



Warrington Safeguarding Partnership Arrangements report

December 2019



Contents

Section 1 Message from the partnership

Section 2 Developing our arrangements

Section 3 The partnership model explained

Section 4 Links to other partnerships and stakeholders

Section 5 Our Priorities

Section 6 Learning and Improvement

Section 7 Dispute resolution and escalation

Section 8 Independent Scrutiny arrangements

Section 9 Funding and support team

Appendix 1: List of local schools and academies included as Relevant Agencies

Appendix 2: Relevant Agencies – Education and Childcare

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; and
- 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 (Police).



Amanda Amesbury
WBC Director Children's Social Care (DCS)

"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
Detective Chief Superintendent, Public Protection Directorate, 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’s 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 Warrington in March 2019.

Transition

The pilot of the new approach took effect from 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 outcomes for the local area.



The local view

As part of our consultation activity we gathered local professionals, service users 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 is 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 2 meetings a year

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 needed 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 a children’s plan based on stakeholders views on local progress and challenges.
- Expanded the Practitioners Forum and established a flexible approach to membership, enabling many professional groups to connect with the partnership.

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 209,547 residents in over 94,000 households. Children and young people 0 to 18 years make 21% of the population.

- Most children and young people live in settled families and not in poverty (11.5% live in low income families compared to England average of 17%, 2016).
- Children in Warrington do well in school. Warrington has a mean score of 48.7 (2019) for the Attainment 8 score which measures the achievement across 8 GCSE qualifications which is better than the England mean score of 46.5.
- There are good employment and education opportunities for young people in Warrington. The proportion of 16-17 year olds not in education, employment or training, or not known is 3.1% in Warrington, significantly lower than the England average of 5.3% (2018). First time entrants to the youth justice system (2018/19) is also significantly lower in Warrington (118 per 100,000) compared to England (239 per 100,000).
- Children in Warrington are healthy. A smaller proportion of babies born at full term are born with a low birth weight, 1.57% (31 babies) compared to the England average of 2.6% (2018/19). There is also a significantly lower proportion of mothers who are recorded as smoking at the time of delivery (8.8=1% Warrington, 10.6% England). A&E attendance for under 4 year olds is also significantly lower in Warrington (546.5 per 100,000 Warrington, 619 per 100,000 England, 2017/18).

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.



What are our statutory duties?

According to Working Together 2018 our new arrangements must focus on ways to coordinate 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.

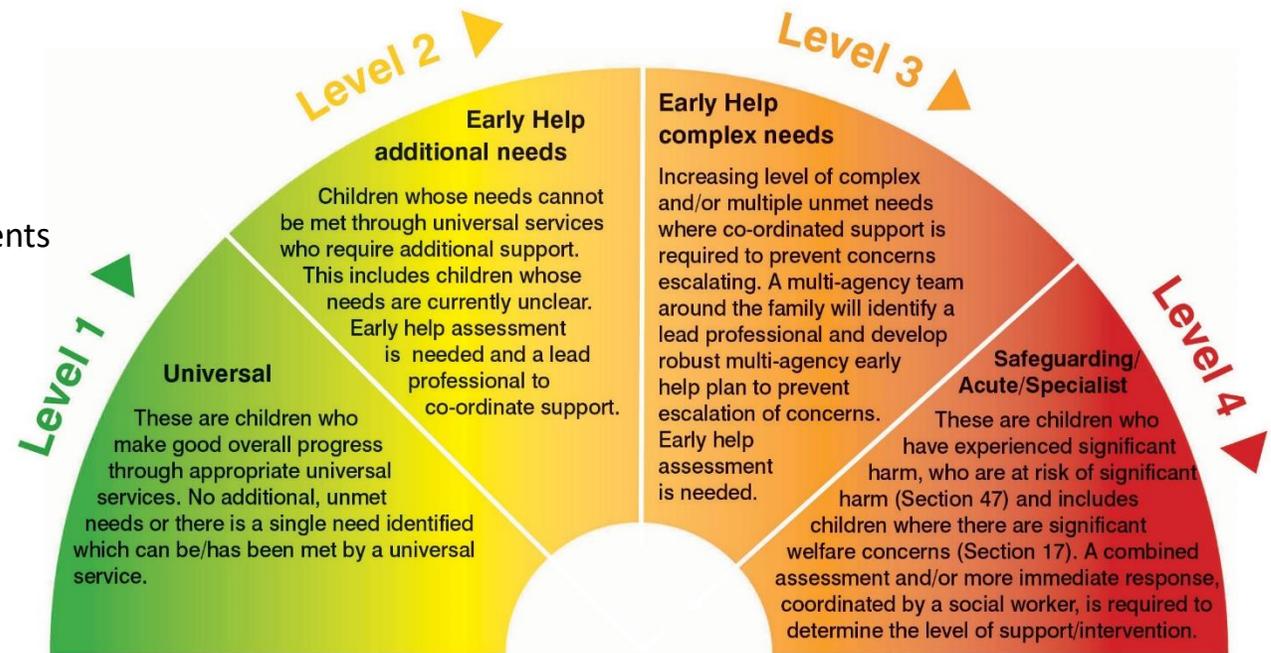
WSP wants to work beyond organisational boundaries to ensure effective protection of children by building trusted working relationships with children and their families.

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 list is likely to change over time, due to the 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 Section 11 and Section 175 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 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
- CAF/CASS
- National Youth Advocacy Service
- Warrington and Halton Hospitals NHS Foundation Trust
- Cheshire Fire and Rescue Service
- North West Boroughs Healthcare NHS Foundation Trust
- Early Help Partnership Board
- Schools, Colleges and other educational providers within Warrington as identified within the Statutory guidance as relevant agencies (See the specific list at Appendix 1).

Section 3:

The partnership model explained

WSP is based on a responsive model design. It is 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 at the heart 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 model has four main elements:

- [Strategic Safeguarding Group](#)
- [Quality Assurance Group](#)
- [Impact Group](#)
- [Practitioners Forum](#)

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 Director Children's Social Care (DCS)
- Detective Superintendent Police
- CCG Chief Nurse
- WBC Operational Director Education & Early Help (Deputy DCS)
- WBC Head of Service – Children's Safeguarding & Quality Assurance
- CCG Designated Nurse Safeguarding Children & Children in Care

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

- Third Sector Hub representative – present to offer a voluntary sector perspective and challenge
- Lead Elected Member for Children's Services – representing the perspective of the community
- Independent Scrutiny Lead - independent scrutiny, and voice of the Practitioners Forum

Quality Assurance Group

The quality assurance group includes senior managers from partner agencies to share intelligence about safeguarding activity. They examine each others practices and make recommendations for improvement.

The group consists of senior managers from the following agencies:

- Cheshire Constabulary
- Head of Service
- Health Agencies (Clinical Commissioning Group representative)
- Early Help
- Head Teacher representatives (Warrington Association of Primary Head teachers, WAPH, and Warrington Association of School and College Leaders, WASCL)
- Youth Justice
- Head of the Virtual School
- NSPCC
- National Probation Service
- Cheshire & Greater Manchester Community Rehabilitation Company.

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

Impact Group

Managers from the following agencies constitute the impact forum:

- Cheshire Police
- Children's Social Care
- Health Agencies (CCG representative)
- Early Help
- WAPH & WASCL – Head Teacher representatives
- Designated Safeguarding Leads – Education Sector
- Youth Justice
- Education Safeguarding Officer
- Housing Sector – Safeguarding Lead
- National Probation Service
- Cheshire & Greater Manchester Community Rehabilitation Company.

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

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

Practitioners Forum

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

The forum has a fluid membership, open to all practitioners working with children and families in Warrington. Its main function is to share learning and gather feedback and challenge from the frontline. It is also the route by which practitioners can provide the voice of children and families in Warrington to the partnership.

Attendance will consist of frontline practitioners across the partnership, such as:

- Social Workers
- Health Visitors
- Teachers
- Nursery staff
- Police
- Probation and community rehabilitation staff
- Housing officers
- Cheshire Fire and Rescue locality officers.

The groups relevant audience may change depending on the forum focuses.



Section 4:

Links to other partnerships and stakeholders

Scrutiny

WSP is keen to ensure that we are held to account of our activity and 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 Warrington Safeguarding Adults Board (WSAB) has historically worked closely with the children's counterpart to tackle transition issues. We will be working to maintain and build on these existing relationships. Other partnerships include, the Warrington Domestic Abuse Partnership (WDAP), Child Death Overview Panel (CDOP), the Youth Justice Board and the CCG Executive Health Safeguarding Group.

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.

As the partnership develops, it is likely that the local network will grow and change in the coming year.



Section 5:

Our Priorities

Our vision is

To ensure every child and young person in Warrington is safe, healthy and has the opportunity to reach their potential

Create a Culture of Learning that seeks to improve our practice

Our main areas of work will see us:

- Establishing an effective Practitioners Forum
- Revising the local review process for cascade of learning
- Establish a learning framework
- Upskilling the workforce with a 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.

Develop a challenge and assurance approach

Our main areas of work will see us:

- Ensuring partners work fully to safeguard children
- Establishing a quality assurance framework to measure success
- Reviewing partner data that reflects safeguarding in Warrington
- Launch the neglect strategy and Graded Care Profile 2 tool.

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 in Warrington.

Develop our model and embed a new way of working

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.

Key outcomes we want to achieve based on this are:

- Awareness of WSP throughout Warrington
- Agencies fulfilling responsibilities according to safeguarding agenda
- Services 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 sits nationally.

This panel will oversee each areas decision to initiate Local Reviews. This panel will also receive a Rapid Review report 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 will 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. WSP then holds a rapid review panel made from core partners and involved agencies, reviewed against the criteria set out in Working Together 2018. 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 experiences 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 processes 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 is important to embed a culture of respectful challenge, allowing professionals resolve a 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.

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.

Escalation Process

Day 1 Step 1

Where 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 cannot be reached, professionals must escalate the issue to the Safeguarding Lead, or line manager in their organisation.

Days 3-9 Step 2

The line manager or Safeguarding Lead should discuss the concerns with their opposite manager within the other agency. If a resolution cannot 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 9-14 Step 3

The Senior Manager will escalate the issue to their WSP representative, who will arrange a meeting to seek resolution. If an agreement cannot be achieved, the issue should be brought to the Safeguarding Partnerships Manager. This will then be referred to the WSP Core Partners.

Days 16-21 Step 4

WSP Core Partner 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. The Independent Scrutiny Lead will offer challenge and scrutiny on the process.

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 31 March 2020 the current Chair of the WSCB will take on the role of Independent Scrutineer for the Safeguarding Partnership with new Independent Scrutiny arrangements in place from April 2020.

Scrutiny is the responsibility of all members of the partnership and integral to all activity of the partnership.

- Terms of Reference and Memorandum of Understanding for all group and sub-group meetings to set out clear expectations of partnership members and how they challenge and hold the partnership to account.
- Quality Assurance Framework built on transparency and culture of high challenge and high support. QA and Impact Groups to be responsible for this, with the Strategic Safeguarding Group holding them to account.
- Structure of the partnership enables the “Voice of the child, residents, community, third sector and professionals” to impact on the activity and development of the partnership. Use the lay members, third sector representatives and Councillors alongside the Practitioners Forum to challenge and scrutinise the Strategic Safeguarding Group.

Independent Scrutiny Lead(s) commissioned to facilitate specific pieces of work and provide oversight of the scrutiny practice of the partnership.

- A commissioned independent scrutiny lead will facilitate two multi-agency audits per year to ensure scrutiny of frontline practice and evidence that the effectiveness of the partnership is independent. This could be a scrutiny lead who is separately commissioned for the audit.
- An independent scrutiny lead will co-facilitate the Practitioners Forum to ensure that children and practitioners have a voice and are able to challenge the partnership effectively.
- An independent scrutiny lead will sit on the Strategic Safeguarding Group to provide oversight and challenge on the effectiveness of the partnerships scrutiny practice. This will include scrutiny and challenge of high level escalation activity and decision making around Child Safeguarding Practice Reviews
- An independent scrutiny lead will provide an interim and annual report to the partnership on the scrutiny activity and effectiveness of the partnership.

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 function of this structure will be to challenge 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 cost of reviews, the safeguarding partners have agreed to a funding arrangement.

Appendix 1:

List of local school and academies included as Relevant Agencies:

Alderman Bolton Primary School	Fox Wood School	Sandy Lane Nursery and Forest School	St Vincent's Catholic Primary School
Appleton Thorn School	Glazebury CE Primary School	Sankey Valley St James CE Primary School	St Wilfrid's CE Primary School
Barrow Hall Primary School	Gorse Covert Primary School	Sir Thomas Boteler CofE High School	Statham Community Primary School
Beamont Collegiate Academy	Grappenhall Heys Primary School	St Alban's Primary School	Stockton Heath Primary School
Beamont Primary School	Great Sankey Primary School	St Ann's CofE Primary School	Stretton St Matthew's Primary School
Bewsey Lodge School	Great Sankey High School	St Andrew's CofE Primary School	New Horizons AP Academy
Birchwood CofE Primary School	Kings Leadership Academy Warrington	St Augustine's Catholic Primary School	The Cobbs Infant and Nursery School
Birchwood Community High School	Latchford St James CofE Primary School	St Barnabas CE Primary School	Thelwall Community Infant School
Bradshaw Community Primary School	Locking Stumps Community Primary School	St Benedict's Catholic Primary School	Thelwall Community Junior School
Bridgewater High School	Lymm Statham Community Primary School	St Bridget's Catholic Primary School	Twiss Green Primary School
Brook Acre Community Primary School	Lymm High School	St Elphin's CE Primary School	Winwick CE Primary School
Broomfields Junior School	Meadowside Primary School	St Helens CE Primary School	Woolston CE Aided Primary School
Bruche Primary School	Newchurch Primary School	St Gregory's Catholic High School	
Burtonwood Community Primary School	Oakwood Primary School	St Joseph's Catholic Primary School	
Cardinal Newman Catholic High School	Our Lady's Catholic Primary School	St Lewis' Catholic Primary School	
Callands Primary	Oughtrington Primary School	St Matthew's CE Primary School	
Chaigley School	Park Road Community Primary School	St Margaret's CE Primary School	
Chapelford Village Primary School	Padgate Academy	St Monica's Catholic Primary School	
Cherry Tree Primary School	Penketh High School Warrington	St Oswald's Catholic Primary School	
Christ Church CofE Primary School	Penketh Primary School	St Paul of the Cross Catholic Primary School	
Cinnamon Brow CofE Primary	Penketh South Community Primary School	St Peter's Catholic Primary School	
Croft Primary School	Priestley College Warrington	St Philip Westbrook CofE Primary School	
Culcheth Community Primary School	Ravenbank Community Primary School	St Stephen's Catholic Primary School	
Culcheth High School	Sacred Heart Catholic Primary School	St Thomas CE Primary School	
Dallam Primary School			
Evelyn Street Primary School			

Appendix 2:

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

The proprietor of an Academy school	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.
The proprietor of a 16-19 Academy	
The proprietor of an alternative provision Academy	A person registered under Chapter 2, 2A, 3 or 3A of Part 3 of the Childcare Act 2006
The governing body of a maintained school	
The governing body of a maintained nursery school	The provider of a Children’s Centre.
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	