



**Warrington safeguarding partnership
arrangements report**

June 2019



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Section 1:

Message from the partnership

Warrington is pleased to present its new safeguarding children arrangements.

This revised strategic partnership represents an opportunity to create the environment for the safeguarding partners to safeguard and promote the welfare of all children in the local area in a coordinated way that reflects local needs.

We aim to:

- Ensure that every child and young person in Warrington is safe and healthy, and has the opportunity to reach their potential.
- Create a 'challenge and check' process for practice.
- Embed a culture of learning that always seeks to make improvements.

Our core partners are Warrington Borough Council, Warrington Clinical Commissioning Group (CCG) and Cheshire Constabulary.



Amanda Amesbury,
WBC Operational Director Children's Social Care

"I am delighted to introduce the new Warrington Safeguarding Partnership Arrangements that have been developed to build on the strengths of existing relationships with our partners and puts our joint relationships with our families at the heart of safeguarding for children in Warrington."



Michelle Creed,
CCG Chief Nurse

"NHS Warrington CCG is dedicated to ensuring that the principles and duties of safeguarding children and young people at risk are holistically, consistently and conscientiously applied with the wellbeing of all, at the heart of what we do. We are dedicated to ensuring that the principles and duties of safeguarding children and young people are applied every time a citizen accesses the NHS making every contact count."



Denise Worth,
Cheshire Constabulary

"Cheshire Constabulary are committed to ensuring that our responsibilities to safeguard children and young people of Cheshire are a priority, we will work with our partners to collectively provide a safe environment and secure the welfare of any child and young person. We will continue to improve our response in order to obtain the best outcomes that allow children and young people to consistently feel safe and supported."

Section 2:

Developing our arrangements

The journey

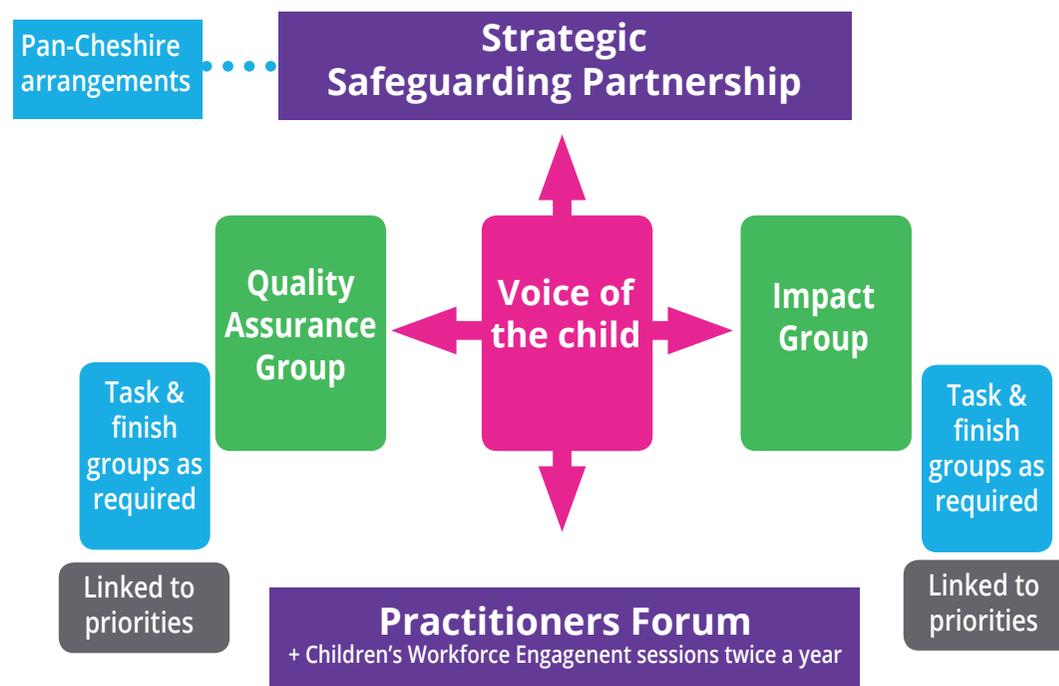
Once the Working Together 2018 Statutory Guidance was published the Warrington Core partners began to explore options for revised safeguarding arrangements. In the new guidance, freedom was given to partners to decide what worked locally to achieve coordinated and effective scrutiny arrangements.

For 12 months the partners developed a model with the existing Warrington Safeguarding Children's Board (WSCB) that was felt to meet local needs and address criticisms of the existing model of the Local Safeguarding Children Board (LSCB). The partnership wished to create a dynamic arrangement that could be responsive to emerging challenges in practice and demonstrate commitment and leadership to driving improvements in how we work with families.

This model was developed over several months with a range of partners and consulted on with agencies and community representatives from the area in March 2019.

Transition

The pilot of the new approach took effect on 1 April 2019 to identify what works locally. The Safeguarding Partners will continue to develop the model and remain open to making changes to result in the best outcome for the local area.



The local view

As part of our consultation activity we gathered local professionals, service user and community groups views on what we needed and any risks in the proposed model. Most of the feedback was positive and the constructive criticisms have been used to shape the final model as we trial the arrangements.

Some queries raised include:

"How will we ensure that everyone knows what is going on?"

"How do the new groups feed into each other?"

"More than two meetings a year with the workforce will be needed as there's a disconnection between partnership boards and frontline workers."

"There is a disconnect between partnership boards and frontline workers so meaningful impact will need more than two meetings a year with the workforce."

How have we responded?

To ensure we are driven by all stakeholders, partners made the following changes to the consultation:

- Increased the frequency of the practitioners forum to ensure they are offered quarterly updates and an opportunity to share their views
- Revised membership of groups within the structure – included partners that stakeholders thought need to be represented.
- Acknowledged need for responsive 'task and finish' groups.
- Developed links to the education sector, ensuring a strong line of accountability.
- Identified a link between each group in the model ensuring support, influence and communication.
- Developed children's plan based on stakeholders views on local progress and challenges.
- Expanded Practitioners forum and established a flexible approach to membership, enabling many professional groups to connect to the model.

The Warrington picture

Warrington is made up of many small suburbs and villages, as well as larger and more economically challenged areas around the town centre.

The population has grown quickly over the past 30 years and Warrington is now home to 209,704 residents in 85,140 households. Children and young people 0 to 18 years make 23% of the population.

Most children and young people:

- Live in settled families not in poverty - Warrington performs significantly better than England in the proportion of children in low income families (under 16 years) at 11.5 % compared to 17.0%
- Do well at school – Average Attainment 8 score measures the achievement of a pupil across 8 qualifications. Warrington has a mean score of 47.8 which is significantly better than England's mean score of 46.7
- Have employment and education opportunities - The proportion of 16 to 17 year olds not in education, employment or training (NEET) in Warrington is 3.7%, compared to 6.0% for England. The rate of first time entrants to the youth justice system is also significantly better in Warrington (150.3 per 100,000) when compared to England (292.5).
- Are Healthy – There has been a reduction in the proportion of babies (born at full term) with a low birth weight, 1.57% (31 babies) compared to the England rate of 2.82%. Smoking at time of delivery in Warrington also has a significantly better rate than England (8.8% compared to 10.8%). We also have significantly lower rates of attendance at A&E for under 4 years than England (546.5 per 100,000 compared to 619 for England)

Inequalities and risks

Warrington is relatively prosperous and has a positive current and future economic growth profile.

However, this masks pronounced inequalities in 20 specific neighbourhoods, mostly concentrated around the town centre. The neighbourhoods fall within the 10% most deprived nationally.

We have higher rates for children in care, obesity in 4-5 year olds and hospital admissions for under 18s for alcohol related illness, substance misuse and mental health. These are all areas receiving local attention and action, such as young people's drug and alcohol services and school based mental wellbeing leads and a dedicated support website www.happyoksad.org.uk However, they remain areas for improvement.

2017 – 18 figures

- 1,288 referrals to Children's Social Care with 20% repeat referrals.
- 12 children placed under a police protection order.
- Four privately fostered children reported.
- 707 Early Help assessments with 660 leading to a support plan.
- 1,235 children in need, equating to 277 children per 10,000, including 81 recorded as having a disability.

April 2019 figures

- 49 children reported as missing
- 34 children assessed as at risk of child sexual exploitation (CSE)
- 4 children assessed as at risk of criminal exploitation
- 317 contacts to LADO-related to allegations against adults working with children.
- 168 children on child protection, including 46 repeat plans and 7% lasting two or more years.

What are our statutory duties?

According to Working Together our new arrangements must focus on ways to co-ordinate 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.

The Warrington Safeguarding Partnership (WSP) must therefore support and enable a system that:

- Safeguards children and promotes their welfare
- Encourages collaboration between partner organisations and agencies.
- Fosters appropriate challenge and accountability.
- Develops early identification and analysis of new safeguarding issues and emerging threats.
- Promotes learning and reflective practice.
- Embeds effective information sharing that supports improvements for families.

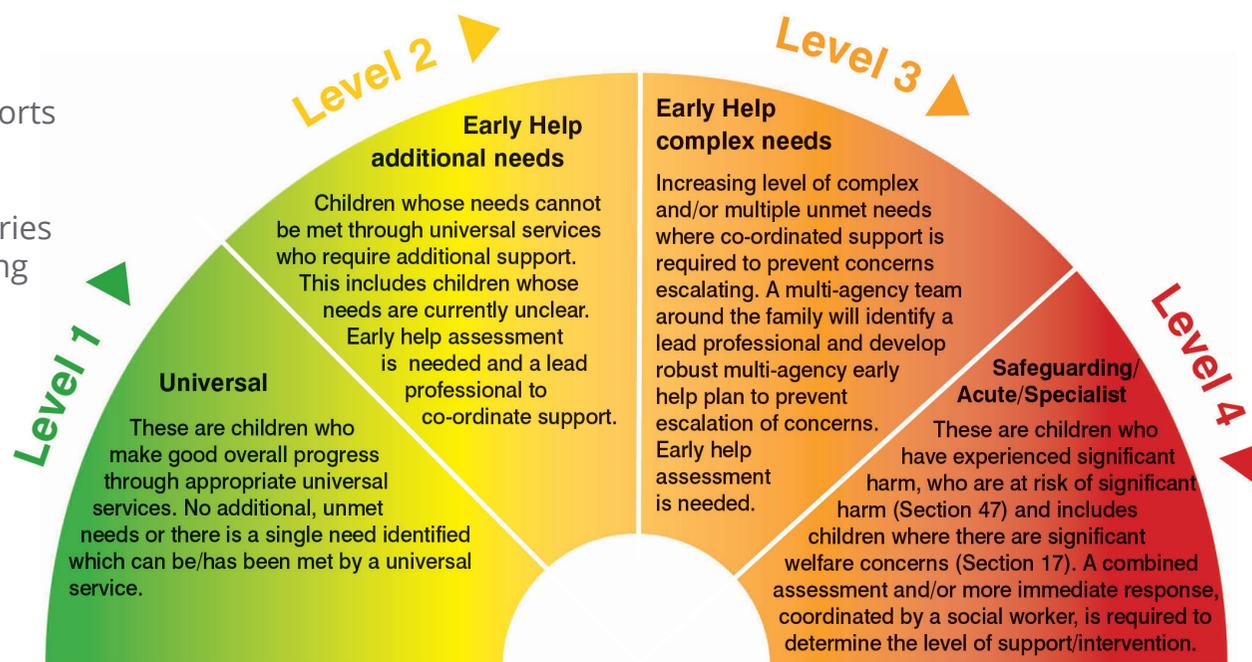
WSP wants to work beyond organisational boundaries to ensure effective protection of children by building trusted working relationships with children and their families.

Local thresholds

The Warrington Threshold of Needs sets out the framework for how we will work together using a shared understanding.

It provides for four levels that reflect different stages of need and intervention available to children and families. We work around three core principles:

- Supporting a strengths based approach
- Identifying children, young people, families or carers that need extra support
- Acting quickly when help is needed



Our relevant agencies

WSP will engage all local agencies as needed to meet their safeguarding responsibilities. This may be as permanent members of groups within the model or fluid members that are virtually linked, attending specific events or learning processes. Similarly, there are national bodies that may be required to engage in specific roles at certain times. Such as British Transport Police (BTP). A prime example of this is Trafficking or Missing operations where BTP may need to engage and support activity for specific operations.

The locally relevant agencies is likely to change over time, due to the fluid nature of commissioned services. Therefore, WSP will be promoting that if a service is identified as a relevant agency, it must support the approach. However, those maintaining virtual links will still remain accountable for meeting their statutory safeguarding responsibilities and engaging with the arrangements as requested.

Our basic expectations of local agencies are to:

- Provide data and performance information
- Participate in multi-agency and single agency audits
- Undertake s11 and s175 audits as required, provide evidence and impact of actions taken
- Maintain and share relevant workforce information
- Attend core mandatory training as required
- Support the partnership training offer
- Engage with the Local Safeguarding Practice Learning Review, Safeguarding Rapid Review, Serious Case Review or National Panel Serious Case Review where the criteria has been met and meet statutory requirements.

- Facilitate engagement with local learning events and share WSP related briefings
- Represent service at WSP groups.
- Contribute resourcing to new safeguarding arrangements.

Our key delivery partners are:

- Citizens Advice
- National Probation Service
- NSPCC
- Youth Justice Board
- Torus
- Warrington Voluntary Action
- Cheshire and Greater Manchester Community Rehabilitation Company
- Bridgewater Community Healthcare NHS Foundation Trust
- CAFCASS
- National Youth Advocacy Service
- Warrington and Halton Hospitals NHS Foundation Trust
- Cheshire Fire and Rescue Service
- North West Boroughs Healthcare NHS Foundation Trust
- Schools, Colleges and other educational providers within Warrington as identified within the Statutory guidance as relevant agencies (You can see the specific list at Appendix 1)

Section 3:

The partnership model explained

WSP is based on a responsive model design. It's made up of four main groups, with distinct roles to meet the statutory responsibilities of the partnership. These groups will meet regularly and report into each other to create a cycle of learning and improvement. Where challenges and barriers are found, they will develop 'task and finish' groups to take forward projects. For example, to develop training plans or deliver actions from local reviews.

Each agency and sector involved will be responsible for ensuring that the voice of their service user is heard in each forum. The model will establish our local priorities and deliver key activity. Alongside this they will also work with Pan-Cheshire arrangements, ensuring collaborative local work with our wider partners and stakeholders.

The partnership model is derived as follows.

Strategic safeguarding group

The strategic safeguarding group is made up of senior leaders from partner services. This group is responsible for ensuring all agencies work together to meet the needs of families and children.

Senior leaders from the following agencies include:

- WBC Operational Director Children's Social Care
- Det. Superintendent Police
- CCG Chief Nurse
- WBC Assistant Director Early Help, Education and SEND
- Head of Service Children's Safeguarding & Quality Assurance
- Designated Nurse Safeguarding Children and Children in Care Warrington

Scrutiny and challenge partners representing a different perspective from the core partners include:

- Chief Executive Officer Warrington Voluntary Association – present to offer a voluntary sector perspective and challenge.
- Children's Advocacy Representative (NYAS) – present to offer local and national voice of the child challenge.
- Lead Elected Member for Children's Services – representing the perspective of the community.

Quality assurance group

The quality assurance group includes senior managers from partner agencies to share intelligence about our safeguarding activity. They will examine each other's practices and make recommendations.

The group consists of senior managers from the following agencies:

- Cheshire Police - Detective Chief Inspector
- Head of Service - Children's Social Care
- Health Agencies - CCG Deputy Chief Nurse/CCG Designated Nurse
- Early Help Division - Head of Service
- WASCL & WAPH - Head Teacher Representative
- Youth Justice – Head of Service
- Head of the Virtual School
- NSPCC – Service Manager

Agencies needed for particular projects will be co-opted with task and finish groups from the Warrington network.

Practitioner's forum

This group is made up of frontline teams; sharing their experiences and offering feedback on changes and proposals. The group will challenge and support the partnership to implement change.

The forum has fluid membership, open to all in the area. Its main function is to share learning and gather feedback, and challenge from the frontline. The group's relevant audience may change depending on the forum focuses.

In general attendance will consist of frontline practitioners across the partnership, such as:

- Social Workers
- Health Visitors
- Teachers and nursery staff
- Safeguarding and child carers
- Police
- Probation and community rehabilitation staff
- Housing officers
- Cheshire Fire and Rescue locality officers
- Other relevant services.

Impact forum

Managers from the following agencies constitute the impact forum:

- Cheshire Police - Inspector
- Service Manager - Children's Social Care
- Designated Nurse for Safeguarding
- Service Manager - Early Help Division
- Education Sector Designated Safeguarding Leads
- Youth Justice – Manager
- Education Safeguarding Manager
- Housing Sector – Safeguarding Lead

These managers will represent agencies or sectors with a responsibility to cascade information.

Where task and finish groups are established to take forward projects, such as training development, relevant agency representation will be identified and included.

Where this group is leading reviews, it will also amend membership to reflect the relevant stakeholders.



Section 4:

Links to other partnerships and stakeholders

Scrutiny

WSP is keen to ensure that we are held to account for our activity to improve safeguarding practice. We will be utilising the local Health and Wellbeing Board (HWBB) and Protecting the Most Vulnerable committee (PMV) to monitor the outcomes of our work. They will receive an effectiveness report every year to enable them to challenge our progress.

Partners

We are also keen to ensure that we work with other local strategic partnerships so that we can take forward projects jointly. The Community Safety Partnership (CSP) leads on modern slavery, part of a broader contextual safeguarding challenge. We will be working closely with CSP colleagues to tackle these issues. Similarly, the Warrington Safeguarding Adult Board (WSAB) has historically worked closely with its children counterpart to tackle transition issues. We will be working to maintain and build on these existing relationships. Other partners include, the Warrington Domestic Abuse Partnership (WDAP), Child Death Overview Panel (CDOP), the Youth Justice Board and the CCG Health Forum.

Stakeholders

There are also forums locally that represent other vital stakeholders such as Warrington Parents and Carers Forum (WARPAC and Speak UP). WARPAC is a forum for volunteers who care for children and young people with disabilities or additional needs. Speak Up support children and young people with additional needs

We will be mapping our wider partnerships and forums over the next 12 months to identify all of the groups, forums and networks that we need to communicate with. Therefore this local network will grow and change in the coming months.

Section 5: Priorities

Our vision is *“to ensure every child and young person in Warrington is safe, healthy and has the opportunity to reach their potential.”*

From this, our priorities are to:

- Create a culture of learning that seeks to improve our practice
- Develop a challenge and assurance approach
- Develop our model and embed new way of working
- Create a culture of learning

Our main areas of work will see us:

- Establish an effective practitioner’s forum
- Revise local review process for cascade of learning
- Establish a learning framework
- Upskill the workforce in local training offer

Key outcomes we want to achieve based on this are:

- Widespread awareness of good practice
- Improved recognition of abuse and neglect
- Professional access to quality core training
- Help offered to children and young people in need

Challenge and assurance

Our main areas of work will see us:

- Ensure partners work fully to safeguard children

- Establish quality assurance framework to measure success
- Review partner data that reflects safeguarding in Warrington
- Early stage response to neglect

Key outcomes we want to achieve based on this are:

- Better experiences for service users.
- Safeguarding is part of everyday practice.
- Understanding of local priorities, ensuring appropriately targeted resources.
- Strong partnership approach to resolve issues within Warrington.

Developing our model and embedding it

Our main areas of work will see us:

- Create a dynamic and responsive strategic safeguarding partnership
- Identify the key partners and what they need to do
- Work with service users to build strengths and support networks
- Ensure adult services are engaged in the partnership
- Launch neglect strategy and graded care tool

Key outcomes we want to achieve based on this are:

- Awareness of WSP throughout Warrington
- Agencies fulfilling responsibilities according to safeguarding agenda
- Service users enabled to achieve potential
- Partnership can identify and respond to local needs

Section 6:

Learning and improving

Local reviews and national panel

The changes to LSCBs have also brought about changes to learning processes such as Serious Case Reviews. Moving forward there will be a Child Safeguarding Practice Review Panel that sit nationally.

This panel will oversee each areas decision to initiate Local Reviews. This panel will also receive a Rapid Review report from the area that outlines the case and any lessons to be learnt.

In certain circumstances the national panel may determine that a case has significant national learning and they will take responsibility for commissioning a national level review.

Locally we'll receive notifications on serious child safeguarding cases, such as:

- Suspected/known abuse or neglect of a child.
- Child death or serious injury.

The local authority will identify such cases with the other core partners. WPS then holds a rapid review panel made from core partners and involved agencies, reviewing against the criteria set out in the Working Together document. This will be completed within 15 working days of the notification and a review report will be submitted to the national panel.

Continuous practice development

Our goal is to create a continuous learning and improvement culture for Warrington. We will utilise these reviews to explore our strengths and identify areas for development that improve practice and the experience of children and young people.

Alongside these serious case reviews we will also implement other learning approaches to help us to understand our safeguarding practice. For example, where there are cases that have caused challenges for practice or demonstrated excellent practice we will utilise audit process and table top de-briefs to bring professionals together to understand how improvements can be made.

We will have planned and responsive learning events which will utilise the Practitioners forum to ensure the lessons learnt are shared and implemented across the partnership.

We will utilise messages from audit and reviews, alongside feedback from the Impact group, to establish a responsive multi-agency training offer. This will be refreshed annually to ensure it is driven by local need.

Section 7:

Dispute resolution and escalation

Preparing for challenge

It's important to embed a culture of respectful challenge, allowing professionals resolve conflict. Professionals must be able to recognise and resolve disputes to foster effective working relationships.

Supporting challenge

Where professionals are unable to resolve their disputes, an escalation process will be operated to provide a consistent forum for resolution:

Day one - Step 1

When concerns regarding practice or decision making by a professional or agency arises, initial attempts should be made between workers to resolve the issue. If a resolution can't be reached, professionals must escalate the issue to the Safeguarding Lead or line manager in their organisation.

Days three to nine – Step 2

The line manager or Safeguarding Lead should discuss the concerns with their opposite manager in the other agency. If a resolution can't be achieved, professionals must notify their senior managers. In the case of schools, this will be the chair of governors alongside the Head Teacher.

Days nine to 14 – Step 3

The Senior Manager will escalate the issue to their WSP representative, who will arrange meeting to seek resolution. If an agreement can't be achieved, the issue should be brought to the WSP manager. This will then be referred to the WSP core partners.

Days 16 to 21 – Step 4

WSP core partners will ask for written representations and may request a meeting with the involved parties. A recommendation will be made based on the most appropriate action and resolution for the dispute.

Complaints

Where the issue is raised by service users in relation to the partnership or its processes, there is a complaints procedure to support individuals to express their concerns.

Section 8:

Independent scrutiny arrangements

The new Working Together 2018 arrangements include a requirement for independent scrutiny. This replaces the role of Independent Chair.

Working Together defines it as:

“The role of independent scrutiny is to provide assurance in judging the effectiveness of multiagency arrangements, in order to safeguard and promote the welfare of all children in a local area.”

The decision about how to deliver on independent scrutiny is left to local determination with the proviso that is objective, is constructive and reflects to drive continuous improvement.

For the period of transition from 1 April 2019 to 1 September 2019 the current Chair of the WSCB will take on the role of Independent Scrutineer for the Safeguarding Partnership.

However, as we explore models we have agreed that whatever is put in place there will be:

- Scrutiny running throughout all activity – it is not just for one person to fulfil this role. We want our groups to offer scrutiny to each other and will be encouraging wider forums and groups to offer feedback
- Scrutiny and Challenge will be at the heart of our partnership working and we will be on a journey to a more transparent partnership model
- The role will be developed in detail during the transition period from 1 April 2019 to 1 September 2019

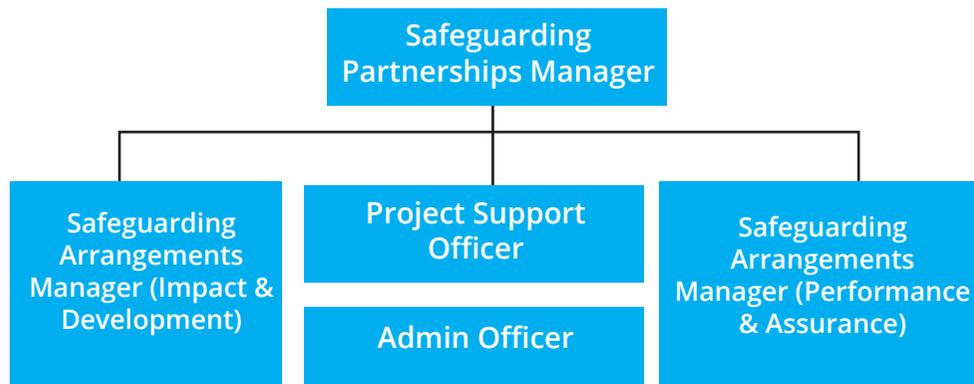
Section 9:

Funding and support team

Safeguarding partnership support team

In Warrington we have a shared team resource who support the needs of the Safeguarding Children and Adult arrangements.

This team is responsible for facilitating the work of the arrangements and consists of:



The new team will be working in a different way to ensure sufficient support to both the Safeguarding Children and Adult arrangements for the area. The function of this new structure will be to challenge the partners to achieve their set goals.

Budget and resources

We will be operating on a shared budget with the WSAB. Local partners contribute to a shared safeguarding budget for partnership working. This provides the resources for the support team, training and some local reviews.

Where the existing budget cannot cover the needs of the arrangements then partners will be asked to equally fund.

Section 10: References

- Working Together to Safeguard Children: A Guide to Inter-agency working to safeguard and promote the welfare of children - assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf
- Warrington Safeguarding Partnership - warrington.gov.uk/WSP
- Warrington Threshold of Needs Guide - warringtonlscb.org/wp-content/uploads/2017/11/Threshold-of-need-guide-high-res.pdf
- Warrington Safeguarding Partnership Procedures - proceduresonline.com/pancheshire/warrington/index.html
- Warrington Safeguarding Partnership Training Plan - warrington.gov.uk/info/201134/childrens-social-care-and-safeguarding/2478/warrington-safeguarding-partnership/5
- Warrington Safeguarding Partnership Complaints procedure – to be updated and loaded
- Warrington Safeguarding Adult’s Board (WSAB) warrington.gov.uk/wsab
- Disability Awareness Day (DAD) disabilityawarenessday.org.uk
- National Child Safeguarding Practice review Panel - gov.uk/government/organisations/child-safeguarding-practice-review-panel
- Modern Day Slavery ‘Unchosen’ encounters-festival.org.uk/uncho-sen-gallery
- Contextual Safeguarding Network- contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding

Appendix 1

List of Education and Childcare Relevant Agencies as outlined by Statutory Guidance:

- The proprietor of an Academy school
- The proprietor of a 16-19 Academy
- The proprietor of an alternative provision Academy
- The governing body of a maintained school
- The governing body of a maintained nursery school
- The governing body of a pupil referral unit
- The proprietor of an independent educational institution
- The proprietor of a school approved under section 342 of the Education Act 1996(5).
- The proprietor of a Special post-16 institution
- The governing body of an institution within the further education sector
- The governing body of an English higher education provider
- Any provider of education or training —
 - a) to which Chapter 3 of Part 8 of the Education and Inspections Act 2006, and
 - b) in respect of which funding is provided by, or under arrangements made by, the Secretary of State.
- A person registered under Chapter 2, 2A, 3 or 3A of Part 3 of the Childcare Act 2006.
- The provider of a children's centre