

# Blackpool Safeguarding Partnership Boards

## Quality Assurance, Learning and Improvement Framework

Blackpool Safeguarding Children Multi Agency  
Safeguarding Arrangements (MASA)

Blackpool Safeguarding Adult Board (BSAB)

Blackpool Community Safety Partnership (BSafe)



**BLACKPOOL**  
**SAFEGUARDING**  
**ADULTS BOARD**



**Blackpool Safeguarding Children**  
Multi Agency Safeguarding Arrangements



WORKING TOGETHER  
TO MAKE A DIFFERENCE

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# 1. Introduction

- 1.1. The Blackpool Safeguarding Partnership Quality Assurance, Learning and Improvement Framework (QALIF) demonstrates the approach to evaluating the effectiveness of how all agencies are safeguarding Blackpool's children, adults, and communities. It sets out how learning is identified, disseminated and implemented across partnership agency's culture, leadership and frontline practice and how our partnership reflects on the impact this has on children, adult and communities outcomes.
- 1.2. This QALIF is implemented throughout Blackpool Safeguarding Children Multi-Agency Safeguarding Arrangements (MASA), Blackpool Safeguarding Adult Board, and our BSafe Community Safety Partnership Board. It is important that the framework encompasses the work of each partnership to address those factors that impact on all aspects of safeguarding. For example, when considering Domestic Abuse: a child may live in a family experiencing domestic abuse, and that family lives in a household, within a community, so one audit can consider through a three-board lens. Blackpool's partnership governance structures are committed to working closely together to safeguard children, adults and communities. Sharing the learning via this QALIF ensures that our joint Workforce Development offer can implement learning collaboratively and efficiently through one streamlined approach. For example, a busy GP needs to receive learning and information via one newsletter and one training session, rather than on three occasions via three separate mechanisms across each Board.

- 1.3 Throughout the Framework Blackpool Safeguarding Children Multi Agency Safeguarding Arrangements (MASA); Blackpool Safeguarding Adult Board and BSafe Community Safety Partnership Board will be referred to as "the partnerships".
- 1.4 The Framework sets out, a rigorous analysis of the quality of multi-agency safeguarding arrangements, and how we learn from this analysis, to drive forward improvements to safeguarding practice and leadership and support good outcomes for Blackpool residents. The framework is designed to underpin and facilitate the development of a continuous and transparent learning and improvement cycle and is based on

- Locally agreed priorities regarding the partnership arrangements.
- Identifying our strengths and what we are doing well so all agencies can implement this across the partnership system and front-line workforce practice.
- Continue Blackpool's commitment to co-production with the people we serve by listening to what children, adults and communities tell us, and work alongside them to co-produce strategy and workforce development actions wherever possible.
- Learning from national research and reviews, undertaking a preventative "True for Us" approach, to identify if regional and national learning is relevant to Blackpool's practice.



- A balanced approach of analysing whether practice is compliant with expected practice standards and procedures; the quality of the practice; and what impact this has had on the outcomes of the people that we serve.
- A shared commitment to implementing and embedding the learning, to ensure the quality of practice improves the lived experience of children, adults and our communities.

# 1. Introduction

## Culture of Transparency and Public Accountability

- 1.5 In order to ensure transparency and public accountability, our quality assurance activity includes:
- Independent and external scrutiny
  - Involvement of children, adults and communities
  - Publication of the partnership Annual Reports, evaluating the effectiveness of safeguarding arrangements in Blackpool and reporting these to the relevant Scrutiny Committees; Blackpool's Health and Wellbeing Board; and external regulatory monitoring and inspections. We will publish an online version of the report for our frontline workforce as well as for our children, young people, families, adults and communities, to explain the work our partnerships have undertaken to support them to be safe.

## Partner Agency Contribution

- 1.6 Implementation of the framework requires trust between partners that:
- Fully involves professionals, so they can contribute their perspectives, without fear of being criticised or blamed.
  - Provides a high level of mutual support, sets ambitious expectations, and enables effective, constructive and solution focussed challenge.
  - Embeds a transparent and continuous learning culture.

1.7 Partner agencies should contribute and respond to quality assurance activity in a timely manner via the following methods.

- Provision of Performance Data:
  - Data and analytical commentary on single-agency practice.
  - Scrutiny of a multi-agency dataset, to inform identification of indicators, emerging patterns and trends which may require further analysis via either single / multi agency quality audit.
- Engagement in single and multi-agency audit activity:
  - Escalation of issues that emerge from single agency quality assurance activity.
  - Engagement in the delivery of the Multi-Agency Quality Audit Programme for the three partnerships.
  - Monitor and provide assurance on single-agency actions arising from multi-agency audits.
- Engagement in Rapid Reviews/consideration meetings, Local Child Safeguarding Practice Reviews (LCSPRs); Safeguarding Adults Reviews; Domestic Homicide Reviews (at the time of writing – see section 4 for further detail):
  - Timely provision of transparent, evidence-based information and accumulative analysis, to inform a multi-agency chronology.
  - Participation of appropriate agency representatives in all elements of the case review methodology process, who can speak on behalf of and make recommendations for their agency.
  - Ensure SMART review recommendations are made to the partnerships.
  - Commitment to continuous learning, dissemination of learning and changes in practice, which promote improved safeguarding outcomes for children, adults and communities.
  - Commitment to evidencing changes in practice and/or culture as a result of learning and highlighting the impact of such changes.
- Contributing to understanding the effectiveness of safeguarding activity in Blackpool through the sharing of findings of single agency learning arising from:
  - Regulatory Inspections
  - Internal learning reviews
  - Individual agency quality assurance and audit activity
- Engagement in S11 and S175 processes.
- Listening to feedback from children, adults and communities, including complaints and compliments.

## 2. Independent Scrutiny

**The Blackpool Safeguarding Children Multi-agency Safeguarding Arrangements and the Safeguarding Adult Board both have independent scrutiny. The MASA has an Independent Scrutineer, and the BSAB an Independent Chair, an overview of the roles is set out below.**

### **Blackpool Safeguarding Children MASA: Independent Scrutineer**

The Independent Scrutineer acts as a public representative for the Blackpool Safeguarding Children Multi-Agency Safeguarding Arrangements, reiterating the importance of safeguarding being everybody's business, challenging discrimination and promoting diversity. They ensure 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.

The Scrutineer provides independent, objective scrutiny of the effectiveness of local multi-agency arrangements to safeguard and promote the welfare of all children in Blackpool, including arrangements for Child Safeguarding Practice Reviews (CSPRs) and ensures the partnership implements the Boards priorities. The Independent Scrutineer will analyse the impact of this Framework, contributing their scrutiny insight of the MASA's efficacy, with evidence-based findings and recommendations to inform the MASA Annual Report.

#### **Key responsibilities include:**

- To provide objective scrutiny, constructive challenge, appreciative inquiry and provide assurance in judging the effectiveness of multi-agency arrangements with a focus on practice.
- Be an independent and objective voice that listens to and represents the views of all safeguarding partners, children and families.
- Consider how effectively safeguarding partners are providing strong leadership and fulfilling their responsibilities with integrity.
- Scrutinise the implementation and impact of the QALIF.
- Undertake an annual review of the safeguarding partnership arrangements and provide an evidence-based Scrutineer Report to MASA, Elected Members Scrutiny, Chief Officers, and Blackpool's Health and Wellbeing Board on progress, highlighting areas which require focus for improvement which will contribute to the MASA Annual Report.
- Assessment of activity and desktop review of papers to hold partner organisations accountable for the effective and timely implementation of recommendations identified from scrutiny activities and the LSCPR process Scrutinise significant child safeguarding issues, ensuring Local

Children Safeguarding Practice Reviews (LCSRs) are undertaken in accordance with statutory guidance; review the decision making and rationale of Rapid Response Review Meetings and act as liaison between MASA and the National Child Safeguarding Practice Review Panel when required.

- Provide assurance that effective safeguarding performance management, audit and quality assurance mechanisms are in place within single agencies to enable the MASA to fulfil its statutory obligations and measure its impact.
- Support safeguarding partners to identify priorities, areas for further development and highlight good practice and success to inform the Business Plan.
- Work with Blackpool's Safeguarding Partnership Business Unit, to interpret performance data, multi-agency quality audit findings, and qualitative feedback from children, young people and their families, as well as Blackpool's front line practitioner workforce, through the Voice of the Workforce Strategic Delivery Group, to demonstrate the impact of the MASA governance arrangements on children, young people and families' outcomes.
- In conjunction with the three Statutory Designated Safeguarding Partners, ensure key issues and national developments are fully considered and effectively implemented.

## 2. Independent Scrutiny

### Blackpool Safeguarding Adult Board: Independent Chair

The role of the Independent Chair is to provide leadership and strategic vision ensuring the board has an independent, objective, and authoritative identity / voice with the capacity to challenge. The Independent Chair will ensure the SAB operates effectively, discharges its statutory responsibilities to safeguard adults with care and support needs and exercises its functions as set out in relevant legislation and guidance.

They will promote best practice in making safeguarding personal, leading a learning and improvement culture to drive forward the continuous development of the Blackpool Safeguarding Adult Board, in recognition of the broader safeguarding agenda and promoting the welfare of vulnerable adults.

#### Key responsibilities include:

- To provide effective leadership by ensuring sound governance and due diligence is in place for the board at all times, monitoring the completion of tasks and statutory responsibilities to a high standard, in a timely and proportionate manner, and in accordance with the requirements of the Care Act (2014) and other relevant legislation.
- Lead the development and implementation of the board's strategy, business plan and annual report, maintaining a clear focus on outcomes for adults with care and support needs, and ensuring it reflects learning from investigations, Safeguarding Adults Reviews and other areas of development and improvement work.
- Through the board, ensure all ensure that partner organisations are held accountable for the effective deployment of resources in relation to safeguarding activity.
- To ensure that the SAB operates independently of its member agencies.
- Review decision making relating to Safeguarding Adult Reviews, reviewing actions and ensuring recommendations are fed into developing a learning and improvement culture.
- Ensure that the joint workforce development plan addresses learning from SARs, complaints and feedback from people who have been subject to safeguarding enquiries.
- Ensuring all partners to the board are actively tracking their own performance e.g. themes, timeliness and quality of their safeguarding activity.
- Ensure there is effective communication, participation and contribution by Blackpool Safeguarding Adult Board and its partners with all BSAB subgroups.
- Ensure that the voices of people who need care and support and their families, are heard and acted upon within the board's work and the principles of 'Making Safeguarding Personal' are embedded in all relevant policies, procedures, actions and plans of the board.
- Act as a public representative / spokesperson for the board with other agencies, local, regional and national groups or media as appropriate
- Participate in Safeguarding Accountability Panels to update the Local Authority Chief Executive, Council Leader, Cabinet and Lead Member for Adult Social Care and the Director of Adult Social Services about the board's activities and reporting into appropriate governance structures.
- Work co-operatively with neighbouring Safeguarding Adults Boards and foster close co-operation with the Blackpool Safeguarding Children Multi Agency Safeguarding Arrangements, the Community Safety Partnership and other relevant partnerships.
- Promote good collaboration between Board members, investigate complaints and encourage a culture of learning, constructive criticism and support and providing independent arbitration when conflicts arise.

## 2. Independent Scrutiny

### BSafe Community Safety Partnership

The Community Safety Partnership is chaired by the Director of Communities and Environmental Services within Blackpool Council, providing leadership and accountability to ensure the CSP complies with statutory requirements to bring together local partners to formulate and deliver strategies to tackle crime and disorder in Blackpool, in line with the Crime and Disorder Act 1998. Responsible authorities within the CSP are Police, Fire and Rescue Authority, Local Authorities, Health Partners, and Probation Services.

Whilst the CSP does not have a chair or scrutineer that is independent of partner agencies, there are clear routes of reporting for accountability and scrutiny. Internally, the work of the partnership is accountable to the local authority scrutiny process on an annual basis, and externally, the partnership is accountable to the Home Office which ensures its work addresses both national and local priorities.

Additionally, the CSP works closely with the Police and Crime Commissioner who holds a responsibility to bring together community safety and criminal justice partners, to make sure local priorities are joined up. At the time of writing, there is an ongoing governmental review of CSPs which seeks to clarify roles, improve transparency, accountability and effectiveness, and explores the relationship with PCC with a view to improving the way in which they work together and in turn strengthen accountability.

Key responsibilities of the CSP, and therefore the Chair supported by partners, include:

- Develop a strategic vision and direction, and leadership for Blackpool Community Safety Partnership
- Agree the focus and priorities for the Blackpool Community Safety Partnership and ensure the three-year Partnership plan is agreed, refreshed annually and implemented in accordance with National Government policies.
- Hold partners to account for the delivery of the plan and breakdown barriers to aid operational delivery.
- Establish Domestic Homicide Reviews (DHRs, currently under review to become Domestic Abuse Related Death Reviews, DARDRs) and ensure all required reports are completed in line with the Home Office guidance.
- Support the Lancashire Police and Crime Commissioner.
- Ensure an evidence-led and problem-solving approach is applied within the Blackpool Community Safety Partnership, including the commissioning of services that deliver sustainable solutions.
- Establish a co-ordinated framework for resource allocation commissioning and financial control.
- Set the framework for performance success and determine processes for identifying risks facing the partnership.
- Agree the financial framework including a value for money impact assessment for the Community Safety Partnership
- Ensure Information Sharing Agreements are in place and working effectively.



### 3 Quality Assurance, Learning and Improvement Cycle

3.1 The Partnerships 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 1).

3.2 Learning will be identified from a range of sources and embedded through a variety of workforce development activities (See figure 2). All member organisations have an obligation to provide relevant, detailed and up to date information as required. The learning is developed to make proposals for improvements to the Partnerships, which leaders then put into practice. This framework sets out how we will analyse the quality of practice, how we offer a range of activities to improve it, and how we will evaluate the impact of this. Our focus will always be on...how will we know that our partnership practice is making a difference to the people that we serve?

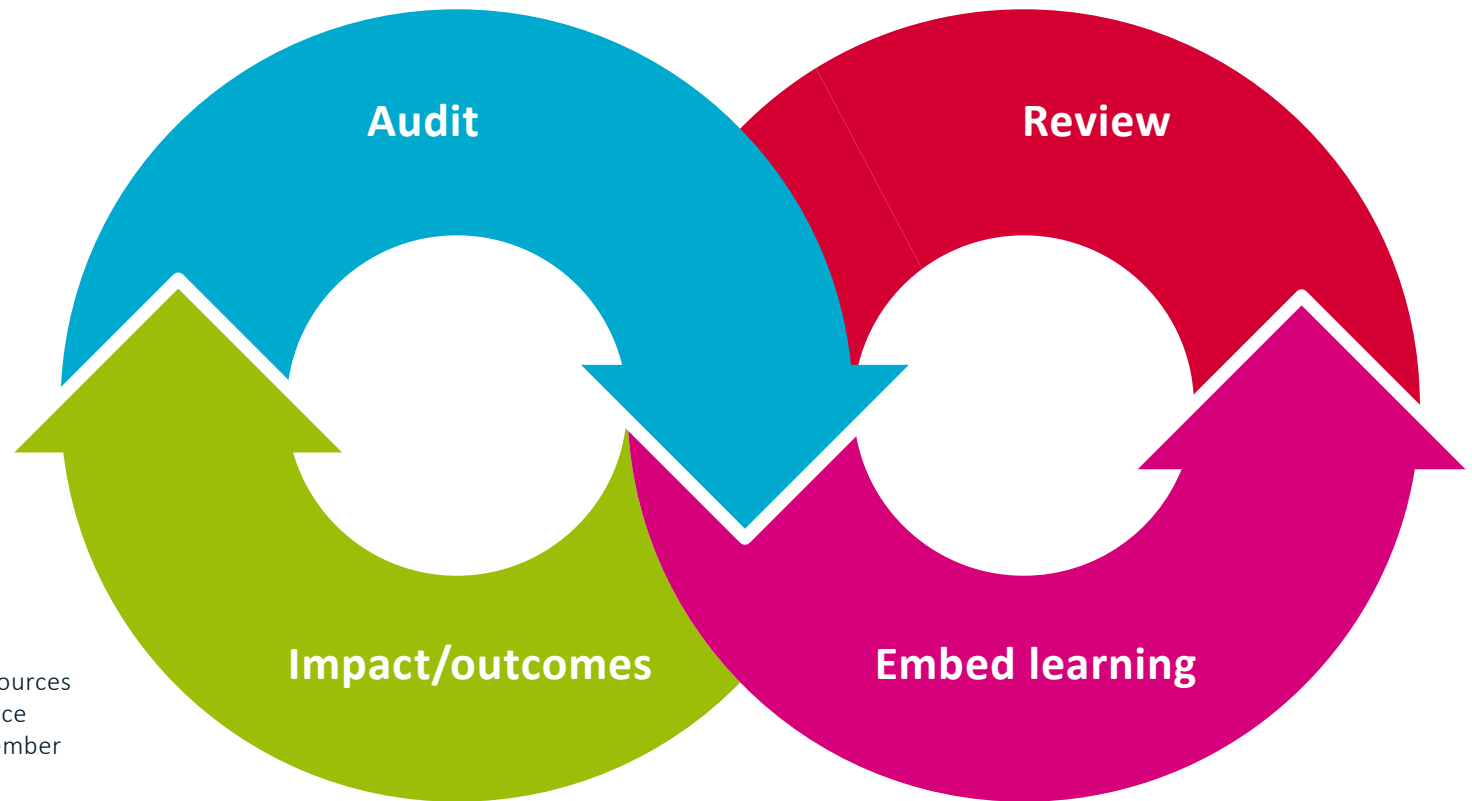


Figure 1: Learning and Improvement Cycle



# 4. How do we quality assure and analyse practice?

4.1 We will use various sources of learning to quality assure and analyse practice across the partnerships, as set out in figure 2 below. This section of the Framework describes the approaches we will take.

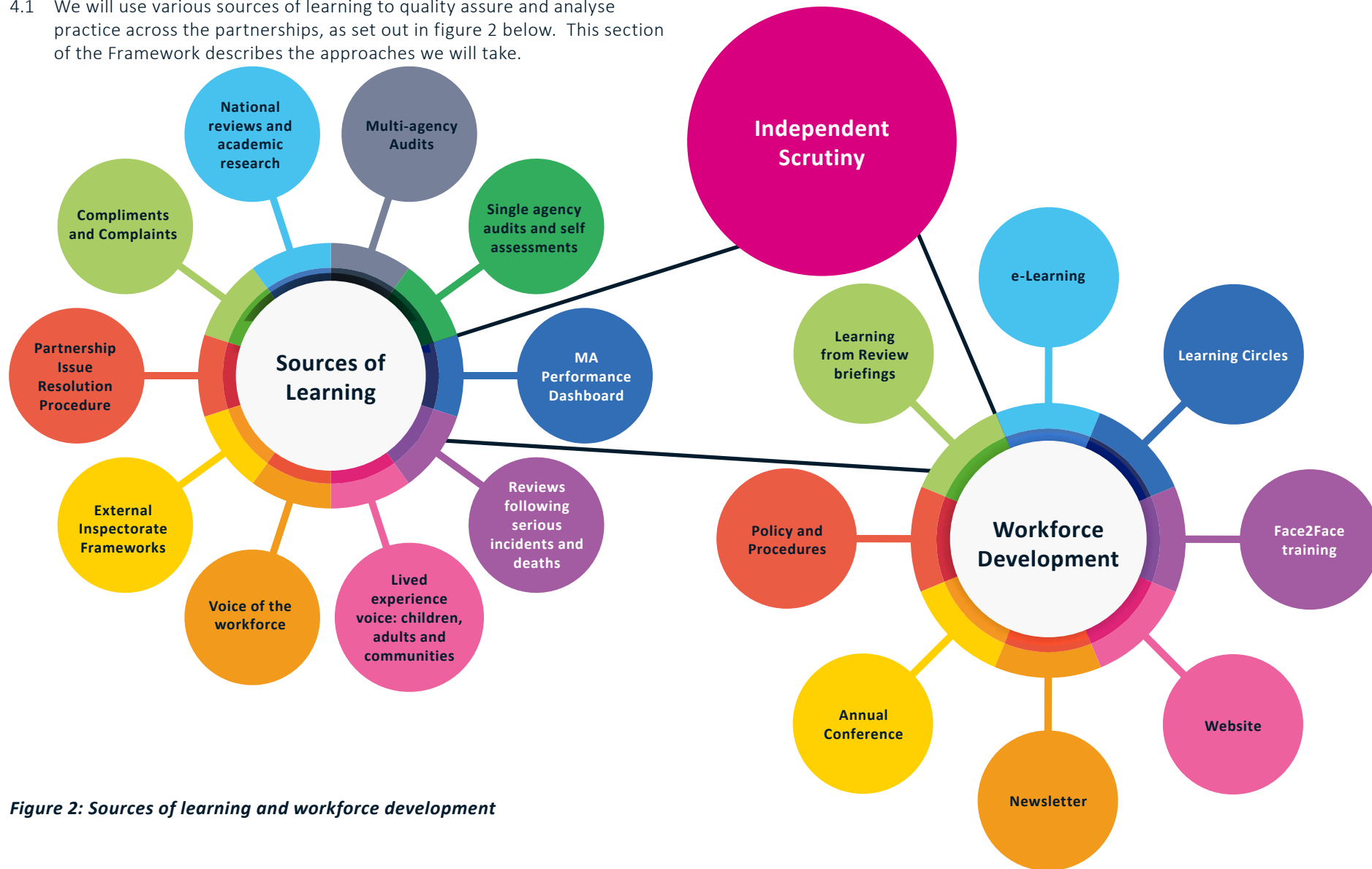


Figure 2: Sources of learning and workforce development

# 4. How do we quality assure and analyse practice?

## Multi-agency Audits

- 4.2 The theme of multi-agency audits will be determined by the partnerships, dependent upon need based on intelligence and evidence through performance datasets, local and national reviews, and research. The relevant Strategic Delivery Groups and Subgroups, as set out in the partnership's governance structure will be responsible for the delivery of each audit.
- 4.3 The methodology for each audit will be agreed by the relevant strategic delivery group or subgroup. Typically, this will involve a child / family / adult being identified from specified criteria related to the focus of the audit. Each partner agency will audit its own involvement using an agreed multi-agency audit tool. The audit will focus on whether practice meets the expected standards set out in policies and procedures, the quality of this practice and the impact this has had on outcomes with the individual / family we have been supporting (figure 3).



**Figure 3: Compliance, Quality and Impact**

- 4.4 The methodology for each audit will specify what is expected of the agency representatives taking part and this will include the following general principles:
- Consideration to be given to the most appropriate mechanism for gaining feedback from children, adults and communities to inform the findings;
  - Individual agencies will be asked to identify any immediate learning for their own organisations and to raise this with their respective strategic leads

- Action will be taken to escalate any concerns about individuals which emerge as a result of the audit process.
  - Members of the partnerships will be asked to sign-off the audit findings on behalf of their organisation with their strategic leaders, so the learning is embedded throughout their service.
- 4.5 The Blackpool Partnership Business Unit Workforce Development and Audit Co-ordinators (see section 5) will gather the findings from audits into an overview report, summarising learning and making recommendations, which will be reported into the relevant Partnership/Board meeting, and where appropriate to Blackpool Safeguarding Partnership Executive Group.
- 4.6 Multi-agency learning and SMART recommendations from audits will be developed into an Action Plan. Recommendations will be triangulated with examples of good practice, to support agencies in embedding learning. Strategic Delivery Groups / Subgroups will be responsible for monitoring the implementation of the action plans, which will include a combination of both strategic and operational changes and consideration will always be given to how the impact of actions will continue to be evaluated.

## 4. How do we quality assure and analyse practice?

4.7 Any immediate learning from the audits will be summarised in a learning briefing by the Joint Workforce Development Strategic Delivery Group and disseminated widely across the partnerships via a variety of creative methods, as set out in Figure 2. Changes to Policy, Procedure and practice will be built into the Workforce Development Offer, to ensure learning is embedded within all future practice.

4.8 Strategic leads in partner agencies will be asked to:

- Review their operating processes to ensure that learning is reflected in single-agency procedures;
- Consider how they will quality assure whether learning has been embedded into frontline practice;
- Ensure that learning is communicated across their workforce, supported by the Partnership Business Unit developed Workforce Development activities;
- Provide sound evidence that gives assurances that learning has been understood and embedded within policy, supervision and front-line practice, and is impacting positively on outcomes for Blackpool's children, adults and communities.

### Single-agency audits and self-assessments

4.9 The Partnerships also recognise the value of internal audits and expects that each partner agency should have in place auditing arrangements, to assess the quality of their day-to-day safeguarding work. The findings of such audits will be referenced as part of the partners' contributions to Partnerships' Annual Reports and will inform Workforce Development planning. The Partnerships will ask partner agencies to escalate findings from single-agency audits, where these identify implications for the safeguarding of Blackpool residents, as well as celebrating and sharing good examples of practice. Consideration will then be given to any specific action that is required by the Partnerships to address any issues of concern.

4.10 It is critical that partner agencies escalate significant risks identified by their audit activity. This should include any concerns about capacity where demand exceeds the organisation's ability to respond in a timely way to the safeguarding needs of individuals and communities. Failure to escalate will leave the safeguarding partners with blind spots around the experiences of Blackpool residents.

4.11 Partner agencies will be required to complete self-assessments at agreed intervals and to report their evaluations into the relevant Board. Examples of self-assessments include:

- S11 Audit (compliance with S11 duties to co-operate under 2004 Act)
- S175/157 Audit of Safeguarding Arrangements in Schools and Colleges
- CQC Assessment Framework (providers, local authorities and integrated care systems for health and social care)

4.12 Overview reports on the returns provided by partner agencies will be considered by the Workforce Development Strategic Group. Any recommendations for further action will be made to the Executive Group (see governance structure at insert weblink once available)

### Multi-agency Dataset

4.13 Headline data provides safeguarding partners with a line of sight on aspects of frontline practice and the wider safeguarding system, it enables patterns and trends to be inform the focus for deeper analysis.

4.14 Blackpool's Partnership Business Unit will support the development of a robust Multi-Agency Performance Dashboard for each of the three partnerships. The partnerships will consider data which is both process-driven (what we do and how much we do) and also outcome focussed (the impact of what we have done; the difference we have made).

## 4. How do we quality assure and analyse practice?

4.15 Oversight and analysis of multi-agency data will assist the relevant partnership to:

- Identify trends in prevalence or demand for services;
- Identify pressure points in the response to new safeguarding referrals (both child and adult safeguarding focus’);
- Benchmark Blackpool against National Data, regional and statistical neighbours data, to evaluate performance in line with national trends;
- Identify aspects of practice which require further investigation.

4.16 Reporting by partner agencies will be requested on a regular basis, along with analysis and commentary to enable interpretation and understanding of the data.

4.17 The Partnerships will identify from the data any issues which require further investigation and analysis and, if necessary, will seek for assurance about how any risk(s) are being mitigated by the data owner. Any significant concerns not able to be addressed within the governance arrangement will be reported to the Blackpool Safeguarding Partnership Executive Group.

### Reviews following serious incidents and deaths

4.18 The QALIF recognises that Local Child Safeguarding Practice Reviews (LSCPRs), DHRs/Domestic Abuse Related Death Reviews (DARDRs) and Safeguarding Adult Reviews (SARs) are a valuable resource for identifying learning from practice and are a significant way for disseminating and embedding learning.

### Child Safeguarding Rapid Reviews

4.19 The Local Authority has a duty to notify the National Child Safeguarding Review Panel of any serious incidents which occur in its local area and to inform the MASA. [ChildSafeGuardingPortal \(education.gov.uk\)](https://www.gov.uk/government/organisations/child-safeguarding-portal)

4.20 A Rapid Review will then be co-ordinated in order to:

- Gather the facts about the child/ren and family and the agencies that have been involved with them
- Discuss whether any immediate action is needed to ensure the child’s safety and share immediate learning appropriately
- Consider the potential for identifying improvements to safeguard and promote the welfare of children
- Decide what steps they should take next, including whether to recommend to the national panel to undertake a Local Child Safeguarding Practice Review

- Consider if the raised issues that are complex or of national importance such that a recommend to make to the National Panel to undertake a National Review may be appropriate.

4.21 Learning from serious incidents will contribute to the evaluation of effectiveness of the local safeguarding children arrangements.

### Local Child Safeguarding Practice Reviews (LSCPRs)

4.22 A Local Child Safeguarding Practice Review (LCSPR) will be undertaken when a child or young person under 18 dies, or is seriously injured, and abuse and/or neglect is suspected or known to be a factor. These reviews are a statutory duty under Working Together to Safeguard Children 2023 and the outcomes and lessons learned from LCSPRs should be published. [Working together to safeguard children - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/working-together-to-safeguard-children)

4.23 The Blackpool LCSPR Process Guidance includes details of the referral process, methodologies, and templates for completing the Rapid Review and LCSPR process.

## 4. How do we quality assure and analyse practice?

### Child Death Review Panel (CDOP)

- 4.24 The Pan-Lancashire Child Death Overview Panel (CDOP) reviews the deaths of all children across Blackpool, Lancashire and Blackburn with Darwen, to determine if the death was preventable and whether there are any modifiable factors to prevent similar deaths occurring in the future.
- 4.25 Learning from the child death process will be reported to the Blackpool Safeguarding Children MASA via the CDOP Independent Chair Quarterly Report and an Annual Report which is reflected in the Blackpool Safeguarding Children MASA Annual Report. The learning is also discussed via the child death Continuous Learning and Improvement Group.
- 4.26 CDOP to produce a workplan to include a two-year cycle of audit activity, thematic reviews; other potential project work with a view to supporting continuous improvement using a set of methodologies dependant on the review.

### Domestic Homicide Reviews (DHRs) (future reference Domestic Abuse Related Death Reviews DARDRs)

- 4.27 Domestic Homicide Reviews (DHRs) enable lessons to be learned from homicides where a person is killed as a result of domestic violence and abuse. The reviews are statutory under the Domestic Violence, Crime and Victims Act 2004.
- 4.28 At the time of writing, new guidance is being developed which will see DHRs replaced with Domestic Abuse Related Death Reviews, following calls to better recognise deaths from domestic abuse related suicide.
- 4.29 A DHR must be undertaken following the death of a person aged 16 or over which has, or appears to have, resulted from violence, abuse or neglect by a person to whom they were related or with whom they had been in an intimate personal relationship, or by a member of the same household. When a referral for a DHR has been made, a Consideration Meeting will be convened, and the Home Office will be notified of the decision to undertake, or not undertake, a review.

- 4.30 The CSP is responsible for agreeing the content of DHR Overview reports and action plans, and submitting this to the Home Office. DHR learning is reported to the BSafe Community Safety Board, and shared with the Domestic Abuse Board and the Lancashire Community Safety Partnership (14 Districts). When appropriate, learning is also shared with the BSAB, Blackpool Children Safeguarding MASA and other relevant partners.

### Safeguarding Adult Reviews (SARs)

- 4.31 Under the Care Act 2014, the Safeguarding Adult Board must undertake a Safeguarding Adult Review (SAR) where there is reasonable cause for concern about how partner agencies providing services worked together to safeguard an adult with care and support needs.
- 4.32 The SAR will be undertaken if the adult has died and the SAB knows or suspects that the death resulted from abuse or neglect or the adult is still alive, and the SAB knows or suspects that the adult has experienced serious abuse or neglect and there is learning for the partnership agencies.
- 4.33 Learning from SARs are reported to BSAB and will contribute to the evaluation of effectiveness of safeguarding arrangements for vulnerable adults.

## 4. How do we quality assure and analyse practice?

### The lived experience voice of children, families, adults, residents, communities & frontline practitioners

- 4.34 Blackpool is fully committed to co-production to ensure that the voice of children, adults, communities and frontline practitioners are heard, listened to and acted upon. We will seek feedback from children, adults and communities through quality audit and assurance processes.
- 4.35 There is an expectation that partner agencies will have in place processes to understand the experiences of children, adults and communities who receive their services. The Partnerships are particularly interested in the experiences of those who are in need of support and/or protection. We will also use national feedback on particular vulnerable groups, surveys done by individual agencies, as well as any bespoke surveys undertaken as part of a deep dive.
- 4.36 Where possible multi-agency audit processes will ensure that children, adults and communities are provided with an opportunity to provide direct feedback on their experiences of services. Feedback from family members, including compliments or complaints in relation to safeguarding issues, enables safeguarding partners to triangulate the findings of auditors looking at frontline practice.



- 4.37 The partnerships aspires to co-deliver training to our workforce, involving individuals who have lived experience. For example, our Children Conference & Core Groups Training is delivered by the Child Protection Chair Team Manager / Child Protection Chairs alongside parents whose children have been supported via the Child Protection Plan previously.
- 4.38 Blackpool Safeguarding Children MASA Independent Scrutineer will co-produce a plan with parents and families / carers, to set out how they will involve individuals / families who have lived experience, in their scrutinising of 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.
- 4.39 With regard to listening to the voice of our partnership frontline workforce, Blackpool's partnership has a Voice of the Workforce Strategic Delivery Group. Frontline practitioners and team managers from the partnership agencies attend a bi-monthly meeting, to discuss their experience of safeguarding children and working together. They can make recommendations to the MASA for practice / proceeding's changes and raise gaps in the service to meet family's needs. The Blackpool Safeguarding Children MASA Independent Scrutineer will also spend time with members of the Voice of the Workforce Group to listen to the frontline practitioner experiences.

# 4. How do we quality assure and analyse practice?

## External Regulatory Inspections and Peer Reviews

4.40 Some partner agencies will be subject to formal Regulatory Inspections or Peer Reviews, for example:

- Ofsted
- Care Quality Commission
- HM Inspectorate of Constabulary and Fire & Rescue Services
- HM Inspectorate of Probation
- Joint Targeted Area Inspections (JTAs)

4.41 There is an expectation that partner agencies will report to the relevant partnership by exception, any headline findings from inspections which represent a risk to multi-agency safeguarding arrangements in Blackpool.

4.42 Any urgent and serious issues which arise from Inspections or Peer Reviews may need to be escalated to the safeguarding partners with immediate effect.

4.43 All agencies Inspections, related to safeguarding practice, will be reflected in the partnerships Annual Reports.

## Complaints and Compliments

4.44 Each partner agency should have arrangements in place for monitoring complaints and compliments. Partner agencies are required to escalate to the Partnerships any emerging themes from complaints data that have implications for the effectiveness of the local multi-agency safeguarding arrangements.

4.45 It is equally important that the safeguarding partners are sighted on compliments which indicate good practice, so this learning can also be shared.

4.46 A process is in development to ensure all complaints, compliments and allegations data and information is appropriately recorded and reviewed for learning and improvements.



# 5. Dissemination of Learning – Workforce Development Offer

- 5.1 Blackpool's Partnerships recognise that it is their responsibility to disseminate lessons to all partner agencies and ensure that lessons are further disseminated within the agencies and are embedded in practice.
- 5.2 Blackpool's partnership arrangements share one Workforce Development Strategic Delivery Group, which considers key messages which need to be shared and embedded and with which target audiences.
- 5.3 The Workforce Development Group will organise and deliver all Multi-Agency Development opportunities. This will be in the format of a full Training Offer to be embedded on the Partnership website, Partnership launch events and Conferences, online briefings, newsletters and face to face training. The group will work closely across all partnerships with responsibility for providing the assurance to the Independent Chair/Scrutineer of the 3 Partnership boards.
- 5.4 Blackpool's Partnership Business Unit includes two Workforce Development & Audit Co-ordinators working across the partnerships, with a key role in workforce development and audit activity. The Workforce Development Strategic Delivery Group, which is chaired by the Head of Service responsible for the Partnership Business Unit. The Co-ordinators also take a lead role for the statutory responsibilities relating to multi-agency workforce development and audit, so they are clear about the learning that is needing to be shared.

- 5.6 The Workforce Development and Audit Coordinators, and Strategic Delivery Group will:
- Develop a Workforce Development Annual Plan, which sets out the Workforce Development plans for the 3 Partnership Boards; CSAP, BSAB and BSafe.
  - Develop a multi-agency safeguarding website, sharing learning, resources and support for children, adults and communities so they can keep themselves safe. Links will be made to other websites which set out the support available to Blackpool's children, families, carers, adults and communities. The website will also have guidance, tools, online training and newsletters to inform the practice of frontline practitioners and leaders.
  - Develop creative learning opportunities, enabling Blackpool's frontline workforce to have a real understanding of each agency's practice and a strong multi-agency partner support offer, for example: a multi-agency Marketplace.
  - Ensure that a Multi-Agency Workforce Development Pool is developed, consisting of experienced practitioners, as representatives of Blackpool partnership agencies, works together to co-deliver training to multi-agency audiences. The Pool is supported by the Partnership Business Unit two Workforce Development & Quality Audit Co-ordinators.

- Cascade lessons learned from CSPRs, SARs, DHRs, National Case Reviews and quality audits to the front-line partnership workforce, via creative methods including; face to face, virtual, web based and social media technologies.
- Develop and implement creative evaluation methods, to capture the impact of workforce development activities on the impact on operational practice.
- Ensure the multi-agency policies and procedures are regularly reviewed and updated in line with learning, as well as implementing national Statutory Legislation, Policy and Guidance changes.





# 6. Impact and Outcomes

- 6.1 The Blackpool Quality Assurance and Learning Improvement Framework will seek to understand that the audit, learning and workforce development activity is impacting on the way in which services are delivered to keep people safe, and the in turn, improving outcomes for children, adults and communities.
- 6.2 The Framework outlines how learning is put into practice, leading to achievable outcomes. This will be driven by a clear data driven approach to monitor impact to foster a safer, support focused learning culture across Blackpool and our communities.
- 6.3 We will take a balanced approach of analysing where practice is compliant with expected practice standards; what the quality of practice is; and most importantly what impact this has on outcomes for the people that we serve.



**Figure 3: Compliance, Quality and Impact**

## How will we know?

Impact will be measured via a range of sources:

- Multi-agency performance dashboards – do we see a change in the data?
- 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?
- Independent Scrutiny activity – does Scrutiny evidence impact on improved practice and impact on people's outcomes?
- Continuous audit cycle – has the quality of practice changed as a result of workforce development activities?
- Feedback from Blackpool's children, families, carers, adults and communities – do the people we serve think that we have made a difference for them?