



## Contents Page

<b>1. Welcome and Introduction</b>	Page 2
<b>2. Lincolnshire Shared Vision and Principles for Working</b>	Page 3
2.1 <i>Vision</i>	Page 3
2.2 <i>Principles</i>	Page 4
2.3 <i>Business Plan Priorities 2018-21</i>	Page 4
<b>3. Background and Context</b>	Page 4
3.1 <i>Alan Wood Review</i>	Page 4
3.2 <i>Legislative Context</i>	Page 4
<b>4. Lincolnshire's Safeguarding Children Partnership Arrangements</b>	Page 5
4.1 <i>Developing and agreeing the model and governance</i>	Page 5
4.2 <i>Partnerships in Lincolnshire</i>	Page 6
<b>5. Safeguarding Partners and Relevant Agencies</b>	Page 6
5.1 <i>Leadership</i>	Page 6
5.2 <i>Geographical Area</i>	Page 7
5.3 <i>Relevant Agencies</i>	Page 7
5.4 <i>Role of Early Years Settings, Schools, Colleges         and other Educational Establishments</i>	Page 8
5.5 <i>Role of Residential Homes for Children</i>	Page 8
5.6 <i>Role of Youth Offending and Custody Services</i>	Page 8
<b>6. Child Safeguarding Practice Reviews</b>	Page 9
6.1 <i>Publication of Local Child Safeguarding Practice Reviews</i>	Page 9
6.2 <i>Continuous Learning and Improvement</i>	Page 9
<b>7. Independent Scrutiny</b>	Page 10
<b>8. Performance Data and Intelligence</b>	Page 10
<b>9. Training and Learning Development</b>	Page 11
<b>10. Funding</b>	Page 11
<b>11. Voice of Children, Young People and their Families</b>	Page 11
<b>12. Putting Children First</b>	Page 12
<b>13. Professional Resolution and Escalation</b>	Page 12
<b>Appendix A</b>	Page 13
<b>Appendix B</b>	Page 14



# Lincolnshire Safeguarding Children Partnership

## 1. Welcome and Introduction

Welcome to the Lincolnshire Children's multi-agency safeguarding arrangements, known locally as the Lincolnshire Safeguarding Children Partnership. This document sets out the arrangements in Lincolnshire for all safeguarding partners to work together and with other agencies, to identify and respond to the needs of children and young people in Lincolnshire.

In Lincolnshire; the structure and governance arrangements for multi-agency safeguarding arrangements have been agreed, with the addition of an Assurance Executive having been established, with membership from the three key safeguarding partners, sitting at the top of the governance structure.



Debbie Barnes  
Head of Paid Service  
Lincolnshire County Council



John Turner  
Accountable Officer  
Lincolnshire Clinical  
Commissioning Groups



Bill Skelly  
Chief Constable  
Lincolnshire Police

## 2. Lincolnshire Shared Vision and Principles for Working

The safeguarding partners of Lincolnshire are clear that there already exists a strong and robust partnership, and there is a desire to maintain this in the best interests of children and young people across Lincolnshire.

### 2.1 Vision

In March 2018, partners across Lincolnshire Safeguarding Children Partnership agreed to the following shared vision:

*Children and young people in Lincolnshire are effectively safeguarded, properly supported and their lives improved by all agencies working together.*

Prior to agreement, there were multi-agency workshops and consultations with children and young people held.

The Lincolnshire Safeguarding Children Partnership (LSCP) Business Plan sets out the strategic intent of partners to make this vision a reality. It underlines the statutory objectives of the LSCP, to coordinate and ensure the effectiveness of safeguarding arrangements with priorities set for 2018-21. This will be reviewed and updated following the implementation of the new multi-agency safeguarding arrangements in 2019-20.



## **2.2 Principles**

As a partnership, we went back to basics to agree how we work as a partnership:

- Safeguarding is everybody's responsibility.
- To focus our work on safeguarding the needs of vulnerable children and young people and improving their outcomes.
- To promote the idea; that children and young people's behaviours, levels of vulnerability and levels of resilience, are all informed by their surroundings and the contexts in which they spend their time.
- To have a culture of continuous review and learning with evidence based practice.
- To be open to constructive professional challenge.

## **2.3 Business Plan Priorities 2018-21**

The Business Plan 2018-21 is intentionally brief and focused on strategic priorities that form the basis of the LSCP work, and takes account of the need to implement a new multi-agency safeguarding arrangement:

- Tackling Child Exploitation
- Enhancing the Emotional Wellbeing of Children and Young People
- Promoting Healthy Relationships
- Working Together to Recognise Risk Making Behaviours
- To Identify and Reduce the Impact of Neglect on Children and Young People
- To Identify and Reduce the Impact of Domestic Abuse on Children, Young People and their Families.

## **3. Background and Context**

### **3.1 Alan Wood Review**

In 2015, in response to a number of Local Safeguarding Children's Board (LSCBs) inspections, the Government commissioned Alan Wood, former President of the Association of Directors of Children's Services, to lead a review of LSCBs. The review considered over 600 responses and came to the conclusion that LSCBs were not sufficiently effective. It was recommended that LSCBs were replaced by a statutory partnership of the key statutory agencies: police, clinical commissioning groups and local authorities, who would in turn determine the local safeguarding arrangements.

### **3.2 Legislative Context**

In response to the Wood Review, the Children and Social Work Act 2017 was passed in April 2017, and Working Together to Safeguard Children was updated in 2018. Sections 16-23 of the Children's Act 2004 (as amended by the Children and Social Work Act 2017) introduced a shared and equal duty on three key partners (local authorities, police and clinical commissioning groups (CCGs)), to make arrangements with other partners to locally



determine to work together to safeguard and promote the welfare of all children in the local area.

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 (as defined under Chapter 4 of Working Together to Safeguard Children 2018).

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.

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 of 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.

In order to work together effectively, the 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.

Within Lincolnshire, it has been agreed that we can best meet these requirements by retaining our current partnership requirements.

## **4. Lincolnshire's Safeguarding Children Partnership Arrangements**

### ***4.1 Developing and agreeing the model and governance***

Following the release of the Working Together to Safeguard Children consultation, a meeting of all three partners, the LSCB Independent Chair and Business Manager took place in



December 2017 to agree what the new arrangements would look like in Lincolnshire. The meeting considered the Children and Social Work Act 2017, the Working Together to Safeguard Children consultation and feedback from Department for Education consultation events. To strengthen Lincolnshire's current arrangements and meet statutory requirements, it was agreed that Lincolnshire will have an Assurance Executive, made up of the three key partners, which will meet in April and October of each year to focus on performance, finance, risks and issues. The Assurance Executive will sit about the LSCB strategic management group and be chaired by the Independent Chair.

These arrangements were taken to the Lincolnshire multi-agency strategic management group of the LSCB in March 2018 and agreed. The Assurance Executive met in April and October of 2018 in Shadow form, as this is prior to the new arrangements being published.

(See Appendix A for Governance structure).

#### **4.2 Partnerships in Lincolnshire**

The Lincolnshire Safeguarding Children Partnership exists in the context of wider partnership arrangements across Lincolnshire, and the LSCP arrangements link into other strategic partnerships. Lincolnshire has an established, non-statutory coordinating Public Protection Board (PPB), with membership made up of representatives from statutory and non-statutory strategic boards across the county; senior officers and public protection leads.

(See Appendix B for an illustration of Lincolnshire partnerships).

### **5. Safeguarding Partners and Relevant Agencies**

#### **5.1 Leadership**

Strong leadership is critical for the Lincolnshire Safeguarding Children Partnership to be effective in bringing together all relevant organisations and agencies. The Lincolnshire arrangements will be strongly led and promoted, by local area leaders, including the representatives from the three key safeguarding partners.

The lead representatives for the safeguarding partners are:

- Lincolnshire County Council Chief Executive
- Clinical Commissioning Group Accountable Officer
- Lincolnshire Police Chief Officer.

In Lincolnshire, the lead representatives have delegated their functions to:

- Director of Children Services, Lincolnshire County Council
- Chief Nurse for South West Clinical Commissioning Group, representing all Lincolnshire CCGs
- Assistant Chief Constable, Lincolnshire Police.



All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners should decide who would take the lead on issues that arise.

The representatives, or those they delegate authority to, should be 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 safeguarding arrangements.

### **5.2 Geographical Area**

The geographical area for the Lincolnshire Safeguarding Children Partnership is the Lincolnshire County local authority area.

The geographical area corresponds with the four Lincolnshire Clinical Commissioning Groups and Lincolnshire Police Force.

### **5.3 Relevant Agencies**

The strength of Lincolnshire's local safeguarding partnership is predicated on the safeguarding partners working collaboratively with all relevant agencies. The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018, sets out the list of relevant agencies that are required to work as part of the 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 Lincolnshire Safeguarding Children Partnership arrangements.
- 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, e.g. GPs, dentists and mental health service providers already represented through the inclusion of CCGs, NHS Trusts and Foundation Trusts.
- 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 that come into contact with children and young people.

The list of relevant agencies in Lincolnshire may change over time to reflect those present in the local area. The partnership currently consists of:

- Adult Services
- Lead Local Authority Member for Children's, Adults and Public Health.
- District Councils
- National Probation Service



- Youth Offending Service
- Community Rehabilitation Company
- United Lincolnshire Hospitals Trust
- Lincolnshire Community Health Services
- Lincolnshire Partnership NHS Foundation Trust
- CAFCASS (Children and Family Courts Advisory and Support Service)
- Schools/Further Education
- Lincolnshire Prisons
- Lincolnshire Fire and Rescue
- Voluntary and Community Sector
- East Midlands Ambulance Service.

Organisations and agencies who are not named in the relevant agency regulations, should still 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.

#### ***5.4 Role of Early Years Settings, Schools, Colleges and other Educational Establishments***

Early years providers and settings 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 arrangements in place to engage with early years providers and ensure they are fulfilling their safeguarding responsibilities, through the local authority Early Years' service.

The Partnership includes school and college representation at strategic, operational and sub-group level, including through a dedicated Education Sub-Group. The pivotal role 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, is recognised by the safeguarding partners. There are termly Designated Safeguarding Leads briefings led by the local authority Education team, and regular communications through the twice weekly schools bulletin.

#### ***5.5 Role of Residential Homes for Children***

All local authority residential homes are included as relevant agencies. There are mechanisms to engage residential homes in local arrangements through the section 11 process and the local authority Children's Service.

#### ***5.6 Role of Youth Offending and Custody Services***

The new Children's Services Future4Me team, which includes the youth offending service, contributes to the work of the partnership, with particular emphasis on tackling child exploitation and children missing.

The work of the Multi-Agency Child Exploitation (MACE) process can be found on the LSCP website: [Lincolnshire MACE](#).



## 6. Child Safeguarding Practice Reviews

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

A serious child safeguarding case is where:

- The child dies or is seriously harmed in the local authority's area, or
- While normally resident in the local authority's area, the child dies or is seriously harmed outside England.

Serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health.<sup>1</sup>

Safeguarding partners must make arrangement to identify serious child safeguarding cases which raise issues of importance in relation to the area, and commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken. When a serious incident becomes known to the safeguarding partners, they must consider whether the case meets the criteria for a local review. This does not mean that the safeguarding partners must automatically carry out a local child safeguarding practice review.

The local arrangements for commissioning and publishing local child safeguarding practice reviews are outlined in the Lincolnshire Child Protection and Safeguarding Practice review process (see paper, *Improving Child Protection and Safeguarding Practice Overview*).

The National Panel arranges national child safeguarding practice reviews.

### 6.1 Publication of Local Child Safeguarding Practice Reviews

Local safeguarding partners must send a copy of the full report to the National Panel and to the Secretary of State, seven working days prior to publication.

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.

### 6.2 Continuous Learning and Improvement

All safeguarding partners and relevant agencies have a responsibility to take corrective action and disseminate learning from local and national reviews.

Action plans will be monitored by the Significant Incident Review Group, and if necessary escalated to Operational Delivery Group and Strategic Management Group where actions are not being met.

Lincolnshire Safeguarding Children Partnership should have regard for any guidance that the National Panel publishes as and when issued.

---

<sup>1</sup> Child perpetrators may also be the subject of a review, if the definition of 'serious child safeguarding case' is met.



## 7. Independent Scrutiny

The independent scrutiny function is set out in Chapter 3 of Working Together to Safeguard Children 2018. The role is to provide assurance in judging the effectiveness of multi-agency safeguarding arrangements to safeguard and promote the welfare of all children in the local area.

In Lincolnshire, there is a culture of constructive and professional challenge, and holding partners to account. There are systems and processes for professional challenge in place, and evidence of scrutiny and assurance at all levels of the Lincolnshire's safeguarding partnership.

There are a range of mechanisms in place to ensure scrutiny and quality assurance:

- Section 11 process (on a three yearly basis)
- Partnership audit programme
- Local learning reviews
- Peer reviews.

To ensure Lincolnshire's Safeguarding Children Partnership continues to embrace independent scrutiny, the following is in place:

- Independent Chair
- Two Lay Members
- Safeguarding Boards Scrutiny Sub-Group (membership includes Local Authority Members, Police and Crime Commissioner, NHS non-executive Director, Foster Carer).

Independent scrutiny is to:

- Provide objectivity and act as a critical friend
- Promote reflection to drive continuous improvement
- Listen to the experiences of children, young people and families
- Ensure the voices of children, young people and their families are heard
- Assess how well organisations come together to cooperate with one another to safeguard and promote the welfare of children, and to hold each other to account.
- Assess whether the three safeguarding partners are fulfilling their statutory obligations
- Scrutinise any quality assurance activity
- Scrutinise the effectiveness of training
- Ensure the safeguarding partners provide robust and effective challenge to each other and relevant agencies.

The Lincolnshire Safeguarding Children arrangements will be reviewed on an annual basis and an annual report produced for presentation at the Annual General Meeting.

## 8. Performance Data and Intelligence

Lincolnshire Safeguarding Children Partnership uses data and intelligence to assess the effectiveness of the help being provided to children and families.

A performance scorecard is under development with indicators grouped according to impact on the strategic priorities. This is to be produced twice a year and is focussed on the impact



of our work, and understanding how the partnership is safeguarding and promoting the welfare of children and young people.

Annual reports from a wide number of services are presented to the partnership for information and discussion.

Date is used to understand the local context and inform the work of the sub-groups and in meeting the strategic priorities.

## **9. Training and Learning Development**

The Lincolnshire Safeguarding Children Partnership and Adults Board learning is accessed through a single Learning Management System, giving each learner, just one safeguarding training record.

E-learning and face to face courses are offered and the learning and development team ensure training is linked to the National Competency Frameworks; reflects the learning from serious case reviews, local learning reviews and national research.

Evaluations are completed after each training session and are reviewed three times a year. In addition, an inter-agency peer review of single-agency and LSCP training is carried out.

As a partnership, it is recognised how valuable it is for training to be delivered on a multi-agency basis as an effective way of bringing practitioners from different agencies together to gain a better understanding of their roles and responsibilities. This also ensures that a culture of inter-agency cooperation is developed and supported, to safeguard and promote the welfare of children and young people.

## **10. Funding**

The work of the LSCB was funded through contributions from a number of partners' agencies, this will continue into 2019/2020. Financial contributions will be on the agenda for the Assurance Executive.

## **11. Voice of Children, Young People and their Families**

Lincolnshire partners strive to ensure that children, young people and families, have the opportunity to engage in the work of the partnership and offer their views on how we support them in Lincolnshire.

The audit programme has the voice of the child embedded into case file audits and larger scale audits. The partnership has ensured key individuals have been given every opportunity to participate in serious case reviews, and the same will continue for local learning reviews where possible. Children and young people are also consulted on policy and procedure review where appropriate.

In addition, we will seek to better establish links with existing, established groups and forums where children and young people can have their say, share their views, challenge and support the work of the partnership.



## **12. Putting Children First**

The Putting Children First document sets out the approach to keeping children in Lincolnshire safe and protected from harm. Key to supporting children and families in Lincolnshire is a commitment to Early Help and ensuring safeguarding is everybody's responsibility.

The Putting Children First and Threshold document can be found here:

[Putting Children First and Threshold Document.](#)

## **13. Professional Resolution and Escalation**

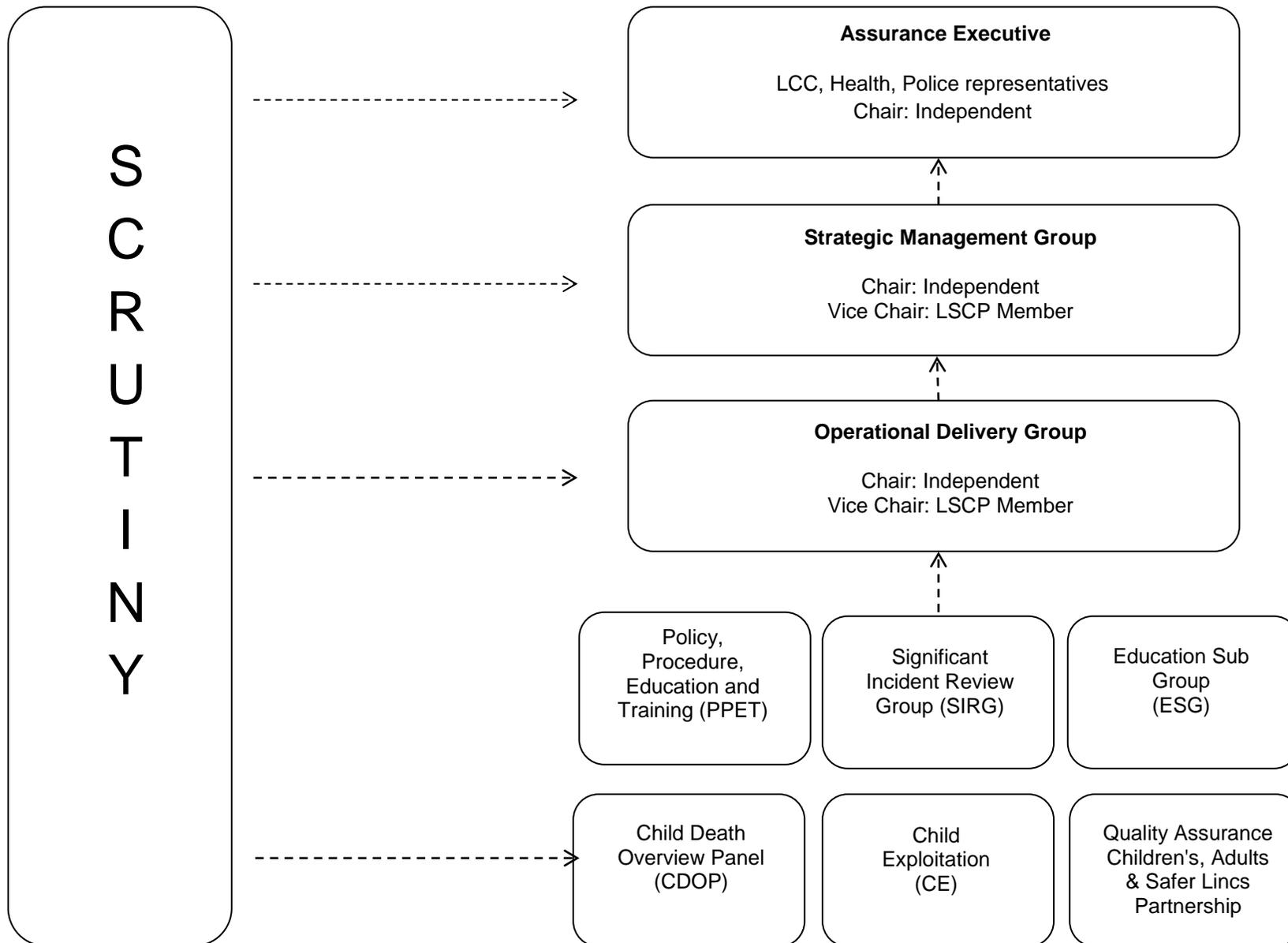
The Lincolnshire Safeguarding Children Partnership is committed to the continuous improvement of multi-agency safeguarding and child protection. This includes debates, challenge and differences on how best to safeguard children and young people.

The professional resolution and escalation provides a clear process and timescales by which people working with children and their families in Lincolnshire can provide professional challenge and effectively escalate concerns regarding a child or children in a timely manner.

The protocol can be found here:

[Professional Resolution and Escalation Protocol.](#)





# Public Protection Board

