

Safeguarding
Children Partnership
Arrangements and
Child Death Review
Arrangements for
Torbay

September 2020



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Foreword

The Children and Social Work Act 2017 legislated for new arrangements for the safeguarding of children. This document describes the new arrangements for Torbay. The new arrangements replace the current local safeguarding children boards with a new Safeguarding Children Partnership. The Act names the statutory partners as the local authorities, the police and clinical commissioning groups.

An independent review of current arrangements recommended changing some of our ways of working and creating a single Torbay specific safeguarding arrangement, thereby ending the previous joint arrangement with Plymouth. To ensure we are successful we, as the statutory safeguarding partners, will be involving partners from a wide range agencies and organisations all of whom will have a valuable part to play in safeguarding our children.

Perhaps our most significant decision was for the safeguarding arrangements across the local authority area of Torbay to become a dedicated Safeguarding Children Partnership. Whilst this does not affect the delivery of front line services in the area, it does enable the partnership to ensure a proactive and responsive approach to the needs of children, young people and families across the local authority and drives opportunities to shape and influence policy development leading to improved practice and outcomes.

To ensure that the voice of children, young people and families is heard locally, there will be three executive sub-groups that will drive safeguarding assurance activities locally and report to the strategic partnership group.

We are also appointing an independent scrutineer who will be independent of partners but will ensure that we are delivering on the strategic approach we have agreed. The scrutineer will provide an independent view on the effectiveness of safeguarding arrangements across the three local authority areas.

As the statutory safeguarding partners, we are all in agreement that these arrangements will be adopted across agencies from 1st September 2020. We believe these new arrangements will provide a solid foundation for further improvement in the way in which we safeguard children across Torbay and look forward to reporting on the progress we make. As a partnership we remain committed to doing the very best to support and protect our children, young people and their families.

Purpose of the Safeguarding Children's Strategic Partnership

The Torbay Safeguarding Children Strategic Partnership hereafter referred to as the Safeguarding Children Partnership, has adopted the following statement of purpose to guide their work:

The safeguarding partners and all relevant agencies that work with children and families are committed to ensuring that safeguarding arrangements are of the highest quality, that they consistently promote the welfare of children and effectively safeguards them whatever their circumstances. Working Together to Safeguard Children (2018) outlines that the purpose of local safeguarding arrangements is to support and enable local organisations to work together in a system that delivers the following outcomes and working relationships:

- Children are safeguarded, and their welfare promoted;
- Local organisations collaborate, share and own together the vision on how to achieve improved outcomes for vulnerable children;
- Organisations hold each other to account effectively and challenge appropriately;
- There is early identification and analysis of emerging local threats and new safeguarding issues;
- Information sharing is effective at strategic and operational levels to facilitate accurate and timely decision making for children and families; and

- Learning is shared, promoted and embedded effectively so that organisations become reflective and are transparent about the changes to practice and services that are required; implementing the changes to practice and services to improve outcomes for vulnerable children.

In ensuring the local purpose of the safeguarding children partnership is met, all the statutory outcomes will guide and drive the work and arrangements of safeguarding partners and relevant agencies. Some changes have been made to the way these agencies work together to keep children safe because of new government guidance. The main changes are that:

- there are now three safeguarding partners in Torbay who are responsible for multi-agency arrangements for keeping children safe, namely the Local Authorities, Devon and Cornwall Constabulary, and the NHS Devon Clinical Commissioning group (CCG).
- the Torbay and Plymouth Local Safeguarding Children Partnership will be replaced by one Torbay Safeguarding Children Strategic Executive Group.
- the Safeguarding Children Strategic Partnership will adopt a new structure which will include an Executive Group, Business Group, Operations Group as well as Executive Sub-Groups, with the Independent Scrutineer providing challenge to its work and a focus on learning. This document sets out the detail of how the new Safeguarding Children Partnership will work. At the heart of the arrangements is a commitment from all agencies to work together to keep children safe, to continuously improve and learn how best to do this.

About Torbay

Torbay covers an area of just over 24 square miles in the south-west of England, with a total population of 135,800. The area is served by one police force, a single clinical commissioning group and the local authorities of Torbay. The current child population of approximately 28,600 is projected to increase until 2026 and then plateau. As a proportion of the overall population, 0-19- year olds are projected to stay at 20.9% of the population till (2026) at which point the number of 0-19 is projected to decline as a proportion of the overall population.

Torbay is an area of contrasts with 5 wards that include areas that are amongst the most deprived 10% nationally and 2 amongst the least deprived 10%. The rate of children living in poverty is 30%.

The area hosts around 46 schools, which educate 20,595 children and young people. In Torbay 4.91% of this population is from a minority ethnic group. The 17.3% of pupils with special educational needs and disabilities (SEND) compares to 15.7% in the South West and 14.9% nationally, while the 5% with Educational and Health Care (EHC) plans exceed regional and national rates.

As of the 31st March 2020, there were 1142 children in need in Torbay, of whom 193 were subject to a child protection plan and 354 were looked after. The rate of children per 10,000 of the overall population in all of these categories exceeds that seen nationally.

As outlined earlier in this document, the previous Local Safeguarding Children Boards which paired Torbay and Plymouth will be replaced by one Safeguarding Children Partnership, under which the safeguarding partners will work together to identify and respond to the needs of children. The three local safeguarding partners jointly leading the Safeguarding Children Partnership will comprise the Executive Group and are:

- Torbay Council, represented by its Director of Children's Services.
- Devon and Cornwall Constabulary, represented by the Borough Commander for Torbay.
- The NHS Devon CCG, represented by its Chief Nurse.

The Safeguarding Children Partnership will operate in line with the requirements of the statutory guidance Working Together to Safeguard Children 2018. The geographical area is defined by Torbay's council boundaries. The safeguarding partners and relevant agencies included within these arrangements will fulfil their statutory duties to safeguard and promote the welfare of the children of Torbay who live in or are placed outside the area.

The strength of local partnership working is dependent on safeguarding partners working collaboratively together with agencies that work with families and children, whose involvement is required to safeguard and promote the welfare of children. In addition to the three main statutory safeguarding partners, a number of other relevant agencies will also work as part of the wider Safeguarding Children Partnership, reflecting the strong partnership relationships already built up across the Torbay area over many years. These agencies will become members of the Executive Sub-

Groups and the Operations Group. The safeguarding partners have identified the following organisations who are required to participate in local arrangements and who must act in accordance with agreed local arrangements:

Schools, Colleges, Further and Higher Education Providers

With around 46 settings across the area, schools are a vital safeguarding partner. Schools will be engaged as part of the Executive Sub-Groups or the Operations Group to ensure joint working to safeguard children within a multi-agency shared approach.

The Safeguarding Children Partnership will aim to build on established relationships with schools and education providers to ensure they remain a key partner agency as the landscape of school organisation continues to change. There will also be a focus on exploring how schools will participate to ensure the voices of children and young people contribute to safeguarding developments and priorities. Existing learning opportunities for Designated Safeguarding Leads in schools will be developed within the training function of the Business Group and will act as a mechanism for schools to learn, as well as an opportunity to provide feedback and participate in the work of the Safeguarding Children Partnership.

Partner Universities, not yet members of the current Partnership, will contribute to the Learning and Development opportunities in Torbay and it is envisaged that this is an area that will expand as the Children's Service Learning Academy gains traction and develops its strategic links with the Safeguarding Children Partnership.

Early Years Settings and Nurseries

Settings across the area include private and voluntary sector providers, childminders and after-school clubs and are a large important sector to include in the approach to safeguarding children. They will be involved in the policy and planning functions of the new arrangements

Cabinet Members for Children's Services

The Cabinet Member for Children's Services will continue to be a member of the Executive Sub-Groups to discharge their responsibilities under the Children Act 2004 as the political lead for Children's Services.

CAFCASS

CAFCASS will remain a partner within the new arrangements and will be invited to attend the Executive Sub-Groups.

The Police and Crime Commissioner

The Police and Crime Commissioner will be involved where necessary in the policy and planning functions of the new arrangements.

British Transport Police and Border Authorities

British Transport Police and Border Authorities will be involved in the policy and planning functions (as required) of the new arrangements.

Probation and Youth Justice Services

Probation and Youth Justice Services will contribute to the Executive Sub-Groups and Operations Group.

Prisons, Secure Training Centres and Young Offender Institutions

Prisons, Secure Training Centres and Young Offender Institutions will be involved in the Executive Sub-Groups and Operations Group as required, and the Executive Group will be updated on the performance of safeguarding functions within these different custodial settings.

NHS Provider Services

NHS Provider Services including acute, community and mental health trusts, ambulance service, private organisations and primary care remain key to delivering services to children and families across the area and therefore will have representation on the Executive Sub-Groups and Operations Group. The details of representation will be subject to separate discussion reflecting the complexity of the health economy. This will determine appropriate representation and delegation through all operational and strategic levels of the NHS. This governance structure will equally allow for NHS England to be represented and to gain assurance. This arrangement will ensure involvement and assurance of the NHS system without saturation of the Safeguarding Children Partnership with health membership.

Public Health

Public Health will remain as a key partner and contribute to the Executive Group, Executive Sub-Groups and the Operations Group. The work of Public Health teams will crucially inform the planning, delivery and assurance of universal, targeted and protective services.

Torbay Adult Social Care Services

Torbay Adult Social Care Services has its own safeguarding arrangement and it is recognised that effective join-up is required between the two safeguarding partnerships which share many of the same partner agencies and overall objectives. The Director of Adult Social Services will be required to contribute to the Executive Board.

Other providers

Other providers of services to children and families e.g. voluntary community faith sector organisations; drug and alcohol treatment providers; domestic abuse service providers; sexual health service providers; emotional and mental health providers; adoption agencies; fostering agencies; children's homes, family centres; respite centres and holiday schemes for disabled children and other children; housing providers and commissioners; charities providing services to children and families will continue to be key partners within the new arrangements and will contribute to the Executive Group, Executive Sub-Groups and the Operations Group. The relevant agencies serving children and families in the three local authority areas will be invited to contribute to specific sub-groups and the Operations Group. Specifically, they will be required to give regular updates and assurance about their work to ensure

safeguarding is embedded in their arrangements as part of the scrutiny process. In addition to being required to participate in local safeguarding arrangements and acting in accordance with the arrangements, the relevant agencies will also collaborate with the safeguarding partners and other relevant agencies in the following ways:

- provide targeted support from prevention to early help to protective services to families and children in line with the local continuum of need framework;
- joint identification of, and response to, existing and emerging safeguarding and unmet need issues;
- agree priorities to improve outcomes for children and assist in the design of local multi-agency systems that can consistently safeguard and promote the welfare of children • communicate to the safeguarding partners the expectations the local arrangements and priorities placed on them, including how expectations impact their organisational structure and ability to fulfil statutory obligations; and
- agree with safeguarding partners what contribution and resources they will provide to facilitate and promote local safeguarding arrangements.

In order that relevant agencies can fulfil their roles and responsibilities, the safeguarding partners will undertake the following responsibilities to promote and further local safeguarding arrangements so that the statutory objectives of local arrangements, ‘to support and enable agencies working together to improve outcomes for children’, can be met. Specifically, they will:

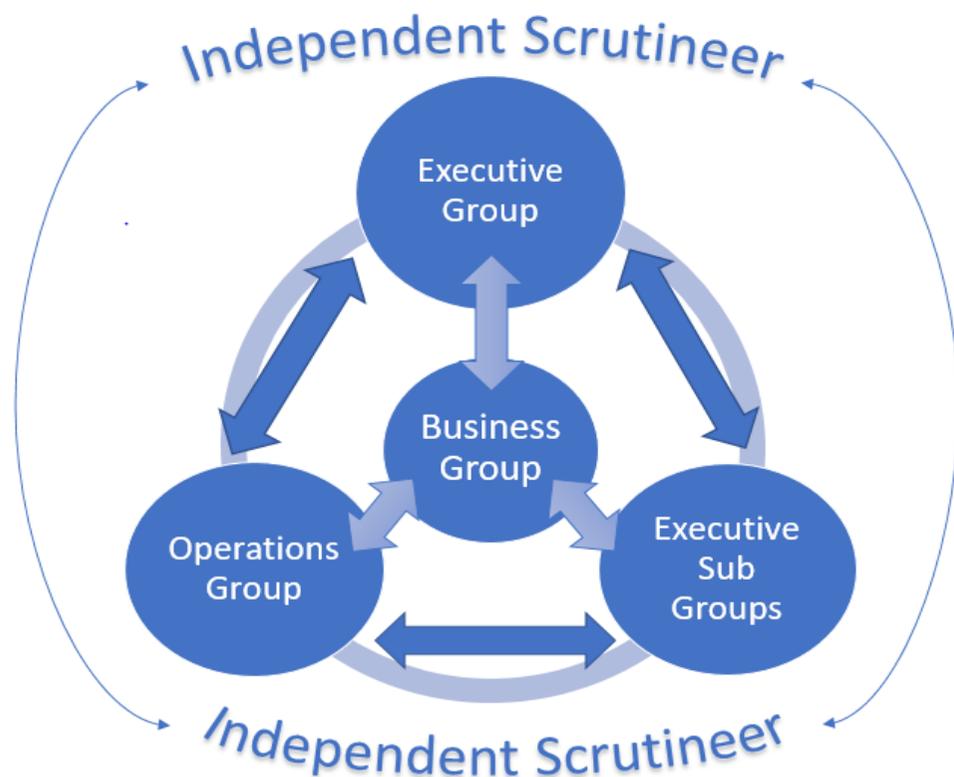
- set out in this document, and in future arrangement documents, the agencies they wish to work with in the local safeguarding partnership arrangements;
- consult with relevant agencies to develop local arrangements; and
- communicate with relevant agencies the expectations placed on them from being named as a relevant agency, including how the safeguarding partners will seek assurance from relevant agencies about their safeguarding systems and how they will share information across the local arrangements.

Working with other partnerships, particularly the Health and Wellbeing Board on the prevention and early help agenda in the local authority area, strong links will be developed through memoranda to undertake joint work, to delegate work, to undertake events to raise awareness and participation, joint training where it will enable local partnerships to be more efficient, support a whole-systems approach and ensure safeguarding and promoting the welfare of children is everyone’s business at the highest levels.

Structure of the Partnership

The new Safeguarding Children Partnership arrangements will reduce duplication and improve integration with other strategic partnerships. Ultimately, it will enable a more consistent response to meet the needs of children across Torbay. As a result of the new arrangements the number of Executive sub-groups will be small in number but powerful and exacting on behalf of vulnerable children in

appropriately holding agencies to account for their safeguarding activity and ensuring an emphasis on assurance, learning, supporting and improving practice, enabling a feedback loop across all agencies, and with the frontline.



The Independent Scrutineer will have primary responsibility for:

- ensuring that children have a real voice and are at the heart of all that we do;

- chairing of the Executive Sub-Groups, the local Operations Group and Business Group;
- providing oversight on all audit and review activity;
- determining the effectiveness of arrangements to identify and review serious child safeguarding cases; and
- ensuring a direct line of sight to frontline practice.

The Executive Group will:

- meet bi-monthly to set the strategic direction for the Safeguarding Children Partnership;
- be responsible for ensuring that the statutory functions of the Safeguarding Children Partnership are fulfilled;
- be responsible for determining the work programme of its Executive sub-groups;
- be responsible for liaison with other relevant bodies and National Government on matters relating to safeguarding children.

The Executive Sub-Groups will:

- comprise safeguarding partners with skilled in converting planning intentions to timely operational implementation;
- ensure that strategic imperatives reflect local need and reach the 'front line', drawing attention to any gaps in service; and
- work closely with the Operations Group to understand how children experience services that they are offered.

The Operations Group will:

- evaluate and report upon to the Executive Group what works at the 'front line'
- identify and report upon service intentions that are not realised when developments are implemented
- use members specific skills to understand impact and outcomes for children.

The Business Group will:

- provide all aspects of business support to the Executive Group and its associated groups and be responsible for:
 - Quality Assurance and Performance Monitoring;
 - Policy and Planning development;
 - consideration of Child Safeguarding Practice Reviews (CSPR) referrals, and oversight of CSPR and any other agreed review activity; and
- organising the delivery of multi-agency training programmes, communications and engagement delivering agreed safeguarding messages to all stakeholders, including practitioners, the general public and children.

The Safeguarding Children Partnership through its Executive Group will set the strategic direction and provide the governance structure to ensure that statutory functions are being fulfilled. It will set the work programs of the Executive Sub-Groups and determine, having taken advice from a wide range of partners, how agencies'

knowledge and skills can best be involved in safeguarding arrangements at all levels.

Executive Sub-Groups ensure priorities of local issues and concerns are implemented in full. Essentially the work of sub-groups will cover the following: local implementation of strategic intent; local sensitivity/factoring local priorities; serve as local assurance mechanisms; and mechanisms to highlight local emerging priority safeguarding themes. On occasions, defined and short-life task and finish groups will be set up to support the work of the relevant sub-group.

The Operations Group chaired by the Independent Scrutineer will be a safety net which will be focused on how safeguarding policies and initiatives convert to activity at the front line. Are they having the intended impact? Are all agencies embracing them as they should? Are they properly resourced? In short, this groups task is to challenge incorrect assumptions about the effectiveness of the Strategic Partnership Board by being the ultimate critical but constructive friend.

Business Management Group – chaired by the Independent Scrutineer this group will ensure that the full range of business functions across all levels of the structure are effectively delivered. This will include working with the Strategic Partnership Board to consider cases reaching the serious child safeguarding threshold, completion of Rapid Reviews(RR) for the Child Safeguarding Practice Review (CSPR) Panel and consideration of cases referred for potential Safeguarding Adult Reviews (SAR)

Group Membership

The Executive Group of the Strategic Partnership will have a membership of three comprising the Director of Children's Services, a senior officer of the CCG and the Commander responsible for Torbay policing. It will meet bi-monthly to set the strategic direction for the Safeguarding Children Partnership by reviewing performance data, learning from its activities and the experiences of front line staff in responding to local and national priorities. It will be responsible for ensuring that the statutory functions of the Safeguarding Children Partnership are fulfilled.

Executive Sub-Groups Torbay will host three Executive Sub-Groups. Membership will be agreed locally and will include the safeguarding partners and relevant agencies who play a critical role in delivering services and safeguarding children in the locality. Each member will understand strategic planning and how leaders best convert planning intentions to timely operational implementation. Executive Sub-Groups will operate across Torbay, reporting to the Executive Group, while also ensuring local needs are met through the Operations Group.

The Operations Group will comprise partnership professionals experienced and knowledgeable about what works at the 'front line' and with specific skills in understanding impact and outcomes.

The business group will comprise personnel skilled in providing all aspects of business support to a high functioning multi-disciplinary partnership and its associated groups. The group will host staff responsible for the:

1. Quality Assurance and Performance Monitoring function, with particular responsibility for assuring the production of a detailed

performance report and analysis for each meeting of the Executive Group;

2. Policies and Planning subgroup and will be responsible for the publication of a thresholds document, information sharing arrangements and multi-agency policy and procedures. It will develop strategies and action plans for new and emerging areas of safeguarding practice, for example contextual safeguarding;
3. Reviews subgroup that will be responsible for the consideration of Child Safeguarding Practice Reviews (CSPR) referrals, and oversight of CSPR and any other agreed review activity;
4. Learning and Development subgroup that will be responsible for organising the delivery of multi-agency training programmes and providing assurance in respect of the sufficiency and quality of single- and multi-agency training. In close collaboration with the Children's Service Learning Academy, it will also collate partnership-wide learning and ensure that this is disseminated through the partnership's multi-agency training offer, for which it will be responsible; and
5. Communications and Engagement subgroup that will be responsible for identifying and delivering safeguarding messages to all stakeholders, including practitioners, the general public and children. The effectiveness of campaigns will be evaluated and used to inform future activity. The subgroup will also be responsible for engaging with children and families and ensuring that their voices are heard throughout the partnership groups.

Sharing, Promoting and Embedding Learning

Safeguarding partners and relevant agencies (including the local authority through its serious incident reporting requirements) will notify the Safeguarding Children Partnerships' secretariat of all serious child safeguarding cases and cases where organisations think that learning can be identified about practice and service provision. Working Together to Safeguard Children (2018) allows for a pragmatic approach in deciding whether a serious child safeguarding case requires a practice review, but it requires all cases that are about a serious incident to be quickly reviewed through a Rapid Review process from which decisions can be made about a more detailed review or another form of learning opportunity. The Executive Group will decide on cases to review with decisions being scrutinised by the Independent Scrutineer. All data and decision-making rationale will be provided in the Safeguarding Children Partnership's annual report.

The Safeguarding Children Partnership will continue to use and trial methods and processes that promote systems thinking and analysis in both practice reviews and other learning opportunities. In the Safeguarding Children Partnership's implementation phase, proven methodologies will be used. While the processes of completing practice reviews can be time-consuming, the safeguarding partners and relevant agencies are committed to ensuring that the learning from any type of practice review is shared across agencies, partnerships and systems. By sharing the learning, the changes required to improve management, practice and outcomes can be promoted and implemented in full. The work across the Executive

Group and its sub-groups will be linked to ensure there is sharing, promotion and embedding.

Assessment of the Effectiveness of Services

In order that safeguarding partners and relevant agencies continuously improve their safeguarding practice and services, they will need to routinely share data and intelligence so that all types of safeguarding arrangements, at individual agency level and multi-agency systems, from prevention to protection, can be scrutinised for their effectiveness in promoting the welfare of children and effectively safeguard them. The Executive Group will gather data from its Business Group and intelligence directly through its sub-groups and indirectly from wider partnership arrangements to inform its view on the effectiveness of services. The Independent Scrutineer (and where relevant inspectorate bodies) will also advise the Safeguarding Children Partnership on priority areas to assess or to focus improvement initiatives.

Direct intelligence the Safeguarding Children Partnership intends to gather includes:

- Quality assurance and performance monitoring declarations from safeguarding partners and relevant agencies that will include qualitative and quantitative information on performance, practice and outcomes. The declarations will be used to assess how organisations are internally compliant with their statutory safeguarding responsibilities and with local arrangements and

also to assess how they are contributing effectively to multi-agency systems;

- Self-assessments on the effectiveness of organisation's safeguarding arrangements in line with statutory requirements (Section 11 and Section 175/157 audits);
- Case audit data;
- Feedback from frontline practitioners and their managers about their experiences of working in the local systems and what they think requires improvement;
- The voices and experiences of children and families involved in local safeguarding arrangements.

The Quality Assurance and Performance Monitoring arrangement within the Business Group will oversee that all data and intelligence is gathered and analysed so that required organisational, practice and service improvements and emerging safeguarding themes are identified.

Organisations will hold each other to account to ensure the purposes of the Safeguarding Children Partnership are met to the highest standards and is used to inform the work of the other sub-groups to affect improvements in local policies, strategies, training, service commissioning and communications.

Independent Scrutiny

The safeguarding partners understand the key role of scrutiny in providing assurance, monitoring and challenge to the quality of agencies' work in order to judge the effectiveness of multi-agency arrangements to safeguard and promote the welfare of children in Torbay.

The Safeguarding Children Partnership's scrutiny arrangements are part of a wider system, which includes statutory inspection arrangements and those provided by the elected members of our local authorities. Scrutiny in Torbay is wider than any one person's role and is at the heart of all the partnership's audit review and learning activity.

Scrutiny will be focussed on learning and will be positive in its approach. The Safeguarding Children Partnership will aim to build a culture where everyone involved in safeguarding children from frontline practitioners to strategic leaders welcomes and actively participates in scrutiny, trusting and learning from each other, while accepting their responsibilities and accountabilities. We aim to achieve improvement by developing good practice based on what we know works well and is evidence based.

It is expected that the Safeguarding Children Partnership's assurance system will primarily assess how effectively the arrangements are working for children and families. Underpinning this will be an assessment of the effectiveness of leadership provided by the safeguarding partners, including decision making in respect of practice reviews, and whether the arrangements properly support practitioners.

Over the forthcoming year the Safeguarding Children Partnership will develop its system of assurance. This will involve rolling scrutiny using multiple forms, with oversight from an Independent Scrutineer, who will require assurance about whether all agencies are fulfilling their responsibilities to safeguard and promote the welfare of children.

The Independent Scrutineer

The Independent Scrutineer will be independent from the safeguarding partners, and will have expertise in child safeguarding, an understanding of local need and of effective partnerships. They will oversee the development of the scrutiny system and the delivery of an annual scrutiny plan. Their role will include:

- Chairing of the local Tactical Groups, thereby acting as the golden thread between strategic and operational assurance arrangements;
- Reviewing the Safeguarding Children Partnership's annual report and reporting on the quality assurance of local safeguarding arrangements ;
- Providing oversight on all audit and review activity;
- Determining the effectiveness of arrangements to identify and review serious child safeguarding cases;
- Involvement in the escalation and conflict resolution process;
- Having a direct line of sight to frontline practice, including through engagement with practitioners, children and families;

- Ensuring the development of a culture throughout the Safeguarding Children Partnership in which scrutiny and assurance is seen as a positive process, with learning as its outcome;
- Ensuring that children are at the heart of all scrutiny activity by providing challenge to partners and receiving feedback directly from children and families; and
- Chairing the Business Group to ensure all the secretariat functions are fulfilled for the safeguarding arrangements.

Voice of children and families

The Safeguarding Children Partnership will ensure the voice of the child and service users is at the heart of all aspects of scrutiny and assurance by talking with and receiving direct feedback from children, young people and families to test the interconnectedness of performance, practice and the voice of the child, young person and family. Involving children and families is important to safeguarding across the area:

- in contributing to and delivering the Safeguarding Children Partnership's purpose and
- in helping to scrutinise and review the partnership arrangements themselves.

The Safeguarding Children Partnership will make use of the many existing arrangements in place across the area to regularly involve children and families in its work and hear their voices. In addition, it

will ensure that children and families are involved in audits, new policy and procedure development, exercises to gather information on identified themes for training activity, scrutiny exercises and peer reviews, and when setting annual priorities through annual engagement initiatives.

Professional Challenge and Escalation

Safeguarding partners will work together to resolve any professional challenges and disputes locally. Whilst every effort will be made to work across the partnership in a strengths-based way, there may be occasions where necessary agreement cannot be reached after escalation to the Executive Group of the Safeguarding Children Partnership. In these circumstances the relevant Escalation Procedures will be used and the Independent Scrutineer will review and make recommendations to the safeguarding partners.

Child Death Review Arrangements

Child death review arrangements will operate as a parallel group to the Safeguarding Children Partnership. The Safeguarding Children Partnership will ensure transition arrangements are put in place to transfer accountability for the arrangements to the Health and Well Being Board by 2021. The local child death review partners are:

- Cornwall Council
- Council of the Isles of Scilly

- Devon County Council
- Plymouth County Council
- Torbay Council
- NHS Devon CCG
- NHS Kernow CCG

The child death review arrangements operate in line with the requirements of the statutory guidance, *Working Together to Safeguard Children 2018* and *Child Death Review: Statutory and Operational Guidance (England) 2018*.

The child death review process is defined by four stages following the death of a child:

1. immediate decision making and notifications;
2. Investigation and information gathering;
3. Child death review meeting; and
4. Independent review of child death by the Child Death Overview Panel (CDOP).

Present systems, commissions and meetings will be evaluated and if necessary revised to be consistent with contemporary guidance. Assurance of the arrangements will be a function of the Executive Group and the Child Death Overview Panel Business Group will publish the Child Death Review public report until such time that the function is transferred to the Health and Well Being Board.

Transitional Arrangements

It is recognised that change requires clear objectives and communication and having the right people and processes in place during transition are critical to achieving successful change. Transition from the Safeguarding Children Board to the new Safeguarding Children Partnership and Child Death Review arrangements, and further improvement thereafter, will be supported by clear resources, a communications strategy, briefings for professionals, and the identification and management of risks.

The final Torbay Safeguarding Children Strategic Partnership meeting (under the old arrangements) and the inaugural meeting of the Torbay Safeguarding Children Executive Board are due to take place on 24th September 2020. Immediately following those meetings the new arrangements will be published along with a Communication Strategy. All data and documents will be transferred to the new Partnership and the new arrangements will also go live with immediate effect. The Executive Sub-Group meetings have been planned to commence in mid-September 2020. A formal review of the first six months of the new arrangements including Independent Scrutineer Role.

During the transition period flexibility is required to respond to developing national expectations, regulations and changes in inspection regimes. The Executive Group will review the effectiveness of the arrangements annually to ensure they are fit for purpose and meet statutory requirements, with any changes to be updated in annual reports with proposed timescales for improvement.

Funding and Business Support

Funding

The safeguarding partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the Safeguarding Children Partnership arrangements. Relevant agencies will continue to fund the new partnership arrangements as they have with safeguarding children boards. The child death review partners also have to agree how the child death review process will be funded. Future budgets of the Safeguarding Children Partnership arrangements will be shared and proportionate across the safeguarding partners and relevant agencies, transparent to children and families in the area and sufficient to cover all elements of the arrangements. While the safeguarding partners are responsible for ensuring the sufficiency of funding for the arrangements, it is envisaged that agencies will also continue to provide significant and proportionate support. The new local safeguarding arrangement will necessitate some harmonisation of practice in terms of the agencies that are expected to contribute. In addition to direct financial support, the support of a wide range of partners through attendance at meetings, membership of the training pool and provision of venues at no cost is acknowledged. Where current funding for the four parts of the child death review processes exist currently, these will be maintained until transfer of accountability takes place to the Health and Well Being Board on 1st April 2021.

Business Support

The Safeguarding Children Partnership will be supported by a Business Group, which will include the maintenance of the

administrative function for the Child Death Overview Panel. As the new arrangements are embedded, these arrangements will be reviewed to ensure that they remain as effective and efficient as is possible. Our aspiration for the next phase of our new arrangements is to continue to work across the three areas and with other partnerships to identify where improved efficiencies and approaches can be created. We will know that we have successfully implemented the new arrangements when:

- children, families and communities tell us they feel safer and able to contribute to the work of the partnership;
- professionals tell us they feel supported, know where to go for information, and they have opportunities to learn and network;
- there is reduced duplication across the different partnerships and boards across the three areas;
- the Executive Group and its Sub-Groups have clear work plans in place, actions are undertaken, monitored and achieve the desired impact;
- the safeguarding partners and relevant agencies demonstrate to a high quality that they continuously improve their practice and processes focusing on improving the welfare of children and effectively protecting them from maltreatment; and
- we can evidence that the budget allocated has been managed effectively to implement agreed priorities.