



**Blackpool Safeguarding Children
Multi Agency Safeguarding Arrangement (MASA)
Business Plan
2024-25**

Introduction

This Business Plan sets out our new Blackpool's Safeguarding Children Multi Agency Safeguarding Arrangement (MASA) governance and strategic priorities for 2024 – 2025. The Plan includes an oversight as to how we will analyse the quality of partnership safeguarding practice and deliver a Workforce Development Offer via a Quality Assurance, Learning & Improvement Framework (QALIF). The Plan also evidences how these arrangements meet statutory requirements, as set out within Working Together to Safeguard Children (2023), our new Independent Scrutineer role and how our governance will implement our agreed strategic priorities and how we will work together to implement our shared vision for all of Blackpool's children, young people and their families.

Our Co-Produced Partnership Vision for Blackpool's families' future

All members of Blackpool's Safeguarding Children MASA recognise that children, young people and their families are Blackpool's future. We want to ensure they experience a great education and are supported by our partnership at the earliest opportunity, so children can remain living within stable and loving families wherever possible. We want Blackpool to be a place where children and their families thrive, feel healthy, happy, and safe and have opportunities to be ambitious about their future.

Our Principles

- To work together as a partnership and support Blackpool's families - our strategic and professional partners, voluntary & third sector organisations, children's families and communities
- To continue to implement a Trauma Informed approach in all that we do to support Blackpool's families
- To continue Blackpool's commitment to co-production developments with the children, young people and families that we serve, as well as with our partnership frontline workforce practitioners and managers
- To promote continuous improvement via a transparent learning, constructive professional curiosity, challenge and restorative practice culture
- To always ask 'so what?' – focusing on what difference we have made to Blackpool's children, young people and families daily lived experiences and have we supported them to experience improved outcome in the future?

How we co-produce our vision, principles & partnership priorities

In Blackpool we are committed to co-production.

During 2023 a Development Day was held with over 75 partnership agency leaders, to identify and agree the partnership's strategic priorities and inform our new local based governance arrangements. Parents whose families have experienced Social Care involvement in their lives, and children who have experienced being in our care attended the Development Day and provided their insight to inform strategic leaders discussions.

A video developed by children and young people who are currently, or have recently been in our care, set out what they wanted agencies to do to support families, so children could remain living safely within their families, wherever possible, in the future.

Alongside this powerful lived experience voice, the following sources of information were used to inform our priority setting for 2024 - 2025 and the new Blackpool Children's Multi Agency Safeguarding Arrangements, as the governance transitioned to a local focus, from the previous Pan Lancashire arrangements shared with Lancashire and Blackburn with Darwen:

- Local, National data sources - Joint Strategic Needs Assessment (JSNA), partnership agency data and performance intelligence related to National and Statistical Neighbours' data trends
- Learning from Local and National Child Safeguarding Practice Reviews, including the Child Safeguarding Review Panel Annual Report 2022/23
- Previous Independent Scrutiny and multi-agency audit learning, which had been undertaken via the previous PAN Lancashire Child Safeguarding Assurance Partnership (CSAP) arrangements
- National Guidance and the revised Statutory Guidance Consultation – subsequently published as Working Together to Safeguard Children 2023.
- Inspection reports e.g. Ofsted and other area's Joint Targeted Area Inspection Reports

Our Safeguarding Children Multi Agency Safeguarding Arrangement (MASA) Priorities

- Safeguarding children living in households experiencing domestic abuse
- Safeguarding children from experiencing neglect
- Safeguarding children and young people from contextual harm outside of the family home
- Ensuring our families receive support at the earliest possible stage
- Ensuring Blackpool's Request for Support Hub ensures children and their families are receiving the right support, at the right time, their needs are being supported and children are safeguarded from experiencing significant harm
- Ensure our partnership workforce receive good quality multi agency training so they; learn from audits and reviews, develop an understanding of each other's roles, build partnership relationships & develop an effective partnership system to support our families.
- Listen to the experiences of our partnership frontline workforce

How will we deliver our priorities?

Our priorities will be delivered through our Strategic Delivery Groups (Figure 1).

Each Strategic Delivery Group (SDG) will report progress on implementing the priorities to the Blackpool Safeguarding Children Multi Agency Safeguarding Arrangements (MASA) every quarter.

Blackpool Safeguarding Children MASA will work collaboratively with our other Strategic Partnerships; Blackpool Safeguarding Adult Board (BSAB) and BSAFE Community Safeguarding Board, to collectively focus on safeguarding the children, young people, families, adult and communities in our town. Our partner agencies will undertake multi-agency audits to effectively monitor the effectiveness of services and improve outcomes for local children, young people, and families. Where relevant we will work with our partners, from across Blackpool, Blackburn with Darwen and Lancashire and the wider North West Region, to share learning and support consistency of practice.

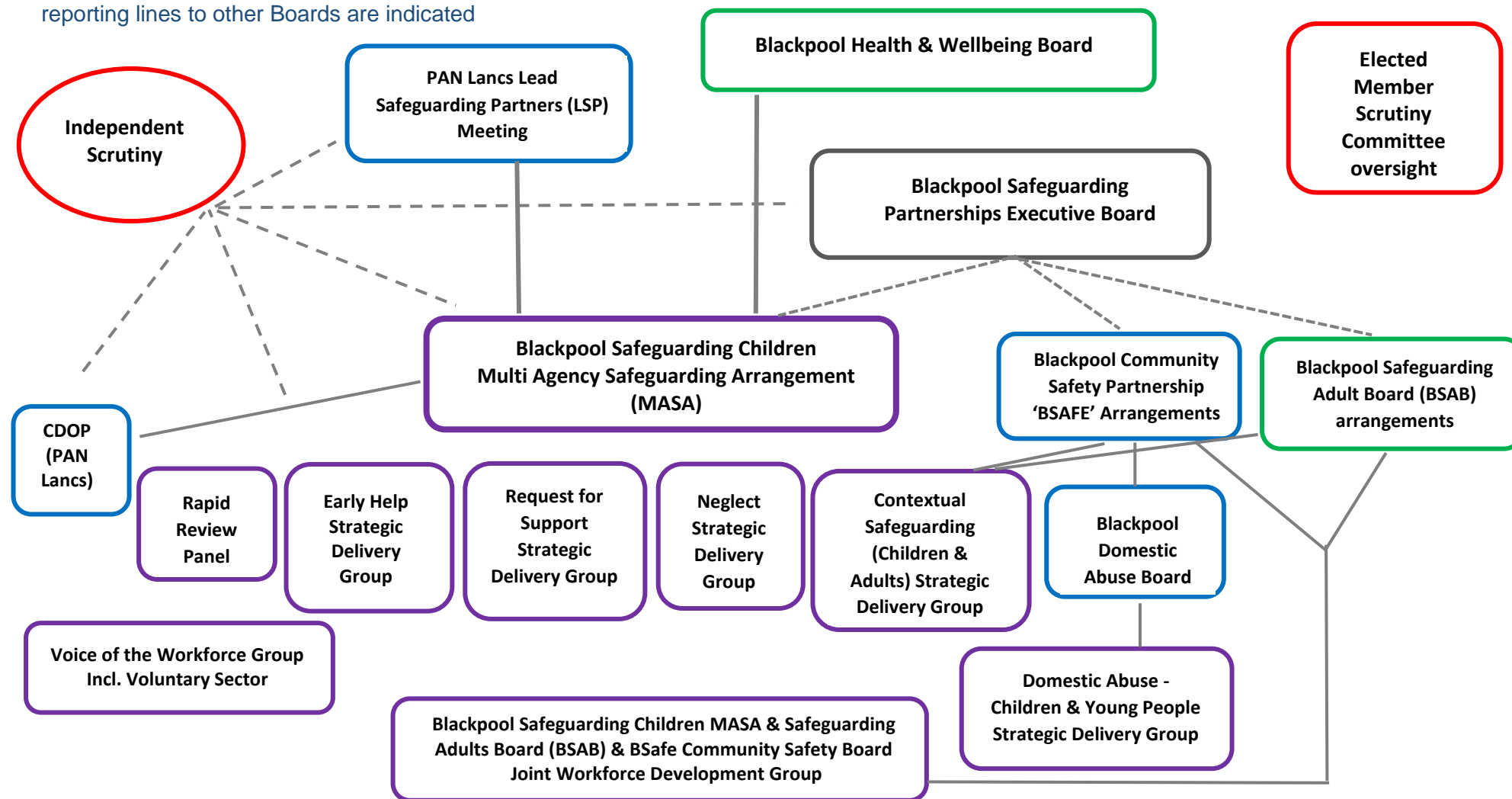
Co-Produced Priority	Strategic Delivery Group	Partnership Chairs	Priority Focus Areas
Safeguard children living in households experiencing domestic abuse	Domestic Abuse – Children & Families (Also reports to the Blackpool Domestic Abuse Board BSafe Board)	DCI - Lancashire Constabulary & Head of Service Request for Support Hub & AWAKEN - Children Social Care	Learn from internal review of MARAC Implement the recommendations from the PAN Lancashire Domestic Abuse focus Independent Scrutiny Report

			<p>Understand and implement learning from Op Provide Review</p> <p>Develop & implement a multi-agency Domestic Abuse Training Offer</p>
Safeguarding children from experiencing neglect	Neglect	<p>Consultant - Public Health &</p> <p>Head of Service - Strengthening & Supporting Families, Children Social Care</p>	<p>Education and Training – Build a skilled, competent workforce on neglect</p> <p>Support Services – understand the service and support landscape in Blackpool for neglect</p> <p>Intervention – Are our interventions accessible and effective?</p>
Safeguard children & young people from experiencing Contextual Harm outside of the family home	Contextual Safeguarding – Child Sexual Exploitation, Child Criminal Exploitation & Trafficking	<p>DI - Lancashire Constabulary &</p> <p>Head of Service Request for Support Hub & AWAKEN - Children Services</p>	<p>Re-launch revised Missing from Home Procedure, Guidance & Training</p> <p>Deliver the Child Criminal Exploitation / Child Sexual Exploitation Awareness Raising and Training Programme</p> <p>Deliver early prevention and intervention with young people in their Education Settings</p>
Ensuring our families receive support at the earliest possible stage	Early Help	Assistant Director Social Care - Children Social Care	<p>Implement and embed the Blackpool Family Hubs model</p> <p>Embed 'Born into Care' co-produced guidance into practice</p> <p>Revise and re-launch the Early Help Partnership Strategy based on the updated Blackpool Working Well with Children and Families in Blackpool (Part 3)</p> <p>Develop and implement a data dashboard for Early Help</p>

Ensuring Blackpool's Request for Support Hub ensures children & their families are receiving the right support, at the right time & safeguarded from experiencing significant harm	Request for Support Hub (RfS Hub)	Assistant Director - Children Social Care	<p>Revise and re-launch of Working Well with Children and Families</p> <p>Ensure RFS Hub has effective multi-agency resource</p> <p>Review effectiveness of Level 3 & Level 4 process (Step up step down)</p> <p>Undertake a Multi-agency Quality Audit re consistent thresholds, quality of 'Contacts' & ensuring partnership agencies have offered families Early Help support.</p> <p>Review Blackpool Safeguarding Children MASA Issue Resolution Process (previously referred to as CSAP Resolving Professional Disagreements Process)</p>
Ensure our workforce receive good quality multi agency training so they; learn from audits and reviews, develop an understanding of each other's roles, build partnership relationships & develop an effective system of support for families.	Workforce Development (Joint Offer across 3 Boards - Blackpool; Children Safeguarding MASA, BSafe & Blackpool Safeguarding Adult Boards)	Head of Safeguarding Children & Strategic Partnership Boards	<p>Develop Joint Workforce Development Offer re: the 3 Boards</p> <p>Develop a Multi-Agency Training Pool – and deliver and measure the impact of online & face to face training</p> <p>Effectively cascade lessons learned from local and national reviews and quality audits</p> <p>Work with colleagues across PAN Lancs to update TRIX Procedures</p> <p>Design a new Safeguarding Blackpool Partnership Website, in collaboration with the Safeguarding Adult Board and BSafe Community Safety Partnership Board – Safeguarding Blackpool's children, adults & communities.</p>

			Deliver a bi-monthly online Safeguarding Blackpool's Children, Adults & Communities Newsletter, to share learning and developments undertaken by the MASA
Listening to the experiences of our partnership frontline workforce	Voice of the Workforce	Head of Service Early Help - Children Services	<p>Review and strengthen pathways for listening to lessons learned</p> <p>Co-produce training needs, resources, policy and process</p> <p>Gain confidence & evidence how learning is effectively reaching our frontline workforce & impacting on operational practice</p>

Figure 1 - Blackpool's Safeguarding Children Multi Agency Safeguarding Arrangement (MASA) governance structure & integrated working / links with BSAB & BSafe governance arrangements *please note - all meetings indicated purple report to MASA, additional reporting lines to other Boards are indicated



Blackpool's Safeguarding Children Multi Agency Safeguarding Arrangement (MASA) Partners

- Lancashire Constabulary
- Lancashire & South Cumbria Integrated Care Board (ICB)
- Blackpool Council - representatives of Children Services (Education & Social Care) & Public Health
- Blackpool Teaching Hospital
- Lancashire & South Cumbria Foundation Trust (Adult Mental Health Services)
- National Probation Service
- Blackpool Coastal Housing
- Delphi Substance Misuse and Alcohol Service

Education and Childcare Settings will be included in the safeguarding arrangements via involvement of senior education leader representatives from Primary, Secondary, Special Schools and Colleges. Education settings will be represented on the Blackpool Safeguarding Children MASA Board and Strategic Delivery Groups. Education and Childcare professionals will cascade the information through their representative groups e.g. Head Teacher Meetings, SENDCo and DSL meetings. These practitioners will also be present at Rapid Review meetings and Local Safeguarding Child Practice Review Panel meetings as required and are also represented on the Pan Lancashire Child Death Overview Panel (CDOP). Termly briefings are provided by the Blackpool's Partnership Business Unit 'Education Business Manager' to Designated Safeguarding Lead (DSL) Forum Meetings and DSLs will attend Blackpool Children MASA Workforce Development events, learning will be shared within School workforce meetings and Academy Leadership Meetings.

Blackpool Safeguarding Children MASA information will also be communicated via the Blackpool Education Improvement Board (BEIB), Blackpool's SEND Partnership Board and the Youth Justice Board.

Section 175 Audits will be completed for all Education Settings, supported by Blackpool's Partnership Business Unit 'Education Business Manager', good practice and points for improvement shared widely via the DSL Network, supported by Blackpool Safeguarding Children MASA online bi-monthly newsletter and Safeguarding Blackpool Partnership Website.

Partnership Chair

In accordance with the Working Together to Safeguard Children (2023) requirement, Blackpool Safeguarding Children MASA is chaired by one of our 3 Delegated Safeguarding Partners (DSP), in the capacity as 'Partnership Chair'. This role is undertaken on an annual rota basis between Lancashire and South Cumbria Integrated Care Board (ICB), Lancashire Constabulary and Blackpool Council. The first year, 2024 - 2025 will be chaired by the Director of Children's Services

Working Well with Families in Blackpool - Levels of Need

The previous Pan Lancashire 'Working Well with Families' and 'Levels of Need' document is in the process of being revised. The updated guidance documents will reflect the three separate MASA governance arrangements for Blackpool, Blackburn with Darwen and Lancashire.

To ensure this meets the revised Statutory Guidance as set out within 'Working Together to Safeguard Children 2023', the updated Blackpool guidance will reflect developments in the Early Help partnership, Family Hubs and 'Family Safeguarding' offers of support. It is anticipated this will be completed by the end of June 24 and will be launched during a large Partnership Workforce Conference (Sept 24), alongside the new Blackpool Safeguarding Children's Multi Agency Safeguarding Arrangements, Blackpool Children, Young People & Families 5 Year Strategic Partnership Plan, an updated Early Help Partnership Strategy, as well as interactive Learning from Reviews and Early Help Partnership Workshops.

How will quality assure our partnership practice, to ensure we are safeguarding Blackpool's children and supporting their families?

Our partnership is committed to seeking feedback from children and their families / carers, through quality audit assurance processes, as part of our Local Safeguarding Practice Reviews and via Blackpool's methodology of co-producing developing Partnership Strategies.

Progress on implementing this Business Plan will be monitored via Strategic Delivery Group Chairs providing written reports and presentations to the Blackpool Safeguarding Children Partnership Board. Additionally, the Blackpool Safeguarding Children MASA Annual Report will summarise the work the partnership has carried out over the year and the impact this is having on families' daily lived experience and evidence the progress made in terms of delivering its statutory functions as set out within the **Working Together to Safeguard Children 2023**.

Blackpool's partnership agencies are committed to a continuous transparent learning culture and will implement a cyclical approach to learning and improvement through audit, reflection and review to understand needs and priorities, identify and embed learning, gather feedback from individuals and the workforce that learning has informed changes to practice, and ensure that outcomes are identified and impact of learning is measured effectively (Figure 2).



Figure 2: Continuous Learning & Improvement Cycle

Blackpool Partnership Boards **Quality & Learning Improvement Framework (QALIF)** sets out the methods our partnership will undertake, to quality assure safeguarding practice undertaken by individual agencies and as a partnership. The QALIF provides details related to each of the elements of quality assurance displayed in the diagram below. The diagram also illustrates how this quality assurance learning will be shared with our partnership, so can be implemented by **Blackpool's Workforce Development Offer**.

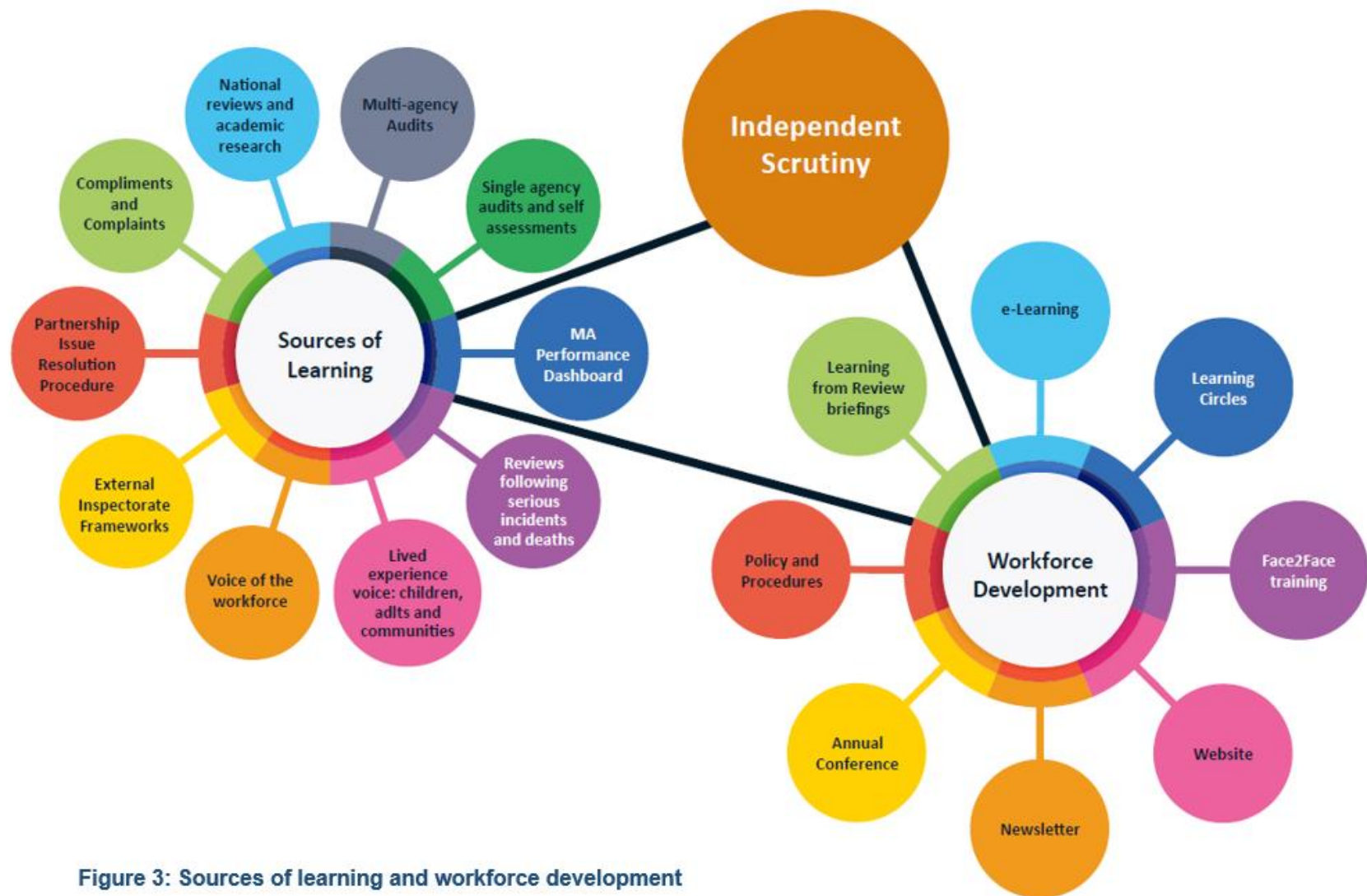


Figure 3: Sources of learning and workforce development

Independent Scrutiny



Steve Chapman - Blackpool Children's Safeguarding Partnership (MASA) Independent Scrutineer

The role of Blackpool's Independent Scrutineer requires a resilient individual, who is committed to drive forward this fundamental agenda and can bring their inspirational and innovative leadership qualities to our partnership. We required applicants to evidence they have significant experience of working at a strategic partnership board level to safeguard children and their families and have the credibility to hold a range of strategic leadership stakeholders to account.

Blackpool's Children MASA Independent Scrutineer will provide independent, objective scrutiny of the effectiveness of our local multi-agency arrangements safeguarding and promoting the welfare of all children in Blackpool, including arrangements for Child Safeguarding Practice Reviews (CSPRs) and assure that our partnership works together to implement our agreed priorities. Our Independent Scrutineer will analyse the impact of our Quality Assurance, Learning & Improvement Framework (QALIF), contributing their scrutiny insight, evidence-based findings and recommendations to inform the Blackpool Children MASA Annual Report.

Our Independent Scrutineer, Steve Chapman, commenced in role March 2024. Steve has significant experience as a senior leader across several Police Forces and worked with their partnership leaders to ensure that services safeguarded children and vulnerable adults. Steve is looking forward to working with our partnership strategic leaders, Council Chief Executive and Elected Members, scrutinising if we are effectively safeguarding children and supporting their families. Steve shares Blackpool's commitment to co-production & will be spending time with Blackpool's children, young people and their families, to listen to their lived experiences, as well as our front-line workforce, to reflect on the impact of partnership practice supporting and safeguarding families and improving their future outcomes.

In the Scrutineer role, Steve will act as one of the public representatives for our MASA, reiterating the importance of safeguarding being everybody's business, challenging discrimination and promoting diversity. Steve will ensure the voices and experiences of individuals at risk of harm, their families and carers are listened to and acted upon by the partnership leadership governance and their frontline practitioners.

Steve is co-producing a plan with people who have lived experience of our services, so he can involve them in scrutinising the effectiveness of partnership practice safeguarding children, supporting families to keep children living safely within their care when at all possible and experience improved future outcomes.

Our Workforce Development Offer

Our Workforce Development Strategic Delivery Group has strategic overview of training and a range of workforce development relating to all aspects of safeguarding on behalf of the Blackpool Safeguarding Children's MASA, Blackpool Safeguarding Adults Board (BSAB), and Blackpool Community Safety Partnership (BSAFE) with assurance from other partnerships and boards where needed.

The Workforce Development Group shares a vision to help create and develop an effective, confident and skilled workforce across Blackpool, through the provision of learning and development opportunities that safeguard and improve the outcomes of children, young people, families and vulnerable adults. Wherever possible we will seek to co-deliver training to our workforce with parents who have lived experience.

Our commitment to co-production is demonstrated by how we have developed our Blackpool Partnership Business Unit, which includes a Digital Media Modern Apprentice and designs our online newsletters and Safeguarding Blackpool Website. Our Partnership Business Unit also financially supports adults who have lived experience, to work with our partnership to co-produce our strategy developments and co-deliver training to our workforce with lived experience parents wherever possible. We will seek feedback from children and families through quality audit assurance processes, within our Local Safeguarding Practice Reviews, and co-production methodology of developing Partnership Strategies and the Working Well with Families Levels of Need Thresholds document.

Our Workforce Development Offer is shared with the Blackpool Safeguarding Adult Board and the BSAFE Community Safety Partnership, so frontline practitioners, managers and leaders don't need to attend 3 different training via 3 separate boards. In Blackpool we share learning as effectively as possible across our 3 Boards governance arrangements, which are supported via one shared Blackpool Partnership Business Unit.

The Workforce Development Offer will cascade learning from Children's Case Reviews, Safeguarding Adult Reviews and Domestic Homicide Reviews. This will also embed learning from National Reviews and quality audit learning, working together via creative methods such as face to face, virtual and social media delivery. This will be hosted on our Safeguarding Blackpool Partnership Website, supported by a wide range of resource material and partnership policies and procedures. The offer will support all level of partnership agencies, from newly qualified frontline practitioners, volunteers, through to managers and leaders via a clear and comprehensive training package. This will include a variety of training methods, Partnership Launch Events, Online Briefings, website material, 7-Minute Briefings and Multi Agency Large Conferences. Children and parents who have 'lived experience' are also involved in delivering partnership training.

How will we know we have made a difference to Blackpool's children, young people & their families' lives?

The impact of our Blackpool Safeguarding Children Multi Agency Safeguarding Arrangements will be measured via a range of sources:

- **Independent Scrutiny** activity:
 - Has Independent Scrutiny been provided with evidence that we are improving our individual agencies and partnership practice?
 - Is our practice having a positive impact on children, young people and families' outcomes? Are we working together to support families at the earliest stage, preventing children from experiencing significant harm and supporting children to remain living in loving and safe homes with their families wherever possible?
 - Is our partnership consistently undertaking statutory responsibilities? Is our Multi Agency Safeguarding Arrangements governance undertaking our statutory requirements as set out in Working Together to Safeguard Children 2023?
- **Multi-Agency performance data dashboard** – are we seeing a change in the quantitative performance data?
- **Continuous quality audit cycle** – has the quality of practice has changed as a result of workforce development activities?
- **Local Safeguarding Children Case Reviews (CSPRs)** – Do CSPR Panel Members, Panel Chairs and Independent Reviewers think we have done everything we could to have prevented a child from being seriously injured or dying? Have we evidenced that we have implemented learning identified from the CSPR process? Do future multi agency quality audits and workforce development feedback evidence this learning has impacted on the quality of practice across our partnership?
- **Learning Impact Records** – capturing assurance and evidence from partner agencies as to how learning has been embedded and how impact/outcomes have been measured – do frontline staff report that the lessons have been shared with them and have they put this into practice in their work with children, young people and families?
- **Feedback from Blackpool's children, young people, families and, carers** – do the people we serve think that we have made a difference to their lives, are we keeping children safe in Blackpool?

Contact Details for Blackpool's Partnership Business Unit

For further information please contact Business Manager Sarah Hargreaves - masa@blackpool.gov.uk

Resources

- Working Together 2023
- National Case Review Panel Guidance
- Blackpool MASA Website (new site under development)
- Interim - Pan Lancashire Children's Safeguarding Assurance Partnership Website for resources (arrangements ceased)