



# MASA Partnership Plan 2025 - 2026

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## Introduction

This Partnership Plan sets out Blackpool's Safeguarding Children Multi Agency Safeguarding Arrangement (MASA) governance and strategic priorities for 2025 – 2026.

The Plan evidences how these arrangements meet statutory requirements, as set out within Working Together to Safeguard Children (2023)<sup>1</sup>, how our governance structures are designed to 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.

The Plan includes an overview of 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 new MASA, BSAB and BSafe Communication and Engagement Plan, which underpins Blackpool's multi-agency safeguarding arrangements, will ensure that professionals across all partner organisations are consistently informed, connected, and actively engaged.

## Vision

Our Blackpool's MASA and partnership strategic leaders are committed to our vision that children, young people and their families are Blackpool's future. We want to ensure that all children experience a great education and are supported by our partnership at the earliest opportunity, so they can thrive, feel healthy, happy and safe, and have opportunities to be ambitious about their future. When children and families need additional support our vision is that they are supported to remain living within stable homes and loving families wherever possible.

## Principles

- In Blackpool, we are committed to co-production culture with families we serve in our local community. We coproduced our 'Blackpool Families Rock', which sets out 'the way we do things', which includes co-production, listening, and empathy and putting families' needs first.
- We will work together as a partnership to support Blackpool's children and their families, our strategic and professional partners, voluntary & third sector organisations and communities
- We will continue to implement a trauma-attuned approach in all that we do to support Blackpool's families
- Our leaders are committed to listening to our frontline workforces' experiences of supporting families
- We will promote continuous improvement via a transparent learning culture, professional curiosity, and restorative culture

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- We will always ask ‘so what?’, focusing on what difference we have made to Blackpool’s children, young people and families daily lived experiences and whether we have supported them to experience improved outcomes in the future

## **Leadership and Strategic Direction**

### **Blackpool MASA’s Lead Safeguarding Partners (LSP’s) are:**

- Neil Jack - Chief Executive Blackpool Council
- Sacha Hatchett - Chief Constable of Lancashire Constabulary
- Sam Proffit – Interim Chief Executive Lancashire & South Cumbria Integrated Care Board (ICB)

### **Our Delegated Safeguarding Partners (DSP’s) are:**

- Vicky Gent - Director of Children’s Services (DCS) Blackpool Council (\* MASA Partnership Chair 24-25)
- Hassan Khan - Chief Superintendent, Divisional Commander Lancashire Police
- Jane Scattergood – Interim Chief Nursing Officer ICB

### **Our Independent Scrutineer is**

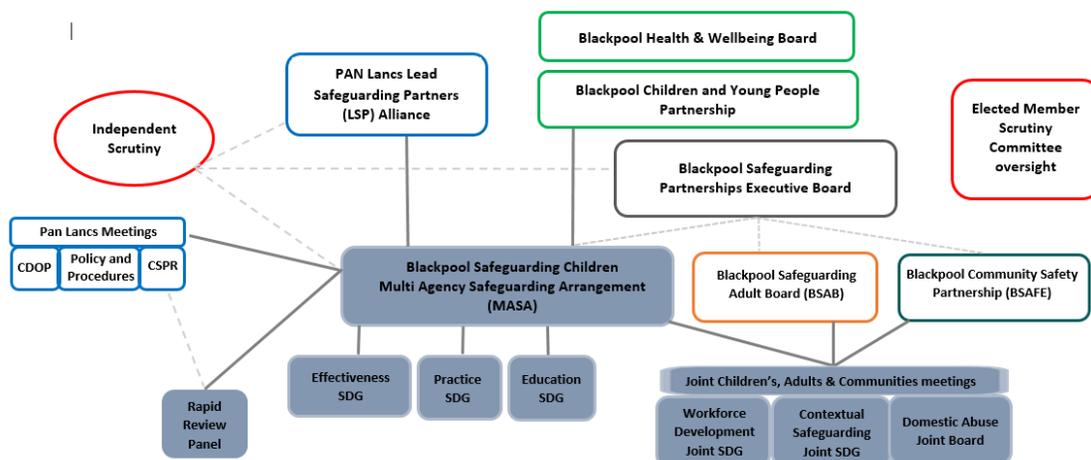
- Stephen Chapman

Blackpool’s Multi-Agency Safeguarding Arrangements (MASA) governance arrangements are integrated alongside the Blackpool Safeguarding Adults Board (BSAB) and the BSafe Community Safety Partnership. Together, these three strategic partnerships form the Blackpool Safeguarding Partnerships. Where possible the boards share a joint vision to align priorities, promote co-production, and strengthen safeguarding activity across the children, adults, and communities workforce.

This joint work can be evidenced by our joint Strategic Delivery Groups, such as those focused on domestic abuse, contextual safeguarding, and a new joint Making Safeguarding Personal group. These groups report to MASA, BSAB and BSafe governance structures. A Joint Workforce Development Offer ensures consistent multi-agency training across all three boards, while the shared website, newsletter, and new Communication and Engagement strategy promote transparency and continuous improvement. This integrated approach enables Blackpool to deliver more effective safeguarding responses, ensuring that vulnerable individuals receive the right support at the right time, and that learning is embedded across the system.

Our updated MASA structure was launched in January 2025, with a follow up review scheduled in 12 months’ time to assess the impact of the new arrangements and ensure it is continuing to meet the evolving needs of the partnership as it matures.

## MASA Governance Structure



MASA Governance Structure  
September 2025



## Our Partnership

Our partners include the council, police, health services, schools, charities, and other groups that help children and families. We all share the responsibility to keep children safe.

- Lancashire Constabulary
- Lancashire & South Cumbria Integrated Care Board (ICB)
- Blackpool Council - representatives of Children Services (Education & Social Care) & Public Health
- Blackpool Teaching Hospital
- Early Years, Schools and College representatives
- Lancashire & South Cumbria Foundation Trust
- National Probation Service
- Blackpool Coastal Housing
- Voluntary, Community and Third Sector representatives

## Chairing Arrangements

In accordance with the Working Together to Safeguard Children (2023)<sup>2</sup> requirement, Blackpool Safeguarding Children MASA is chaired by our Delegated Safeguarding Partners (DSP), in the capacity as 'Partnership Chair'. This role is undertaken on an annual rota basis between the DSP's of Lancashire and South Cumbria Integrated Care Board (ICB), Lancashire Constabulary

and Blackpool Council. The current MASA is chaired by the Director of Childrens Services, Blackpool Council.

## How we coproduced the 2025 – 2026 Partnership Plan

### MASA Development Day

On 18th June 2025, our partners came together for the 2025 MASA Development Day, a key event designed to reflect on the previous year’s business plan and collaboratively shape the strategic direction for the year ahead.

#### Aims of the Day

- Reflect on the impact and learning from last year’s MASA Business Plan
- Explore what excellence in safeguarding looks like across agencies
- Identify priorities for the coming year, learning from the JTAI and partnership data
- Strengthen relationships and build a shared sense of purpose

The day was structured to foster reflection, conversation, and shared ownership. Partners from our statutory and voluntary sectors—including health, education, police, social care, and community organisations—and parents with lived experience, engaged in a series of interactive exercises aimed at deepening collective understanding and strengthening the partnership’s vision.

#### A Moment to Reflect

Partners were invited to take part in reflective activities to explore motivations for working in safeguarding.



♥ **Head** - What knowledge or professional expertise do I bring to my role?

♥ **Heart** - Why do I care? What motivates me to do my role?

♥ **Hands** - What do I do in practice to help keep children safe?

These exercises helped to focus on the depth of commitment across the partnership and highlighted the vast range of skills, experience, and diverse expertise that underpins our safeguarding system in Blackpool. Reflections from these exercises were captured in Mentimeter and illustrated in the word clouds below.

## Head



## Heart



## Hands



### Co-Producing our new Motto

In a creative and collaborative session, partners co-produced a motto that captures the values and ambition of the MASA partnership. This motto, alongside our new logo, reflects our commitment to Blackpool’s children and families

“Safeguarding Blackpool’s Children, Supporting Blackpool’s Families”

Our motto and logo will be embedded across MASA communications and used to reinforce our collective identity and purpose. The motto evidences our priority to balance safeguarding children with supporting children to live in stable, safe and loving families wherever possible.

### ‘True to Us’ Exercise

A reflective multi-agency "True to Us" exercise enabled partners to co-produce our 2025–2026 priorities by creating a space for shared reflection on values, experiences, and service delivery. This collaborative approach helped identify common goals, gaps in delivery and strategy, areas for improvement, and ensure that agreed actions were informed by lived experience and frontline insight, strengthening ownership and alignment across the partnership. An overview of how we will deliver on these priorities including actions identified by partners in the ‘True to Us’ Exercise have been included in the [MASA Plan on a Page](#).

### Our Priorities

Partnership leaders agreed to continue to prioritise

- Neglect
- Families experiencing Domestic Abuse
- Contextual Safeguarding

## Activity will focus on

### Neglect

- **Review and launch the Neglect Strategy 2025–2028**  
We will refresh and launch the new Neglect Strategy to ensure it reflects local learning, trauma-informed practice and the values of Blackpool Families Rock, shaped through ongoing co-production with families and partners.
- **Continue to deliver on GCP2**  
We will strengthen the consistent use of GCP2 across agencies to support early identification of neglect and ensure families receive timely, strengths-based support.
- **Embed GCP2 and GCP2a into training and practice**  
We will embed both tools into multi-agency learning, supervision and practice frameworks so practitioners are confident in delivering high-quality, evidence-based assessments, including in pregnancy and early infancy.

### Families Experiencing Domestic Abuse

- **Strengthen partnership identification and early intervention**  
We will improve recognition of all forms of Domestic Abuse through better information sharing, trauma-informed approaches, and earlier coordinated support for children and families.
- **Build workforce confidence and capability**  
Through accessible, practical training and reflective learning, we will support practitioners to respond to Domestic Abuse safely, confidently, and consistently.
- **Recognise and respond to children as victims in their own right**  
We will ensure that children’s experiences and voices inform assessment and planning, recognising them as direct victims of abuse and ensuring they receive appropriate support.

### Contextual Safeguarding

- **Launch the updated Pan-Lancashire Missing from Home Guidance**  
We will promote consistent use of the new guidance, so practitioners respond with curiosity, compassion and clarity, reducing risks and improving safety when children go missing.
- **Develop and launch the Contextual Safeguarding Strategy**  
We will develop a shared strategy—shaped with input from partners, young people and communities—that strengthens our multi-agency approach to identifying and responding to extra-familial harm.
- **Utilise data and intelligence from across the partnership to support and underpin our work.** This approach will reflect the distinct challenges faced by coastal towns like Blackpool, enabling targeted, evidence-based responses to exploitation.

### **In addition, this year, we will also focus our work on**

- **Safeguarding Effectiveness** – developing a partnership dataset and framework for Safeguarding Effectiveness, monitoring of actions from CSPR, Rapid Review, audit and inspection, measuring the impact of workforce development activity aligned with the QALIF
- **Implementation of Families First Partnership** – developing a partnership delivery plan aligned with MASA priorities
- **Implementing the National Child Sexual Abuse Pathway** – undertake the RiPP ‘True to Us’ Exercise, continue to promote RiPP Child Sexual Abuse training and plan for sustainability through development of local partnership training
- **Children who are Electively Home Educated (EHE)** – an audit of children who are EHE where safeguarding concerns have been raised, improving data sharing and risk assessment, strengthening oversight and support and listening to children who are EHE
- **Participation and Coproduction** - develop a robust roadmap to embed and measure impact of coproduction and participation in MASA, and coproduce a coproduction and participation strategy for MASA
- **Communication and Engagement** – identify audiences for targeted communications and develop key messages
- **Workforce Development** - continue to coproduce and develop multi-agency training, partnership launch events, online briefings, website material, 7-minute briefings and multi-agency conferences and implement a robust framework for measuring the impact of Learning and Development activity.

### **Quality Assurance**

Oversight of the Partnership Plan’s implementation is maintained through bi monthly reporting by Strategic Delivery Group Chairs to the MASA, ensuring progress is tracked and scrutinised. The MASA annual report provides a comprehensive account of partnership activity, evidencing its impact on children and families and demonstrating compliance with statutory responsibilities outlined in Working Together to Safeguard Children 2023.

A cyclical learning model incorporating audit, reflection, and review, supports the identification and embedding of learning, with mechanisms in place to measure outcomes and assess the effectiveness of changes to practice.



**Continuous Learning & Improvement Cycle**

Blackpool Partnership Boards [Quality & Learning Improvement Framework](#) (QALIF) sets out the activity 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

**Safeguarding Effectiveness**

Robust data is essential to ensure that the MASA partnership can rely on accurate, timely, and meaningful information to inform safeguarding decisions. Each partner agency is responsible for maintaining the integrity of the data they contribute—ensuring it is complete, consistent, and validated against agreed standards.

The Safeguarding Effectiveness Strategic Delivery Group (SDG), chaired by the Assistant Director of Operations for Blackpool Children's Services, will oversee the safeguarding effectiveness process. This includes regular data audits, and the use of shared definitions and reporting frameworks. Working with bespoke support from the North West Safeguarding Hub, the partnership will embed a culture of data excellence, enabling us to monitor trends, evaluate impact, and drive continuous improvement in safeguarding practice.

The dataset will also help us understand the lived experiences of children and families, enabling us to target resources more effectively and improve outcomes for Blackpool children.

## **Families First**

To strengthen Early Help across Blackpool, the MASA partnership is supporting the implementation of Families First, a whole-family, strengths-based model designed to improve outcomes for children and families. A dedicated lead person has been appointed to work alongside our Principal Social Worker (PSW), and Head of Transformation to drive implementation. This collaborative leadership will ensure that Families First is embedded across services, aligning with MASA priorities and promoting joined-up working. The model will be supported through multi-agency training, practice development, and strategic oversight, enabling professionals to deliver timely, coordinated support that builds resilience and reduces escalation of need.

## **Information Sharing and Communication**

A key outcome from the MASA Development Day was the need for an agreed and effective approach to communication and information sharing between agencies.

The new Multi-Agency [Communication and Engagement Strategy](#) supports the effective delivery of safeguarding messages and engagement activities across:

- MASA (Safeguarding Children)
- BSAB (Safeguarding Adults)
- BSafe (Community Safety Partnership)

The strategy ensures that safeguarding communications are:

- Coordinated – aligned across agencies and systems
- Consistent – delivering clear, unified messages
- Impactful – engaging communities and professionals effectively

It also outlines mechanisms for:

- Disseminating learning from safeguarding audit, reviews to ensure consistent best practice is offered to families
- Building public confidence in safeguarding systems.
- Empowering communities to recognise and respond to safeguarding concerns.

## Workforce Development

Workforce development is a cornerstone of our MASA strategy, ensuring our frontline workforce across the partnership is equipped with the skills, knowledge, and confidence to deliver high-quality, child-centred practice. Led by our two dedicated Audit and Workforce Development Coordinators, the joint workforce development offer incorporates the entire partnership and is grounded in evidence-informed approaches aligned with MASA priorities.

Key developments include the rollout of **Neglect Training**, with a strong emphasis on the Graded Care Profile 2 (GCP2) tool. In 2025, this will be expanded to include the GCP2A (Graded Care Profile 2 Antenatal) tool, supporting practitioners to assess and respond to neglect during the antenatal and early postnatal periods. This is to underpin our priority to support families before their baby is born so babies can stay safely in their parents care whenever possible.

A **Multi-Agency Training Pool** has been established to support delivery and sustainability, alongside the introduction of Impact Chronology Training, which strengthens practitioners' ability to understand cumulative harm and the impact of intergenerational trauma.

Training on **Domestic Abuse** has been co-produced and delivered through a multi-agency task and finish group, offering a comprehensive one-day programme that reflects both lived experience and frontline expertise. The Awaken Team leads training on **Contextual Safeguarding**, addressing risks such as exploitation and peer-on-peer harm.

Learning from Child Safeguarding Practice Reviews (CSPR's) and Rapid Reviews is actively embedded into the training offer. The publication of 7-Minute Briefings (7MBs) and Learning Briefs ensures that key messages from local and National Reviews are disseminated quickly and effectively across the workforce. These resources support reflective practice, reinforce key safeguarding principles, and promote continuous improvement. All training is evaluated through our quality assurance framework to ensure impact and inform future development.

## Working Well with Children and Families

Working Well with Children and Families is a Pan Lancashire document written in three parts. Part 3 of the guidance refers to how agencies work together to support children and their families in Blackpool, to build on their strengths, seeking to support children to remain living safely within stable and loving families wherever possible. It is designed to ensure that we give families who are experiencing challenges the advice, information and support they need that helps them make a positive and long term differences to their lives and is underpinned by a series of principles that guide our work, we call this "Blackpool Families Rock". This document sets out service offers so that all our front line workforce practitioners also understand the partnership support offer.

## Impact – How Will We Know We Are Making A Difference?

The impact of Blackpool MASA will be measured via a range of sources

## Independent Scrutiny activity

Ensuring our the Independent Scrutineer has 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?
- Reflect on national, regional and comparator local authorities data

## Local Safeguarding Children Case Reviews (CSPRs) and Rapid Reviews

- 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 audits and workforce development feedback evidence this learning has impacted on the quality of practice across our partnership?

## Quality Audit Cycle

- Use data to inform Quality Audits with focus deep dives
- Has the quality of practice has changed as a result of workforce development activities?

## Learning Impact

- 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 contact Business Manager Sarah Hargreaves [masa@blackpool.gov.uk](mailto:masa@blackpool.gov.uk)