



Northumberland Strategic Safeguarding Partnership (NSSP)

Multi-Agency Safeguarding Arrangements December 2021

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Northumberland Safeguarding Partnership Multi-Agency Safeguarding Arrangements

1. Purpose

- 1.1. The purpose of this document is to outline the way in which the three safeguarding partner agencies in Northumberland (Northumberland County Council, Northumberland Clinical Commissioning Group (CCG), Northumbria Police) will work to deliver new multi-agency safeguarding arrangements outlined in [‘Working Together to Safeguard Children’ July 2018](#) (WT18).
- 1.2. WT18 places a duty on the three partner agencies to make arrangements to work together, and with any relevant agencies, for the purpose of safeguarding and promoting the welfare of children in their area.
- 1.3. This document outlines the purpose, aims, accountability and ways of working of the Northumberland Strategic Safeguarding Partnership (NSSP) that will deliver these new arrangements and ensure effective practice across Northumberland to safeguard all children.
- 1.4. For the purposes of this document the geographical boundary of the NSSP is taken to be the local authority boundaries of Northumberland County Council.

2. Legislative Context

- 2.1. The guidance shaping Northumberland’s proposed Multi-Agency Safeguarding Arrangements (NSSP) is ‘Working Together to Safeguard Children’ July 2018 (WT18). This is ‘a guide to inter-agency working to safeguard and promote the welfare of children’.
- 2.2. WT18 is issued under various legislation including Section 7 of the Local Authority Social Services Act 1970, which requires local authorities in their social services functions to act under the general guidance of the Secretary of State; and Section 10(8) and 11(4) of the Children Act 2004, which requires each person or organisation to which the section 10/11 duty applies to have regard to any guidance given to them by the Secretary of State.
- 2.3. An associated document covering transition arrangements between June 2018 and September 2019 is [‘Working Together: Transitional Guidance’](#) (July 2018).

Other relevant documents include:

[Keeping Children Safe in Education](#) (Sept 2018) Safeguarding guidance relating to schools and educational establishments;

[Information Sharing Advice for Safeguarding practitioners](#) (July 2018)

(Advice for practitioners providing safeguarding services to children, young people, parents and carers produced to support practitioners in the decisions they take to share information, which reduces the risk of harm to children. It has been updated to reflect the General Data Protection Regulation (GDPR) and Data Protection Act 2018, it supersedes the HM Government ‘*Information Sharing: Guidance for Practitioners & Managers*’ March 2015);

[The Child Safeguarding Practice Review & Relevant Agency \(England\) Regulations](#) (May 2018) (Regulations related to WT18, entitled cover specifically national and local reviews, together with a list of relevant agencies).

3. Role of Northumberland Strategic Safeguarding Partnership

- 3.1. The role of the NSSP is to deliver on the statutory duty to work together with relevant agencies for the purpose of safeguarding and promoting the welfare of children across Northumberland.

4. Vision, Aims and Principles of the Northumberland Strategic Safeguarding Partnership

- 4.1. The vision for the NSSP is for all partner agencies in Northumberland to be at the forefront in terms of delivering effective safeguarding practice; recognised for the culture of review and reflective learning; and positively acknowledged by children and young people for the work that supports their safety and welfare.
- 4.2. The Northumberland Safeguarding Children Board (NSCB) was graded by Ofsted in its last inspection (2016) as good and whilst we wish to retain this effective and robust local arrangement, there is a national drive over the next three years to work in more integrated arrangements. This would be within Northumberland in partnership with the Safeguarding Adults Board, Community Safety Partnership and Domestic Abuse Partnership, and sub regionally with the Tyne, Wear and Northumberland Safeguarding Partnership which is currently being driven forward by the Strategic Safeguarding Partners from all six Local Authority areas.
- 4.3. Many issues that keep children and young people safe from harm are not restricted by geographic and organisational boundaries and a sub-regional approach will ensure that children and young people are kept safe and protected by strong regional approaches to complex safeguarding issues that cover more than one Board or Local Authority area of responsibility.
- 4.4. In working together there are a number of working principles that will guide the way we work together to safeguard children.

These include:

- Demonstrating a collective leadership and governance ethos;
- Utilising robust evidence and intelligence sources, such as the Joint Strategic Needs Assessment, to respond to children's needs;
- Ensuring adequate funding and resourcing for the NSSP arrangements;
- Maintaining a robust, consistent multi-agency commitment to safeguarding;
- Keeping effective communication links with influential bodies, boards and groups to effect change across the wider NSSP landscape;
- Welcoming and encouraging the participation of children and young people and their families, and listening to their views and feedback;

- Fostering a culture of challenge and accountability and welcoming independent scrutiny of NSSP arrangements and impacts;
- Escalating concerns in accordance with agreed protocols where it is right and proper to do so;
- Focus on evidencing improved outcomes for children and young people;
- Using evidenced learning and improvement from audits, reviews and performance;
- Information to underpin change in frontline leadership and practice, fostering a strong learning and improvement culture.

5. Northumberland Strategic Safeguarding Partnership

- 5.1. The three accountable safeguarding partners in Northumberland, which form the Northumberland Strategic Safeguarding Partnership (NSSP) are:
- **Northumberland County Council**
 - **Northumberland Clinical Commissioning Group**
 - **Northumbria Police**
- 5.2. The role of the NSSP is to:
- Provide strategic leadership, direction and governance for the delivery of safeguarding arrangements in Northumberland through equal and joint responsibility;
 - Agree on ways to coordinate their safeguarding services;
 - Act as a strategic leadership group in supporting and engaging others; and implement local and national learning including serious child safeguarding incidents;
 - Over the next three years identify areas of complex safeguarding issues that may benefit from a joined up sub-regional approach, including the potential for partnership at this level with neighbouring authority areas through the Tyne, Wear and Northumberland Safeguarding Partnership.
- 5.3. The statutory lead representatives of the partnership board are the Local Authority Chief Executive, the Accountable Officer of the CCG, and a Chief Officer of Police, with equal and joint responsibility for safeguarding arrangements.
- 5.4. In Northumberland these functions are delegated (with full responsibility and authority for ensuring full participation with these arrangements) to the Executive Director of Adult Social Care and Children's Services, Director with responsibility for Safeguarding, the Chief Operating Officer Northumberland CCG and Chief Superintendent for Safeguarding.
- 5.5. The NSSP also has responsibility to make safeguarding arrangements which allow all schools (including multi academy trusts), colleges and other

educational providers in the local area to be fully engaged. Northumberland County Council also assumes responsibility for ensuring that Youth Offending Services, and registered providers of residential provision for Looked After Children and Care Leavers are fully engaged in safeguarding. Northumberland CCG will have responsibility for overseeing the effectiveness of safeguarding arrangements across primary, secondary and tertiary NHS services.

- 5.6. In supporting its working principles, public health exists as both a function to the NSSP and as a commissioning partner with relevant agencies to improving health and wellbeing outcomes for children. A public health approach will promote and encourage the Board and its relevant agencies to maintain those working principles by remaining outcome focused, maximising prevention, promoting greater integration of services and utilising epidemiological and other forms of intelligence, research or evidence to support planning and decision making.

6. Northumberland Safeguarding Children Committee (NSCC) - Relevant Agencies

- 6.1. Relevant agencies in Northumberland are those that have been identified as organisations with key responsibilities for partnership working to support the effective safeguarding of children and young people and who will be required to safeguard and promote the welfare of children.
- 6.2. Identified relevant agencies will be reviewed annually as part of business planning for the NSCC. Relevant agencies may include specified voluntary, charitable and faith organisations and private sector organisations. Safeguarding Partners may also include any local or national organisation or agency in their arrangements, regardless of whether they are named in relevant agency regulations.
- 6.3. Relevant and named agencies in Northumberland are:
- Northumbria Healthcare NHS Foundation Trust
 - Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust
 - Harrogate and District NHS Foundation Trust
 - National Probation Service
 - Northumberland Fire and Rescue Service
 - Barnardo's North East
 - Action for Children North East
 - Northumberland College
 - CAF/CASS
 - Northumberland Adult Social Care
 - Northumberland Community Voluntary Action - North East Youth
 - Northumberland Public Health
 - Northumberland County Council Housing
 - Northumberland County Council Safer Northumberland (Community Safety Partnership)
 - Northumberland County Council Domestic Abuse Partnership
 - Schools
- 6.4. The relevant agencies list is not static and may be amended following guidance set out in the Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018
<http://www.legislation.gov.uk/ukSI/2018/789/schedule/made>.

- 6.5. The NSCC may require any person or organisation or agency, including but not limited to those Relevant Agencies listed above, to provide them with specified information, including as related to local and national child safeguarding practice reviews. The person or organisation to which a request is made must comply with such a request and if they do not do so, the safeguarding partners may take legal action against them.
- 6.6. The expectation is that organisations and agencies that are not named in the relevant agency regulations, whilst not under a statutory duty, will cooperate and collaborate. Public bodies that fail to comply with their obligations will be held to account through local scrutiny and challenge as well as national regulatory and inspection regimes. In extreme cases the NSSP retains the right to refer matters of non-compliance to the Secretary of State.
- 6.7. The NSSP will, from April 2022, combine with the Northumberland Safeguarding Adults Board, and aims to work ever closer with the Safer Northumberland Partnership Board and Domestic Abuse Partnership Board to ensure an all-age focus is embedded across safeguarding activities. Membership links will also offer access to clinical expertise from named and designated professionals where relevant to audit, scrutiny, learning and review activity.

7. Northumberland Safeguarding Children Committee - Functional Responsibilities

- 7.1. The purpose of Northumberland's local multi-agency safeguarding arrangements is to support and enable local organisations and agencies to work together in a system where:
 - All Northumberland children and young people are safeguarded, and their welfare promoted;
 - The views of and feedback from children and young people and their families are used to shape safeguarding support and services;
 - All our partner organisations and agencies collaborate, share and co-own the vision of the Northumberland Strategic Safeguarding Partnership;
 - All our organisations and agencies challenge appropriately and hold one another to account;
 - There is early identification and analysis of new safeguarding issues;
 - 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 a more accurate and timely decision-making for children and families;
 - Accountability for delivery of the multi-agency safeguarding arrangements will be facilitated through the following governance arrangements.

7.2. Northumberland Strategic Safeguarding Partnership

- 7.3. The NSSP will meet quarterly and be accountable for the delivery against statutory and local requirements and provide the overarching leadership, strategy and governance framework for the safeguarding arrangements. Over time this arrangement will develop into the Tyne, Wear and Northumberland Safeguarding Partnership meeting quarterly with an Independent Chairperson.

7.4. Northumberland Safeguarding Children Committee

- 7.5. The NSSP will meet bi-monthly and be accountable for the delivery against statutory and local requirements and provide the overarching leadership, strategy and governance framework for the safeguarding arrangements.

7.6. Sub-Regional Child Death Review Partners

- 7.7. The Child Death Review (CDR) Partners will establish, at a date to be agreed and in accordance with CDR Statutory Guidance (October 2018), a structure and process to review all deaths of children normally resident in the North and South of Tyne Area and, if appropriate and agreed between child death review partners, the deaths of children not normally resident in their area but who have died there. The CDR process will report into Public Health and the Health and Wellbeing Board and report to the NSSP on an annual basis. Any cases that require consideration as a Local or National Safeguarding Practice Review will be referred directly to the NSSP Rapid Review Group.
- 7.8. The CDRs will, through referral of findings, learning and recommendations contribute to the NSCC audit, scrutiny and review activity, which will inform multi-agency safeguarding arrangements.

8. How the governance forums and arrangements will work together

- 8.1. The NSSP, in consultation with the NSCC, will produce a business plan. This document will clearly set out the sub-regional and local priorities for the NSCC for the next 12 months, plans for multi-agency audit, scrutiny and workforce development, and specific actions to deliver on the priorities. Progress against delivery will be reviewed on a quarterly basis. In addition, the NSSP, in consultation with the NSCC, will produce an Annual Report in October/November of each year.
- 8.2. This document will clearly set out evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers. It will confirm delivery against agreed actions, findings from audits, scrutiny activity, local safeguarding practice reviews and learning from local learning reviews and engagement events. The annual report will also include an analysis of any areas where there has been little or no evidence of progress on agreed priorities. Based on local and national evidence it will also highlight the priorities which should feed into the next annual Business Plan.
- 8.3. Northumberland Safeguarding Partners and Relevant Agencies will be represented on the NSCC and be accountable for any specified actions outlined in the NSSP Business Plan and any actions arising from NSSP and NSCC meetings.

- 8.4. Northumberland Safeguarding Partners and Relevant Agencies will also be fully involved in developing and delivering consultation, practice implementation and practice review and learning in response to audit findings and case reviews.
- 8.5. Through cross-group representation these arrangements are linked to other strategic partnerships and activities including:
- Northumberland Health and Wellbeing Board (the NSSP Annual Business Plan and Annual Report will be formally presented to the NSSP and NSCC);
 - Northumberland Community Safety Partnership;
 - Northumberland Safeguarding Adults Board;
 - Northumberland Domestic Abuse Partnership Board;
 - Local Criminal Justice Board;
 - MAPPA;
 - Channel Panel.
- 8.6. The NSSP has responsibility for developing, maintaining and publishing Northumberland's Threshold document and guidance which sets out the local criteria for action in a way that is transparent, accessible and easily understood, and includes:
- The process for the early help assessment and the type and level of early help services;
 - The criteria, including the level of need, for when a case should be referred;
 - Clear procedures and processes for cases relating to abuse, neglect and exploitation of children; children managed within the youth secure estate; disabled children.
- 8.7. The Threshold of Need framework will be published on the NSSP website and promoted through regular communication events and publicity activities.
- 8.8. In developing the framework (and monitoring its application) the NSSP will take into account recent guidance regarding Contextual Safeguarding (WT18, Chapter 1, para 34). This section clearly states that 'interventions should focus on addressing...wider environmental factors' that are identified during assessment – signalling the need for intervention plans that target contexts as well as the young people such contexts affect'.
- 8.9. Development of the Threshold of Need framework and guidance will also take account of any of the wider Tyne, Wear and Northumberland Safeguarding Partnership discussions and agreements supported by the sub-regional Policies and Procedures Group.

9. Quality Improvement and Performance

- 9.1. The role of the Quality Improvement and Performance subgroup is to embed the culture and practice of multi-agency review and learning through targeted review, multi-agency audit and performance scrutiny.
- 9.2. The Quality Improvement and Performance subgroup will produce an annual audit plan outlining the multi-agency audit and review activities scheduled for the next 12 months. This plan will capture audit activity prompted by both national activity and local findings from performance/ case reviews. Findings and recommendations from audit and performance reviews will be reported to the NSCC on a quarterly basis.
- 9.3. Performance data, intelligence and the findings from multi-agency audits and reviews will be used to identify areas for practice and procedural improvement and to demonstrate a positive impact on the lives, safety and wellbeing of children and young people. Performance data will include qualitative and quantifiable data from children, young people and their families so that the 'real-time' impact on the quality of children's lives can be understood.
- 9.4. Multi-agency auditing will be thematic and systematic to test out how early help and statutory systems are responding to need across the continuum and what is the impact on the lives of children and young people in the county.

10. Policies, Procedures & Training

- 10.1. The role of the Policies, Procedures and Training subgroup is to undertake a partnership training needs analysis and oversee the commissioning and delivery of interagency training and monitor its impact.
- 10.2. The Policies, Procedures and Training subgroup will work closely on a sub-regional basis to produce an annual training schedule and timetable of earning events. This plan will capture learning and development activity prompted by both national activity and local findings from performance/case reviews. Evaluation and findings from workforce development activities will be fed into the NSSP and NSCC on a quarterly basis. Multi-agency training will be thematic and systematic. Evaluation of the training delivered will test out how the early help and statutory systems are responding to need across the continuum and what is the impact on the lives of children and young people in the county.

11. Arrangements for identifying and reviewing serious child safeguarding cases

- 11.1. Responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel and at local level with the Safeguarding Partners.
- 11.2. Child Safeguarding Review Panel is responsible for identifying and overseeing the review of Rapid Reviews, Child Practice Learning Reviews and Learning Reviews, which, in its view, raise issues that are complex, or of national importance.

- 12. Arrangements for commissioning & publishing local child safeguarding practice reviews**
- 12.1. The NSSP Safeguarding Practice Review Group will, following referral, identify serious child safeguarding cases which, in their view, raise issues of importance in relation to Northumberland.
- 12.2. Serious child safeguarding cases are those in which:
- Abuse or neglect of a child is known or suspected; and the child has died or been seriously harmed.
- 12.3. 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 (this is not an exhaustive list). When making decisions, the NSSP Board will exercise judgment in cases *where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.* WT18: 83).
- 12.4. Following identification and consideration of referred cases recommendation for review, on behalf of the group, will be made to the NSSP.
- 12.5. The NSSP will have responsibility, following review of case details and proposed key lines of enquiry, for agreeing to initiate a child safeguarding practice review.
- 12.6. Safeguarding partners will consider the criteria and guidance (WT2018) when determining whether to carry out a local child safeguarding practice review including, whether the case:
- 12.7. Highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified:
- Highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children;
 - Highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children;
 - Is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate.
- 12.8. NSSP members will be cognisant and compliant with the requirements of WT2018 in relation to local child safeguarding practice reviews; of the reviewer (Para 31. page 89) and of partners to agree the; methodology, proportionality, quality and supervision of the review (Paras 32-35. pages 89/91) as well as expectations for the final report.
- 12.9. Through delegated authority NSSP Safeguarding Practice Review Group members, following commission, will have responsibility for overseeing the case review. Relevant to the nature and complexity of the case, the report will be completed and published as soon as possible and no later than six months from the date of the decision to initiate a review.

- 12.10. The NSSP will publish the report, unless they consider it inappropriate to do so. Publication of reports will be on the NSSP website for a period of 1 year.
- 12.11. In circumstances where the NSSP deem that a report is unable to be published, information about the improvements that should be made following the review will be published.

13. Rapid Review: Responding to Serious Incidents

- 13.1. In accordance with Working Together (2018:86) the NSSP have agreed arrangements for responding to serious incidents. These arrangements detail Northumberland partners' agreed methodology for undertaking a Rapid Review in response to a serious incident for which a serious incident notification is issued.
- 13.2. All agencies can make a referral to the Rapid Review Panel by contacting the NSSP business manager or NSSP business support for the appropriate referral form, Rapid Reviews, Child Practice Learning Reviews and Learning Reviews.
- 13.3. Nominated agency decision makers from the three safeguarding partners will, as part of a 'Rapid Review Panel', undertake the rapid review.
- 13.4. The Rapid Review will enable safeguarding partners to:
- Gather the facts about the case, as far as they can be readily established at the time; discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately;
 - Consider the potential for identifying improvements to safeguard and promote the welfare of children.
- 13.5. The Rapid Review must be completed within the timescales outlined in guidance from the National Panel (currently 15 working days of becoming aware of the incident).
- 13.6. All agencies who have had involvement with the subject child or family will be required to contribute to a Rapid Review. An initial scoping of agencies' intervention will, therefore, need to be completed and other relevant information will need to be rapidly gathered.
- 13.7. The purpose of the initial scoping and information sharing is **to gather the basic facts about the case, including determining the extent of agency involvement with the child and family**. More detailed information will be sought if the Rapid Review concludes the case has the potential to identify national or local learning and a decision is made to progress to a formal Child Safeguarding Practice Review or alternative Learning Review.
- 13.8. The Rapid Review Panel will advise the NSSP of findings from their rapid review. The NSSP will have responsibility to decide what steps they should take next, including whether or not to undertake a child safeguarding practice review.

- 13.9. The NSSP representatives must have delegated authority to give an opinion if a review is necessary and agree funding of the Local Safeguarding Practice Review.
- 13.10. Any dispute will follow the dispute process in section 17.
- 13.11. As soon as the Rapid Review is complete NSSP will send a copy of the Rapid Review summary, including their decision about whether a local child safeguarding practice review is appropriate, or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate, to the Child Safeguarding Practice Review Panel.

14. Assurance of Northumberland Safeguarding Partnership's Multi Agency Safeguarding Arrangements

- 14.1. NSSP and NSCC members will deliver the following activities to provide assurance that appropriate and robust safeguarding policies and procedures are in place across Northumberland:
- Bi-annual Section 11 (S11) and Section 175 (S175) self-assessment audit of arrangements across all Relevant Agencies;
 - Any relevant external inspection or peer review of services with the Safeguarding Partners and relevant agencies organisations;
 - Regular (quarterly) performance reports to the NSSP and Northumberland Safeguarding Partnership;
 - Reports, performance updates and minutes of the NSSP and Northumberland NSSP meetings.
- 14.2. Qualitative reports reflecting the views and feedback of children and young people using the existing consultation mechanisms involving children and young people i.e., Children in Care Council, Youth Parliament.
- 14.3. These arrangements will enable the NSSP to examine organisational compliance with safeguarding responsibilities (Section 11) which require agencies to have:
- A clear line of accountability for services to safeguard;
 - A senior board level lead to take responsibility for safeguarding;
 - A culture of listening and taking into account children's wishes and feelings Whistle blowing;
 - Escalation procedures;
 - Information sharing processes;
 - Designated/named practitioner with role description in JD Safe Recruitment practices;
 - Supervision and support for staff including safeguarding training, mandatory safeguarding induction and regular reviews;

- A culture of safety, equality and protection.

15. People in Positions of Trust

- 15.1. Northumberland County Council will have a designated officer (LADO) to be involved in the management and oversight of allegations against people who work with children. Appointments to this role, other than current or former designated officers moving between local authorities, will be qualified social workers. The LADO will provide regular (annual) reports to the NSSP on the number, type and resolution of any allegations against people who work with children.

16. Scrutiny of Northumberland's multi-agency safeguarding arrangements

- 16.1 In Northumberland the role of the Independent Chair has been revised to include an independent scrutiny and assurance function.
- 16.2 Northumberland's independent scrutiny arrangements will be part of a wider system of scrutiny which includes the independent inspectorates' single assessment of the individual safeguarding partners (for example, Ofsted, HM Inspectorate of Constabulary, Care Quality Commission inspection reports) and Joint Targeted Area Inspections.
- 16.3 There may be the potential for reciprocal arrangements across the sub region with the three safeguarding partners offering scrutiny in other areas and supporting the development of an annual report.
- 16.4 Key questions against which the effectiveness of the NSSP safeguarding arrangements will be assessed include:
- How effective are the multi-agency safeguarding arrangements in getting a clear line of sight on single agency and multi-agency practice?
 - Do the arrangements enable space for reflection and learning from practice?
 - Do the partnership arrangements have a positive impact on multi-agency working and/or front-line practice?
 - How and why were the partnership priorities selected? Were these the right priorities?
 - What has gone well and what needs to improve? What is the evidence to support this?

16.5 Independent Scrutiny:

- 16.6 In Northumberland the role of the Independent Chair will remain but includes a scrutiny and assurance function.
- 16.7 The scrutiny of the effectiveness of safeguarding systems and services is not just undertaken with a once a year scrutiny, but scrutinising the effectiveness of the NSSP's safeguarding arrangements will occur throughout the year by:
- Audit of safeguarding practice and systems;
 - Review of safeguarding practice and systems through child safeguarding and practice learning reviews;
 - Development, as necessary, of partnering arrangements with members of the Tyne, Wear and Northumberland Safeguarding Partnership to implement peer review of arrangements. Including, potentially, external peer review.

17. Dispute Resolution

- 17.1. Northumberland safeguarding partners and relevant agencies will proactively work together to resolve any disputes locally. In the event that a dispute arises all staff, from partners and relevant agencies, will proactively work together to resolve any disputes locally through timely dialogue, discussion and where necessary escalation.
- 17.2. Working collaboratively to safeguard and promote the welfare of children and families leading to better outcomes is at the heart of our local arrangements. Through effective leadership, openness, transparency and effective professional challenge, there is a commitment to resolving any disputes locally between the safeguarding partners, selected relevant agencies and other organisations and agencies in a timely fashion.
- 17.3. If a clear, single point of leadership is required, safeguarding partners will agree the most appropriate partner, who will act on behalf of and in the interest of all three safeguarding partners. This will be done through a discussion at the Children's NSSP or if done outside of the Board arena, it shall be referenced and recorded at the NSSP as required.
- 17.4. The first point of resolution of issues would be through the three safeguarding partners. Any issues that cannot be resolved directly between the three safeguarding partners will be escalated to the lead representatives of the three safeguarding partners (Chief Executive – Northumberland County Council, Accountable Officer – Northumberland CCG and the Chief Constable – Northumbria Police).
- 17.5. Any public bodies failing to comply with their obligations, under law, will be held to account through a variety of regulatory and inspection activity. In extremis, any non-compliance can be referred to the Secretary of State.

18. Northumberland Safeguarding Partner and Relevant Agencies' Contributions

- 18.1. The resourcing of Northumberland's safeguarding arrangements will be through the three Safeguarding Partner contributions - a funding formula (may be agreed regionally possibly by head per population) will ensure that contributions are equitable and proportionate and that the resources are sufficient to embed a robust system of delivery and assurance. Any contributions from each safeguarding partner will be transparent to children and families and sufficient to cover all elements of the arrangements, management and business support, including the cost of workforce development and learning activities and local child safeguarding practice reviews.

19. Sub-Region - Collaborative Working

- 19.1. There will continue to be a commitment to deliver plans locally. However, following consultation across the region, it was agreed that there are areas of business where we could perform more effectively and efficiently across the Sub-region if partnerships work together in a more joined up way; this will assist us to deliver our key priority of safeguarding and protecting children. The areas of business where we will collaborate on are policy and strategy, workforce development and communication.

Appendix 1 Matrix of Leadership and Governance in relation to complex safeguarding

Groups/ Domains/ Issues	Lead Partnership
Domestic Abuse (including Honour Based Violence, Forced Marriage, FGM, Stalking & Harassment): Domestic Abuse Local Partnership Board	Safer Northumberland Partnership (SNP), Safeguarding Adults Board (SAB) and NSSP
Child to Parent Violence & Abuse	SNP, SAB and NSSP
Radicalisation/Prevent/Hate Crime	SNP, SAB and NSSP
Engaging with children and young people	NSSP
Cyber/online	SNP, SAB and NSSP
Policies, Procedures & Training	NSSP
Exploitation (including Missing, Modern Slavery and Trafficking)	SNP, SAB and NSSP
Safeguarding Practice Review Group	NSSP
Safeguarding Adults Review Committee	SAB
Quality Improvement & Performance	NSSP
Performance	SAB
Workforce Development	SAB
Early Help & Early Intervention	NSSP
Child Safety Reference Group	NSSP
School Engagement Group	NSSP
Disabled Children & Young People	NSSP
Multi-Agency Looked After Partnership (MALAP)	NSSP
Youth Offending Partnership Board	NSSP
Neglect/Self-Neglect	SAB and NSSP