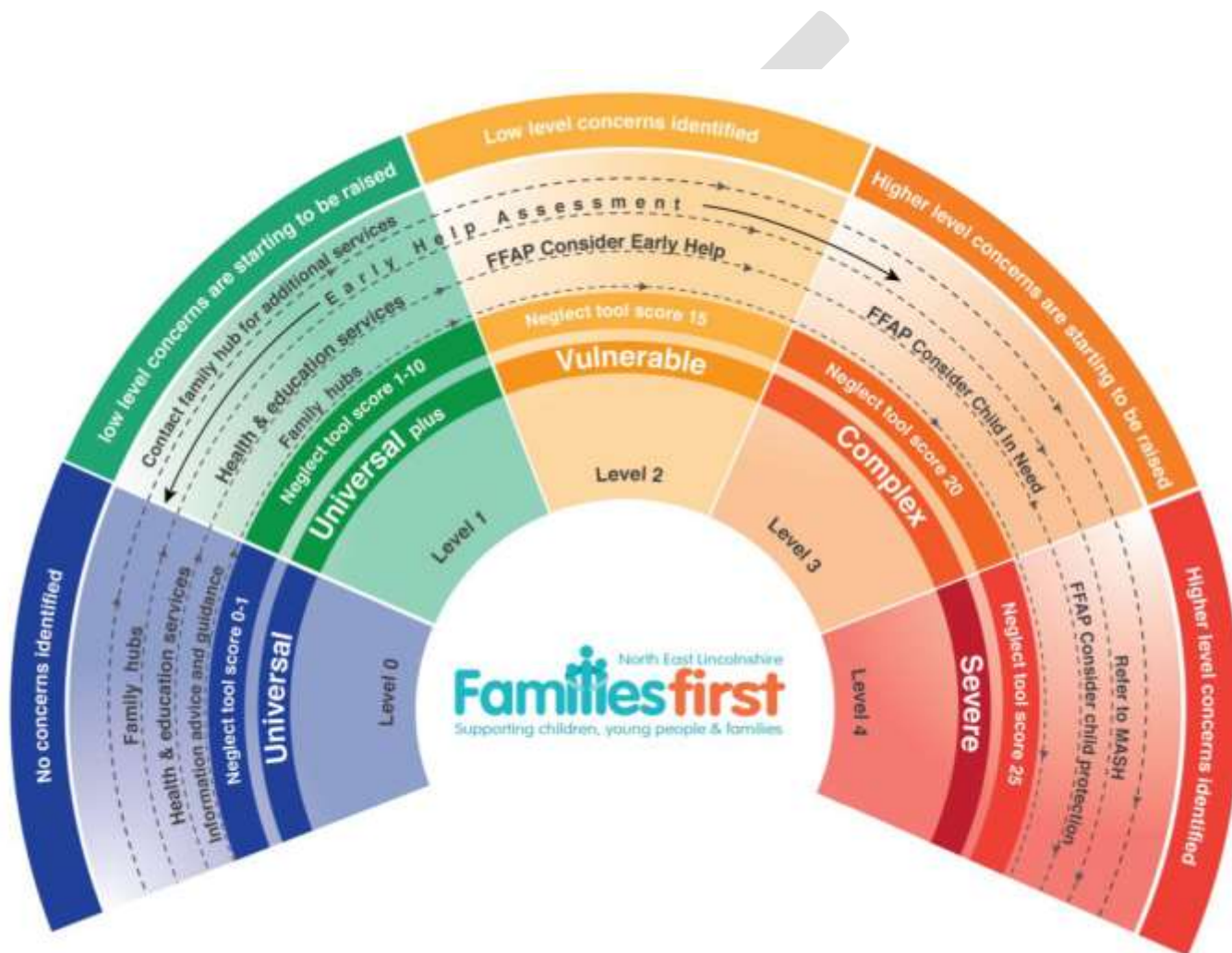
- co-produce with children, young people and families using their strengths and assets
- build on local strengths and assets to enhance multi agency practice
- target support to the most vulnerable
- work more closely with partners to enhance children, young people and families ability to become independent from additional services
- work to develop more robust and efficient systems across the partnership
- scope and develop assurance processes across safeguarding partner organisations and relevant partners leading to improved practice and outcomes
- link to wide ambitions for example, co-location and partnership approach to early effective intervention and demand management
- be responsible for liaising with agencies to develop use of data and intelligence to form insight and spark innovation
- Enable continuous learning and improvement to practice through implementation of findings from audit and safeguarding reviews
- Support practitioners
- link to other boards and cross regionally/nationally

One of the roles of the Safeguarding Partnership Multi Agency Innovation Hub will be to contribute to an innovative approach to developing locality resilience and meeting the needs of the most vulnerable via a targeted approach.

The core hub will be funded through and/or have direct posts from across the safeguarding partners. Moving forward, it is our intention to identify further opportunities for key officers in other agencies to be co-located in the hub to build on the principles of the Multi Agency Innovation Hub as identified above. However the role of the Hub is still being scoped and developed.

Helping Children and Families

The expectation is that families and communities 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.



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.

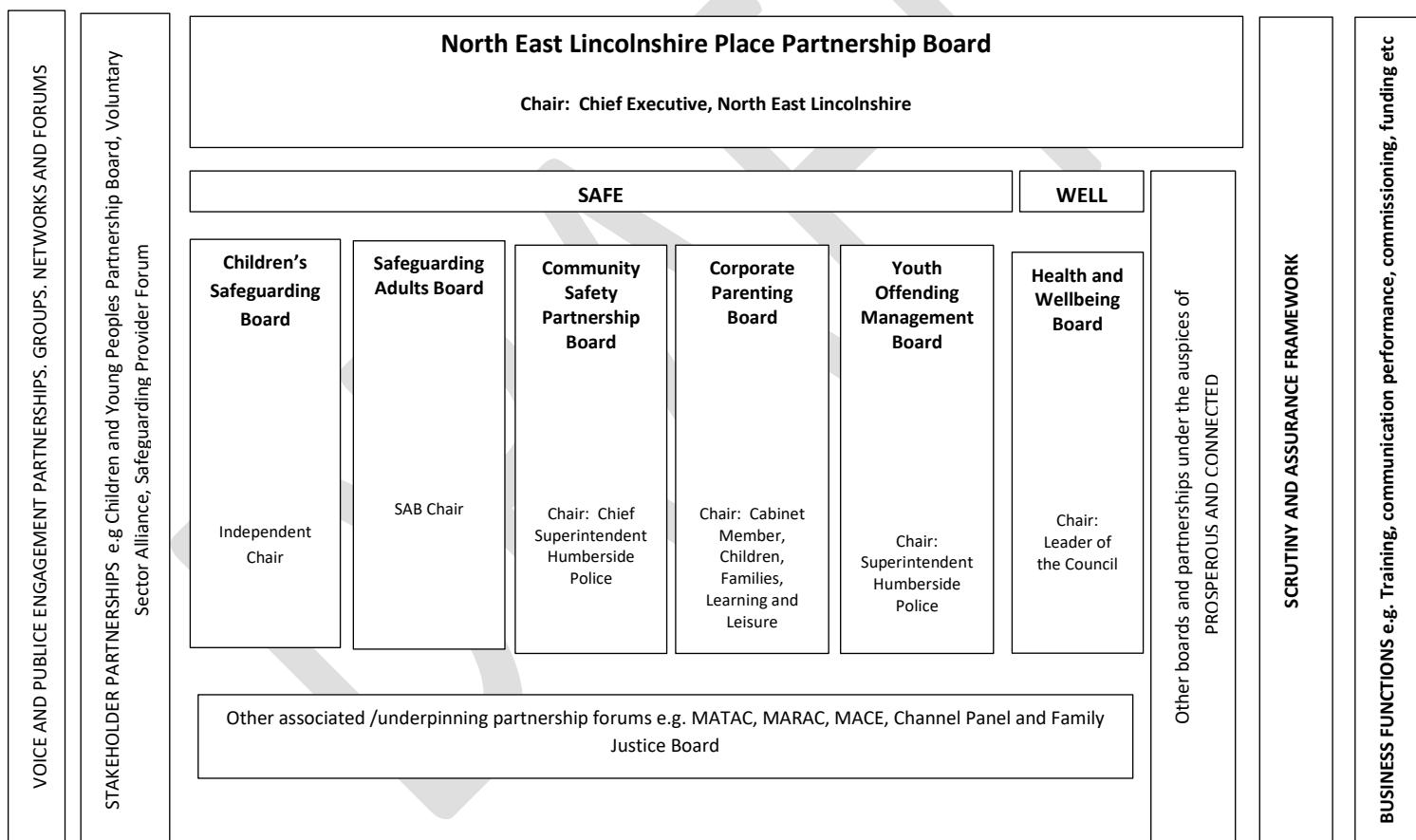
The Family support pathway and Threshold of Need Child concern Model provides further detail and describes the services available for supporting children and families to stay independent and the thresholds applied in accessing a service and local action.

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2 Partnerships and Governance

The Children’s safeguarding Board arrangements have been established in the context of wider partnership and governance arrangements across the ‘place’ of North East Lincolnshire. As such, the Children’s safeguarding Board arrangements link into other strategic partnership work streams that support children, young people and families, including the Health and Wellbeing Board, Safeguarding Adult Board, the Channel Panel, Community Safety Partnership Board, Family Justice Board and the Multi Agency Public Protection Arrangements. The local arrangements also link to other underpinning and associated partnership forums.

A strategic board and partnership and governance structure is detailed below:



The NEL Children’s Safeguarding Board arrangements are contained in a separate diagram and will be inserted in this document once they have been finalised.

The roles and functions of the Children’s Safeguarding Board and the underpinning groups and partnerships are detailed further in the **Children’s Safeguarding Board Memorandum of Understanding.**

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3 Safeguarding Partners and Relevant Agencies

Leadership

In North East Lincolnshire, the safeguarding partner organisations and the lead representatives are:

- North East Lincolnshire Council – Chief Executive
- North East Lincolnshire Clinical Commissioning Group – Accountable Officer
- Humberside Police – Chief Constable

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements underpinned by equitable and proportionate funding including through any contributions from relevant agencies.

Locally, the lead representatives have delegated their functions to the Director of Children and Family Services, North East Lincolnshire Council, the Director of Nursing and Quality, North East Lincolnshire Clinical Commissioning Group and a Designated Officer by the Chief Constable, Humberside Police. These safeguarding partners have the responsibility and authority for ensuring full participation with the Children’s Safeguarding Board 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

Strong leadership is critical for the Children’s Safeguarding Board arrangements to be effective in bringing together various organisations and agencies. The North East Lincolnshire arrangements will be strongly led and promoted, specifically by local area leaders, including the lead representatives from the safeguarding partner organisations and those to whom they have delegated their authority.

The *Children’s Safeguarding Board* will ensure the relevant Boards and panels, who require oversight, to provide effective challenge are kept informed.

More detail regarding safeguarding partners’ roles and responsibilities is articulated in the **Children’s Safeguarding Board Memorandum of Understanding**.

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. The Children’s safeguarding Board 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.

The **Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018** sets out the list of relevant agencies that are required to work under the auspices of multi -agency safeguarding arrangements.

It is important to note that although safeguarding partner organisations are not referred to in the regulations, their staff are subject to the Children's Safeguarding Board arrangements. It is also important to note that certain key agencies are not listed in the regulations, as their functions are commissioned or otherwise overseen by one or more of the safeguarding partners. For example, GPs, dentists and mental health service providers are already represented variously through the inclusion of CCG's NHS England, NHS Trusts and Foundation Trusts. It is important to note that the list of relevant agencies is intentionally focussed at a strategic, agency-based level. It is not intended to be an exhaustive list of all bodies and individuals which come into contact with children.

Local safeguarding partners have selected relevant agencies in North East Lincolnshire 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 North East Lincolnshire. The list of locally selected relevant agencies may change over time to reflect those present in our local footprint. It is also of note that this list of selected relevant agencies is focussed at a strategic agency based level and as such, it is not intended to be an exhaustive list of all agencies, organisations and individuals that come into contact with children.

Other organisations and agencies who are not named in the relevant agency regulations have been included in the local Children's safeguarding Board arrangements. Examples of these are Humberside Fire and Rescue Service, Lincolnshire Housing Partnership, voluntary, charity, social enterprise who provide activities, support and services for children and families, private sector organisations, faith-based organisations and other health providers. 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.

Where a relevant agency has a national remit, such as the British Transport Police 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 safeguarding partners have secured the clinical expertise of Designated health professionals for safeguarding and looked after children within their arrangements. The full list of selected relevant agencies and other organisations and agencies included in the local Children's Safeguarding Board arrangements is detailed in appendix 1. Relevant agencies who have been selected must act in accordance with the Children's Safeguarding Board 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 would be revised and republished as appropriate. Selected relevant agencies and other organisations and agencies included in the local Children's Safeguarding Board arrangements are subject to our scrutiny and assurance arrangements, see section 4.

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 the Nursery and childminders safeguarding forums.

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 and governance arrangements and well embedded, innovative mechanisms for the young voice. For example the school child protection coordinators forum, the safeguarding education sub group and primary and secondary heads forum and associated safeguarding audit frameworks.

Through the Multi Agency Innovation Hub there will be opportunities to build on existing mechanisms and develop an even more unique, innovative approach to engaging with early years providers, schools, colleges and other educational providers in the new arrangements.

Residential homes for children

All residential homes for children within North East Lincolnshire, including those provided by North East Lincolnshire 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 which will include the section 11 process and the local provider forum.

The Safeguarding Partnership Multi Agency Innovation Hub will to engage with residential homes through the agreed mechanisms to ensure ongoing engagement with all residential homes in the new arrangements.

Geographical area

The geographical footprint for the Children's Safeguarding Board arrangements is coterminous with the North East Lincolnshire local authority area and the North East Lincolnshire CCGs footprint. Humberside Police covers the North East Lincolnshire 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 North East Lincolnshire 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 North East Lincolnshire local authority area including looked after children placed in North East Lincolnshire by other local authorities or those who move into our local area.

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4 Child Safeguarding Practice Reviews

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

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

The three safeguarding partners must make arrangements to:

- identify serious child safeguarding cases which raise issues of importance in relation to the area
- commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken

The local process for identifying and making decisions on whether to undertake reviews, how lessons are learnt and embedded in practice are outlined in the **Children's Safeguarding Board Policy and Procedures - Improving Child Protection and Safeguarding Practice**.

Publication of Local Safeguarding Practice Reviews

Local safeguarding partners must send a copy of the full report to the Panel and to the Secretary of State no later than seven working days before the date of the publication. Where the safeguarding partners decide only to publish information relating to the improvements to be made following the review, they must also provide a copy of that information to the Panel and the Secretary of State within the same timescale. They should also provide the report, or information about improvements, to Ofsted within the same timescale.

Depending on the nature and complexity of the case, the report 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.

Safeguarding partners should set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report or information relating to the improvements. Safeguarding partners should have regard to any comments that the Panel or the Secretary of State 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, and ii) take corrective action and disseminate learning.

Actions in response to local and national reviews

There is an ongoing commitment to continuous learning and improvement leading to enhanced practice and improved outcomes and experiences. Safeguarding partners will 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 including the way in which organisations and agencies work together to safeguard

and promote the welfare of children. Findings from reviews will be shared with relevant parties as appropriate and there will be regular auditing to ascertain progress of recommended improvements. The sustainability of these improvements will be monitored regularly and followed up as appropriate to ensure that there is a real impact on improving outcomes for children.

The responsibility for these functions will be met through **NEL Safeguarding Review Group**, which will have representation from the three safeguarding partner organisations and other selected relevant agencies.

Safeguarding partners should have regard to any guidance which the Panel publishes. Guidance will include the timescales for rapid reviews and for the Panel response. Once this is issued it will be incorporated into the **Children's Safeguarding Board Policy and Procedures Improving Child Protection and Safeguarding Practice**.

Child Death Reviews

The responsibility for ensuring child death reviews are carried out is held by 'child death review partners,' who, in relation to a local authority area in England, are defined as the local authority for that area and any clinical commissioning groups operating in the local authority area.

- Child death review partners must make arrangements to review all deaths of children normally resident in the local area and, if they consider it appropriate, for any non-resident child who has died in their area.

Child death review partners for two or more local authority areas may combine and agree that their areas be treated as a single area for the purpose of undertaking child death reviews. Child death review partners must make arrangements for the analysis of information from all deaths reviewed.

The purpose of a review and/or analysis is to identify any matters relating to the death, or deaths, that are relevant to the welfare of children in the area or to public health and safety, and to consider whether action should be taken in relation to any matters identified. If child death review partners find action should be taken by a person or organisation, they must inform them. In addition, child death review partners must, at such times as they consider appropriate; prepare and publish reports on:

- what they have done as a result of the child death review arrangements in their area,
- how effective the arrangements have been in practice;

Partners may request information from a person or organisation for the purposes of enabling or assisting the review and/or analysis process - the person or organisation must comply with the request, and if they do not, the child death review partners may take legal action to seek enforcement: and

Partners may make payments directly towards expenditure incurred in connection with arrangements made for child death reviews or analysis of information about deaths reviewed, or by contributing to a fund out of which payments may be made. They may provide staff, goods, services, accommodation or other resources to any person for purposes connected with the child death review or analysis process.

The child death review process covers children: a child is defined in the Act as a person under 18 years of age, regardless of the cause of death. In making arrangements to review child deaths, child death review partners should establish a structure and process to review all deaths of children normally resident in their area and, if appropriate and agreed between child death review partners, the deaths of children not normally resident in their area but who have died there. Child death review partners may, if they consider it appropriate, model their child death review structures and processes on the current Child Death Overview Panel (CDOP) framework.

Child death review partners should agree locally how the child death review process will be funded in their area. The geographical and population 'footprint' of child death review partners should be locally agreed, but must extend to at least one local authority area. This footprint should take into account networks of NHS care, and agency and organisational boundaries in order to reflect the integrated care and social networks of the local area. These may overlap with more than one local authority area or clinical commissioning group. They should cover a child population such that they typically review at least 60 child deaths per year. Child death review partners should come together to develop clear plans outlining the administrative and logistical processes for these new review arrangements.

NEL have an established joint child death overview panel with North Lincolnshire. The current arrangement works well and has led to broader and shared learning. Wider learning will be achieved through by expanding the current footprint through learning events on a Humber wide or STP basis for shared learning including an annual conference

Child death review partners should ensure that a designated doctor for child deaths is appointed to any multi-agency panel (or structure in place to review deaths). The designated doctor for child deaths should be a senior paediatrician who can take a lead role in the review process. Child death review partners should ensure a process is in place whereby the designated doctor for child deaths is notified of each child death and is sent relevant information.

NB: The Child Death Review (CDR) function will sit outside of the Safeguarding Children Board arrangements, the CCG and LA are responsible for ensuring this function is undertaken effectively. The CDR process will be closely aligned to the Safeguarding Review Practice Review Process where there are

cases potentially meeting the Safeguarding Review criteria. Lessons from the CDR will feed into the Innovation Hub in informing practice.

The Northern Lincolnshire CDOP (NEL and North Lincolnshire) will undertake additional learning events with CDOPs across the Yorkshire and Humber in order to enable broader learning and to meet the wider footprint requirements.

5 Scrutiny and Assurance

The Children's Safeguarding Board arrangements have been developed to create an environment that is conducive to robust scrutiny and constructive challenge, where there are opportunities to proactively ensure that they identify gaps in practice and arrangements and to ensure a partnership approach to learning and improvement across the 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 and to further test and develop innovative approaches to scrutiny and assurance. Through the Children's Safeguarding Board Scrutiny and Assurance Framework, a range of mechanisms are in place to ensure scrutiny and assurance including independent scrutiny, which are:

- Section 11
- Assurance Events
- Practice Learning Line of Sight Events
- Peer Review

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 ongoing review of the Children's Safeguarding Board Scrutiny and Assurance 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.

The Children's Safeguarding Board Scrutiny and Assurance Framework, which is developed in a contemporary context taking innovative approaches, enables safeguarding partners to:

- have assurance of whether all agencies are fulfilling their responsibilities to safeguarding and promoting the welfare of children
- have assurance of whether all agencies are joined up and working together to safeguard and promote the welfare of children across the safeguarding system
- have a direct line of sight to the front line practice

- have live conversations with front line practitioners
- take direct feedback from children, young people and families
- test the interconnectedness between performance, practice and the voice of the child, young person and family
- take account of independent scrutiny which helps to determine the effectiveness of our arrangements including arrangements to identify and review serious child safeguarding cases
- be confident about the authenticity of the report they will publish at least once a year

The Children's safeguarding Board Scrutiny and Assurance Framework provides clarity regarding our arrangements and outlines who will conduct the assurance function, how arrangements will be reviewed and how any recommendations will be taken forward. This includes the process and timescales for ongoing review of the arrangements to ensure they remain fit for purpose. The Children's safeguarding Board Scrutiny and Assurance Framework also clarifies mechanisms for scrutinising our Children's safeguarding Board arrangements through individual safeguarding partner's organisational scrutiny functions, the outcomes of which can contribute to learning across the wider partnership as well as the individual organisations themselves.

Independent Scrutiny

The role of independent scrutiny is critical to provide assurance in judging the effectiveness of the Children's board arrangements, including arrangements to identify and review serious child safeguarding cases.

Independent Scrutiny Officer(s) will play a significant role in the Children's Safeguarding Board Scrutiny and Assurance Framework and there are also opportunities for safeguarding partners and representatives from relevant agencies to engage in peer review processes and further opportunities for peer review processes at a regional and national level.

Safeguarding partners will be jointly responsible for identifying Independent Scrutiny Officers ISO(s) who should have suitable attributes, skills, knowledge and understanding of the children's safeguarding system. It is anticipated that there will be a small pool of ISO(s) from a range of backgrounds, which will ensure different perspectives and provide a degree of flexibility and capacity to contribute to the scrutiny and assurance arrangements as required.

Local arrangements for independent scrutiny will:

- provide objectivity, act as a constructive critical friend and promote reflection to drive continuous improvement
- provide an independent evaluation of the effectiveness of local arrangements to safeguard and promote the welfare of all children in North East Lincolnshire
- listen to the experiences of children, young people and families to ascertain how local arrangements impact on outcomes for them
- provide opportunities for an independent perspective of front line practice through direct conversations with practitioners
- consider how well the safeguarding partners are providing strong leadership
- consider how effectively the arrangements are working for children and families as well as for practitioners

- report to the safeguarding partners any recommendations from their scrutiny and assurance activities
- contribute to a wider system of independent scrutiny which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections
- scrutinise the Children's Safeguarding Board arrangements annual report

Independent scrutiny can also assist in the event of a disagreement between the safeguarding partners and/or relevant agencies involved in Children's safeguarding arrangements (more details in dispute resolution section within the **Children's Safeguarding Board Memorandum of Understanding**).

The local arrangements for independent scrutiny are outlined in the Children's Safeguarding Board Scrutiny and Assurance Framework. The role of the Independent Scrutiny Officer(s) is also referenced in the **Children's Safeguarding Board Memorandum of Understanding**.

Learning and Improvement

A fundamental element of our scrutiny and assurance process is on learning and improvement. The NEL Strategic Group will have representation across the three safeguarding partner organisations and other selected relevant agencies. The group will be responsible for co-ordinating the outcomes of scrutiny and assurance activity and will review, monitor and implement areas for development to ensure we positively impact on our commitment towards continuous improvements to front line practice. In addition, the group will conduct learning reviews and disseminate learning from these and local and national child safeguarding practice reviews, other national reports and research.

There are also learning and improvement opportunities through the Managing and Improving Practice Audit Group (MIPP) which feeds into the Strategic Delivery Group (SDG). Further Learning will come from the NEL Learning and Improvement Panel (LIP) which reviews complex cases not meeting the safeguarding review criteria

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

6 Multi Agency Training

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 focussed on the needs of partners to deliver effective services. In addition to needs analysis, the training programme is informed by case audit processes, local and national case reviews and research. Through the Multi Agency Innovation Hub, there will be further developments to enhance the commissioning, delivery, monitoring and evaluation of the effectiveness and impact of all commissioned multi-agency training. The outcomes will be fed into partnership and governance processes and this information will also be included in the annual report.

Under the auspices of our Children's Safeguarding Board arrangements, the safeguarding partners will undertake needs analyses to understand what training is required locally. All safeguarding partner organisations and the locally selected relevant agencies will be required to contribute. A Children's Safeguarding Board training programme is available on the website, developed on an annual basis and published through the website. Training is available at a basic, intermediate and advanced level. The training programme is flexible, updated and republished as required to reflect local need.

Continuous learning, a collective understanding 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 to 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 organisations and 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 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 the new and emerging threats.

In addition to training activities, there will also be development opportunities under the auspices of the Children's safeguarding arrangements focussed 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 SAFER NEL website.

7 Funding Arrangements

Safeguarding partners' will provide equitable and proportionate funding to the Children's Safeguarding Board arrangements. The funding will be sufficient to cover all elements of the arrangements and consists of actual funding and in kind resources.

In addition, safeguarding partners will contribute to the development and delivery of the training programme, communications, marketing and events.

In the event of a child safeguarding practice review, funding will be met by the three safeguarding partners and where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the full costs of any child safeguarding practice review arrangements.

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8 Voice and Engagement

Where we are able to demonstrate genuine success in the development of services in North East Lincolnshire, it is invariably the case that we have also engaged effectively and involved children and young people.

To enable effective Youth Voice and Influence to happen, there needs to be an ongoing dialogue with children and young people at varying levels. Enabling children and young people to truly influence the range of decisions that impact upon their lives is a challenge and in some cases, means sharing power. The issue of power is central to the development of effective participation, because with the power of decision-making, comes responsibility.

Building on this strong foundation of voice and engagement the safeguarding partners will forge the new approach to working with young people into a more enduring model that focuses on understanding strengths and assets, as well as contextual safeguarding issues whilst acknowledging individuals as the experts in their own lives and managing risk facing behaviours in a positive way.

The ambition is to engage with all children and young people who experience services, particularly the harder to engage. Agencies and organisations 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.

Partners are committed to engaging with children, young people and families at an individual, service and strategic level. We will make use of the various systems, processes, groups and forums 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.

We will work with established groups and forums where children and young people can have their say, share their views and experiences, challenge and support local decision makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. These include:

- Young Reporters
- Children in Care Council
- Youth Parliament
- Youth Action

Through our implementation, we will look at further opportunities to develop our engagement mechanisms including the establishment of a Shadow Children and Young People's Safeguarding Board.

We will also encourage and support children and young people to have their say through other mechanisms, including:

- Routine feedback from children and young people involved with services
- Primary, adolescent and college lifestyle surveys
- Young Reporters
- Involvement of young people in the scrutiny and assurance framework

- Involvement of young people in commissioning and recruitment
- Involvement in 'Make Your Mark' annual youth ballot where young people get to vote on issues that matter to them
- Attendance at key boards and partnerships

Emerging issues, themes, impacts and outcomes of engagement will be fed into Children's Safeguarding arrangements partnership and governance structure.

The impact of engagement with children and young people will:

- systematically shape priorities, service development and delivery and also individually support children, young people and families
- enable information to be developed with young people for young people
- enable young people to have more awareness of the issues, a greater understanding of what information, services and support is available and be more empowered to help keep themselves safe and make positive choices
- promote child and adolescent resilience in some way
- will improve their confidence, improved skills and improved outcomes
- promote supportive relationships and safeguarding arrangements between young people, their families, peers, schools and colleges, practitioners and senior leaders

Through the Safeguarding Partnership Multi Agency Innovation Hub, there will be a strengthened partnership approach to understanding the views and experiences of children, young people and families, particularly the most vulnerable. There will also be opportunities to further develop new and innovative ways of working collaboratively leading to co-production which builds on individual's strengths and assets.

9 Performance Data and Intelligence

The Children's Safeguarding Board 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 focussed 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 Multi Agency Innovation Hub, 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 Multi Agency Innovation Hub will facilitate further work to develop our approach to the principles of Outcomes Based Accountability, which identifies five key questions inform our monitoring, evaluation and next steps planning:

- What is the outcome we want for our children, young people and families?
- What is the curve we want to turn – what does success look like?
- What is the story behind the baseline – where have we been and where are we headed?
- How much did we do, how well did we do it and is anyone better off (performance measures)?
- Are we making a difference (indicators)?

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 Children's Safeguarding Board Scrutiny and Assurance Framework, which also incorporates case audit, quality assurance and practice observations and service user feedback and views. Performance data and intelligence is routinely collated and fed into key partnership and governance arrangements.

This is not exhaustive of all the opportunities for oversight, but does take account of the performance and intelligence monitoring across the key Children's Safeguarding Board arrangements partnership and governance 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.

10 Annual Report and Review

This plan will be refreshed and republished prior to June 2019 as this will provide us with an opportunity to further refine and reshape our plan to take account of our local learning from our early adopter innovations and as our local arrangements become more embedded.

The annual report will set out what has been done as a result of local Children's Safeguarding Board arrangements and how effective the arrangements have been in practice. The annual report will also include actions relating to any local child safeguarding practice reviews or national child safeguarding practice reviews as relevant and what safeguarding partners have done as a result.

In addition, the report should 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 review
- 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 Children's Safeguarding Board on behalf of the North East Lincolnshire Council Chief Executive, North East Lincolnshire Clinical Commissioning Group Accountable Officer and Chief Officer of Humberside Police. Following endorsement, the report is distributed through relevant governance and accountability routes across the three safeguarding partners (via North East Lincolnshire Council's democratic functions, the Clinical Commissioning Group's Governing Body and Office of the Police and Crime Commissioner).

It is also distributed across relevant partnership and governance arrangements as required.

The annual report will be subject to independent scrutiny by the Independent Scrutiny Officer(s) role prior to final publication.

APPENDIX 1 – List of selected relevant agencies and agencies included in the Children’s Safeguarding Board arrangements

SELECTED RELEVANT AGENCIES
EDUCATION AND CHILDCARE early years
Academies
Primary
Secondary
16 to 19 academies
Alternative provision Academies
Governing bodies (of maintained schools, maintained nursery schools, pupil referral units, further education providers and higher education providers)
Any other providers of education or training
Independent educational institutions
Schools (under section 342 of the Education Act 1996)
Primary
Secondary
Special post 16 institutions
Childcare providers
Children’s Centres
HEALTH AND SOCIAL CARE
NHS England
Primary Care and GP’s
Independent Healthcare providers
NHS Foundation Trusts
Adoption Support Agency

Registered adoption society (also known as voluntary adoption agency)
Fostering Agency
Children's Homes
Residential holiday schemes for disabled children

CRIMINAL JUSTICE
Child and Family Court Advisory and Support Service (CAFCASS)
Probation Services
Youth Offending Hubs

POLICE AND IMMIGRATION
British Transport Police
Port Police Forces
Border Police

MISCELLANEOUS
Charities
Religious Organisations (as set out in the school admissions regulations 2012)
Sport and Leisure providers

OTHER AGENCIES INCLUDED IN THE CHILDREN'S SAFEGUARDING ARRANGEMENTS
Voluntary Community Social Enterprise
Faith-based organisations
Private sector organisations
Fire and rescue service
Others

This list is the selected relevant agencies and other named organisations and agencies. Other organisations and agencies with responsibilities for safeguarding and promoting the welfare of children who are not listed will still have a responsibility for working under the auspices of the Children's safeguarding arrangements.

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APPENDIX 2 – Agencies and Organisations with a duty under Section 11 of the Children Act 2004

Section 11 of the Children Act 2004, places duties on a range of organisations, agencies and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

From a local perspective, Section 11 places a duty on:

- North East Lincolnshire Council including children's and other types of services - children's and adult social care services, youth offending service, public health, housing, sport, culture and leisure services, licensing authorities and youth services
- North East Lincolnshire Clinical Commissioning Group,
- General Practitioners
- NHS England North (Yorkshire and Humber)
- Northern Lincolnshire and Goole Hospitals NHS Foundation Trust
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- East Midlands Ambulance Service NHS Trust
- Humberside Police, Office of the Police and Crime Commissioner and British Transport Police
- National Probation Service (North Lincolnshire and North East Lincolnshire)
- Community Rehabilitation Company (Humberside, Lincolnshire and North Yorkshire)

These organisations and agencies should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, including:

- a clear line of accountability for the commissioning and/or provision of services designed to safeguard and promote the welfare of children
- a senior board level lead with the required knowledge, skills and expertise or sufficiently qualified and experienced to take leadership responsibility for the organisations or agencies safeguarding arrangements
- a culture of listening to children and taking account of their wishes and feelings both in individual decisions and the development of services
- clear whistleblowing procedures, which reflect the principles in Sir Robert Francis' Freedom to Speak Up Review and are suitably referenced in staff training and codes of conduct, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed
- clear escalation policies for staff to follow when their child safeguarding concerns are not being addressed within their organisation or by other agencies
- arrangements which set out clearly the processes for sharing information, with other practitioners and safeguarding partners
- a designated practitioner (or, for health commissioning and health provider organisations/agencies, designated and named practitioner) for child safeguarding. Their role is to support other practitioners in their organisations and agencies to recognise the needs of children, including protection from possible abuse or neglect. Designated practitioner roles should always be explicitly defined in job descriptions. Practitioners should be given sufficient time, funding, supervision and support to fulfil their child welfare and safeguarding responsibilities effectively
- safe recruitment processes and ongoing safe working practices for individuals whom the organisation or agency permit to work regularly with children, including policies on when to obtain a criminal record check
- appropriate supervision and support for staff, including undertaking safeguarding training

- creating a culture of safety, equality and protection within the services they provide

In addition:

- employers are responsible for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role
- staff should be given a mandatory induction, which includes familiarisation with child protection responsibilities and the procedures to be followed if anyone has any concerns about a child's safety or welfare
- all practitioners should have regular reviews of their own practice to ensure they have knowledge, skills and expertise that improve over time

Section 11 organisations and agencies are subject to our Children's Safeguarding Board Scrutiny and Assurance Framework, see section 4.

Note - other organisations, agencies and individuals have a duty under Section 11, though these are not applicable within this area as they are not evident within the local footprint e.g. Directors of Secure Training Centres.

Further details regarding the role and responsibilities of local safeguarding partners are articulated in the **Children's Safeguarding Board Memorandum of Understanding**.