

# Warwickshire Safeguarding

New Partnership Arrangements  
for Safeguarding Children  
and Adults

June 2019



Warwickshire  
Safeguarding

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In developing this model for Warwickshire we would like to acknowledge the work of the National Children's Bureau (NCB) Safeguarding Early Adopters, and in particular Bexley Safeguarding Partnership for children and young people and Lincolnshire MARS.

[www.gov.uk/government/publications/working-together-to-safeguard-children](http://www.gov.uk/government/publications/working-together-to-safeguard-children)

[www.gov.uk/government/publications/care-act-2014](http://www.gov.uk/government/publications/care-act-2014)

# Welcome - A shared vision & values for safeguarding Warwickshire

The [Children and Social Work Act 2017](#) introduced new flexible arrangements for safeguarding children. In Warwickshire we are introducing a model for safeguarding that will allow us to develop a family focused approach to working across the wider policy and partnership landscape. This fits with the duty of Safeguarding Adults Boards to oversee and lead adult safeguarding across the area and to be interested in a range of matters that contribute to the prevention of abuse and neglect.

The model develops new ways of working and identifies opportunities that reduce duplication and improve practice and outcomes for children, young people and adults across the safeguarding pathway. The new safeguarding arrangements have been developed to build on the strengths of the previous arrangements under the Warwickshire Safeguarding Children's Board (WSCB) and Warwickshire Safeguarding Adults Board (WSAB).

In Warwickshire we expect our local safeguarding arrangements to support and enable local agencies to work together in a system where:

- **Excellent practice is the norm**
- **Partners work collaboratively to achieve the same end goals**
- **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; and**
- **The public can feel confident that children and adults are protected from harm**

The two safeguarding boards currently have in place the following strategic priorities which have provided a focus for their partnership work during 2018/19.

## Safeguarding priorities for children (2018/19)

### Priority One: Diversity and Equality

To understand where and why there are differences in the people accessing services and, where required, put in place interventions to ensure all children in Warwickshire are safeguarded equally.

### Priority Two: Neglect

We want our services to be able to identify and respond to neglect at an earlier stage. Providing early help and support to children and families, preventing a situation worsening.

### Priority Three: Exploitation

To continue to build on the progress we have made in our response to concerns and the provision of services. As well as continuing the work to further raise awareness of CSE across Warwickshire, improving our evidence base and prosecution procedures.

### Priority Four: Early Help

We want professionals in Warwickshire to have a shared understanding of what Early Help is, and for staff across the partnership to feel confident about playing their part in providing good quality early help to children of all ages.

## Safeguarding priorities for adults (2018/19):

### Priority One: Making Safeguarding Personal (MSP)

The Board will ensure that MSP is consistently understood by all agencies and applied in their safeguarding work.

### Priority Two: Safe Services

The Board will ensure there are proper procedures in place to address any shortcomings in policy and practice and a readiness to share learning from Safeguarding Adults Reviews (SAR's) and 'near misses'.

### Priority Three: Listening and Engaging

The Board will ensure there is a clear understanding of the language and context of all types of abuse, alongside a sound and intelligible application of policy and procedures.

### Priority Four: Workforce Training

The Board will seek assurance that agency induction and training programmes contain sound safeguarding elements and that multi-agency training is delivered to a high standard and is well attended by all partner organisations.

### Priority Five: Transitions

The Board will identify times of transition in respect of specific groupings e.g. young people leaving care or vulnerable adults being moved into alternative accommodation and promote the need for safeguarding to form part of the assessment and delivery of care plans related to these needs. The Board will test out potential for joint working and integration opportunities with the Warwickshire Safeguarding Children's Board (WSCB) in all elements of work programmes and respond to issues raised.

### Priority Six: Informing

The Board will produce materials which are readily understood and which resonate with individual circumstances and life experiences, using all means of communication with the public and across agencies. It will review current information available to the public and develop an awareness raising strategy and communications campaign. The potential for links with WSCB needs to be realised in this context.

At their November meetings both WSCB and WSAB agreed to continue working with these priorities during 2019, with a view to them being reviewed as part of the transitional arrangements.

We are ambitious in our plans to deliver a safeguarding system that is 'seamless' in its approach, and we look forward to collaborating and working creatively with children, young people, families and adults using their strengths, knowledge and skills.

We look forward to further developing and promoting the best of what already exists in Warwickshire and thinking innovatively about multi-agency practice to improve outcomes relating to children, families and adults wellbeing, resilience and safety.

It is recognised that the new partnership arrangements require cultural change in delivering what we hope to achieve from the new safeguarding model. It is accepted this will be an iterative process over the coming years, which will provide an opportunity to review and reflect on the effectiveness of the new model. There is also the challenge of needing to continue to make decisions and deliver the ongoing work of WSCB and WSAB at the same time as making the transition to the new safeguarding partnership arrangements.



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# 1. Introduction & Context

Warwickshire has a resident population of approximately 126,319 children and young people aged 0-19 years, who make up just under a quarter of the total population of the county. In January 2018, 19% of the school population were classified as being of an ethnic group other than White British, the largest minority ethnic group being 'Any Other White Background' (5%) followed by 'Indian' (4%).

In 2017, Warwickshire had a resident population of approximately 450,140 adults aged 18 and over, who made up around 80% of the total population of the county. In 2011, 11% of the adult population were classified as being of an ethnic group other than White British, the largest minority ethnic group being 'Other White' (3.3%) followed by 'Indian' (2.9%).

Nuneaton and Bedworth is the most deprived borough in Warwickshire containing six areas that fall within the most deprived areas nationally. Stratford-on-Avon is the least deprived, however there are small pockets of deprivation spread throughout the county.

The [Children and Social Work Act 2017](#) introduced new flexible arrangements for safeguarding children. From 29 June 2018 the local authority, the Chief Officer of Police for an area, any part of which falls within the local authority area and a clinical commissioning group for an area, any part of which falls within the local authority area health **have an equal and shared duty to work together** (in partnership with other relevant agencies) to make arrangements to safeguard and promote the welfare of all children in a local area.

Similarly, the [Care Act 2014](#) requires the establishment of a Safeguarding Adults Board (SAB) comprising the local authority, the CCGs in the local authority's area and the Chief Officer of Police in the local authority's area, to assure itself that local safeguarding arrangements and partners act to help and protect adults in the locality.

The geographical footprint for arrangements outlined in this paper cover the one local authority area of Warwickshire and includes the five District and Borough Councils, three Clinical Commissioning Groups and Warwickshire Police.

The 2017 act places a duty on child death review partners (local authorities and clinical commissioning groups) to review the deaths of children normally resident in Warwickshire - or if they consider it appropriate, for those not normally resident in the area. New child death review arrangements are currently being scoped and will be published in June 2019.

In developing the new model for Warwickshire the safeguarding partners acknowledge their shared responsibilities within the new arrangements including:

- ensuring 'join up' between the many local organisations and agencies who have a duty under [section 11 of the Children Act 2004](#) to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions in Warwickshire
- agreeing on ways to co-ordinate their safeguarding services
- acting as a strategic leadership group in supporting and engaging others
- implementing local and national learning including from serious child safeguarding incidents; and
- ensuring statutory responsibilities of the SAB

To be effective, these arrangements should link to other strategic partnerships and organisations that have responsibilities to address issues relevant to safeguarding children and adults.

Because of the synergy between the two safeguarding regimes, Warwickshire has taken this opportunity to integrate the safeguarding arrangements for children and adults within a single model.

The new Warwickshire Safeguarding Executive Board (WSEB) will assume the role of the Safeguarding Adults Board (SAB) ensuring compliance with the legal context of the Care Act 2014, whereby local authorities must:

- lead a multi-agency local adult safeguarding system that seeks to prevent abuse and neglect and stop it quickly when it happens; and
- establish Safeguarding Adults Boards, including the local authority, CCGs and police, which will develop, share and implement a joint safeguarding strategy

The overarching purpose of a SAB is to help and protect adults with care and support needs. It does this by:

- assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance
- assuring itself that safeguarding practice is person-centred and outcome-focused
- working collaboratively to prevent abuse and neglect where possible
- ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred; and
- assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area

Furthermore, to ensure effective communication and lead accountability in issues which traverse groups, the new safeguarding partnership will develop and strengthen working relationships with the following:

- Health and Wellbeing Board
- Safer Warwickshire Partnership Board
- Local Family Justice Board
- Quality Surveillance Groups
- Corporate Parenting Board
- Youth Justice Board
- Youth Cabinet
- Local Healthwatch

Locally, we will build upon our collective commitment to find solutions at the earliest point and via the most appropriate agency working with the child and adult. A memorandum of understanding will be developed to support the level of collaborative working which maximises the work of each of the above boards.

The safeguarding partners, selected relevant agencies and other organisations and agencies included in these arrangements will fulfil their statutory and legislative duties to safeguard and promote the welfare of children and adults from Warwickshire who live, or are placed outside of our local authority area, in compliance with existing safeguarding legislation, policy and procedures for Children and Adults.

## 2. New Partnership Arrangements for Safeguarding Children & Adults in Warwickshire

Under the new partnership arrangements the safeguarding partners (LA, CCGs and Police) have equal and joint responsibility to make arrangements to safeguard and promote the welfare of all children and adults in Warwickshire. These local safeguarding arrangements are underpinned by an equitable and proportionate funding agreement that includes contributions from relevant agencies and contributions in kind.

Both the children's and adults' boards currently have agreed objectives aimed at improving local safeguarding arrangements and ensuring that members and partners act to help and protect children and adults at risk, or experiencing neglect and/or abuse. Both boards support the Warwickshire Early Help and Think Family models.

These synergies have led to the development of the Warwickshire model outlined in **Fig.1**. The model introduces new ways of working through the work of the Quality Learning and Improvement Hubs; and identifies opportunities that reduce duplication and improve practice and outcomes for children, young people and adults across the safeguarding pathway.

The Warwickshire model replaces the traditional LSCB and SAB structures and several subgroups with:

- A Safeguarding Executive Board (adults and children) - a slimmed down version of the Boards with core members meeting more frequently. These meetings will also be attended frequently by the Chairs of the Subgroups.
- A Warwickshire Safeguarding Children's Partnership and a Warwickshire Safeguarding Adults Partnership.
- Quality Learning and Improvement Hubs comprising frontline operational leads and managers from across the Children's and Adults' Partnership Groups referred to above. The Hubs consider feedback from Warwickshire agencies and front line staff on what is working and what needs to change in multi-agency safeguarding practice and makes recommendations for change to the Safeguarding Executive Board.

- Standing Subgroups which will cover both children and adult related issues:
  - Safeguarding Reviews
  - Schools Learning and Education
  - Exploitation; and
  - Prevention and Early Intervention
- Task and Finish Groups which will be established as and when required

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

- Warwickshire County Council ('WCC') – Chief Executive
- Clinical Commissioning Group – (x2) Accountable Officers
- Warwickshire Police – Chief Constable

Locally, the lead representatives have delegated their functions to the following officers, namely:

- Director of People Group, WCC
- Chief Nurse, NHS South Warwickshire Clinical Commissioning Group
- Chief Nursing Officer, NHS Warwickshire North and NHS Coventry and Rugby Clinical Commissioning Groups
- Superintendent, Investigations and Safeguarding, Warwickshire Police

It is agreed that individuals with delegated authority are able to:

- Speak with authority for the safeguarding partner organisation 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

# Safeguarding Warwickshire

## Governance Arrangements

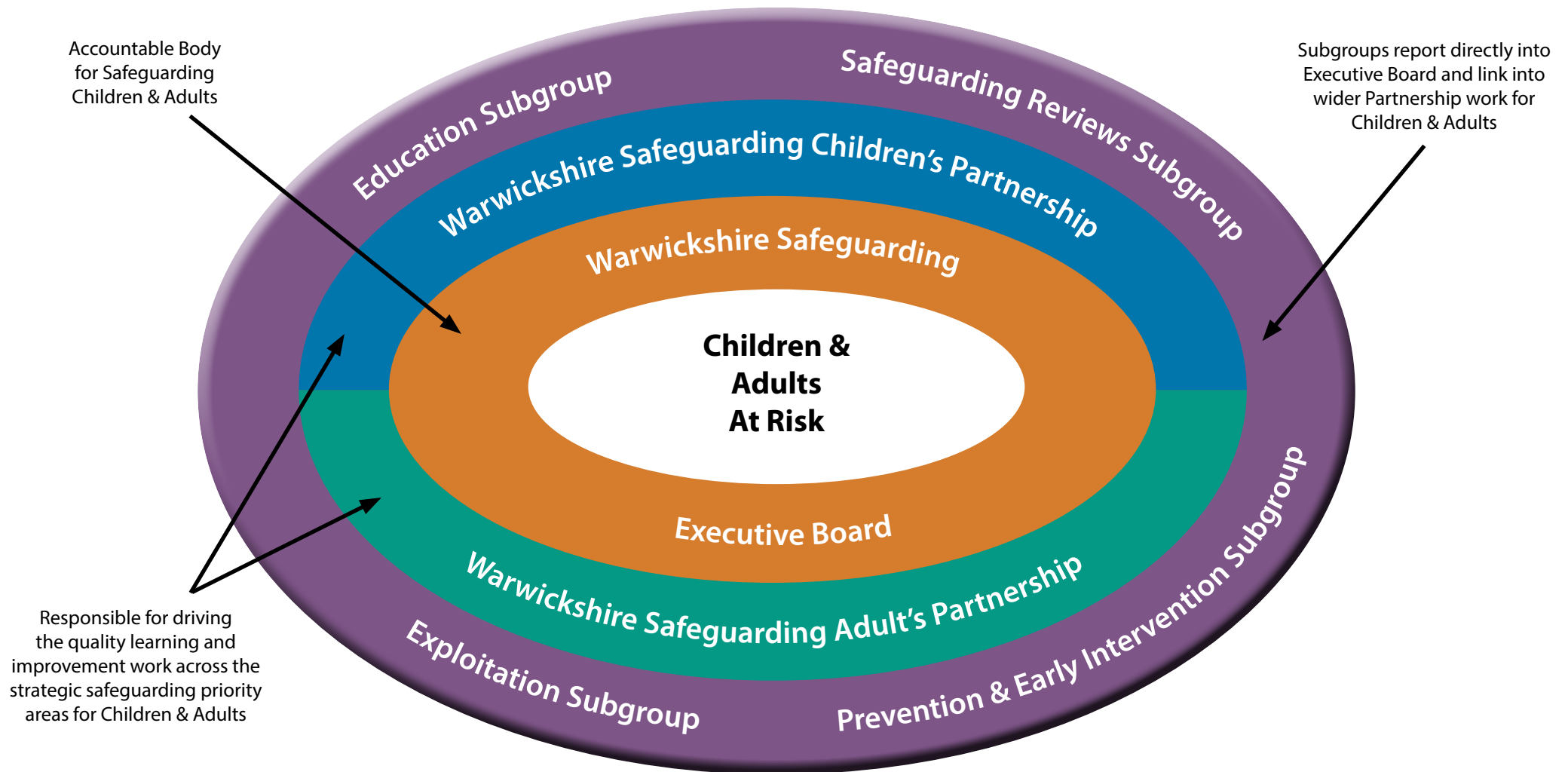


Fig.1 - New Safeguarding Model

## Warwickshire Safeguarding Executive Board (WSEB)

The purpose of WSEB is to be the strategic decision making body overseeing the coordination of local work to safeguard and promote the welfare of children and adults; and to ensure the effectiveness of what the member organisations do individually and together.

The safeguarding partners (or their delegates) form the Safeguarding Executive Board. The Safeguarding Executive Board is chaired by an independent Chair and is responsible for:

- Agreeing and communicating Warwickshire priorities and commissioning intentions for safeguarding children and adults through the publication of its strategic plan
- Receiving and considering reports from the following:
  - Safeguarding Children's and Adults' Partnership Groups and the work of the Quality Learning and Improvement Hubs, including audit findings
  - Subgroups; and
  - Task and Finish Groups
- Ensuring level of effective independent oversight and challenge
- Agreeing the annual report for publication

The safeguarding partners recognise their shared responsibility to drive an even stronger partnership with early years, schools, colleges and other local agencies. They will each take lead sponsorship of one of the Quality Learning and Improvement Hub focused reviews.

WSEB meetings will be held on a monthly/bi-monthly basis and will invite other members/advisors, as and when required.

WSEB will report on its annual activities and those of the groups that comprise the full partnership arrangements, including any subgroups and task and finish groups to the following:

- Police & Crime Commissioner
- CCG Governing Bodies
- Warwickshire Health and Well-Being Board
- Healthwatch
- Warwickshire Community Safety Partnership

## Warwickshire Safeguarding Children's Partnership and Warwickshire Safeguarding Adults' Partnership Groups

The Warwickshire Safeguarding Children's Partnership and Warwickshire Safeguarding Adults Partnership Groups have a fixed core membership drawn from organisations across the safeguarding partnership and are chaired by the Independent Chair.

These local arrangements are designed to support and enable local organisations and agencies to work together in a system where:

- children and adults 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 and adults
- 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 adults can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and adults
- 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

The Safeguarding Children's Partnership Group and the Safeguarding Adults Partnership Group members will be key contributors to the work of the Quality Learning and Improvement Hubs. They will be instrumental in developing proposals/recommendations emerging from the focused reviews on completion of each four month cycle for WSEB to consider.

Meetings of each of the Partnership Groups for children and adults will be held three times a year to coincide with the end of each four month strategic review cycle. These meetings will be structured to allow consideration of wider safeguarding issues, as well as, providing an opportunity to discuss/agree recommendations/actions/learning emerging from the focused reviews.

The work of the partnership groups will be governed by a clear set of Terms of Reference and reporting lines into WSEB.

## Independent scrutiny

Working Together 2018 sets out the need for independent scrutiny. This is critical to providing assurance in judging the effectiveness of services to protect children. The key partners have agreed arrangements that create an environment conducive to robust scrutiny and constructive challenge. These arrangements include independent scrutiny of the effectiveness of the arrangements, through a variety of approaches e.g.

- Retention of an independent chair
- Peer Review
- Commissioning an external consultant

In addition to the above, Independent lay members will play a crucial role in providing scrutiny and challenge.

The WSEB and its members will co-operate with any reasonable request by the Council in respect of its Overview and Scrutiny functions under Section 21 Local Government Act 2000.

## Subgroups

The following four standing subgroups are accountable to WSEB and will provide periodic reports on the progress of their work, proposals or recommendations concerning the execution of the Board's duties and delivery of its strategic priorities:

- Education Subgroup
- Safeguarding Reviews Subgroup
- Exploitation Subgroup
- Early Intervention and Prevention Subgroup

The membership of the subgroups will provide cross-cutting representation from across the children and adults' sectors.

The subgroups will each be responsible for ensuring the following:

- Quality assurance and monitoring confirms a consistent approach to the identification, decision-making, recording and management of safeguarding cases;
- Quality assurance and monitoring confirms that safeguarding protocols are being implemented consistently across the partnerships
- There is evidence that the safeguarding of children and adults is embedded into each partner agencies policy, procedures and practice;
- Effective working relationships with key stakeholders, commissioners and providers of care;
- Positive feedback from people who use services and/or their carers about role in safeguarding adults and children

The work of each of the subgroups will be governed by a clear set of Terms of Reference and reporting lines into WSEB, including a core set of principles.

The subgroups will determine the establishment of any task and finish groups required to work on specific projects; identify clear terms of reference and timeframes for accomplishing their respective pieces of work.

## Business Team

The new Warwickshire model is supported by a Business Team which previously supported both the WSCB and WSAB.

The Business Team is integral to the delivery of effective safeguarding services and supports Board members in contributing effectively to WSEB, the Partnership Groups and its Subgroups and Task and Finish Groups, as well as regional and national initiatives.

The Business Team, under the leadership of the Business Manager is responsible for:

- Managing the agreed budget and producing budget reports
- Providing the administrative support required for Board meetings, Subgroups and Task and Finish Groups. This includes timely sharing of agendas and papers, room bookings, minute taking, website management etc.
- Leading on the development of a systems wide learning and improvement framework for safeguarding children and adults and driving the work of the Quality Learning and Improvement Hubs, providing independent scrutiny and challenge
- Ensuring the effectiveness of key multi-agency training and any other specific training arising from the work of the Quality Learning and Improvement Hubs
- Developing and managing the data sets for children and adults and the review and update of policies and procedures at a local and regional level
- Leading on the co-ordination and commissioning of Safeguarding Practice Reviews (SPRs – Children) and Safeguarding Adults Reviews (SARs – Adults) ensuring compliance with local, regional and national procedural guidance

The Business Manager's role is crucial and extensive. It is responsible for the smooth running of the WSEB, Subgroups and the Safeguarding Children's Partnership Group and Safeguarding Adults Partnership Group, including close liaison with the Independent Chair.

## The Business Team is made up of the following posts:

- x1 Business Manager
- x3 Quality, Learning & Improvement Officers
- x2 Business Development Officers



### 3. Safeguarding Warwickshire Relevant Agencies

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

The Care and Support statutory guidance identifies a number of partners which the SAB should consider involving to assure themselves that it has the involvement of all partners necessary to effectively carry out its duties.

We recognise the strength of local partnership working rests on safeguarding partners working collaboratively together. We look to maintain the same level of commitment from partners to the adult's partnership group to ensure a systems wide approach to safeguarding across Warwickshire.

The safeguarding partners have agreed that the relevant agencies (named within the relevant agency regulations) and other named organisations identified in Appendix A become members of Warwickshire's multi-agency Partnership Groups for children and adults and subgroups. These organisations have been selected based on the strategic and operational insight they provide to the work of this partnership. In addition to this, there will be a number of specialist advisors e.g. legal advisors supporting both WSEB and the operational groups.

In line with statutory guidance, the safeguarding partners acknowledge the option to request representatives from other agencies/organisations as the partnership develops or the need arises from particular areas of partnership work.

Early years providers, all schools, colleges, universities and other education providers play an essential role in safeguarding and promoting the welfare of children and adults, as defined by their duties under Section 40 of the Childcare Act 2006. Warwickshire has arrangements in place at a strategic and operational level to engage with these providers. This relationship will be strengthened through the work of the Education subgroup and will also include reference to home educated children.

## 4. Safeguarding Reviews

### Safeguarding Practice Reviews (Children)

The responsibility for how the system learns 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.

WSEB will ensure that systems are in place to make arrangements to:

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

Serious child safeguarding cases are those in which:

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

‘Serious harm’ includes serious or long-term impairment of mental health or intellectual, emotional, social or behavioural development. It should also cover instances of impairment of physical health.

The WSCB formally handed over 11 no. of cases to the new safeguarding partnership. This included:

- 4 no. of Serious Case Reviews (SCRs) which have been completed
- 5 no. of SCR's and 1 local single agency review, which are all at different stages of completion; and
- 1 Rapid Review notification awaiting the response of the Child Safeguarding Practice Review Panel

### Safeguarding Adults Reviews (Adults)

The Care Act 2014 places a statutory duty on local Safeguarding Adults Boards (SABs) to arrange Safeguarding Adults Reviews (SARs)

- When an adult, with needs for care and support, (whether or not the local authority was meeting any of those needs) in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult; OR
- If an adult in its area has not died, but the SAB knows or suspects that the adult has experienced serious abuse or neglect and there is concern that partner agencies could have worked more effectively to protect the adult.

‘Serious Abuse’ is considered to be life threatening which requires intervention to prevent death and/or where there is significant psychological impact of the abuse on the individual.

WSEB will ensure local arrangements are in place which provide an opportunity to:

- Learn from cases where there are clear concerns that agencies have not worked as well together as they might; and which demonstrate areas of practice that could have been delivered more effectively and additionally
- Consider whether or not serious harm experienced by an adult, or group of adults at risk of abuse or neglect, could have been predicted or prevented, and use that consideration to develop learning that enables the safeguarding adults partnership in Warwickshire to improve its services and prevent abuse and neglect in the future
- Agree how this learning will be acted on, and what is expected to change as a result
- Identify any issues for multi or single agency policies and procedures; and
- Publish a summary report, which is available to the public

Under the new safeguarding model, responsibility for consideration and delivery of both children's and adults safeguarding reviews will sit with the Safeguarding Review Subgroup who will report directly into WSEB. Any lessons emerging from these safeguarding reviews will also be taken into consideration when scoping the work of the Quality Learning and Improvement Hubs.

The Safeguarding Review Subgroup will have responsibility for:

- Conducting rapid reviews, as defined within Working Together 2018 for Children, using the regional tools
- Deciding the breadth of safeguarding reviews i.e. whether it should be a local or national review in the case of children
- Commissioning a reviewer/reviewers for children's safeguarding reviews
- Deciding on the approach to be taken to adults' reviews which should be proportionate according to the scale and level of complexity of the issues being examined
- Commissioning independent individuals to lead reviews of serious adults' cases
- Agreeing the terms of reference for each Children's and Adults safeguarding review
- Monitoring the progress of safeguarding reviews; leading on the development of any improvement plans coming out of the safeguarding reviews
- Agreeing the communications plan for each review

It will achieve this through the use of the following local arrangements:

- Multi-Agency Safeguarding Arrangements for completion of Local Child Safeguarding Practice Reviews (*developed as part of the DfE's Early Adopters programme*)
- Safeguarding Adults Review (SAR) Protocol and Guidance (**Refreshed: October 2018 v3.0**)



# 5. Quality Assurance

## Quality Learning and Improvement Hubs

In agreeing new arrangements for Warwickshire for safeguarding children and adults, the Safeguarding partners have assumed responsibility for continuing to develop scrutiny and assurance through the development of a system wide Quality Learning and Improvement Framework, which will be delivered through the work of the Quality Learning and Improvement Hubs, providing independent scrutiny and challenge.

The Quality Learning and Improvement framework illustrated in **Fig.2** will be managed by the Quality Learning and Improvement Officers. They will be responsible for managing a programme that delivers a focussed, co-ordinated professional response, innovate system change and efficiencies that drive up multi-agency practice.

The hubs will be convened to examine a range of information from a variety of sources relating to multi-agency practice issues, aligned to one of WSEB's strategic priorities. They will consider frontline challenges and successes, identify learning and make suggestions and recommendations to improve multi-agency working.

Through the work of the hubs the safeguarding partners will assure themselves that relevant agencies have appropriate, robust safeguarding policies and procedures in place that are aligned with the agreed multi-agency safeguarding policy and procedures for children and adults and seek assurance that:

- all agencies are fulfilling their responsibilities to safeguard and promote the welfare of children and adults
- all agencies are joined up and working together to safeguard and promote the welfare of children and adults across the safeguarding system
- that the views and experiences of frontline practice are considered and acted upon
- that the views and experiences of children and adults are considered and acted upon by talking with and receiving direct feedback from them

- independent scrutiny helps to determine the effectiveness of our arrangements including arrangements to identify and review serious child safeguarding cases and safeguarding adults reviews; and
- data is used to assess the effectiveness of the help being provided to children and adults

A range of mechanisms will be used to ensure scrutiny and assurance. These include:

- Section 11 Audits
- Multi-agency Audits
- Assurance Events
- Safeguarding Reviews
- Surveys

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

Throughout the course of a year, the Quality Learning and Improvement Hubs will be convened to undertake four strategic focus reviews (two each for Children and Adults) and one combined overarching focus review, which cuts across children and adults e.g. Domestic Abuse, Transitions, Exploitation, Homelessness etc.

Each Quality Learning and Improvement Hub will draw on representation from across the Safeguarding Children's and Adults' Partnership Groups, specific to the focus of the review and will be chaired/led by a lead sponsor from WSEB. Learning Hub invitees will contribute to the case audits, analysis of performance data and scrutiny of relevant case reviews. Practitioners working on the selected cases will be invited to a reflective discussion facilitated by the Quality Learning and Improvement Officers. A clear set of Terms of Reference will govern the work of the hubs.

Each strategic review will last four months and include the following four stage process:

- **Month 1:** Initial scoping
- **Month 2:** Audits – single and multi-agency
- **Month 3:** Feedback from service users (children and adults), carers, families and practitioners
- **Month 4:** Formation of recommendations/actions and learning and key messages/communications

Learning events held to conclude each focused review will include the input of the independent scrutineer, as well as any experts from outside of Warwickshire, as appropriate.

Further analysis of impact will be undertaken by the Business Team six/twelve months post each review to ensure learning is embedded. This will also be picked up as part of the analysis of performance data.

# Warwickshire Safeguarding Quality Learning and Improvement Hubs

(Designed to drive the delivery of the Quality Learning and Improvement Framework. The hubs will be convened to examine a range of information from a variety of sources relating to multi-agency practice issues aligned to one of the safeguarding Board's strategic priorities for Children or Adults)

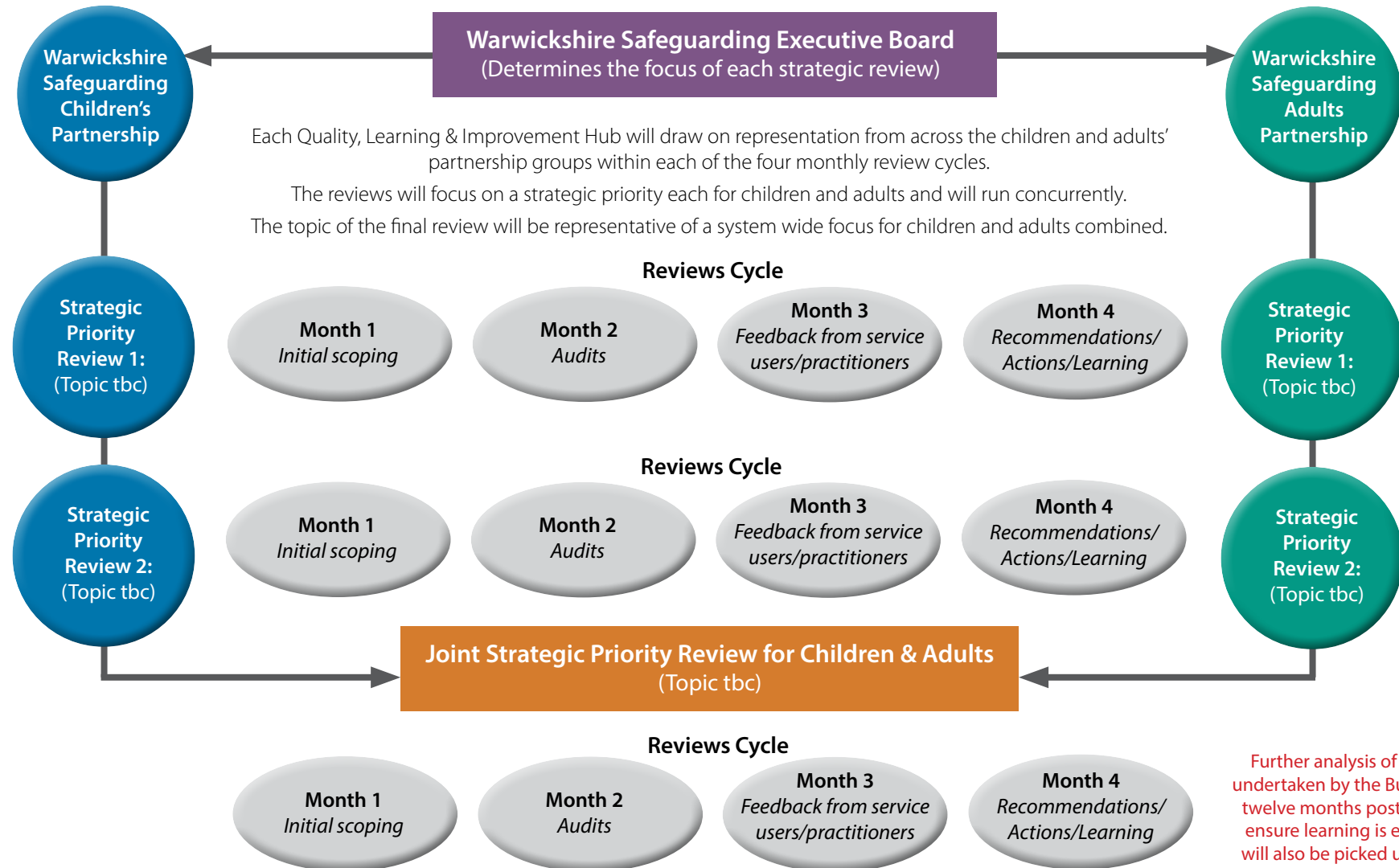


Fig.2 - Quality Learning & Improvement Framework

## 6. Voice and Engagement

We will proactively engage children and adults within the work of the safeguarding partnerships through existing forums and groups, such as The Youth Council, Care Leavers Forum, Age UK, Healthwatch and others.

The work of the Quality Learning and Improvement Hubs includes provision for collecting feedback from children and adults through existing mechanisms and bespoke feedback events.

Partners and relevant agencies are expected to capture the voices of children and adults in their work. This will be shared through the work of the Quality Learning and Improvement Hubs and will be subject to normal challenge and scrutiny to ensure shared learning.



## 7. Learning, Training and Development

Warwickshire Safeguarding Children Board (WSCB) has previously provided a core suite of safeguarding learning and development for all multi-agency practitioners, including volunteers, working with children and families within Warwickshire.

The programme was informed by WSCB strategic objectives, the training strategy, learning and improvement framework, feedback from WSCB sub-committees, quality and assurance activity, such as reviews, research and inspection, in addition to local and national learning.

It has been agreed that learning will continue to be promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice. This will be delivered through the work of the Quality, Learning and Improvement Hubs. In conjunction with this work a refreshed training strategy will be developed.

It should be noted there has been no provision for core multi-agency training to be delivered to the membership of the current WSAB. This situation will be rectified through the work of the systems wide Quality Learning and Improvement Hubs and any relevant training/learning events will be commissioned accordingly.



## 8. Funding Arrangements

Safeguarding partners are required to provide equitable and proportionate funding to the new safeguarding arrangements. The funding covers all elements of the arrangements, including the cost of the business support infrastructure and safeguarding reviews.

The new safeguarding partnership is being funded through a pooled budget which will enable any underspends to be carried forward to fund expenditure in future years.

The budget for 2019-20 is £371,161. This is funded by income from the County Council, District and Borough Councils, CCGs, Police and others. The budget for future years will be subject to careful consideration in the light of the level of contributions from the partners and any remaining accumulated surplus, or shortfalls.

# 9. Disputes, Resolutions & Complaints

## Disputes & Resolutions

Safeguarding partners and relevant agencies must comply with the arrangements for their area and are expected to work together to resolve any disputes locally, (Working Together 2018). Public bodies that fail to comply with their obligations under law are held to account through a variety of regulatory and inspection activity.

Independent scrutiny can assist when there is disagreement between the safeguarding partners responsible for protecting children and adults. The Independent Chair in Warwickshire is expected to provide this support.

If there is a dispute between Board members the Independent Chair will convene a joint meeting with the parties. This should take place within 28 days of the determining that the dispute exists. The agenda will be agreed jointly by the parties in dispute.

If no agreement can be reached, either party to the dispute may suggest to the chair that an independent mediator be appointed in a further attempt to resolve the dispute.

## Complaints

The Board shall refer all complaints from members of the public in relation to the provision or performance of any function of a member organisation to the Board Partner's own internal complaints handling process. Where a complaint involves cross-agency issues, the Board will encourage partners to work together to resolve the complaint.

Complaints regarding the operation of the Board should be addressed to the Chair who will investigate and attempt to reach satisfactory resolution with the complainant.

# 10. Transitioning to New Safeguarding Model

Warwickshire's new partnership arrangements will come into effect from 29 September 2019. In-built within the new arrangements, will be opportunities to review the effectiveness of the new partnership model and make any necessary changes.

The illustration below (**Fig.3**) provides an outline of the transition and activity timeline for the new safeguarding partnership arrangements.

## Warwickshire Transition and Activity Timeline

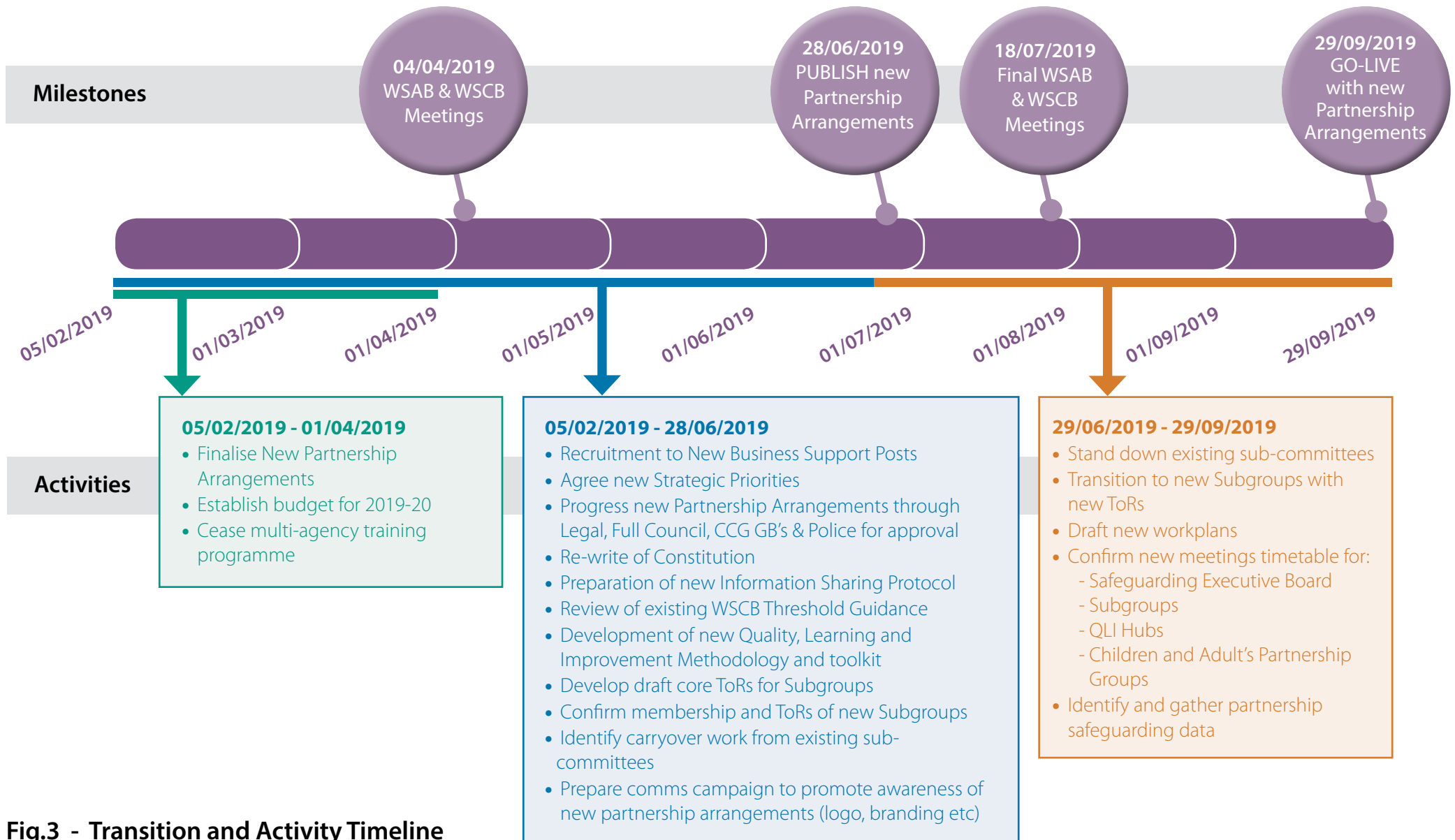


Fig.3 - Transition and Activity Timeline

# Appendix. A - Selected Relevant Agencies and Other Organisations

The following organisations will be invited to join the safeguarding partnership groups, representing either children or adults and participate in the quality assurance of local safeguarding practices. This is not an exhaustive list and may be added to as the new partnership arrangements evolve.

| Children's Safeguarding Partnership Organisations                      |
|------------------------------------------------------------------------|
| Education (commissioners)                                              |
| Education (providers – schools, early years and colleges/universities) |
| Health (providers for Hospitals, Community and Mental Health)          |
| Ambulance Service                                                      |
| Public Health                                                          |
| CAFCASS                                                                |
| Fire Service                                                           |
| Districts & Boroughs (Housing & Licensing)                             |
| Probation                                                              |
| YOT                                                                    |
| Healthwatch                                                            |
| CAVA                                                                   |
| Equip                                                                  |
| Barnados                                                               |
| Faith Groups                                                           |
| Lay Members                                                            |

| Adults' Safeguarding Partnership Organisations                |
|---------------------------------------------------------------|
| Health (CQC)                                                  |
| Health (providers for Hospitals, Community and Mental Health) |
| Ambulance Service                                             |
| Public Health                                                 |
| Probation                                                     |
| Districts & Boroughs (Housing & Licensing)                    |
| Fire Service                                                  |
| Trading Standards                                             |
| Healthwatch                                                   |
| Education (FE providers)                                      |
| Voiceability                                                  |
| CAVA                                                          |
| Age Uk                                                        |
| Equip                                                         |
| CAB                                                           |
| Faith Groups                                                  |
| Care Home Forum                                               |
| Carer's Forum                                                 |
| Lay Members                                                   |